

*State of Wyoming Citizen
Review Panel, Inc.*



Annual Report
Second Part
with Recommendations
October 2005

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Purpose of the Panel

The Citizen Review Panel is a federally mandated group of professional and private citizens who are responsible for determining whether state and local agencies are effectively discharging child protective responsibilities; pursuant to the 1996 amendments to the Child Abuse Protection and Treatment Act (CAPTA) and any subsequent amendments. Through a review of policies, procedures, research and case review, the purpose of the Citizen Review Panel is to promote child safety and quality services to children and families.

Introduction

The Wyoming Citizen Review Panel trained almost 60 citizen reviewers between January and May 2005 to review child abuse/neglect and juvenile probation cases in every DFS office in Wyoming. Reviews were completed in June of 2005. A preliminary report was submitted to the federal government on June 30, 2005 pursuant to law. However, the Panelists had not been able to finish their evaluation and analysis of the cases that had been reviewed during this first half of the year 2005.

Therefore, in August of 2005, a team of Panelists met to carefully read through all of the case review instrument items which had received a score of "area needing improvement" (by the case reviewers) for the purpose of determining:

1. if there was a common thread of reasons for the "area needing improvement" scores; and
2. what recommendation/s could the Panel suggest to improve practice so that scores of "strength" could be received in the future?

So, while the lack of a score of "area needing improvement" means an item under review received either a "strength" rating or the item was deemed "not applicable," *items receiving these two ratings are not analyzed in this report, but will be looked at more carefully in future reports. **Kudos to the Wyoming Department of Family Services for all of the strength ratings they received, as there were many.***

Statewide case review results showed that DFS had improved the percentage of "strength" scores received in 18 of the 23 items since the last review was conducted in 2002 by the federal review team (only Cheyenne and Casper cases were reviewed by this team). This is quite an achievement, worthy of praise.

It is noteworthy that 20 items were targeted for improvement in DFS's program improvement plan (PIP) of 2002. Of these 20 items, six met or exceeded their respective PIP goals in the most recent state-wide 2005 review. The six items included Item #1, Timeliness of investigation; Item #4, Risk of Harm to child(ren); Item #10, Other planned permanent living; Item #12, Placement with siblings; Item #19, Worker visits with child; Item #21, Education needs of the child; and Item #22, Physical health of the child. ***Again, praise is in order for these improved items.***

Percentage scores remained the same or decreased over 2002 percentage scores, however, in five item areas. These items were:

Item #7, Permanency goal for child;

Item #8, Reunification/Guardianship/Relative Placement;

Item #9, Adoption;

Item #11, Proximity of foster care placement; and

Item #16, Relationship of child with parents.

Panel Recommendations

The Panel asks that DFS respond to these recommendations within three months of the receipt of this report. Please tell the Wyoming Citizen Review Panel, Inc., in a written response, how and when Wyoming DFS plans to implement the following recommendations.

Recommendations for DFS:

Recommendation #1:

Require the Department of Family Services to follow their own recommendation to implement the Family Centered Practice Model. The Family Centered Practice model assesses the whole family's needs so that the child's need for safety, permanence and well-being can occur by servicing the whole family. If policy were followed and if family centered practice was used with every family, in all DFS offices and with all cases, most case outcomes would improve. The Panel found that many "area needs improvement" scores were directly attributable to some family members not being involved in the case planning or in visitations with children and DFS case workers. Notably, family members left out most often were non-custodial fathers.

Recommendation #2:

Require the use of a consistent battery of assessments be given in all cases to the child and to all family members the child is associated with, including foster parents, if applicable. And, encourage providing services in a timely manner when needs are identified. If this was done, overall case outcomes would improve.

The Panel recognizes that in some communities, some services are filled to capacity or not available at all and the child and/or family must travel to other communities to receive services, which takes more time. The Panel also recognizes that some families refuse services offered by DFS and the community. Finally, the Panel

recognizes that all community services in Wyoming are not of the same quality and do not meet the individual needs of all children and families, thus opening the window to failure even when DFS has the best intentions in mind for the families and children it works with.

Recommendation #3:

Require consistent case file format across the state. Reviewers and case workers alike noted difficulty in finding necessary items in the case file. This may account for some lack of steps being taken by a DFS caseworker with a family, as it was difficult to determine what had been done in a case when referring to the file. Consider a format that is easy for the case worker to navigate. Involve case workers in determining case file format.

Recommendation #4:

Develop a system that will easily and consistently inform case workers, managers and supervisors of DFS policies, changes in DFS policy and other rules, laws and regulations needed to perform their jobs. Quite often when an item was rated as "area needing improvement" there was discussion between reviewers, case workers and management. The discussion often revolved around someone not being aware of a policy or change in policy. The Panel suggests adding a "technical assistance" box on the DFS web site that pops up when a DFS employee turns on his/her computer. The "technical assistance" box could state a variety of messages, from up-coming training information to policy reminders and policy changes.

Recommendation #5:

Report to the Citizen Review Panel about exactly how the review scores are being used by DFS across the state.

Recommendations for systemic change: The following recommendations pertain not only to DFS but to other Wyoming child protection systems as well. The Panel asks DFS to report to the Panel what part it can play to help implement the following systemic recommendations:

Recommendation #6:

Require those involved in the court systems in Wyoming to act on termination of parental rights and adoption procedures with urgency and consistency, as there are Wyoming children who are counting on them for permanency in their lives. Most striking of the review findings were that judges, district attorneys and guardian ad litem functioned differently in each county, thus having a different effect on cases, either positively or negatively.

Recommendation #7:

Require the strengthening of; continuance of; and creative additions to community partnerships and good communication between them and DFS as they pertain to these cases. Realize that there is a need in some Wyoming communities to establish physical health and/or mental health resources for these Wyoming children and families, especially as they pertain to drug addiction

Basis of Panel Recommendations

Panel recommendations were based upon the following findings and results of the January through June 2005 reviews.

Of the 52 Child Protection Cases reviewed, reviewers found a total of 96 items marked as “needs improvement.” Of the 43 Juvenile Probation cases reviewed, reviewers found a total of 80 items marked as “needs improvement.”

