

Getting Around the Corner and Ahead of the Curve



**Wyoming Citizen
Review Panel**

2009 Annual Report

The Power of Community



Ending Child Abuse and Neglect.

At the 2009 National Citizen Review Panel Conference held in Grand Teton National Park, the Wyoming Citizen Review Panel donated this logo to the national association. This logo, along with a major portion of the 2009 national conference, was paid for by a donation from Pacific Steele and Recycling located in Mills, Wyoming.

In the Wyoming Citizen Review Panel 2008 Annual Report entitled "We've got traction in the right direction..." there were several challenges made.

The Wyoming Department of Family Services took the challenges seriously. Since then, they have systemically loaded a train with some innovative and effective initiatives for Wyoming children and families and are getting around the corner and ahead of the curve on several tracks!

Clear and concise protective service goals, a juvenile services initiative that has generated needed discussions in Wyoming communities and bridging the gap between the two service units is showing very favorable results for Wyoming children and families.



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Executive Summary

Includes Recommendations

During this reporting period, the Wyoming Citizen Review Panel hosted the National Citizen Review Panel conference and broadened their perspective of influence for Wyoming children and families. Through reviews and collaborative efforts, a summary of systemic recommendations includes:

- Conversations occurring between state agencies and within communities about social service delivery must continue after the 2010 election.
- Changes made after the 2010 election must be based on data and best practices; what, and who, is working should continue.
- Information outside of state government exists about service delivery in Wyoming; that information should be considered by decision makers.

74 SYNC¹ reviews have been completed in Wyoming; 70 of those have been done collaborating with the Wyoming Department of Health and court supervised treatment programs. These programs are saving lives in Wyoming and provide an incredible return on invested treatment dollars. The Wyoming Citizen Review Panel encourages refinement of the current funding system for these programs and recommends that more of them be developed in Wyoming. Publically funded mental health centers in Wyoming use funding that is provided in part by Wyoming citizens; the services they provide need to be timely, effective and consider the desires and goals of their clients. The Wyoming Citizen Review Panel found that it is difficult to receive mental health or substance abuse treatment services in Wyoming unless the judicial system is involved. A summary of recommendations and issues that need addressed from the SYNC review process includes:

- Publically funded mental health centers are often not timely and willing collaborators in the service deliver network unless through a contractual arrangement.
- Mental health center clients must have input into the services they receive.
- Often it takes an escalation in behavior, and the judicial system becoming involved, before services can be accessed.
- In some instances, the Alcohol Severity Index (ASI) can be done effectively within hours; in other instances it can take months.
- Treatment services for dual diagnosis patients are lacking in Wyoming.
- The funding formula for court supervised treatment programs seems on the surface to be somewhat unbalanced.
- The data system for court supervised treatment programs seems to be cumbersome and of little use for generating meaningful reports.

^{1 1} SYNC stands for Systems and You Networking and Collaborating. This instrument along with review findings can be viewed at: <http://wycrp.org/page5.html>. 70 of the 74 SYNC reviews are specific to court supervised treatment programs.

- A window of opportunity exists for clients to willingly receive services after their contact with the system; sometimes this window is lost due to clients not being able to self-admit to substance abuse problems in order to receive certain services.
- Consistent collaboration must be a priority when working with the Northern Arapaho and Eastern Shoshone Tribes.
- Additional Alcoholic Anonymous groups are needed for juveniles in Wyoming.
- Specialized counseling for juveniles is needed in many areas of the state.
- Greater dispensing accountability for prescription medications is needed for those treatment cases involving abusers.
- Wyoming needs more juvenile and family court supervised treatment programs.

The Wyoming Department of Family Services (DFS) and the Wyoming Citizen Review Panel are ready to embark on a new initiative called Mini Program Improvement Plans to bring the data back to the communities and implement local change. This process uses data that has been accumulated from Federal Child and Family Services Reviews and Wyoming Child and Family Service Reviews to implement change locally with a priority on safety outcomes. Additionally, the Wyoming Department of Family Services is recognized for creating clear and concise goals in their protective services unit along with formalizing and staffing a quality assurance unit. Central intake and the replacement of WYCAPS² are two initiatives the Wyoming Citizen Review Panel endorses. Summary recommendations are:

- Safety should continue to be a priority of DFS.
- DFS should remain open minded to community input and be reflective and transparent.
- The Wyoming Legislature should fund the replacement of WYCAPS.
- A central intake system should be funded by the Wyoming Legislature.
- A calculated return of the Mini CFSR process should be planned for by DFS. The Wyoming Citizen Review Panel, through the SYNC review process, is hearing some return to trends that the Mini CFSR process helped minimize. Two of these are:
 - Phone calls are not returned timely or at all in an alarming number of instances, and
 - home visits are often not occurring at the frequency families and children need them.

Communities are having needed discussions regarding continuum of care for juvenile justice thanks to the community juvenile service boards. This initiative has resulted in 14 counties applying for funding for such things as diversion programs. Additionally, the Eastern Shoshone Tribe and Northern Arapaho Tribe each applied to fund initiatives such as mentoring and drug court service enhancements. The Wyoming Citizen Review Panel recommends:

- Conversations which "bridge the gap" between child protective services and juveniles services should continue.
- The juvenile justice board initiative and related activities need to be well funded.

²WYCAPS stands for Wyoming Children's Assistance and Protection System which is the Wyoming Department of Family Services computerized case management system.

- The Northern Arapaho Tribe and Eastern Shoshone Tribe should be given the consideration of being separate cultures.
- Any document produced by the state for local communities to apply for funding should be concise, non repetitive and afford smaller communities the opportunity to complete.
- The two words, "juvenile" and "detention" need to continue to be discussed and appropriate standards created. Detention for low-risk youth does not produce meaningful results.
- Organizations outside of state government are often the best to study and report on trends; state government leaders should honor and use their work.
- Wyoming needs a family court.

The Wyoming Child Major Injury and Fatality Review Team makes a number of recommendations from their case reviews during this reporting period.

- In 2009, DFS documented ten child major injuries; two resulted in death. Wyoming needs a statutorily created and well defined child major injury and child fatality review process to review all child major injuries and child fatalities.
- Improved internal communications between DFS county offices remains a need.
- Guardian Ad Litem (GALs) need training to forensically work with children and families.
- A systemic need exists for state agencies to collaborate with local law enforcement.
- Participation by the Wyoming Department of Corrections, Probation and Parole with child protection team meetings would be beneficial.
- Statutes to allow for stronger sentencing in cases that occur between aggravated assault and attempted murder would be beneficial.
- Stiffer penalties for convictions of aggravated assault on juveniles could serve as a greater deterrent.
- Any dealings with children and families need to be family centered.
- The correct assessment needs to be done in all cases.
- Efforts to engage the general public in reporting suspected child abuse and neglect is needed in Wyoming.
- Interviews with mothers should occur without her partner present.
- Communities, possibly through child protection teams, should formulate memorandums of understanding between collaborative agencies and organizations to share information.
- Psychological evaluation requests need to be exact and specific.
- Centralized child abuse reporting through a toll free number is needed in Wyoming.
- Prenatal services, such as parenting classes, should aggressively be offered to at risk parents.
- Greater information dissemination regarding licensed day care providers is needed.
- Placements at residential treatment centers need to be reviewed for appropriateness and effectiveness regularly.
- Children would benefit from day care providers having more training in the areas of child abuse and child neglect.
- Medical personnel need to immediately involve law enforcement when child abuse or child neglect could be a possibility.

What is the Wyoming Citizen Review Panel?

Citizen Review Panels are groups of citizen volunteers who are federally mandated to conduct ongoing evaluation of their state's child protective services agency on how effectively the agency is delivering child protection responsibilities.



These panels were created through the 1996 amendment to the *Child Abuse Prevention and Treatment Act (CAPTA)*³ which was originally enacted in 1974. This Act was most recently amended in 2003 through the *Keeping Children and Families Safe Act*.⁴

Created in 2003, the Wyoming Citizen Review Panel interprets this mandate as an opportunity for citizens to partner with social service agencies and others to have input regarding services offered in Wyoming for children and families.

During this reporting period, the Wyoming Citizen Review Panel was involved with these initiatives:⁵

- Assisting in creation of the Federal Program Improvement Plan stemming from the most recent Child and Family Service Review in Wyoming.
- Hosting the National Citizen Review Panel Conference in Wyoming with an attendance in excess of 100.
- Creating and launching Wyoming's "Mini" Program Improvement Plan program based on findings from the two Federal Child and Family Services Reviews and Wyoming's four rounds of "Mini" Child and Family Services Reviews.
- Conducting 74 SYNC⁶ reviews in Wyoming; 70 of them in the court supervised treatment programs.
- Providing technical assistance for state and federal grant writing initiatives for juveniles services funding.
- Supporting the National Citizen Review Panel organization through representation on the national steering committee and donating a logo to the national organization through a private donation from Pacific Steele and Recycling.
- Conducting community readiness activities for the Wyoming Community Juvenile Service Board initiative by facilitating community discussions.

³ CAPTA may be found at: http://www.acf.hhs.gov/programs/cb/laws_policies/cblaws/capta/index.htm.

⁴ Every state that receives CAPTA funding must have at least three citizen review panels; Wyoming was granted an exception based on population and has one citizen review panel.

⁵ This is not a complete list of all activities the Wyoming Citizen Review Panel was involved in during 2009.

⁶ SYNC stands for Systems and You Networking and Collaborating; it is a review instrument which is used to evaluate access to services, quality of services and collaboration for mental health and substance abuse treatment services in Wyoming.

- Administrating the Wyoming Child Major Injury and Fatality Review Team.

The Wyoming Citizen Review Panel was created through the vision and hard work of several individuals who saw a need for transparency and reflection in agencies and organizations delivering social services. Additionally, the organization feels children and families should have a voice in the services they receive. The organization operates as a 501(c) (3)⁷ with two employees and a part time contract employee as needed. In 2009, volunteer Wyoming Citizen Review Panel members donated over 1500 hours of time and over 3000 miles to support the Wyoming Citizen Review Panel mission and purpose.

The Wyoming Citizen Review Panel is appreciative of the panel members who meet quarterly around the state to analyze data and discuss trends observed in the social service delivery network. The executive committee of the organization meets monthly to guide the organization to advocate for Wyoming children and families to receive community based, family centered, effective services in Wyoming.

This year the **purpose** of the Wyoming Citizen Review Panel was revised to reflect the collaborative efforts of the organization:

The Citizen Review Panel is a federally mandated group of citizens who are responsible for determining whether state and local agencies are effectively meeting child protective responsibilities pursuant to the Child Abuse Prevention and Treatment Act (CAPTA) and subsequent amendments. Through a review of service networks, policies, procedures, research and reviews of child protective and juvenile service cases the purpose of the Citizen Review Panel is to promote child safety, permanency and well-being for children and families.

The organization's **mission** was also redefined:

The Wyoming Citizen Review Panel's mission is to review procedures throughout the state offering summaries and recommendations for improvements benefiting children and families.

