

**State of New Hampshire  
Department of Health and Human Services**

---

*Division for Children, Youth and Families*

**Strategic Priorities SFY22 & 23**



# NH DCYF Strategic Priorities SFY22 & 23

## PRIORITIES

Organizational Development	Service Array	Safety, Strengths and Needs	Partnerships and Collaboration	Permanency and Lifelong Connections
<b>VALUES</b>				
Invest in our organization to develop and retain excellent staff and build our capacity to improve outcomes for children, youth and families	Provide the right services at the right time	Ensure decisions regarding safety and well-being are informed by child, youth, and family strengths and needs	Partner to create a broader child and family well-being system whereas everyone in NH has a shared responsibility for children, youth, families, and communities	Strengthen practice and engagement with parents, caregivers, and lifelong connections to ensure timely permanency for children and youth
<b>GOALS</b>				
<ol style="list-style-type: none"> <li>1) Ensure DCYF structure and workforce is adequate to meet the needs of children and families</li> <li>2) Improve staff well-being and retention by promoting a culture of safety</li> <li>3) Update and improve technology to maximize efficiency and data-informed decision making</li> <li>4) Enhance initial and ongoing professional development</li> <li>5) Reduce racial and ethnic disparities through the child protection and juvenile justice systems</li> </ol>	<ol style="list-style-type: none"> <li>1) Deliver an enhanced in-home service array that can meet the needs of DCYF-involved families</li> <li>2) Expand coverage and capacity of the foster care health program</li> <li>3) Develop and implement a therapeutic foster care program</li> <li>4) Create a pathway to transform the juvenile justice secure facility to a therapeutic treatment setting providing evidence-based and trauma-focused services</li> </ol>	<ol style="list-style-type: none"> <li>1) Utilize evidence-informed, objective practices and tools to inform key case decisions in child protective services</li> <li>2) Utilize evidence-informed, objective practices and tools to inform key case decisions in juvenile justice services</li> <li>3) Incorporate safety science principles into continuous quality improvement procedures as a means to identify and make improvements across all practice areas (JJS, SYSC and CPS)</li> </ol>	<ol style="list-style-type: none"> <li>1) Partner with the Bureau of Children's Behavioral Health (BCBH) and residential providers to meet the needs of children and youth when clinically indicated</li> <li>2) Partner with BCBH and other stakeholders to expand the system of care for children and youth with behavioral health care needs</li> <li>3) Partner with other Divisions, Departments and stakeholders to strengthen families and keep children and youth healthy and safe without the need for DCYF involvement</li> <li>4) Implement the Juvenile Justice Transformation efforts to best meet the needs of youth</li> </ol>	<ol style="list-style-type: none"> <li>1) Increase the use of kin caregivers</li> <li>2) Expand general, targeted and child specific recruitment of foster parents to meet the need of children entering care</li> <li>3) Build strong relationships to promote successful placements and retention of caregivers</li> <li>4) Establish and implement effective reunification practices</li> <li>5) Establish and implement effective adoption and guardianship practices</li> <li>6) Strengthen youth preparation and transition to independence in adulthood</li> </ol>

# NH DCYF Strategic Priorities SFY22 & 23: *Organizational Development*

## PRIORITY

### Organizational Development

Invest in our organization to develop and retain excellent staff and build our capacity to improve outcomes for children, youth and families

## GOALS

**Goal 1:** Ensure DCYF structure and workforce is adequate to meet the needs of children and families

#### Activities

- Strengthen the organizational structure for the juvenile justice secure facility to deliver treatment services for youth and prepare to transition to a new facility
  - Redesign the facility organizational chart with updated job titles and responsibilities
  - Update all SJDs to align with new roles and facility orientation towards meeting clinical needs of youth
  - Develop a staff recruitment campaign to increase public awareness
  - Hire sufficient staff to ensure security and capacity for youth programming and activities
  - Collaborate with the legislature and other state government partners to develop and operate a new secured facility
- Update the organizational structure for Juvenile Justice to support the JJ Transformation
  - Hire an Administrator to be responsible for the new Assessment process
  - Hire JJ Assessment workers
- Hire enough CPSWs to get closer to desired caseload (Assessment - 12 cases per CPSW; Family Service – 10 cases per CPSW)