Table 1:

Of the all of the cases reviewed, items receiving a rating of “area needing improvement” (NI) were found in the following DFS Offices. Each case was scored on 23 items. The number of cases in each community that had at least one item marked as “area needing improvement” are listed in columns A. The total number of items receiving the “area needing improvement” rating is shown in columns B.

| | Child Protection Cases: | | Juvenile Probation Cases: | |
|--------------|-------------------------|-------|---------------------------|-------|
| | A | B | A | B |
| Afton | 1 case | 8 NI | 1 case | 1 NI |
| Buffalo | 1 case | 1 NI | None | |
| Casper | 7 cases | 33 NI | 7 cases | 30 NI |
| Cheyenne | 4 cases | 10 NI | 9 cases | 33 NI |
| Cody | 1 case | 6 NI | 2 cases | 5 NI |
| Douglas | 1 case | 4 NI | 1 case | 2 NI |
| Evanston | 1 case | 1 NI | 3 cases | 6 NI |
| Gillette | 4 cases | 12 NI | 2 cases | 2 NI |
| Glenrock | 1 case | 10 NI | None | |
| Jackson | 1 case | 4 NI | None | |
| Lander | 1 case | 5 NI | 2 cases | 3 NI |
| Laramie | None | | 1 case | 5 NI |
| Lusk | 1 case | 1 NI | None | |
| Newcastle | 1 case | 4 NI | None | |
| Powell | 1 case | 3 NI | None | |
| Rawlins | 2 cases | 6 NI | 1 case | 2 NI |
| Riverton | 2 cases | 5 NI | 1 case | 1 NI |
| Rock Springs | 2 cases | 5 NI | 2 cases | 14 NI |

| | | | | |
|-------------|----------|--------|----------|--------|
| Sheridan | 1 case | 1 NI | 2 cases | 5 NI |
| Sundance | 1 case | 2 NI | None | |
| Thermopolis | 1 case | 7 NI | None | |
| Torrington | 2 cases | 7 NI | None | |
| Wheatland | none | | 1 case | 1 NI |
| Worland | 1 case | 3 NI | None | |
| Total | 38 cases | 138 NI | 35 cases | 110 NI |

Kudos to these local DFS Offices where at least one case was reviewed, but no "area needing improvement" items were found:

*Greybull
Kemmerer
Pinedale*

Table 2:

Frequencies of each of the items rated "area needing improvement" (NI), and in what location are noted in the table below.

| Item | # Rated "NI" | Location | Case Type |
|--|--------------|--------------|-----------|
| 1 - Timeliness of initiating investigation | 1 | Rock Springs | JP |
| 2 - Repeat maltreatment | 1 | Casper | CP |
| | 1 | Gillette | CP |
| 3 - Services to family to protect children | 1 | Afton | CP |
| | 1 | Casper | CP |
| | 1 | Cheyenne | JP |
| | 1 | Glenrock | CP |
| 4 - Risk of harm to child/ren | 1 | Afton | CP |
| | 1 | Glenrock | CP |
| | 1 | Rock Springs | JP |
| 5 - Foster care re-entries | 1 | Casper | JP |
| 6 - Stability of foster care placement | 2 | Casper | CP |
| | 2 | Cheyenne | JP |
| | 1 | Gillette | CP |
| | 1 | Glenrock | CP |
| | 1 | Powell | CP |
| 7—Permanency goal for child | 2 | Casper | CP |
| | 2 | Casper | JP |
| | 1 | Cheyenne | CP |
| | 2 | Cheyenne | JP |
| | 1 | Evanston | CP |
| | 1 | Gillette | CP |
| | 1 | Glenrock | CP |
| | 1 | Lander | JP |
| | 1 | Riverton | CP |
| | 1 | Rock Springs | CP |
| 8 - Reunification | 1 | Casper | CP |
| | 1 | Cheyenne | CP |
| | 2 | Cheyenne | JP |
| | 1 | Douglas | CP |

| | | | |
|---|---|-------------------|----|
| | 1 | Evanston | JP |
| | 1 | Gillette | CP |
| | 1 | Glenrock | CP |
| | 1 | Jackson | CP |
| | 1 | Lander | JP |
| | 1 | Powell | CP |
| | 1 | Riverton | CP |
| | 1 | Rock Springs | CP |
| | 1 | Rock Springs | JP |
| 9 - Adoption | 1 | Buffalo - | CP |
| | 1 | Cheyenne - | CP |
| | 4 | Casper - | CP |
| | 1 | Evanston - | CP |
| | 1 | Newcastle - | CP |
| | 1 | Wheatland | CP |
| 10 - Other goal | 1 | Cheyenne | CP |
| | 1 | Thermopolis | CP |
| 11 - Proximity of placement | 2 | Cheyenne | JP |
| | 1 | Rock Springs | JP |
| | 1 | Glenrock | CP |
| | 1 | Riverton | CP |
| 13 - Visiting family in foster care | 2 | Casper | JP |
| | 1 | Casper | CP |
| | 2 | Cheyenne | JP |
| | 1 | Douglas | JP |
| | 1 | Glenrock | CP |
| | 1 | Jackson | CP |
| | 1 | Laramie | JP |
| | 1 | Rock Springs | JP |
| | 1 | Torrington | CP |
| 14 - Preserving connections | 1 | Casper | CP |
| | 3 | Casper | JP |
| | 2 | Cheyenne | JP |
| | 1 | Laramie | JP |
| | 1 | Newcastle | CP |
| | 1 | Rock Springs | JP |
| | 1 | Thermopolis | CP |
| 15 - Relative placement | 3 | Casper | CP |
| | 1 | Casper | JP |
| | 1 | Cheyenne | JP |
| | 1 | Glenrock | CP |
| | 1 | Lander | CP |
| | 1 | Rawlins | JP |
| | 1 | Torrington | CP |
| 16 - Relationship of child with parents | 2 | Casper | CP |
| | 3 | Casper | JP |
| | 4 | Cheyenne | JP |
| | 1 | Evanston Glenrock | JP |
| | 1 | Lander | CP |
| | 1 | Laramie | CP |
| | 1 | Newcastle | JP |
| | 1 | Rock Springs | CP |
| | 1 | Rock Springs | CP |
| | 1 | Torrington | JP |