The Wyoming Citizen Review Panel is a very dynamic organization with new projects and initiatives ongoing while honoring our purpose and mission. Please visit us at <http://www.wycrp.org> or follow us on Twitter at <http://twitter.com/wycrp>.

⁷ The financial records of the organization are reviewed in odd numbered years most recently by the firm of Halley & Murray located in Cheyenne, Wyoming.

Dear Wyoming Resident;

Change has occurred and more change is needed and planned. That is the good news for children and families in Wyoming who are seriously struggling to maintain a healthy family setting. The bad news is that change is difficult to sustain in the best of conditions and we are looking at sustaining change in a shifting political and administrative condition.

All five of our top elected posts in Wyoming will be on the ballot in the fall. Change will occur. We will have a new governor. The new governor will have the opportunity to appoint new leadership in all of the executive agencies, including the Department of Family Services and the Department of Health. Families in Wyoming interact frequently with these departments. The directors in these agencies have the opportunity to choose their top deputy administrators. These teams of leaders set the tone for the agencies; influence policy and can affect how services are delivered to Wyoming children and families.

We have been fortunate in the past eight years in having leadership that fostered the tough work of looking at how services to children and families are delivered, especially at the Department of Family Services (DFS). They had the courage to lead direct service staff toward change. Only time will tell, however, if there has been sufficient time to ingrain those changes into daily practice.

Some external constraints will remain. The federal Child and Family Service Reviews (CFSR) will continue. The federal Administration for Children and Families staff in the Region 8 office in Denver will continue to look to see if Wyoming is continuing to work on its Program Improvement Plan (PIP) produced after the last federal review. The Wyoming Citizen Review Panel helped DFS with a localized version of that process, the mini-CFSR process, for a number of years to produce trend information and gauge how well Wyoming might do on the federal standards. Gains were made but we still have a distance to go. Further the federal benchmarks are rising. The tolerance for children, who are not safe, left in protective care too long, re-enter the system too often is decreasing. That should happen. The challenge for us is how to support the change that will enable our child protective services in Wyoming to meet those improved benchmarks.

The Mini-CFSR process has been suspended in favor of working on local program improvement plans. For that to happen, however, people, agencies, not-for-profit programs and DFS local offices need to become highly effective collaborative partners and communities need to expect that kind of performance. School districts need to be engaged and committed partners, mental health centers and other mental health providers need to become real partners in timely services and treat children and families as whole packages.

Law enforcement, the court, probation and other judicial functions are critical

partners to the follow-through that supports families getting better. Main Street needs to be part of the conversation and see the benefit of having effective local services that support healthy families and focused employees.

The state contracted mental health centers in this state need to work as partners rather than citadels of turf-oriented perspective. There are more than enough problems to solve. When state contracted providers are operating collaborative and effectively, it is incumbent upon the state agency to complete the financial transaction quickly and to consider the challenge of sustainable services. When payments are delayed to small non-profit providers or to professionals serving as independent contractors their financial sustainability is damaged. Eventually they cannot or will not be there to provide services. DFS itself needs to consider this issue seriously. The final truth is there is no other predictable source of funding for some services aside from state funding. Private donors and grants go only a short distance. There is no private insurance source for many of these services in Wyoming. The families who use these services frequently live paycheck-to-paycheck and sometime from several jobs at the same time and without insurance. Services such as family counseling, alcohol or other addiction counseling for children or for their parents are a backseat issue to rent, filling the propane tank or purchasing gas to get to work.

The challenge now is how to maintain the good changes that have occurred with the existing funding. That means we are challenged to work collaboratively, effectively and smarter.

The Wyoming Citizen Review Panel is committed to facilitating the conversations at the community level to build the local program improvement plans. This is an opportunity to build the local social capital for this work. Will you join us? Will you work to make your community work better? Will you ask the people you will be choosing in the next election to do the same?

We won't always agree with one another but we will always need to work with one another. If we meet this challenge, change can be sustained and the future will hold improvement.

Sincerely,

A handwritten signature in cursive script, appearing to read "Rose M. Kor".

Rose M. Kor, MPA
Chairperson, Wyoming Citizen Review Panel, Incorporated

Dear Wyoming Resident;

Placement rates are showing a downward trend.



Community leaders are talking about how services should look in their local communities for children and families.

Transparency and reflection continue to be cornerstones for many social service programs in Wyoming.

The Wyoming Department of Family Services, the Wyoming Department of Health, the Wyoming Department of Education, the Governor's Office and others have begun to collaborate and are meeting regularly to improve service delivery in Wyoming.

The service delivery train for Wyoming has steam and is headed up the mountain.

How is this forward movement sustained especially in an election year? Wyomingites must commit to continue the conversations that are occurring right now, long after the final vote is counted in the upcoming election.

Children and families in Wyoming need stability. They need service delivery in their local communities that is consistent, effective and prompt. And for the first time in many, many years, the collaborative effort among the state agencies mentioned earlier, and others, is doing just that.

This organization asks those elected, and those subsequently appointed to key positions critically look at what is working, and who is working, and keep the forward movements going.

Effective services for Wyoming children and families should not be reduced to political whims. Elected leaders: Talk to the organizations and individuals who collaborate with these agencies; look at the data and make informed decisions before derailing the forward movement. Services for children and families should not be a calculation in the "political payback" equation.

Sincerely,

A handwritten signature in black ink that reads "Kelly J. Hamilton". The signature is fluid and cursive.

Kelly J. Hamilton, MPA

Executive Director, Wyoming Citizen Review Panel, Incorporated



SYSTEMS & YOU NETWORKING & COLLABORATING

Through four rounds of Mini CFSR foster care and in home services case reviews earlier this decade, a finding emerged

showing that delayed deliveries of substance abuse treatment services and mental health treatment services from publically funded mental health centers were negatively affecting outcomes for children and families in Wyoming.

A partnership between the Wyoming Department of Health, Mental Health and Substance Abuse Services Unit and the Wyoming Citizen Review Panel emerged to further evaluate and either substantiate or refute this initial finding, and other concerns. The Wyoming Association of Mental Health and Substance Abuse Centers⁸ (WAMHSAC) was invited to participate in the project but declined in a letter dated May 15, 2008. Not only did they decline, their president concluded the letter with "...**needs no further discussion**" indicating that there was no opportunity for further dialogue with the group on anything remotely related to reflection and transparency.

In this collaborative effort, a tool was developed in Wyoming, to review services in the three specific areas of concern:

1. The accessibility to mental health treatment services and substance abuse treatment services;
2. The quality of those services once accessed, and
3. The extent to which agencies and organizations collaborate to effectively deliver those services.

The review instrument became known as SYNC⁹ and was created with the hopes that publically funded mental health centers in Wyoming would be willing to allow a little light to be shined on their treatment services delivery from a client perspective. The SYNC review instrument does this through a non-invasive review process that involves voluntary interviews with clients and others and not a review of any treatment notes, records or case files.

The initial finding from attempting to collaborate with the publically funded mental health centers was significant and supported the Wyoming Citizen Review Panel's concern; publically funded mental health centers were not willing to discuss or collaborate on SYNC reviews and thus, appear to not operate from the perspectives of transparency

⁸ Further information about the Wyoming Association of Mental Health and Substance Abuse Centers or WAMHSAC can be found at: <http://www.wamhsac.org/about.html>.

⁹ SYNC stands for Systems and You Networking and Collaborating. This instrument along with review findings can be viewed at: <http://wycrp.org/page5.html>.

and reflection for Wyoming children and families; but why? In conversations with counselors and center directors, much of the secrecy seems to be a result of guidance by WAMHSAC. WAMHSAC has gone on written record opposing SYNC and does not seem to embrace client input on services in Wyoming. Ironically, the WAMHSAC website cites local community boards *making decisions that are in the best interest of the community*, but does not seem to suggest anything about client input or provide any avenue for client input about Wyoming services. Additionally, individual center annual reports show a significant amount of funding from the state, yet WAMHSAC has been hesitant to discuss and embrace a new way of doing business that involves transparency, reflection and a greater emphasis on client input.

However, a group of professionals in Wyoming who provide and/or coordinate mental health treatment services and substance abuse treatment services does operate from the perspectives of transparency and reflection. These programs are providing an incredible service in Wyoming as documented through 70 SYNC reviews; those professionals are from the adult and juvenile Court Supervised Treatment Programs in Wyoming, formerly known as drug courts.

Ironically, many of these court supervised treatment

It is time for the publically funded mental health centers and WAMHSAC to climb aboard the train of transparency and reflection and let it through their walls of granite. Citizens deserve quality services that are effective and timely; they also deserve to have meaningful input into the services they receive.



programs, both adult and juvenile, collaborate effectively with the publically funded mental health centers through contractual agreements. In these instances, the mental health centers are documented in the SYNC review results as being able to provide timely services, quality treatment services and effective case management services. However, it seems to take an agreement or contract with another organization for those services to be provided in this manner. These issues are summarized in Appendix A and the ratings reflect the services as reviewed through clients participating in an adult or juvenile court supervised treatment program.

How do Wyoming citizens, who are not in a court supervised treatment program, receive the same level of services from the publically funded mental health centers? The Wyoming Citizen Review Panel does not have an answer to that question but is calling upon these publically funded mental health centers to answer it for Wyoming children and families. SYNC reviews have captured a great deal of information about our publically funded mental health centers, unfortunately without their input or participation.

SYNC reviews have captured many positive findings from the 74 total SYNC reviews performed in Wyoming; 70 of those have been in collaboration with court supervised treatment programs. Ten, positive systemic findings are summarized as:

- Outcomes: The services that a client receives in a court supervised treatment program generally have a positive effect on others who are associated with the treatment program client. An example of this is family members living with the client. The programs also realize the benefit of treating the entire family when appropriate in conjunction with and addition to the actual client. As one court supervised treatment program judge said: "It does no good to take a duck out of an oil barrel, clean it off, and then put it back in the oil barrel."
- Lives Saved: Court supervised treatment programs in Wyoming are saving lives; not only the lives of their clients but also those people in Wyoming who unfortunately encounter a client who was under the influence of a substance and creating a dangerous public safety situation had they not have been in the treatment program. The SYNC review process found clients and others reporting a life being saved because of the court supervised treatment programs.
- Balance: Without exception, clients report that all of the court supervised treatment programs have a balance between treatment and accountability.
- Changed Behavior: Program coordinators and treatment staff of the court supervised treatment programs are clearly targeting a behavior, not a person.
- Think-Choose: Program participants learn or relearn to think and process information; they are not just reprogrammed to substitute a good behavior for a bad behavior.
- Expectations: Program participants have expectations beyond "just being clean." Participants are expected to maintain employment, complete community service, live holistically and become fiscally responsible, among other positive goals. Additionally, the court supervised treatment programs place emphasis on continuing or completing education benchmarks. In some cases it is obtaining a general equivalency diploma, and in other cases the goal is at the collegiate level.
- Realistic: Relativity of expectations for each individual entering into one of these programs is a careful consideration; expectations and goals are created to match and challenge the individual.