**Goal 2:** Improve staff well-being and retention by promoting a culture of safety

#### Activities

- Actively participate in the National Collaborative for Child Safety
- Incorporate safety science language in Core and Supervisory Core curriculum
- Work with newly formed Data Team of the NPCS to evaluate NH and national data trends and safety to assess the impact on staff well being

**Goal 3:** Update and improve technology to maximize efficiency and data-informed decision making

#### Activities

- Develop new child protection/juvenile justice case management system (CCWIS) to improve the ability of staff to carry out day-to-day job functions
- Improve data quality through activities established in the Data Quality Plan
- Implement electronic methods for data collection
- Develop and deliver a Data Literacy curriculum for Core and Ongoing training

# NH DCYF Strategic Priorities SFY22 & 23: *Organizational Development*

**PRIORITY**

**Organizational Development**

Invest in our organization to develop and retain excellent staff and build our capacity to improve outcomes for children, youth and families

**GOALS**

**Goal 4:** Enhance initial and ongoing staff training and professional development

**Activities**

- Identify and implement ongoing and advanced training curriculum
- Implement and embed the Core Competency model for CPSW's, developed by Butler Institute and DCYF staff, in Core curriculum.
- Enhance the initial and ongoing juvenile justice facility staff training and education
- Explore and deliver enhanced educational opportunities for staff
- Develop a flexible onboarding and training process for all staff for relocation to the new facility that will allow for timely completion of required training for new staff.
- Train staff to support the transition to evidence based programming

**Goal 5:** Reduce racial and ethnic disparities through the child protection and juvenile justice systems

**Activities**

- Increase consideration of existing data and expand collection, analysis, and publication to better understand the disparate impacts of race and ethnicity
- Continue work with University of New Hampshire to develop and deliver Implicit Bias trainings to DCYF staff and system partners
- Enhance DCYF's Diversity, Inclusion, and Equity trainings
- Continue partnerships with regional and national organizations examining how to implement practices to reduce racial and ethnic disparities in the child protection and juvenile justice systems

# NH DCYF Strategic Priorities SFY22 & 23: *Service Array*

## PRIORITY

### Service Array

Provide the right services at the right time

## GOALS

**Goal 1:** Deliver an enhanced in-home service array that can meet the needs of DCYF-involved families

### Activities

- Implement a service matching and referral process for community-based services
- Develop a process to assess the efficacy and quality of services
- Create a process where each DCYF Bureau has shared responsibility for the implementation of services (DCYF Voluntary case, CBVS, and updated in-home service array)

**Goal 2:** Expand coverage and capacity of the foster care health program

### Activities

- Regionalize nurse coverage to meet the health care needs.
- Enhance the ability of DCYF field staff to monitor children/youth prescribed psychotropic medication
- Expand the psychotropic medication secondary review & peer consultation process for children & youth in out-of-home placement
- Create and utilize a data collection mechanism for required for CQI and reporting purposes.

**Goal 3:** Develop and implement a therapeutic foster care program that meets the needs of children and youth

### Activities

- Design and implement a model of therapeutic foster care, and well-supported foster homes for children in care
- Procure, contract with providers, and implement this program

**Goal 4:** Create a pathway to transform the juvenile justice secure facility from a correctional setting to a therapeutic treatment setting providing evidence-based and trauma-focused services

### Activities

- Redesign the admissions and classification process
- Redesign the delivery of clinical services and documentation
- Implement evidence based treatment programming to include a newly developed behavioral management system and trauma informed treatment program for clinicians and direct care staff
- Implement a process for outsourcing clinical services
- Enrich voluntary provider services to increase community opportunities and improve permanency planning for youth
- Create a communication plan to seek input and provide information about the transformation efforts to our DCYF workforce, providers, judges, families, stakeholders, and the greater community

# NH DCYF Strategic Priorities SFY22 & 23: *Safety* , Strengths and Needs

## PRIORITY

### Safety, Strengths, and Needs

Ensure decisions regarding safety and well-being are informed by child, youth, and family strengths and needs

## GOALS

**Goal 1:** Utilize evidence-informed, objective practices and tools to inform key case decisions in child protective services

**Activities**

- Implement updated policy and Structured Decision Making (SDM) tools at intake, Assessment and Family Services
- Implement CANS in CPS to inform case planning and service provision
- Monitor and evaluate the special medical services contract and practices to ensure services are meeting the needs of children, families and the Division