| | | | |
|--|-------------|--------------|----|
| | 1 | Torrington | CP |
| 17 – Needs and services of child and family | 1 | Afton | CP |
| | 3 | Casper | CP |
| | 6 | Casper | JP |
| | 5 | Cheyenne | JP |
| | 1 | Cody | CP |
| | 2 | Cody | JP |
| | 1 | Evanston | JP |
| | 1 | Gillette | CP |
| | 1 | Glenrock | CP |
| | 1 | Jackson | CP |
| | 1 | Lander | CP |
| | 2 | Rawlins | CP |
| | 1 | Rawlins | CP |
| | 1 | Rock Springs | CP |
| | 2 | Rock Springs | JP |
| | 1 | Sheridan | JP |
| | 1 | Thermopolis | CP |
| 2 | Torrington | CP | |
| 18 – Child and family involvement in case planning | 1 | Afton | CP |
| | 1 | Afton | JP |
| | 1 | Buffalo | CP |
| | 5 | Casper | CP |
| | 4 | Casper | JP |
| | 3 | Cheyenne | CP |
| | 3 | Cheyenne | JP |
| | 1 | Cody | CP |
| | 1 | Cody | JP |
| | 1 | Evanston | JP |
| | 1 | Gillette | CP |
| | 1 | Lander | CP |
| | 1 | Lander | JP |
| | 1 | Laramie | JP |
| | 1 | Newcastle | CP |
| | 2 | Rock Springs | JP |
| | 1 | Sheridan | JP |
| 1 | Thermopolis | CP | |
| 1 | Torrington | CP | |
| 1 | Wheatland | JP | |
| 1 | Worland | CP | |
| 19 – Worker visits with child | 1 | Afton | CP |
| | 2 | Casper | CP |
| | 1 | Cheyenne | CP |
| | 2 | Cheyenne | JP |
| | 1 | Cody | CP |
| | 1 | Douglas | CP |
| | 1 | Douglas | JP |
| | 1 | Evanston | JP |
| | 2 | Gillette | CP |
| | 1 | Lusk | CP |
| | 1 | Powell | CP |
| | 1 | Riverton | CP |
| | 1 | Sheridan | CP |
| 1 | Sundance | CP | |

| | | | |
|-----------------------------------|---------------------------------|--------------|-------|
| 20 – Worker visits with parent/s | 1 | Afton | CP |
| | 3 | Casper | CP |
| | 3 | Casper | JP |
| | 1 | Cheyenne | CP |
| | 3 | Cheyenne | JP |
| | 1 | Cody | CP |
| | 1 | Cody | JP |
| | 1 | Douglas | CP |
| | 1 | Evanston | JP |
| | 1 | Gillette | CP |
| | 1 | Laramie | JP |
| | 1 | Riverton | CP |
| | 2 | Sheridan | JP |
| | 1 | Sundance | CP |
| 1 | Torrington | CP | |
| 21 – Educational needs of child | 1 | Afton | CP |
| | 2 | Casper | CP |
| | 2 | Casper | JP |
| | 1 | Gillette | CP |
| | 1 | Gillette | JP |
| | 1 | Newcastle | CP |
| | 1 | Rawlins | CP |
| | 1 | Riverton | JP |
| | 1 | Sheridan | JP |
| | 1 | Thermopolis | CP |
| 22 – Physical health of the child | 3 | Casper | CP |
| | 1 | Cheyenne | JP |
| | 1 | Cody | CP |
| | 1 | Cody | JP |
| | 2 | Gillette | CP |
| | 1 | Jackson | CP |
| | 1 | Lander | CP |
| | 1 | Rawlins | CP |
| | 1 | Worland | CP |
| | 23 – Mental health of the child | 1 | Afton |
| 1 | | Casper | CP |
| 3 | | Casper | JP |
| 1 | | Cheyenne | CP |
| 1 | | Cheyenne | JP |
| 1 | | Cody | CP |
| 1 | | Douglas | CP |
| 1 | | Gillette | JP |
| 2 | | Rawlins | CP |
| 2 | | Rock Springs | JP |
| 1 | | Thermopolis | CP |
| 1 | Worland | CP | |

The 96 “area needing improvement” items under Child Protection represented a total of 20 different items of the possible 23 items in the scoring instrument. The 96 items “needing improvement” were found in 38 different cases (73% of the 52 cases reviewed).

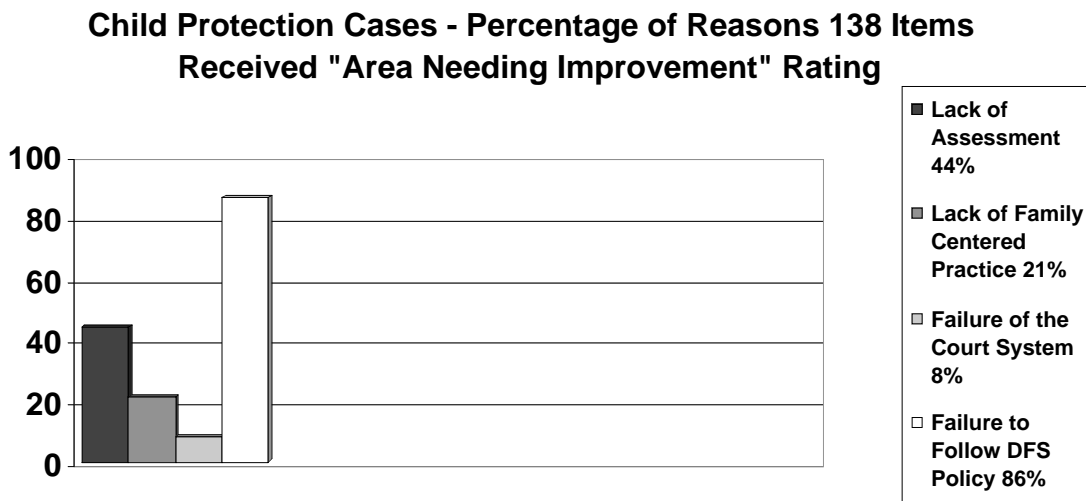
The 80 "area needing improvement" items under Juvenile probation represented a total of 19 different items of the possible 23 items in the scoring instrument. The 80 items "needing improvement" were found in 35 different cases (81% of the 43 cases reviewed). See Appendix A and B to view actual tables, with item numbers, case numbers and a summary of reasons for "area needing improvement" ratings. See Appendix C for an explanation of each item number in the tables above.