- Consequences: Sanctions and incentives seem to be well balanced and appropriate.¹⁰
- Sustained Services: Several court supervised treatment programs have been providing sustained services and appear to have established a foundation in Wyoming; at least one has been in operation for over a decade now. Additionally, the administration of the Wyoming Department of Health, Mental Health and Substance Abuse Treatment Services Unit believes in and advocates for these programs.
- Individual Investment: Clients report that they have significant input into their treatment plans and goal setting. Case planning is generally a structured process, yet services are tailored to client goals.

Ten systemic and significant opportunities for improvement are summarized as:

- Threshold too High: Clients report that services in general in Wyoming are hard to access and often times not known until their behavior escalates to the point of the judicial system having to become involved.
- Wait-Time: The process for getting the alcohol severity index (ASI) assessment done and the presentence sentence investigation (PSI) completed was documented in one case to take in excess of 70 days while the client waited for services.
- Service Gap: Treatment services for dual diagnosis¹¹ patients are lacking in Wyoming.
- Policy Challenge: The court supervised treatment program funding formula should continue to evolve. Several questions arise repeatedly in the SYNC reviews: Can the same funding formula be effectively used for a felony level treatment court which may have fewer clients but elevated services, as a misdemeanor level treatment court which may have more clients but a lower service delivery need? Can juvenile and family court supervised treatment programs which treat the whole family and must do so to be effective, be funded using the same formula as an adult court which typically focuses treatment efforts only on the client? These are just several of the questions that need to be considered in the funding formula evolution.
- Misunderstood Tool: The state data system's intent may not be understood by the court supervised treatment programs or it may simply not be an effective administration tool at the local level. It is reported to be cumbersome to use and requires entering a great deal of information; yet there are at best few reports that

¹⁰ The Wyoming Citizen Review Panel takes no position in this document on the use of juvenile incarceration as a sanction. Our findings do indicate that when incarceration is used, it is generally well managed, but may tend to be used somewhat arbitrary and capricious.

¹¹ For purposes of the report, dual diagnosis is defined as occurring when someone has both a mental disorder and an alcohol or drug problem.

can be retrieved from the system that are reported to be of any use to local program staff. Additionally, some entries can actually skew program statistics.

- Policy Challenge: There is a window of opportunity for treatment to be effective, that a potential client will experience after an initial arrest for substance abuse. This opportunity is sometimes times lost because court supervised treatment programs in Wyoming cannot accept a client based on an admittance of having a substance abuse challenge. Even after repeated arrests, clients must go through a lengthy assessment process. In addition some treatment professionals report that the assessment process is outdated and often times not of much use to treatment planning.
- Coordination Challenge: Through the SYNC reviews, consistent collaboration between organizations, state agencies and tribal programs, seems to be lacking and inconsistency. The Wyoming Citizen Review Panel also recommends that tribal administration become more consistent in their collaborative efforts as well.
- Service Gap: Wyoming lacks juvenile based Alcoholic Anonymous groups; in some instances it is not appropriate for a juvenile to attend or associate with adult participants.
- Service Gap: Specialized counseling for Wyoming juveniles in several different areas, but particularly sexual treatment, is very limited in Wyoming communities.
- Accountability: Controlled substance abuse cases involving prescription medications are reported to be difficult cases to treat successfully. It may be beneficial for Wyoming to consider centralized record keeping through an organization that can disperse medications to these clients while keeping meticulous records to provide to treatment officials.

In Appendix A, beginning on page 29, are graphical representations for the SYNC review category outcome findings of:

1. Access to services;
2. Support for recovery (service array);
3. Support for recovery (cultural context);
4. Support for recovery (strength based), and
5. Coordination of services.

These SYNC reviews are summarized previously and performed in the adult court supervised treatment programs and juvenile court supervised treatment programs.

In the past year, Wyoming has lost at least two juvenile and family court supervised treatment programs. Wyoming needs more, not less, of these effective programs.



Community Program Improvement Plans

In the 2009 Wyoming Citizen Review Panel annual report, the organization challenged the administration of the Wyoming Department of Family

Services to give the protective services unit a "tune up" and get moving in a calculated direction; that train appears to be fueled and headed around the corner. And while it may not be a new engine, it certainly appears to be an overhauled engine that can deliver Wyoming children and families to safety, permanency and well being.

What has changed in the last year for protective services? One item that seems to be serving the unit well are goals.

As presented to the Wyoming Citizen Review Panel,¹² the goals of the protective services unit of the Wyoming Department of Family Services include:

1. Increased safety, permanency and well-being for children and vulnerable adults:
 - a. Strategies:
 - i. CFSR Program Improvement Plan;
 - ii. Local Program Improvement Plans (Mini PIPS), and
 - iii. Supervision for safety.
 - b. Measures:
 - i. 90% 24 hour response time, and
 - ii. 10% increase in timely caseworker visits.
2. Utilize best and promising practices to guide casework:
 - a. Strategies:
 - i. Structured intake;
 - ii. Family centered safety assessments and plans;
 - iii. Structured findings process, and
 - iv. Utilization of National Resource Center (NRC)¹³ and National Adult Protective Services Association (NAPSA)¹⁴ best practices.



¹² These goals and strategies were presented to the Wyoming Citizen Review Panel on February 4, 2010 during a meeting held in Cheyenne, Wyoming.

¹³ More information about the National Resource Center for Child Protective Services can be found at: <http://nrccps.org/>.

- b. Measures:
 - i. Consistent acceptance and rejection rates;
 - ii. Increased safety reflected in Child and Family Service Review (CFSR) items 3 and 4¹⁵, and
 - iii. 80% success with one family/one plan.
- 3. Initiate planning for the next generation of WYCAPS.¹⁶
 - a. Strategies:
 - i. Complete WYCAPS certification, and
 - ii. Request planning funds.
 - b. Measures:
 - i. Funding request, and
 - ii. Advance planning document creation.

The Wyoming Citizen Review Panel supports these three goals, the associated strategies and measures. Additionally, the Wyoming Citizen Review Panel is pleased to be a part of the process to meet certain aspects of these goals, particularly those which involve community collaboration with the Mini PIP process listed in goal one.

Goal #1 - Safety, permanency and well-being; safety has always been a priority in Wyoming child protective services and should continue to be; and while not a mandate of the Wyoming Citizen Review Panel the organization acknowledges and supports the Wyoming Department of Family Services focus on vulnerable adults in addition to juveniles. Through the Mini PIP process, the Wyoming Citizen Review Panel hopes to always see improvement in safety.

Goal #2 - The Wyoming Citizen Review Panel hopes this goal includes a commitment by the Wyoming Department of Family Services to remain open minded, reflective and transparent to new and innovative ways of ensuring safety, achieving permanency and ensuring well-being for Wyoming children and vulnerable adults.

Goal #3 - Based on Mini CFSR reviews and Federal CFSR reviews, the Wyoming Citizen Review Panel has recommended changes to, or replacement of, WYCAPS several times in the past. Through conversations with workers who use WYCAPS on a daily basis it became clear that WYCAPS needs to be transformed or replaced with a

¹⁴ More information about the National Adult Protective Services Association can be found at: <http://www.apsnetwork.org/>.

¹⁵ CFSR Item 3 and Item 4 are within Safety Outcome 2, Children are safely maintained in their homes whenever possible and appropriate, of the Federal Child and Family Services Review Instrument. Item 3 evaluates services to the family to protect child(ren) in the home and prevent removal or re-entry into foster care. Item 4 evaluates the effectiveness of risk assessments and safety management. The entire review instrument can be reviewed at: http://www.acf.hhs.gov/programs/cb/cwmonitoring/tools_guide/statewidethree.htm#Toc140565122

¹⁶ WYCAPS stands for Wyoming Children's Assistance and Protection System which is the Wyoming Department of Family Services computerized case management system.

system that accurately captures the work of case workers and is user friendly. The Wyoming Citizen Review Panel recommends that the Wyoming Legislature honor any request that comes before them for funding of a new system. And rather than study the matter for a number of years before doing anything, the Wyoming Citizen Review Panel encourages the Wyoming Legislators to view our website¹⁷ and read what daily users of WYCAPS have to say about it in our past Mini CFSR reports and annual reports.

A 1999 Wyoming Management Audit Committee report of the Wyoming Department of Family Services (DFS) Child Protective Services (CPS) function, stated: "DFS needs to recognize that data analysis is a critical component in providing effective CPS (child protective services) and develop a plan for systematically looking at program outcomes and the effects of administrative processes on those programs. Data collection and protecting children are not mutually exclusive; rather, the collection and use of data in decision making should enable the agency to better protect children."¹⁸

Since that audit report, the Wyoming Department of Family Services and the Wyoming Citizen Review Panel initiated and conducted four rounds of their version of the Administration of Children and Families, Child and Family Service Reviews (CFSRs) called Mini CFSRs. The benefit of the Mini CFSR process was lauded in another Wyoming Management Audit Report produced in 2008.¹⁹ The same instrument that the Federal CFSR process uses was applied to cases in every Wyoming Department of Family Services office around the state in both foster care cases and placement cases. This was a very effective training tool and quality assurance tool and seemed to partially meet what the 1999 audit called for in its report. However, something was missing with regards to taking the data and doing something constructive with it.

Two initiatives have since been born from the administration of the DFS Protective Services Unit to use this data effectively:

1. A strong quality assurance unit that is well staffed and given authority to work, and secondly,
2. A process which is beginning to develop in Wyoming called the Mini Program Improvement Plan process or Mini PIP; a follow-up to the Mini CFSR process.

The challenge for DFS will be the merging of the existing data and the quality assurance unit. Part of the solution will be the Mini PIP process that will include the following elements:

1. A review of the existing child protective services data from:
 - o Federal CFSR data;

¹⁷ The Wyoming Citizen Review Panel Website can be accessed at: <http://www.wycrp.org>.

¹⁸ You may review this report in its entirety at: <http://legisweb.state.wy.us/progeval/reports/1999/cps/cps.htm>.

¹⁹ You may review this report in its entirety at: <http://legisweb.state.wy.us/progeval/REPORTS/2008/CPS/toc.htm>.

- Mini CFSR data;
- Stakeholder meeting information, and
- Information from other sources such as the Wyoming Legislative Services Management Audit reports.

Trends will be identified with underlying factors that result in areas of concern with a emphasis on safety concerns.

2. The engagement of community partners will be done by the Wyoming Citizen Review Panel through focused meetings that are strength based, identify the positive trends in the community and introduce the areas which community partners and the local Wyoming Department of Family Services Office can collaborate on for improvement in specifically identified areas of weakness.
3. Using a guidance document, measurable goals of improvement will be established and shepherded by the local Department of Family Services management.
4. Action steps required to correct areas of concern will be established and published for community collaboration and review.
5. Dates are established for each action step to be accomplished.
6. Benchmarks to measure the process of implementation, progress and completion will be defined.
7. Methods for evaluation will be created and approved, and
8. Sustained change, both short term and long term, will be monitored.

The role of the Wyoming Citizen Review Panel in the Mini PIP process will be that of community facilitator for the local plan.