**Goal 2:** Utilize evidence-informed, objective practices and tools to inform key case decisions in juvenile justice services

**Activities**

- Implement the CANS in JJS to inform new assessment process, case planning and service provision
- Integrate information obtained through the CANS into formal court processes by developing individualized plans tailored to meet the needs and build upon the strengths of youth
- Develop and implement a model of restorative practices for juvenile justice used consistently throughout the state

**Goal 3:** Incorporate safety science principles into continuous quality improvement procedures as a means to identify and make improvements across all practice areas (JJS, SYSC and CPS)

**Activities**

- Utilize a daily teaming process in district offices to review/prioritize:
  - Initiating Assessments and seeing alleged victims timely
  - Closing Assessments timely
  - Meeting JJ Assessments timing expectations
  - Improving timeframes for Face to face contact with children and caregivers in open cases and documenting these contacts
- Revamp the process for providing QA of critical incidents
  - Update the CIR process, form, and tracking mechanisms
  - Update the QA Specific Case Review process to best identify opportunities for improvement, recommendations and track progress toward the recommendations
- Build competency for staff in the identification of danger in order to develop safety plans through evaluation, training, and supervisory coaching

# NH DCYF Strategic Priorities SFY22 & 23: *Partnerships & Collaboration*

**PRIORITY**

**Partnerships and Collaboration**

Partner to create a broader child and family well-being system whereas everyone in NH has a shared responsibility for children, youth, families, and communities

**GOALS**

<p><b>Strategy 1:</b> Partner with the Bureau of Children’s Behavioral Health (BCBH) and residential providers to meet the needs of children and youth when clinically indicated</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Work in conjunction with BCBH to fully implement/monitor the residential transformation</li> <li>• Help BCBH implement and utilize the Comprehensive Assessment for Treatment (CAT) for youth</li> <li>• Collaborate with the courts to utilize the results of CAT findings to inform treatment decisions.</li> </ul>	<p><b>Strategy 2:</b> Partner with BCBH and other stakeholders to expand the system of care for children and youth with behavioral health care needs</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Support implementation of rapid response, particularly for youth and families involved with DCYF</li> <li>• Work with BCBH to increase the capacity to support youth and families with Transitional Enhanced Care Coordination (TRECC) and Fast Forward</li> </ul>	<p><b>Strategy 3:</b> Partner with other Divisions, Departments, and stakeholders to strengthen families and keep children and youth healthy and safe without the need for DCYF involvement</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Partner with the Bureau of Housing Supports to secure and enhance housing options for children, youth, and families</li> <li>• Improve documentation and utilization of Safe Plans of Care</li> <li>• Partner with the Bureau of Developmental Services and the Bureau of Children’s Behavioral Health around joint case planning, funding, and program development for youth with intellectual/developmental disabilities</li> <li>• Develop a Community Response Guide, whereby typical reporters to the child protection intake hotline can receive customized recommendations as to how to best support children and families in need</li> <li>• Develop a process, in support of the Community Response Guide, whereby typical reporters to the child protection intake hotline can receive personal support to connect children and families in need to supportive services</li> <li>• Partner with the courts on Family Drug Court pilot</li> </ul>	<p><b>Strategy 4:</b> Implement the Juvenile Justice Transformation efforts to best meet the needs of youth</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Partner with law enforcement and other referents to identify youth who can be safely diverted from the formal JJ system with appropriate service connections and those for whom formal JJ system involvement is necessary</li> <li>• Support increased capacity and consistency of Diversion programs across NH</li> <li>• Partner with the Courts to develop and Utilize a JJ Assessment tool to make recommendations for the appropriate level of involvement of youth in the JJS system</li> <li>• Partner with the Courts to update and implement rules of conditional release</li> </ul>
--	---	--	---

# NH DCYF Strategic Priorities SFY22 & 23: *Permanency and Lifelong Connections*

## PRIORITY

### Permanency and Lifelong Connections

Strengthen practice and engagement with parents, caregivers, and lifelong connections to ensure timely permanency for children and youth