Conclusions of the Panel

Overall Findings: Overall, the Panel grouped reasons for the "area needing improvement" items into four main categories: the lack of assessment, the lack of family centered practice, failure of the court system, and failure to follow DFS policies. Explanation of these four follows.

Panel members found that the lack of assessment, the lack of timely assessment and/or the lack of providing appropriate services after assessment accounted for 61 of the 138 items (44%) scored as "area needing improvement" in the child protection cases. Within the juvenile probation cases, 57 of the 110 items (52%) scored as an "area needing improvement" because of the lack of assessment, the lack of timely assessment and/or the lack of providing appropriate services after assessment [see Charts 1 and 2 and Appendixes A and B].

Chart #1:

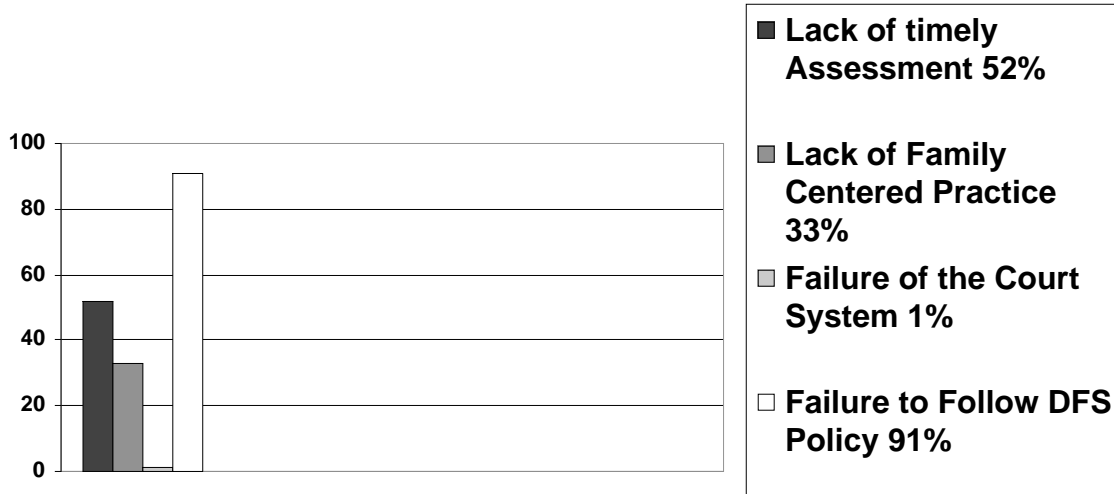


Panel members also found that 36 out of the 110 items (33%) of the juvenile probation cases were scored as an "area needing improvement" because of a lack of family centered practice. While 29 out of 138 (21%) on child protection side, were scored thus because of a lack of family

centered practice. The Panel is aware that the model of family centered practice is new and case workers were trained on the model in 2005, the same year as the review. Thus, most of the cases reviewed had not yet implemented the model [see Charts 1 and 2 and Appendixes A and B].

Chart #2:

**Juvenile Probation Cases - Percentage of Reasons 110
Items Received "Area Needing Improvement" Rating**



Panel members found that 11 out of 138 child protection “area needing improvement” items (8%) were scored thus because of the failure of the court system to move termination of parental rights, guardianship and adoption requirements in a timely manner. These items represent 11 cases out of 52 (21%). On the juvenile probation side, only 1 item out of 110 (1%) appears to be rated as “area needing improvement” because of faults within the court system. These findings may not reflect the true situation since reviewers did not always specify when the court was at fault [see Charts 1 and 2 and Appendixes A and B].

Panel members found that 119 out of 138 (86%) items scored as an “area needing improvement” on the child protection side were because of the failure of DFS to follow policy. Likewise, on the juvenile probation side, 100 out of 110 (91%) items scored as an “area needing improvement” were because of the failure of DFS to follow policy [see Charts 1 and 2 and Appendixes A and B].

Safety Section Conclusions:

- Eight cases included items with “area needing improvement” in the safety section. The investigation of one case was not done in a timely manner. In another case, the child was abused in foster care after being removed from the home. In two cases, there had been a previous investigation and there was a repeat of the same safety risk. In three cases, the risk had not been addressed and no services had been offered. In another case, there had been no services to address the risk to a second child in the home. If DFS had followed policy, probably six of these cases could have been marked as “strengths.” Further analysis needs to be done to determine why two of the cases had repeat maltreatment and what can be done about it. This review did not go in to enough detail to determine this at this time.

Permanency Section Conclusions:

- In all the cases reviewed in which children were taken out of the home for safety reasons, all of those children who had siblings, were placed together if it was in the sibling’s best interest to do so. This is, indeed, a strength for Wyoming.
- Of the 95 randomly selected cases reviewed, there were 72 cases (76%) involving the removal of children from the home. Children and their families were receiving in-home services in the other 23 cases.
- Of those children placed out of the home, half of the children with adoption goals were not progressing or had not met this goal within 24 months of entry into foster care. Casper had the most cases where adoption was not occurring in a timely manner. All of these cases included delays of filing and/or completion of termination of parental rights by the court; and in one case, no adoptive family had been identified by DFS.
- 47% of the children with family reunification goals had not met or were not progressing towards their goal after being in foster care for at least 12 months. There were a variety of reasons for the lack of progress or accomplishment of the goal: 5 of the cases had an inappropriate goal or no goal at all, where the stated goal was reunification, but the actual goal was guardianship; 3 of the cases were not progressing due to not filing guardianship; 2 cases were due to DFS worker turnover or case closing delay.

Well-being Section Conclusions:

- 32% of the cases were not receiving substantial enough services to meet their educational, physical and/or mental health needs. There were almost twice as many juvenile probation cases where these needs were not being met than child protection services cases.
- Other needs assessments, as covered in Item 17 were also not being addressed in 35% of the cases reviewed. A variety of reasons explain why these items were marked down – many reasons point to a simple lack of conducting a needs assessment, as required by DFS policy. Needs of child, family and/or guardian were not assessed in 26 cases. Seven cases had been assessed for needs, but services were not provided or were provided too late. It is unknown whether services were available or unavailable. The area of providing a quality needs assessment in a timely manner may be addressed by the new assessment system DFS is in the process of implementing. Case workers will be trained on the new system beginning this January 2006, according to Marilyn Patton, DFS state manager in charge of family assessment.
- Other conclusions in this section include lack of case planning and/or not involving the child and/or the family in case planning. Quite a few cases failed to involve one or the other of the parents in meetings, case planning and in services offered, including visitation with the child and with the DFS case worker. Most often left out was the father. Implementing the Family Centered Practice model and following DFS's diligent search policy will help to eliminate these problems.