The Wyoming Citizen Review panel is an advocate of consistency through a central intake process. And while it has not happened yet in Wyoming, the Wyoming Department of Family Services is clearly planning for it in the future when budgets might allow. Again, the Wyoming Citizen Review Panel recommends the Wyoming Legislature honor this request when presented to them and not study the matter into failure.

As noted previously, Wyoming is not currently conducting Mini CFSRs in the state on a routine basis however a Mini CFSR with our partners, the Northern Arapaho Tribe, is planned for April of 2010. The Wyoming Citizen Review Panel supports the Mini CFSR process and asks the Wyoming Department of Family Services not to allow this process to be dormant for too long. Through the SYNC review process the Wyoming Citizen Review Panel is again hearing general comments and concerns that some processes, such as case workers failing to return phone calls and skipped home visits are occurring. One of the reasons reported by citizens involved in the system is that there is no meaningful accountability for local Wyoming Department of Family Services offices. SYNC reviews have also documented that citizens do not have a great deal of faith now or in the past in the Department of Family Services supervisor case reviews.



COMMUNITY JUVENILE
SERVICE INITIATIVE

The Wyoming Citizen Review Panel entered the conversation about Wyoming juvenile justice in the past year because some juvenile cases are rooted in unrecognized child protective services issues. Additionally, the organization supports the opportunity to help the Wyoming Department of Family Services and others bridge the gap between child protective services and juvenile services.

When given the opportunity to become involved with the Wyoming juvenile justice conversation and collaborative work, the Wyoming Citizen Review Panel agreed to assist with initiating the conversations in communities for the Wyoming Community Juvenile Service Board Initiative. While optimistic, the Wyoming Citizen Review Panel did not anticipate how rewarding and successful these discussions would become around the state.

The mission was simple and centered around community readiness; assist in bringing communities together and provide technical assistance in completing the initial application packet by the deadline in order for communities to be considered for funding. On December 31, 2009, the following communities had applied; others had originally submitted letters of intent but did not apply. Those applying by the deadline are listed along with their allocated amount of community juvenile service board monies based on juvenile population:

1. Big Horn County - \$50,000.00
2. Campbell County - \$142,410.00
3. Carbon County - \$50,000.00
4. Crook County - \$50,000.00
5. Fremont County - \$120,690.04
6. Goshen County - \$50,000.00
7. Johnson County - \$50,000.00
8. Laramie County - \$286,218.15
9. Natrona County - \$228,241.89
10. Sheridan County - \$79,864.60
11. Sweetwater County - \$134,475.42
12. Teton County - \$50,000.00
13. Uinta County - \$74,816.43
14. Washakie County - \$50,000.00
15. Northern Arapaho Tribe - \$50,000.00
16. Eastern Shoshone Tribe - \$50,000.00



The Wyoming Citizen Review Panel recommends that members of the Wyoming Legislature continue to fuel the Wyoming juvenile justice train.

Initially the funding formula included the Eastern Shoshone and Northern Arapaho Tribal programs as one, labeled "Wind River Indian Reservation." The Wyoming Citizen Review Panel advocated for and continues to remind those administering this program that while both Tribes may be in geographic proximity to one another sharing parts of the same geographic region, they are distinctly different cultures and operations and as such should be afforded that recognition. Further, the Wyoming Citizen Review Panel encourages any state agency dealing with either Tribe to take the time to visit them, their culture and their ways of doing business before imposing a model which seems to work for others, but simply does not work with the Tribal programs.

One of the greatest benefits of the Community Juvenile Service Board Initiative has been recognized long before the money begins to flow. That benefit is the coming together of different people, groups, organizations and agencies from all levels of government to discuss how community juvenile justice should look in their community.

In conversations throughout Wyoming, many people told the Wyoming Citizen Review Panel that juvenile justice is an effort that might best be administered in the local communities to the extent possible and child protective services is an effort that might be more effective as an initiative with greater oversight and coordination at the state level. The Wyoming Citizen Review Panel applauds this way of thinking; and it appears that initiatives driven by the Wyoming Department Family Services are reflecting this philosophy.

In the application process for community juvenile service board funding, communities were given an application document that was largely repetitive, confusing and asked for conflicting information. While it appears the intent was to encourage communities to collaborate and research statistics for their community this application which started out with approximately 20 pages of blank questions grew to over 50 pages of application in some instances. Participants observed that the application could be generally calculated as each page being worth a \$1,000.00. The Wyoming Citizen Review Panel heard several times from smaller counties that they simply did not have the time, personnel or desire to apply with such burdensome documentation. However, those counties with positions such as grant planners were able to successfully tackle the effort. Even then, the Wyoming Citizen Review Panel heard remarks that this application process was more cumbersome, awkward and repetitive than a Federal grant application. The Wyoming Citizen Review Panel thinks that such application documents could be designed in a less burdensome way.

The Community Juvenile Service Board Initiative process, however, has created a number of creative community proposal solutions. For instance the Eastern Shoshone Tribe has proposed to spend their funding on keeping their children out of the judicial system through innovative mentoring programs. Carbon County has documented the

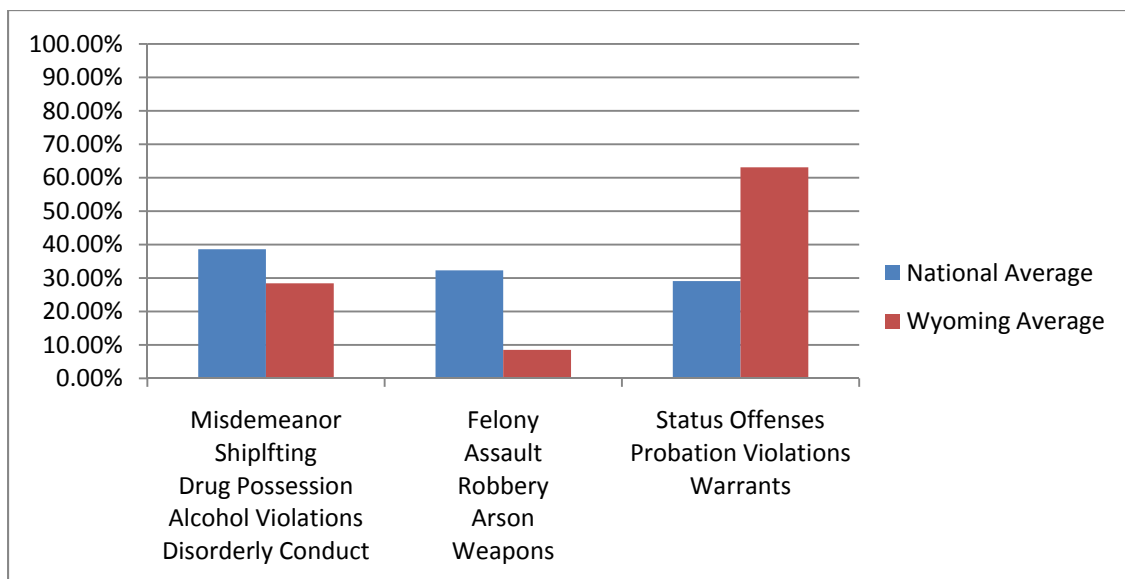
need for diversion programs and a crisis center while the Northern Arapaho Tribe has proposed enhancing their drug court program. These ideas and many others have come from citizens and community leaders collaborating on what their communities need for their children and families in their continuum of juvenile services.

Additionally, through this initiative, Wyoming has answered the legislative call for central point of intake in the juvenile justice system. The triaging of juvenile cases which is overseen by the district and/or county prosecuting attorneys in Wyoming has already led to a smoother flow of cases and better placement of cases in appropriate courts to adjudicate juvenile matters at the lowest court level possible and through programs such as diversion.

There are two words that make society grimace and recoil when they are used in the same sentence. Those two words are:

1. Juveniles, and
2. Detention.

For too long, Wyomingites have been hesitant to say those words in the same sentence and have the discussion that ultimately comes from their joint use. Juvenile detention rates in the United States are shown by the blue bars in the graph below. In Wyoming juvenile incarceration is demonstrated by the red bars in the graph below.²⁰



This graph demonstrates that Wyoming incarcerates juveniles at over twice the national average for status offenses which is defined as offenses only illegal for persons under a certain age such as minors consuming alcohol.

²⁰ Information taken from presentation to the Wyoming Citizen Review Panel by the Wyoming Department of Family Services and the Wyoming Governor's Office; February 4, 2010 in Cheyenne, Wyoming.

Juveniles in Wyoming are incarcerated for consuming alcohol, a status offense, and often in the same detention unit as juveniles incarcerated for more serious crimes such as robbery. For the adolescent mind, which is still in a state of development, little good comes from this arrangement.

Detention for low-risk youth does not produce meaningful results. It does not work nationally²¹ and the Wyoming Citizen Review Panel predicts that it does not work in Wyoming. And to that end, the Wyoming Citizen Review Panel encourages organizations such as Volunteers of America²² who monitor juvenile detention in Wyoming and the Wyoming Children's Action Alliance²³ to further refine and publish their information on the matter.

The SYNC review process has documented instances where juvenile participants in juvenile and family court supervised treatment programs were sanctioned to jail for not complying with their case plans. The Wyoming Citizen Review Panel does not question the judgment of the court to take such action. What does concern the Wyoming Citizen Review Panel is that in most of those instances it was done out of a "sense of frustration" with the juvenile's behavior, according to interviews.

Wyoming leaders have taken the juvenile detention discussion one step further and started a conversation with the Annie E. Casey Foundation regarding their Juvenile Detention Alternative Initiative or JDAI. It is too early to predict whether this will be a good fit for Wyoming, but the Wyoming Citizen Review Panel recommends that citizens join the discussion with an open mind and review the data surrounding juvenile detention.

In past reports based on Mini CFSR and SYNC review findings the Wyoming Citizen Review Panel has called upon the Wyoming State Legislature to give due consideration to a true family court for Wyoming. Currently, Wyoming juvenile court is an arm of the general jurisdiction district court system; reviews have documented that district court dockets are very full and while courts attempt to triage and expedite juvenile cases, a revamping of the system to accommodate families and juveniles, through a family court, could be beneficial.

²¹ For further information about juvenile detention and juvenile justice please visit the Washington State Institute for Public Policy at: <http://www.wsipp.wa.gov/> and/or the Annie E. Casey Foundation, Juvenile Detention Alternatives Initiative at: <http://www.aecf.org/MajorInitiatives/JuvenileDetentionAlternativesInitiative.aspx>.

²² Please see The State of Juvenile Detention in Wyoming; 2008 Compliance Monitoring Report at: [http://wyjuvenilejustice.com/pdfs/2010/Jan/2008%20VOA%20State%20Report%20\(2\).pdf](http://wyjuvenilejustice.com/pdfs/2010/Jan/2008%20VOA%20State%20Report%20(2).pdf)

²³ Please visit the Wyoming Children's Action Alliance at: <http://wykids.org/>.