## GOALS

**Goal 1:** Increase the use of kin caregivers

### Activities

- Support staff in identifying and engaging kin as caregivers and connections for all children/youth in care
- Seek to amend statute and licensing regulations to support increased utilization of and support for kinship caregivers
- Streamline child specific licensing process for kin caregivers
- Contract with a provider who specializes in the identification and support of kin caregivers

**Goal 2:** Expand general, targeted and child specific foster parent recruitment to meet the need of children entering care

### Activities

- Contract for foster parent recruitment
- Contract for and launch user-friendly web-based foster home licensing and placement-matching software
- Develop and implement a statewide foster parent recruitment plan specific to regions considering culture, age, and special needs of children who enter out-of-home care
- Expand the home-study unit to cover all aspects for licensing, including re-licensing and revocations of foster homes

**Goal 3:** Build strong relationships to promote successful placements and retention of caregivers

### Activities

- Develop and implement a statewide retention plan that ensures universal supports and services to caregivers and focuses on relationship
- Develop and implement a statewide placement response team to provide immediate response to caregivers
- Partner with community services, including BCBH to access the rapid response services for caregivers

**Goal 4:** Establish and implement effective reunification practices

### Activities

- Enhance the role and responsibility of the family services CPSW to specialize in permanency planning for reunification that includes:
  - Working with families to identify an appropriate and timely concurrent plan
  - Establishing monthly milestones for achieving reunification tasks (including identifying missing parents/relatives and safety for reunification)



# NH DCYF Strategic Priorities SFY22 & 23: *Permanency and Lifelong Connections*

## PRIORITY

### Permanency and Lifelong Connections

Strengthen DCYF's practice and engagement with parents, caregivers, and lifelong connections to ensure all children and youth achieve timely permanency

## GOALS

**Goal 5:** Establish and implement effective adoption and guardianship practices

### Activities

- Redesign the role and responsibility of the permanency worker to specialize in permanency planning support around reunification and concurrent planning for guardianship and adoption
  - Transfer of case management from Roadmaps to Permanency Planning Team
  - Update roles/responsibilities of Permanency Worker and teaming expectations
  - Identify and meet specialized training needs for permanency program staff
  - Consider workload capacity for permanency worker
- Improve/enhance permanency and concurrent planning practice for all staff (supervisors, family services and permanency workers)
  - Establish monthly milestones for achieving concurrent planning tasks (i.e. addressing attachment for foster parents/caregivers)
  - Identify and implement level of engagement of parents/expectations for engagement after a plan of guardianship or adoption has been ordered
- Ensure fidelity and effectiveness of TPR and Adoption Protocols
  - Create/improve adoption process and timeframes for completion and filing of paperwork
  - Implement and evaluate Seacoast pilot and work with DCYF staff attorneys

**Goal 6:** Strengthen youth preparation and transition to independence in adulthood

### Activities

- Increase enrollment in voluntary foster care to age 21
- Expand community mentorships
- Redesign the role and responsibility of the adolescent worker to specialize in achievement of permanency and/or concurrent planning for youth over 14
  - Identify and meet specialized training needs for adolescent program staff
  - Identify and implement level of engagement for parents/expectations for what engagement looks like in all cases after the concurrent plan has been adopted by the court

## NH DCYF Strategic Priorities SFY22 & 23: *Metrics*

Expected change	Metrics
<b>Decrease</b>	Percentage of families served by community-based voluntary services who have subsequent DCYF involvement
<b>Decrease/Decrease</b>	Average workload for CPSW assessment and CPSW family service worker
<b>Decrease</b>	Percent of staff who leave their DCYF position for reasons other than retirement and promotion
<b>Decrease</b>	Number of repeat assessments
<b>Decrease</b>	Number of children entering out-of-home placement
<b>Decrease</b>	Number/Percent of children in residential care
<b>Decrease</b>	Youth entering formal court-involved Juvenile Justice System with delinquency charges
<b>Increase</b>	Percent of youth achieving timely permanency
<b>Increase</b>	Frequency/quality of contact between DCYF staff and children/youth and parents
<b>Increase</b>	Number of foster homes
<b>Increase</b>	Percent of children placed with kin
<b>Decrease</b>	Percent of youth who are detained and/or committed for a 2 <sup>nd</sup> time within 6 months
<b>Decrease</b>	Percent of children in out-of-home care prescribed psychotropic medications