Appendix A

Child Protection Cases Reviewed Between January 2005 and June 2005 Items Rated as "Area Needing Improvement" and Reasons why these Items were Rated Thus

| Child Protection Services OFFICE | CFSR item | case# | Reason for Needs improvement Rating |
|----------------------------------|-----------|-------|--|
| Gillette | 2 | 75 | 2nd rep. |
| Casper | 2 | 32 | 2nd rep. previous investigation |
| | Total 2 | | |
| Casper | 3 | 26 | abused in foster care |
| Afton | 3 | 55 | risk not addressed |
| Glenrock | 3 | 89 | no services |
| | Total 3 | | |
| Afton | 4 | 55 | risk not addressed |
| Glenrock | 4 | 89 | risk not addressed |
| | Total 2 | | |
| Casper | 6 | 21 | danger of disruption (closed) |
| Glenrock | 6 | 89 | 2 changes in placement; needs not addressed |
| Gillette | 6 | 72 | 3 changes in placement; careful assessment needed |
| Rock Springs | 6 | 60 | 3 changes in placement; not related to child's needs |
| Casper | 6 | 26 | 3 changes in placement |
| Powell | 6 | 36 | 2 changes in placement; need for residential treatment |
| | Total 6 | | |
| Rock Springs | 7 | 60 | no exceptions for 15 of 22 |
| Casper | 7 | 24 | delays and changes in permanency goal |
| Glenrock | 7 | 89 | appropriateness of goal; questionable assessment |
| Gillette | 7 | 80 | appropriateness of goal |
| Riverton | 7 | 43 | no TPR due to case worker reluctance; not following policy |
| Cheyenne | 7 | 11 | unclear goal; no exceptions for 15 of 22 |
| Casper | 7 | 21 | appropriateness of goal; not following policy |
| Evanston | 7 | 52 | unclear goal; no exceptions for 15 of 22 |
| | Total 8 | | |
| Riverton | 8 | 43 | inappropriate goal; parents not working...drug involvement of parents; not following policy |
| Glenrock | 8 | 89 | state goal was reunification; real goal was guardianship; unclear case plan goal |
| Douglas | 8 | 88 | delayed filing of guardianship -- AG's office |
| Gillette | 8 | 80 | delay due to substance abuse; inappropriate goal |
| Jackson | 8 | 58 | delay in closing case -- DFS needed to file a petition to |

| | | | |
|--------------|---------|----|---|
| | | | court to be |
| | | | relieved of custody -- this was missing in file |
| Powell | 8 | 36 | delayed due to ICPC; treatment resources; worker turnover |
| Casper | 8 | 21 | delayed filing of guardianship -- AG's office & court system; |
| | | | clear case plan -- lacking assessment |
| Cheyenne | 8 | 11 | no goal established -- needed good assessment |
| Rock Springs | 8 | 60 | delayed filing of guardianship by court; County Attorney opposed to TPR; Co. Attorney didn't file |
| | Total 9 | | |
| Cheyenne | 9 | 11 | no goal established -- needed good assessment; DFS not following policy |
| Thermopolis | 9 | 40 | may be inappropriate goal -- needed good assessment |
| | Total 2 | | |
| Cheyenne | 10 | 11 | no goal established; assessment needed; DFS not following policy |
| Thermopolis | 10 | 40 | may be inappropriate goal -- needed good assessment |
| | Total 2 | | |
| Glenrock | 11 | 89 | out of community Foster Care |
| Riverton | 11 | 43 | out of community Foster Care |
| | Total 2 | | |
| Torrington | 13 | 91 | visits not pursued with father |
| Glenrock | 13 | 89 | insufficient visitation |
| Casper | 13 | 21 | no visits |
| Jackson | 13 | 58 | insufficient visitation; child asking for more contact |
| | Total 4 | | |
| Casper | 14 | 26 | no connection to adopted, older sibling |
| Thermopolis | 14 | 40 | no connections to family or culture |
| Newcastle | 14 | 79 | Native American child; tribe not located |
| | Total 3 | | |
| Lander | 15 | 47 | very limited maternal search; no paternal search |
| Torrington | 15 | 91 | paternal not considered |
| Casper | 15 | 29 | paternity not established; father not involved |
| Casper | 15 | 26 | no attempts to find father except for one of three kids |
| Casper | 15 | 21 | paternity not established; paternity not pursued |
| Glenrock | 15 | 89 | paternal relative not considered and issues in relative placement |
| | | | not addressed |
| | Total 6 | | |
| Glenrock | 16 | 89 | insufficient efforts with both parents |
| Torrington | 16 | 91 | lack of contact with father |
| Newcastle | 16 | 79 | insufficient support to mother |
| Rock Springs | 16 | 60 | insufficient efforts by agency |
| Lander | 16 | 47 | no search for father |
| Casper | 16 | 26 | court-ordered visits not done |
| Casper | 16 | 21 | paternity not established; visits with Mom stopped when went to Guardian |
| | Total 7 | | |
| Gillette | 17 | 75 | Lifenet doing most of work; DFS not keeping up on work |