Wyoming

CHILD MAJOR INJURY AND FATALITY REVIEW TEAM

Wyoming does not lack people who care and are vested in systemically reviewing child major

injuries and child fatality cases for systemic trends. Wyoming does lack statutory support for the process to consistently occur to review all child major injuries and fatalities in Wyoming. It is time for a legislative effort in Wyoming to create a statutorily mandated and systemic review of child major injuries and child fatalities in an effort to prevent future injuries and fatalities. This is particularly important since Wyoming has suffered the loss of advocacy in organizations such as Prevent Child Abuse Wyoming which closed its doors in 2009.

In a 2008 First Star "state secrecy report" released by The Children's Advocacy Institute, part of the Center for Public Interest Law at the University of Diego School of Law,²⁴ Wyoming received a grade of D+. This report missed the mark and did nothing to facilitate meaningful discussion for reform in Wyoming for a true systemic review of child major injuries and child fatalities. This report has further suppressed the discussion that needs to occur for a broader systemic review to occur in Wyoming. Largely, Wyoming received this mark because state statute protects children and families from public scrutiny, which it should.

Further complicating the matter in Wyoming is that an effort to collect data by the National Center for Child Death Review of which Wyoming is a participating partner, has caused dissention between pivotal agencies and focuses largely on deaths, not major injuries or prevention planning. The input forms designed to collect data are cumbersome and awkward.

There are several elements that should be addressed in effective legislation for a child major injury and child fatality review system in Wyoming:

1. Clearly define what a child major injury and child fatality systemic review process should be for Wyoming;
2. Define an administrative agency with funding and personnel to operate the program;
3. Create a clearly defined purpose;
4. Define membership for the team;
5. Create a correlation and network with local child protection teams;
6. Allow access to information necessary to review cases;
7. Ensure confidentiality while allowing public access to proceedings, and
8. Create reporting requirements.

²⁴ More information regarding this organization and their report may be obtained at: <http://www.firststar.org/>.

Legislation introduced in the 2009 Wyoming Legislature addressed these issues well with the exception of funding. Unfortunately the legislation died when the word "investigation" somehow made its way into the conversation. It should be clearly stated by those drafting, supporting, introducing and discussing this matter that there is no need or attempt by those who currently serve on the Wyoming Major Injury and Fatality Review Team to "investigate" or "reinvestigate" child major injuries or child fatalities. Rather, it is a systemic review and collection of data to determine how to collaboratively prevent future child major injuries and child fatalities.



The Wyoming Citizen Review Panel knows that this topic and legislative issue is a rocky corner to get around; but it can be done. Children are dying and getting seriously injured when a solid, legislative mandated review process might prevent some of those injuries and deaths.

Currently, the Wyoming Child Major Injury and Fatality Review Team (WCMIFRT) is administered by the Wyoming Citizen Review Panel under contract with the Wyoming Department of Family Services. In calendar year 2009, the WCMIFRT executive committee met four times and the full WCMIFRT two times. This is a summary of the 2009 work:

- The **vision statement** was refined:
 - A reputable team committed to developing and facilitating the implementation of recommendations to minimize major injuries and fatalities to Wyoming's children.
- The **mission statement** was refined:
 - We seek to minimize child major injuries and fatalities in Wyoming through comprehensive, multi-disciplinary case reviews. We actively advocate for child victims by making recommendations for change through prevention, intervention, training, education, legislation, and public policy.
- The **objectives** of the WCMIFRT were refined as follows:
 - Ensure the accurate identification and uniform, consistent reporting of the cause and manner of every child major injury or child fatality due to abuse and/or neglect;

- Identify significant factors, predictors, and trends in child major injuries and child fatalities;
 - Identify and advocate for needed changes in legislation, policy, and practices in child safety and well being to prevent child major injuries or child fatalities;
 - Increase public awareness and advocacy for the issues that affect the health, safety, and well being of children by providing recommendations for change through prevention, intervention, training, education, legislation, and public policy;
 - Identify specific barriers and system issues involved in the child major injuries or child fatalities;
 - Improve communication among local and state agencies and enhance coordination of efforts;
 - Identify preventable social and family circumstances which contribute to child major injuries and child fatalities, and
 - Heighten community awareness through education and prevention strategies.
- Leadership transferred for the first time based on organization bylaws, policy and procedure.
 - When proposed House Bill 0157 failed, the WCMIFRT met with the proposed legislation sponsor and discussed in earnest how this systemic review could be done in Wyoming via memorandums of understanding between different agencies and organizations.
 - The WCMIFRT sent a representative to the 2009 Keeping Kids Alive Symposium as did the Wyoming Department of Health. This effort opened the door for greater collaboration between the Wyoming Department of Health and the WCMIFRT.
 - Policy and procedure for the organization was further refined during 2009.

In 2009, the Wyoming Department of Family Services documented 10 child major injuries, two of which resulted in child fatalities.

From the review of child major injury and child fatality cases²⁵ in Wyoming during the 2009 calendar year, the WCMIFRT makes the following recommendations:

Court Petitions	<ul style="list-style-type: none"> • Improved internal communication between Wyoming Department of Family Service county offices remains a need.
Criminal and	<ul style="list-style-type: none"> • There needs to be a greater sharing of information statewide regarding child

²⁵ A majority of cases reviewed occurred previously to 2009; no case can be reviewed until it has been adjudicated if in the legal system.

<p>Civil Charges</p> <p>Adjudication</p>	<p>abuse cases with law enforcement to prevent potential incidents, not just react to an incident after it has occurred.</p> <ul style="list-style-type: none"> • The filing of charges can be hampered by legal events occurring at the same time such as a custody case. Better coordination should be established to eliminate these complications. • In one case reviewed, a guardian ad litem (GAL) did not believe the children and accused them of lying, demonstrating the need for training for GAL's to better represent children particularly in sexual abuse cases. • The need for the Wyoming Department of Family Services to collaborate and partner with law-enforcement to a greater extent was recorded in several cases reviewed. • Training appears to still be needed for prosecutors and judges on child abuse cases in general. • There would be a benefit to ensuring participation by the Wyoming Department of Corrections, specifically probation and parole in local child protection teams. • Statutes may be needed which allow for stronger sentencing in cases that fall between aggravated assault and attempted murder. <ul style="list-style-type: none"> ○ Stiffer penalties for aggravated assault on a child or baby could serve as a greater deterrent in several cases reviewed.
<p>Early or Prior Indication of Possible Harm</p>	<ul style="list-style-type: none"> • Training for guardians ad litem is needed to assist juveniles in being forthcoming about what is occurring to them and to prevent causing further harm and trauma to the youth. • Greater communication is needed between the Wyoming Department of Family Services and law enforcement in general. • Case work needs to be family centered; all investigators and social workers including mental health workers need to consider the entire family when red flag behaviors are present to ensure there are not other children in the home being victimized and hurt. • Wyoming Department of Family Service case workers and other associated agencies need to be cross-trained to assist law-enforcement and investigators to the greatest extent possible and not obstruct an investigation. • In one case reviewed, an incorrect risk assessment was done. • Programs need to insure participation by community members so the general public is comfortable sharing suspicions and information with the proper authorities. • Interviews with mothers should occur without her partner present so she is able to share information without intimidation. This also applies to medical workers who are mandated to ask these questions but who often do not do so properly.
<p>Investigation by Child Protective Services or Juvenile Services/Intake/ Assessments</p>	<ul style="list-style-type: none"> • Centralized in-take, if done effectively, would help resolve some coordination issues between the Wyoming Department of Family Services and law enforcement. For instance, if all information from a case reviewed could have been transferred and available to law enforcement and case workers in another area, then a great deal of child abuse might have been prevented when a family moved from one area to the other.

<p>Prevention</p>	<ul style="list-style-type: none"> • Research needs to be done on prosecution procedures to determine the level of damage done to victims through the judicial process. Once that information is gleaned, then prosecutors need to be aware of the findings and modify their procedures to minimize re victimization. • Communities, possibly through local child protection teams, need to formulate memorandums of understanding between collaborative agencies to share information to a greater degree. Agreements such as this would also create better accountability and follow through by some for providing services and sharing progress, or lack thereof. • Psychological evaluation requests need to be specific and exact, not a "shot in the dark" figuratively speaking. • The availability of psychological evaluations in Wyoming is sparse. • In keeping with the central intake concept, a centralized reporting system through a toll free number is needed for reporting child abuse. • Brochures or approved lists for licensed day care providers should be in each and every children's clinic in Wyoming and available on the world wide web with greater advertisement about that availability.
<p>Provision of Services by all Providers</p>	<ul style="list-style-type: none"> • Networking of all service providers for children, including cross-county services, is needed in Wyoming. Additionally a published schematic needs to be developed regarding networking. • Sexual abuse cases in Wyoming need greater attention to detail and collaboration between service providers. • Centralized intake, when it occurs in Wyoming should include close collaboration with the Wyoming Division of Investigation for information exchange on high risk parents. • Prenatal services, such as parenting classes, should aggressively be offered to at-risk mothers. • Additional training in a number of areas, including child abuse and neglect, is needed for child care providers.
<p>Foster Care And Adoption Services</p>	<ul style="list-style-type: none"> • Placements at residential treatment centers need to be reviewed regularly for their appropriateness. • In one case reviewed, a child was only in two placements; however one of those placements was for 2.5 years and the child was not thriving.
<p>Investigation by Law Enforcement</p>	<ul style="list-style-type: none"> • A greater exchange of information and collaboration between investigating agencies is needed in Wyoming. • Wyoming Department of Family Services investigators could benefit from greater training in investigative techniques. • The Wyoming Department of Corrections is an agency which should be engaged in the child major injury and fatality review discussion in Wyoming for greater information sharing. • Medical personnel and hospital workers need to immediately notify law enforcement when child abuse is suspected or could be a possibility. Sometimes medical personnel make the decision regarding whether the matter presenting is child abuse without all of the information possible such as a law enforcement history with the family.

Summary

During this reporting period, the Wyoming Citizen Review Panel hosted the National Citizen Review Panel conference and donated a logo for the national citizen review panel association. Additionally, the organization broadened their perspective of influence for Wyoming children and families through several new initiatives and the refinement of the organization mission and purpose statements.

74 SYNC reviews have been completed; 70 of those through collaboration with the Wyoming Department of Health and court supervised treatment programs. These programs are saving lives in Wyoming and provide an incredible return on invested treatment dollars. The Wyoming Citizen Review Panel hopes that more of them develop in Wyoming.

Publically funded mental health centers in Wyoming use funding that is provided in part by Wyoming citizens; and the services they provide need to be timely, effective and consider the desire and goals of their clients. Repeatedly, the Wyoming Citizen Review Panel is reminded that it is difficult to receive mental health or substance abuse treatment services in Wyoming unless the judicial system is involved.

The Wyoming Department of Family Services and the Wyoming Citizen Review Panel have embarked on an initiative called Mini Program Improvement Plans; bringing the data home and implementing change locally. This process uses data that has been accumulated from Federal Child and Family Services Reviews and Wyoming Child and Family Service Reviews to implement change locally with a priority on safety outcomes. Central intake and the replacement of WYCAPS are two initiatives the Wyoming Citizen Review Panel endorses.

Communities are having needed discussions regarding continuum of care for juvenile justice thanks to the community juvenile service board initiative. This initiative has resulted in 14 counties applying for funding for such things as diversion programs. Additionally, the Eastern Shoshone Tribe and Northern Arapaho Tribe each applied to fund initiatives such as mentoring juveniles and drug court service enhancements.

The Wyoming Child Major Injury and Fatality Review Team makes a number of recommendations from their case reviews during this reporting period. In 2009, there were 10 cases of child major injury with two of those resulting in death. Coordination with law enforcement and education are two general recommendations.

The Wyoming Citizen Review Panel also wants to thank all of the people who made Prevent Child abuse Wyoming an effective agency for Wyoming Children and Families; the organization closed in December of 2009.

On the following page, we acknowledge several people in Wyoming who deserve recognition for their time, dedication and commitment to Wyoming children and families.

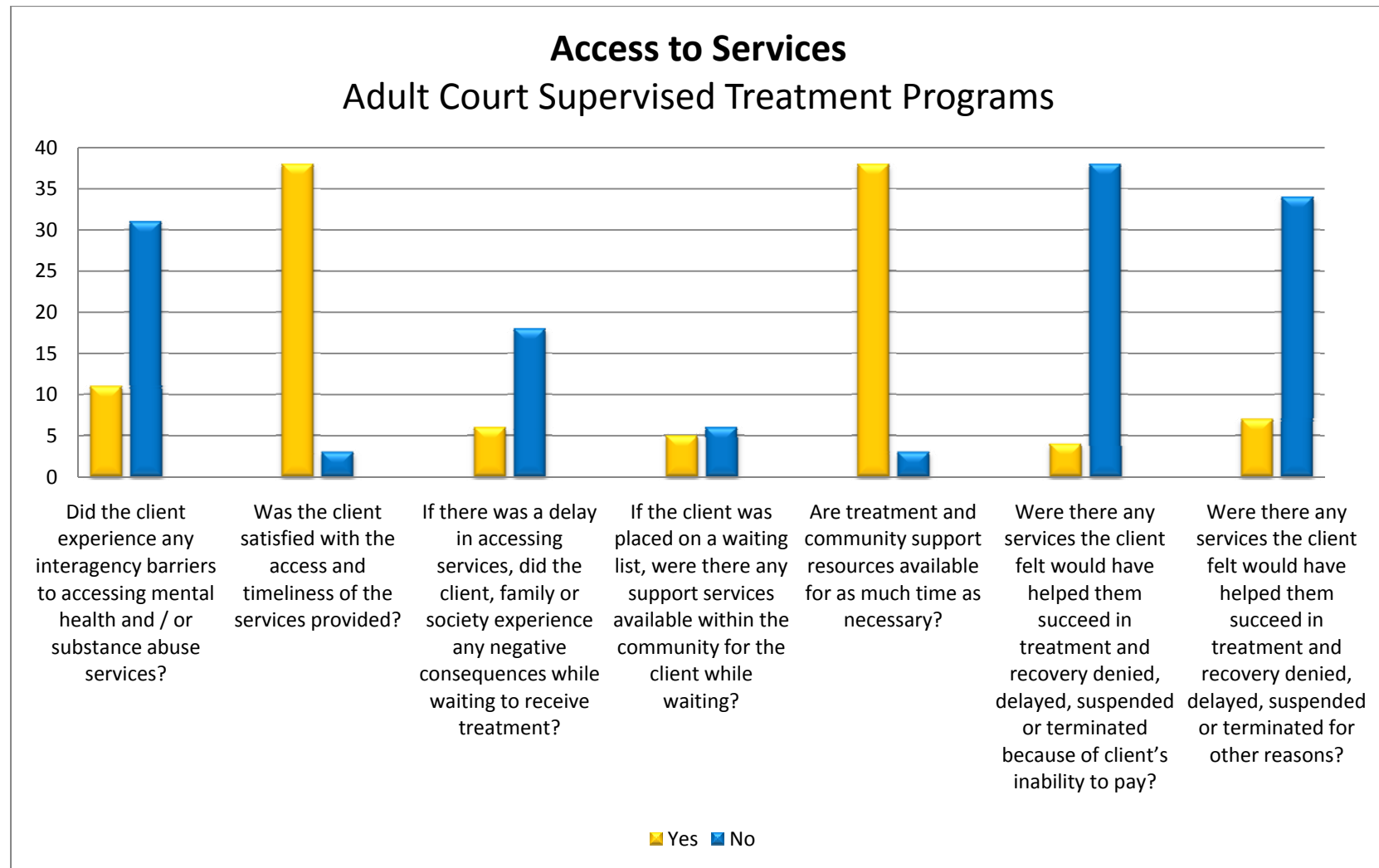
Special Recognitions from the Wyoming Citizen Review Panel

- **Lisa Gossert.** Lisa cares about children and families and works for a system that delivers effective services. Thank you Lisa for continuing to be a part of the Wyoming Citizen Review Panel.
- **Mike Beaver.** The Wyoming Citizen Review Panel found a true collaborative partner with Mike Beaver; he has been a major force behind the successful SYNC process in Wyoming.
- **Rick Robb.** There is not a kinder, caring social worker and administrator delivering calculated and effective services for Wyoming Children and Families.
- **Kay Elliott.** She quietly appears, says what is on her mind to improve services for children and families in Wyoming and is always there when needed. Thank you Kay.
- **Rodger McDaniel.** His leadership has served Wyoming well in child welfare, mental health and substance abuse treatment services.
- **Justice Solutions Group.** Wyoming paid them money to do some juvenile justice work in Wyoming. But Wyoming got more than paid for; they let Wyoming Citizen Review Panel personnel shadow them and every county the Wyoming Citizen Review Panel worked with received the benefit of this organization. Thanks Mark and Anthony!



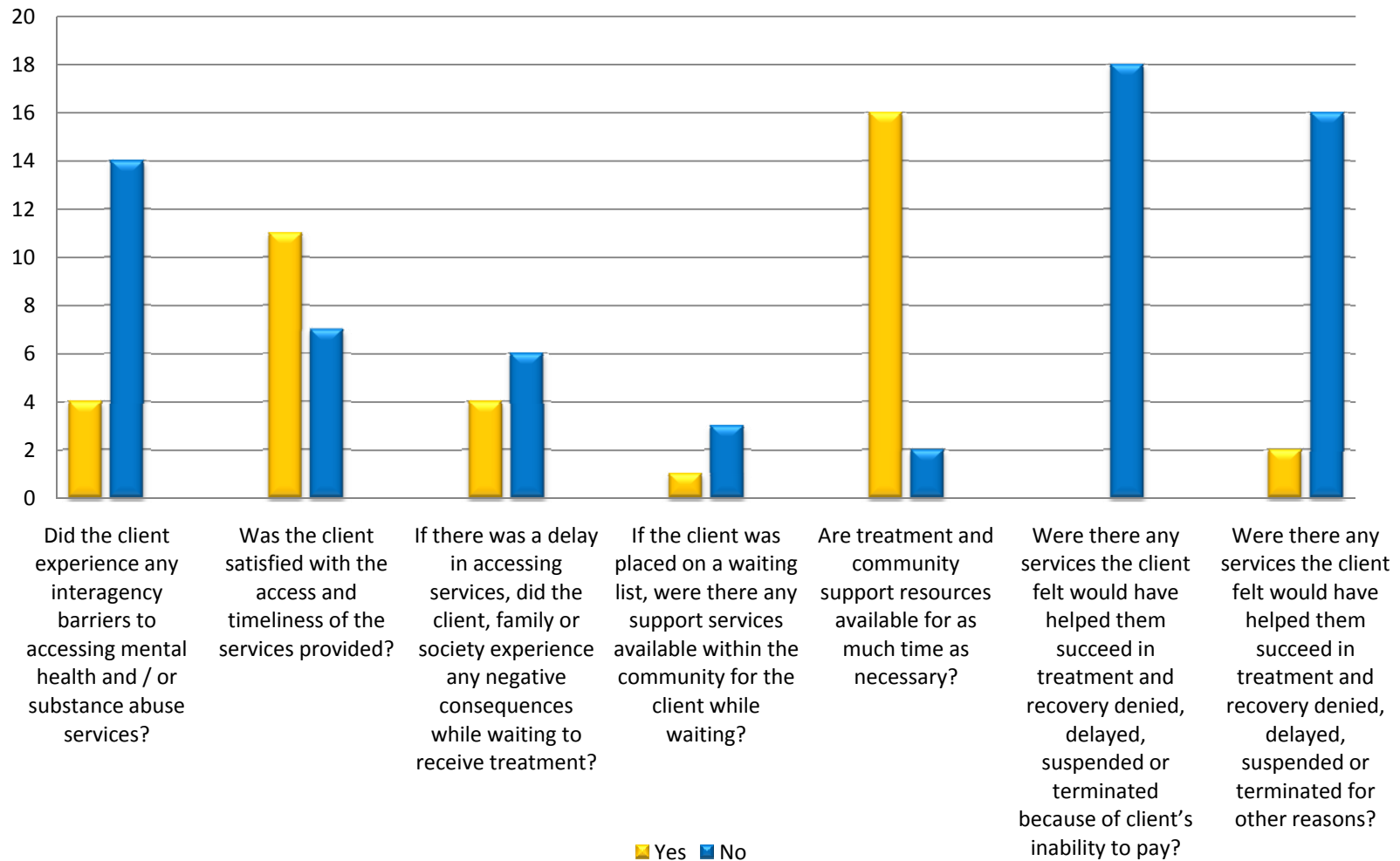
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Appendix A