| | | | |
|--------------|----------|----|--|
| | | | done by them |
| Casper | 17 | 26 | no needs assessment of children or family |
| Casper | 17 | 29 | father not discussed |
| Cody | 17 | 35 | no needs assessment of children or family |
| Thermopolis | 17 | 40 | inadequate assessment and services |
| Lander | 17 | 47 | father not assessed |
| Afton | 17 | 55 | incomplete assessment and services |
| Rock Springs | 17 | 62 | assessed but not all addressed |
| Casper | 17 | 21 | no current case plan; needs of guardian not addressed |
| Rawlins | 17 | 81 | lack of assessment; inappropriate services |
| Rawlins | 17 | 83 | lacking documentation |
| Glenrock | 17 | 89 | assessed but no services to parent or guardian |
| Torrington | 17 | 91 | no assessment of father; no documentation on mom |
| Torrington | 17 | 92 | no assessment or PDR |
| Jackson | 17 | 58 | mother's needs not fully addressed |
| | Total 15 | | |
| Buffalo | 18 | 69 | no plan with adoptive parent involved |
| Torrington | 18 | 92 | mother/child not involved; father was |
| Gillette | 18 | 75 | case plan not timely; done without father |
| Afton | 18 | 55 | no current case plan |
| Lander | 18 | 47 | no current case plan |
| Thermopolis | 18 | 40 | child not involved |
| Worland | 18 | 39 | child not involved |
| Cody | 18 | 35 | parents not involved |
| Casper | 18 | 28 | no family involvement |
| Casper | 18 | 26 | no case plan |
| Casper | 18 | 21 | no current case plan; no involvement in planning |
| Casper | 18 | 18 | no involvement of child and adoptive parents |
| Cheyenne | 18 | 4 | no current case plan |
| Cheyenne | 18 | 11 | no current case plan; father not involved |
| Cheyenne | 18 | 7 | limited involvement |
| Casper | 18 | 29 | father not included |
| Newcastle | 18 | 79 | no involvement of child; no Independent Living plans; almost 18 years old |
| | Total 17 | | |
| Cody | 19 | 35 | less than monthly |
| Douglas | 19 | 88 | out-of-state placement |
| Gillette | 19 | 80 | out-of-state placement |
| Sundance | 19 | 78 | less than monthly |
| Gillette | 19 | 75 | Lifenet doing most of work; DFS not keeping up on work done by them |
| Sheridan | 19 | 65 | less than monthly |
| Afton | 19 | 55 | monthly visits without content |
| Powell | 19 | 36 | out-of-state placement |
| Casper | 19 | 26 | less than monthly |
| Casper | 19 | 21 | less than monthly |
| Cheyenne | 19 | 6 | less than monthly |
| Lusk | 19 | 90 | out-of-state placement |
| Riverton | 19 | 42 | less than monthly |

| | | | |
|-------------|----------|----|--|
| | Total 13 | | |
| Afton | 20 | 55 | monthly visits without content |
| Torrington | 20 | 91 | mom wants more; dad limited contact |
| Douglas | 20 | 88 | no contact with guardians (out-of-state) |
| Sundance | 20 | 78 | less than monthly |
| Gillette | 20 | 75 | Lifenet doing most of work; DFS not keeping up on work done by them |
| Cody | 20 | 35 | less than monthly |
| Casper | 20 | 28 | less than monthly |
| Casper | 20 | 26 | less than monthly; then discontinued |
| Cheyenne | 20 | 6 | less than monthly |
| Riverton | 20 | 42 | less than monthly |
| Casper | 20 | 21 | less than monthly with guardian |
| | Total 11 | | |
| Thermopolis | 21 | 40 | ed needs not assessed |
| Rawlins | 21 | 81 | ed needs not assessed; no records or DFS involvement |
| Newcastle | 21 | 79 | no records or DFS involvement |
| Afton | 21 | 55 | no developmental assessment or services (preschool) |
| Casper | 21 | 28 | no developmental assessment or services (preschool) |
| Casper | 21 | 26 | nothing in file about school |
| Gillette | 21 | 75 | nothing in file about school |
| | Total 7 | | |
| Casper | 22 | 32 | custody child no health screening |
| Gillette | 22 | 75 | Physical Health services required by court order; no services provided |
| Gillette | 22 | 71 | no initial screenings or records |
| Rawlins | 22 | 81 | no records |
| Jackson | 22 | 58 | no initial screenings or records |
| Lander | 22 | 47 | no initial screenings |
| Cody | 22 | 35 | no health screenings |
| Casper | 22 | 26 | no health records |
| Casper | 22 | 21 | no health records |
| Worland | 22 | 39 | no screening |
| | Total 10 | | |
| Douglas | 23 | 88 | no assessment |
| Cheyenne | 23 | 6 | no assessment; inconsistent counseling |
| Casper | 23 | 26 | no assessment |
| Cody | 23 | 35 | no assessment |
| Worland | 23 | 39 | no assessment |
| Thermopolis | 23 | 40 | no current assessment |
| Afton | 23 | 55 | no assessment |
| Rawlins | 23 | 81 | no assessment |
| Rawlins | 23 | 83 | no current assessment |
| | Total 9 | | |

Appendix B

Juvenile Probation Cases Reviewed Between January 2005 and June 2005 Items Rated as "Area Needing Improvement" and Reasons why these Items were Rated Thus

| Juvenile Probation OFFICE | CFSR item | case# | Reason for Needs improvement Rating |
|---------------------------|----------------|-------|---|
| ROCK SPRINGS | Item 1 | 59 | 1 report during PUR/timeframe not met |
| | Total 1 | | |
| CHEYENNE | Item 3 | 14 | no services to address risk to 2nd child in the home |
| | Total 1 | | |
| ROCK SPRINGS | Item 4 | 59 | safety issues identified but no services provided |
| | Total 1 | | |
| CASPER | Item 5 | 23 | re-entered out of home placement 3 X in 12 months |
| | Total 1 | | |
| CHEYENNE | Item 6 | 3 | 4 changes/increased need for restrictive placement |
| CHEYENNE | Item 6 | 13 | 2 changes/to RTC now |
| | Total 2 | | |
| CHEYENNE | item 7 | 8 | original goal not supported w/appropriate services |
| CHEYENNE | item 7 | 12 | appropriateness of goal |
| CASPER | item 7 | 17 | appropriateness of goal |
| CASPER | item 7 | 25 | permanency slowed by agency's concern of foster parents |
| LANDER | item 7 | 46 | 17 months in placement w/o adoption/guardianship plan |
| | Total 5 | | |
| CHEYENNE | item 8 | 9 | DD waiver needed to move back to community |
| CHEYENNE | item 8 | 12 | inappropriate goal/parents not willing to reunify |
| LANDER | item 8 | 46 | guardianship needed to be initiated sooner |
| EVANSTON | item 8 | 50 | will turn 18 before reunification |
| ROCK SPRINGS | item 8 | 59 | in placement for 24 months w/o real reason for extended stay |
| | Total 5 | | |
| CHEYENNE | Item 11 | 8 | originally out of county w/o assessment/in county now |
| CHEYENNE | Item 11 | 9 | out of county placement by court prior to DFS involvement |
| ROCK SPRINGS | Item 11 | 59 | placed out of county in punitive setting/needed psych placement |
| | Total 3 | | |
| CHEYENNE | Item 13 | 9 | no efforts w/mother & child wanted visits w/mother |
| CHEYENNE | Item 13 | 12 | no visits |
| CASPER | Item 13 | 22 | less than monthly w/mother/father incarcerated |