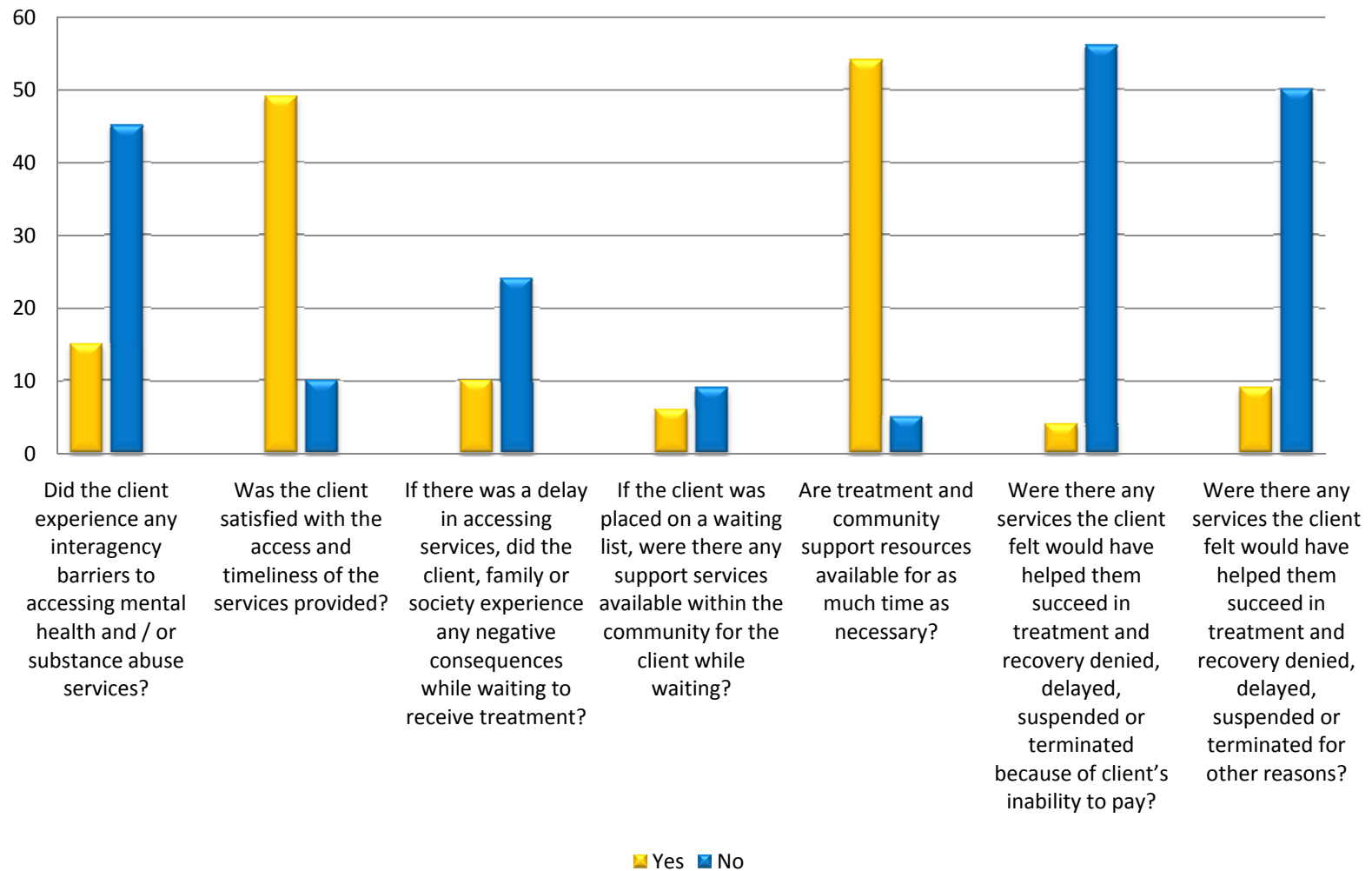
Access to Services

Juvenile Court Supervised Treatment Programs



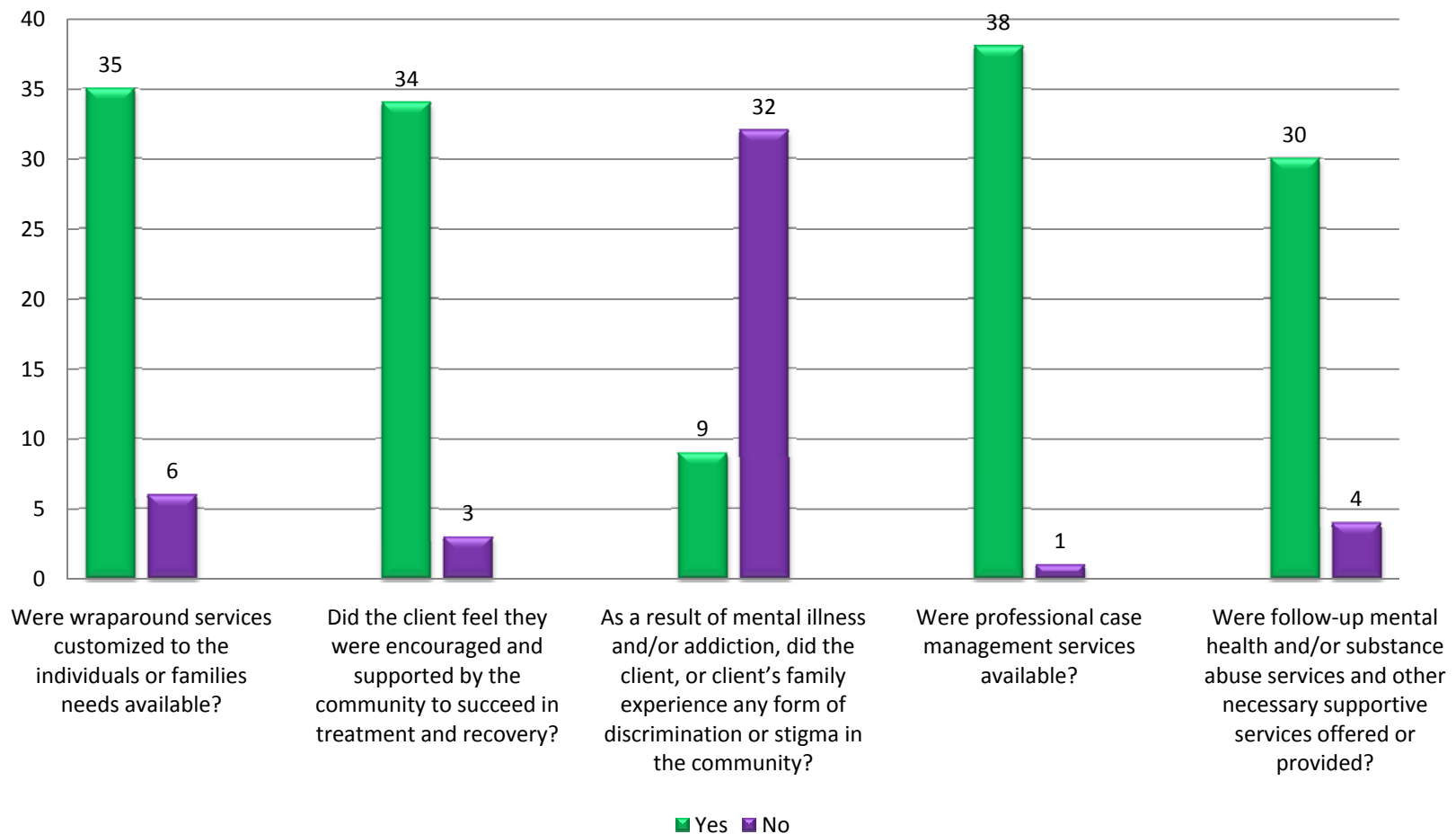
Access to Services

Adult and Juvenile Court Supervised Treatment Programs



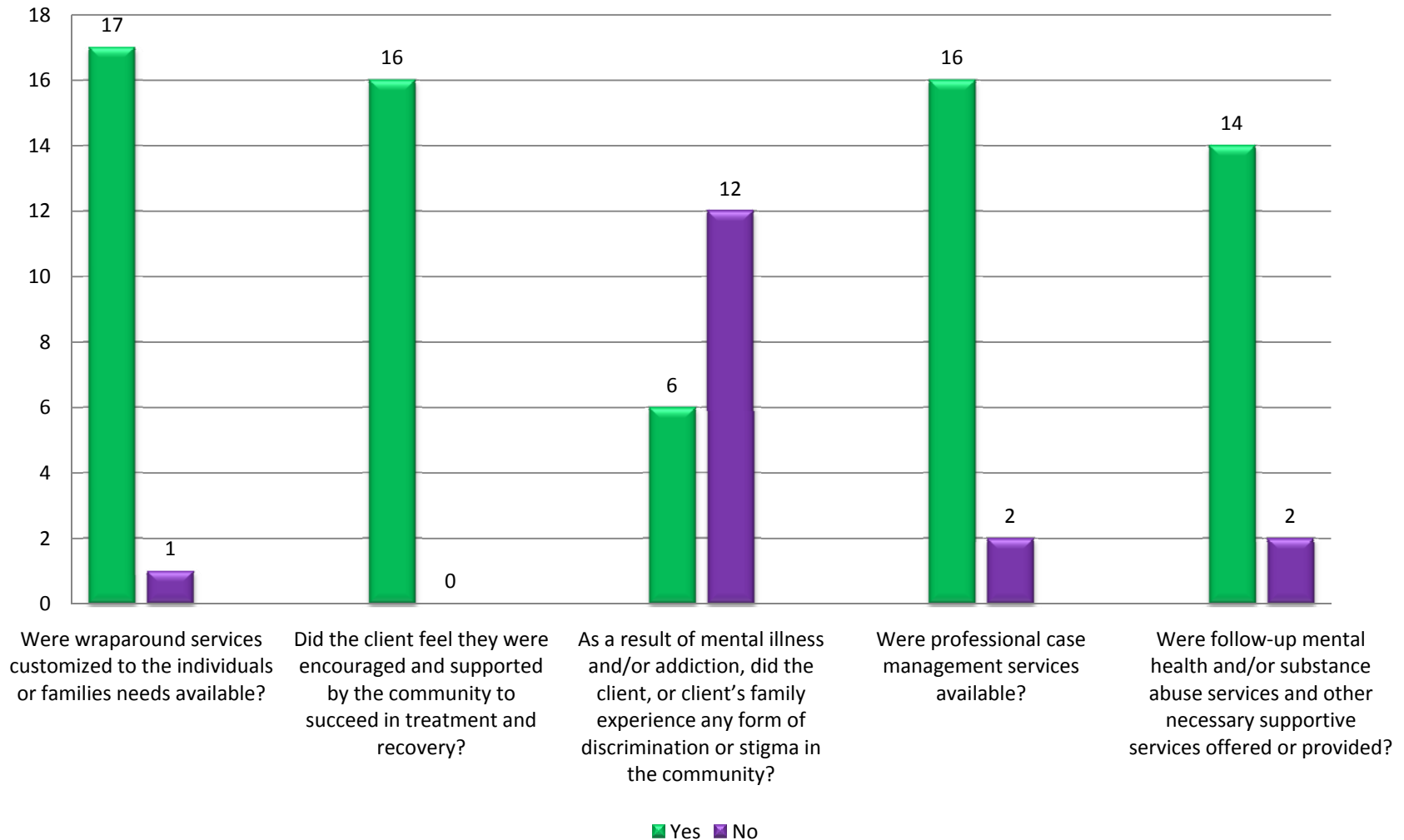
Support for Recovery - *Service Array*

Adult Court Supervised Treatment Program