| | | | |
|--------------|-----------------|----|---|
| CASPER | Item 13 | 30 | father available but agency did not involve |
| ROCK SPRINGS | Item 13 | 59 | no efforts to support visits w/father |
| LARAMIE | Item 13 | 85 | parents need assistance for visitation/other special needs children |
| DOUGLAS | Item 13 | 87 | no face-to-face or home visits/mother works 6 days per week |
| | Total 7 | | |
| CHEYENNE | Item 14 | 8 | out of county placement made connection w/family difficult |
| CHEYENNE | Item 14 | 12 | no connection w/family |
| CASPER | Item 14 | 17 | race, ethnicity & family background not addressed |
| CASPER | Item 14 | 22 | agency efforts, but mother does not visit |
| CASPER | Item 14 | 30 | father not notified of meetings or encouraged to attend |
| ROCK SPRINGS | Item 14 | 59 | almost no contact w/family since placement |
| LARAMIE | Item 14 | 85 | no documentation of promoting full family involvement |
| | Total 7 | | |
| CHEYENNE | Item 15 | 13 | paternal not explored |
| CASPER | Item 15 | 20 | no consideration to relative placement |
| RAWLINS | Item 15 | 82 | relative placement available, but not considered |
| | Total 3 | | |
| CHEYENNE | Item 16 | 8 | no support for father to improve relationship w/child |
| CHEYENNE | Item 16 | 9 | mother/child relationship needs support |
| CHEYENNE | Item 16 | 12 | no efforts to support relationship w/father |
| CHEYENNE | Item 16 | 13 | parents have not followed through |
| CASPER | Item 16 | 20 | no support from agency |
| CASPER | Item 16 | 22 | agency efforts w/mother/none w/father |
| CASPER | Item 16 | 30 | father never contacted |
| EVANSTON | Item 16 | 49 | minimal agency effort to involve mother |
| ROCK SPRINGS | Item 16 | 59 | visitation efforts w/child & family needed |
| LARAMIE | Item 16 | 85 | many complex issues/early separation/other special needs children |
| | Total 10 | | |
| CHEYENNE | Item 17 | 2 | assessment on child/no assessment & limited services for mother |
| CHEYENNE | Item 17 | 8 | inadequate services for father & child |
| CHEYENNE | Item 17 | 10 | assessed but not all addressed w/services |
| CHEYENNE | Item 17 | 12 | no assessment or services except to child |
| CHEYENNE | Item 17 | 15 | no assessment or services to family/only the child |
| CASPER | Item 17 | 17 | some of child's & parents' needs not addressed |
| CASPER | Item 17 | 20 | no assessment or services to parents |
| CASPER | Item 17 | 22 | parents' needs not addressed adequately |
| CASPER | Item 17 | 23 | assessment of mother needed for family reunification |
| CASPER | Item 17 | 25 | assessment needed for reunification/none done |
| CASPER | Item 17 | 30 | father not assessed |
| CODY | Item 17 | 33 | no assessment of family & needs not met |
| CODY | Item 17 | 34 | mother's needs not addressed completely |
| EVANSTON | Item 17 | 49 | mother not included in needs & services |

| | | | |
|--------------|-----------------|----|--|
| ROCK SPRINGS | Item 17 | 59 | no services provided to address identified problems |
| ROCK SPRINGS | Item 17 | 61 | not all assessment info in file or provided in interviews for family |
| SHERIDAN | Item 17 | 67 | parents assessment limited & services not provided for needs identified |
| RAWLINS | Item 17 | 82 | child's needs not addressed soon enough/parents needs not assessed |
| | Total 18 | | |
| CHEYENNE | Item 18 | 9 | no family involvement |
| CHEYENNE | Item 18 | 12 | child & mother not involved/father disagreed |
| CHEYENNE | Item 18 | 15 | child/mother/bio-father not involved/better w/step-father |
| CASPER | Item 18 | 19 | father not involved or notified |
| CASPER | Item 18 | 20 | no family involvement |
| CASPER | Item 18 | 22 | mother chose not to participate/father not involved |
| CASPER | Item 18 | 30 | father not involved/or contacted in any way |
| CODY | Item 18 | 33 | child & father not involved in case planning |
| LANDER | Item 18 | 45 | no current case plan/plans not individualized/no MDT |
| EVANSTON | Item 18 | 49 | mother not effectively involved in planning |
| AFTON | Item 18 | 56 | no case plan |
| ROCK SPRINGS | Item 18 | 59 | child signed plan 5 months after written/neither parent involved in planning |
| ROCK SPRINGS | Item 18 | 61 | child & family not actively involved in case plan |
| SHERIDAN | Item 18 | 67 | mother not contacted to participate in case planning |
| LARAMIE | Item 18 | 85 | parents not actively involved in case plan |
| WHEATLAND | Item 18 | 95 | limited involvement of child & family in case plan |
| | Total 16 | | |
| CHEYENNE | Item 19 | 12 | less than monthly/content lacking |
| CHEYENNE | Item 19 | 15 | less than monthly/content lacking |
| EVANSTON | Item 19 | 51 | no face-to-face for 2 months |
| DOUGLAS | Item 19 | 87 | less than monthly due to distance/weather |
| | Total 4 | | |
| CHEYENNE | Item 20 | 9 | less than monthly |
| CHEYENNE | Item 20 | 12 | email contact only involved address changes, etc. |
| CHEYENNE | Item 20 | 15 | less than monthly/mother wants more info |
| CASPER | Item 20 | 20 | less than monthly both parents |
| CASPER | Item 20 | 22 | no attempts to contact father |
| CASPER | Item 20 | 30 | father not contacted or involved in the case |
| CODY | Item 20 | 33 | no opportunity for child to speak w/father & work on relationship |
| EVANSTON | Item 20 | 50 | content of visits lacking |
| ROCK SPRINGS | Item 20 | 59 | no contact attempted or made w/father |
| SHERIDAN | Item 20 | 67 | mother not contacted for visits w/child |
| SHERIDAN | Item 20 | 68 | no face-to-face visitation w/mother or step-father |
| LARAMIE | Item 20 | 85 | lack of collaboration among team members w/parents |
| | Total 12 | | |

| | | | |
|--------------|----------------|----|---|
| CASPER | Item 21 | 22 | no school attendance records when large part of the problem |
| CASPER | Item 21 | 30 | school would not cooperate in discharge planning |
| RIVERTON | Item 21 | 41 | no educational advocacy by DFS because of out of county placement |
| SHERIDAN | Item 21 | 67 | child lost 1 yr of school because of placement in non-accredited facility |
| GILLETTE | Item 21 | 73 | child had IEP agency was unaware of |
| | Total 5 | | |
| CHEYENNE | Item 22 | 15 | no documentation of initial health screening |
| CODY | Item 22 | 34 | health & dental screening never done |
| | Total 2 | | |
| CHEYENNE | Item 23 | 8 | no assessment |
| CASPER | Item 23 | 20 | no assessment |
| CASPER | Item 23 | 22 | assessment not completed due to mother's refusal to cooperate |
| CASPER | Item 23 | 30 | psych eval recommended by MDT, but not done |
| ROCK SPRINGS | Item 23 | 59 | mental health recommendations not followed |
| ROCK SPRINGS | Item 23 | 61 | mental health assessment not done, so needs not met |
| GILLETTE | Item 23 | 74 | needs & not receiving on-going substance abuse counseling |
| | Total 7 | | |

Appendix C

Explanation of Item Numbers Referenced in Tables and Charts

Each of the item numbers in child and family service review instrument correspond to an overall objective the Wyoming Department of Family Services (DFS) has when working with families in a child abuse/neglect or juvenile probation situation. There are three overall objectives:

- Safety – children are, first and foremost, protected from abuse and neglect; and children are safely maintained in their homes whenever possible and appropriate.
- Permanency – children have permanency and stability in their living situations; and the continuity of family relationships and connections is preserved for children.
- Well-being – families have enhanced capacity to provide for their children's needs; children receive appropriate services to meet their educational needs; and children receive adequate services to meet their physical and mental health needs.

All of the cases were scored in the areas of safety and well-being, while only those cases where children were in placement were scored in the permanency section. "Children in placement" includes those placed with foster parents, those placed with relatives, and those placed in residential facilities of some sort.

Each of these overall objectives corresponds with different items of focus which DFS tries to fully realize when working with a family. Items include:

Safety

Item #1 – Timeliness of initiating investigations of reports of child maltreatment – reviewers determined whether investigations in each of the cases reviewed were initiated within the timeframe specified in Wyoming's policy.

Item #2 – Repeat maltreatment – reviewers determined whether children in the family have had multiple substantiated or indicated reports of maltreatment arising from the same general circumstances or by the same perpetrator.

Item #3 – Services to the family to protect child(ren) in the home and prevent removal – reviewers determined whether DFS offered appropriate services to prevent removal of the child from the home, when appropriate.

Item #4 – Risk of harm to child(ren) – reviewers assessed whether the child(ren)'s safety is/was the primary concern in the case and look at how DFS is managing the risk of harm that necessitates continued out-of-home placement or the services provided to the in-tact family.

Permanency

Item #5 – Foster care re-entries – reviewers determined whether a child had multiple entries into foster care; whether those re-entries resulted from the same general reason or circumstance; how many entries the child had in out-of-home placement during the period under review; and whether any entries during the review period occurred within a 12-month period of the child being discharged from another out-of-home placement.

Item #6 – Stability of out-of-home placement – reviewers determined the stability of the out-of-home placement.

Item #7 – Permanency goal for the child – the reviewers determined if the most appropriate goal was set for the child.

Item #8 – Children with the plan goal of reunification, guardianship, or permanent placement with relatives – reviewers determined if this goal was achieved or was on the path of being achieved within the plan's timeframe.

Item #9 – Children with the plan goal of adoption – reviewers determined if this goal was achieved or was on the path of being achieved within a 24-month timeframe.

Item #10 – Children with the plan goal of permanency goal of other planned permanent living arrangement – reviewers determined if this goal was achieved or was on the path of being achieved within the plan's timeframe.

Item #11 – Proximity of out-of-home placement – reviewers determined whether the child's placement is/was in the proximity of the child's home.

Item #12 – Placement with siblings – reviewers determined if a child was placed with siblings, if such placement was in the best interests of the child and was thus before placement.

Item #13 – Visiting with parents and siblings in foster care – reviewers determined if a child in out-of-home placement has visitation patterns with parents and siblings based on the individual needs of the child and family.

Item #14 – Preserving connections – reviewers determined whether the child's primary connections were preserved during out-of-home placement.

Item #15 – Relative placement – reviewers determined whether the child's relatives were identified and considered as a placement resource for the child, and if not, why not.

Item #16 – Relationship of child in care with parents – reviewers determined the extent to which DFS maintained the relationship between parents and their out-of-home placed child.

Child and Family Well-Being

Item #17 – Needs and services of child, parents, and foster parents – reviewers determined whether the needs and services were assessed and offered the child and the family and if there were needs and services that were not addressed.

Item #18 – Child and family involvement in case planning – reviewers determined DFS’s efforts in involving the child and family in case planning activities.

Item #19 – Worker visits with child – reviewers determined the most typical pattern of case worker visits with the child and if the rate of visitation met the needs of the child.

Item #20 – Worker visits with parent/s – reviewers determined the most typical pattern of case worker visits with the parent/s and if the rate of visitation met the needs of the family.

Item #21 – Educational needs of the child – reviewers determined if the educational needs of the child in care were being addressed; and if in-home services were being given, if the educational needs of all of the children in the family receiving services were being addressed.

Item #22 – Physical health of the child – reviewers determined if the child in care had any medical needs and if so, if these were being addressed; and if in-home services were being given, if the medical needs of all of the children in the family receiving services were being addressed.

Item #23 – Mental health of the child – reviewers determined if the child in care had mental health needs identified and if so, were they being treated appropriately; and if in-home services were in place, if the mental health needs of the whole family had been identified and if so, were being treated appropriately.