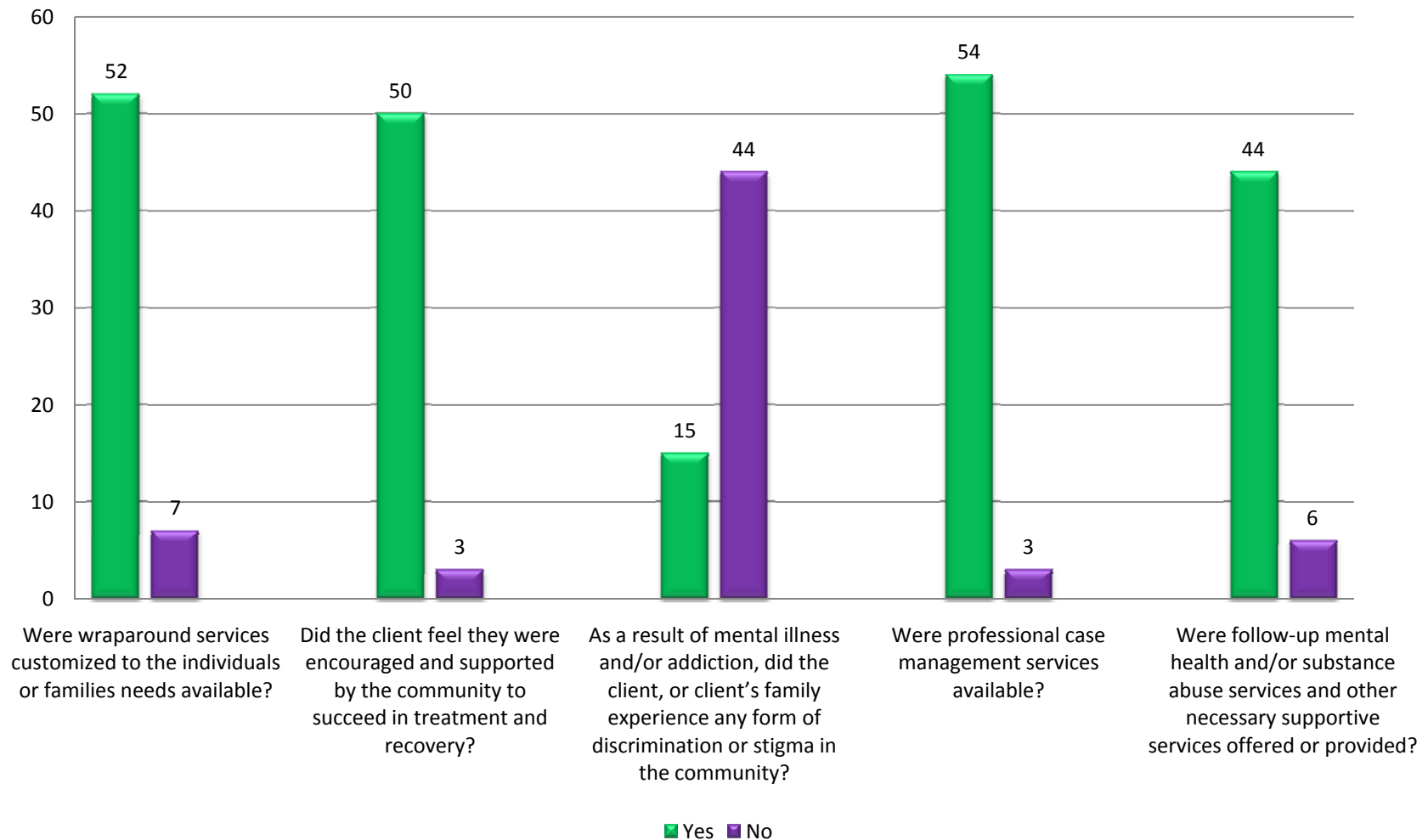
Support for Recovery -Service Array

Juvenile Court Supervised Treatment Program



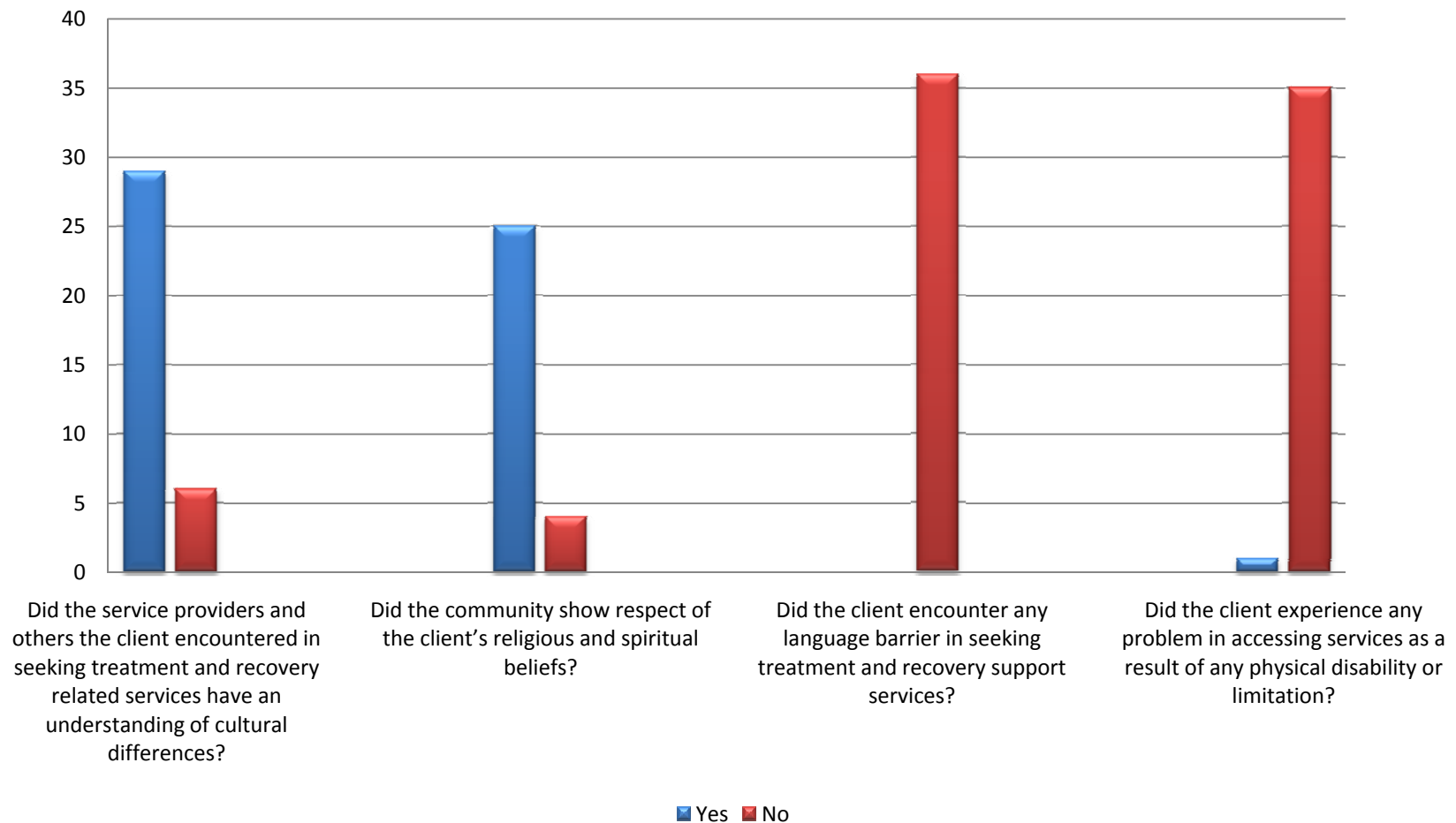
Support for Recovery -Service Array

All Court Supervised Treatment Programs



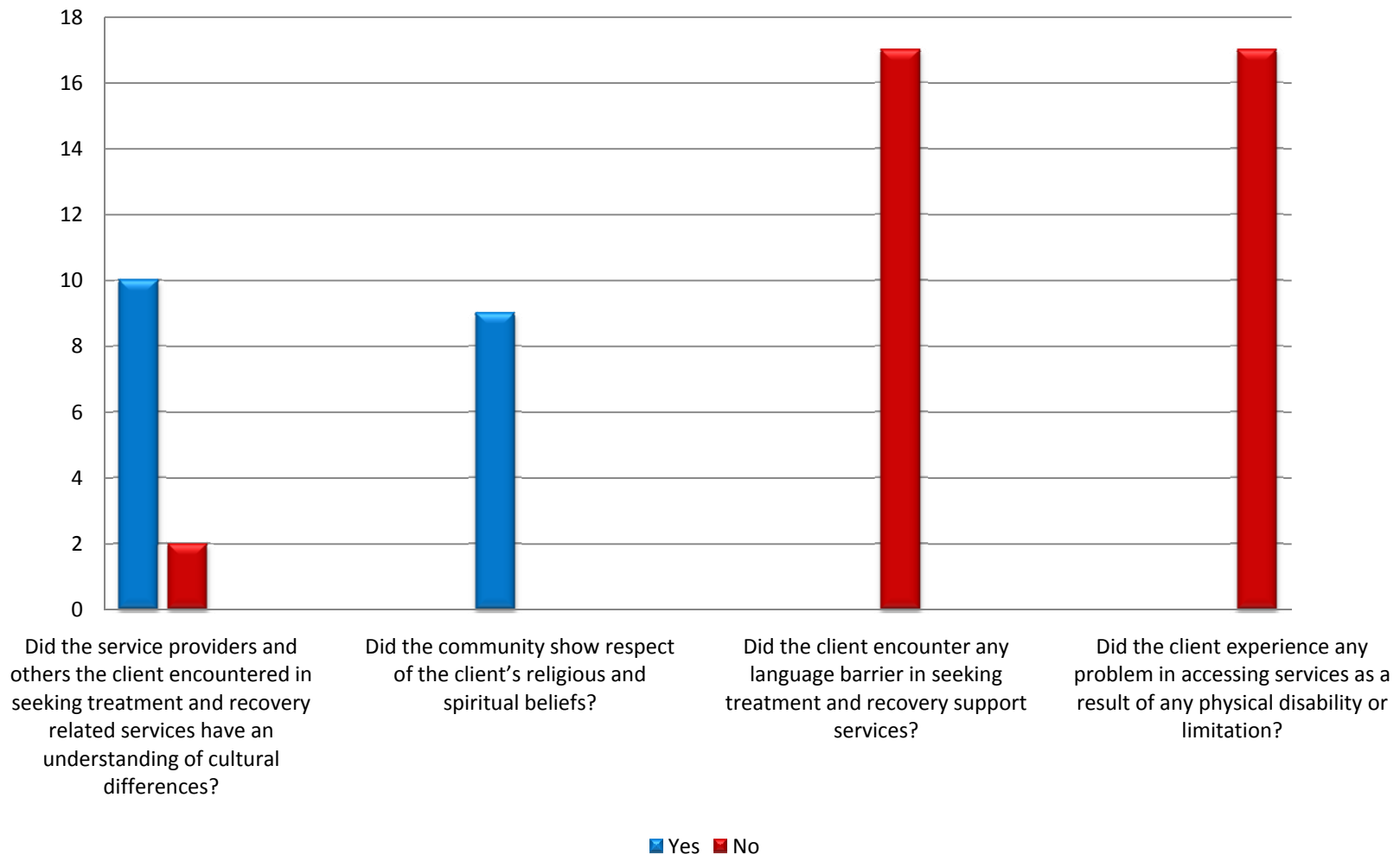
Support for Recovery - *Cultural Context*

Adult Court Supervised Treatment Programs



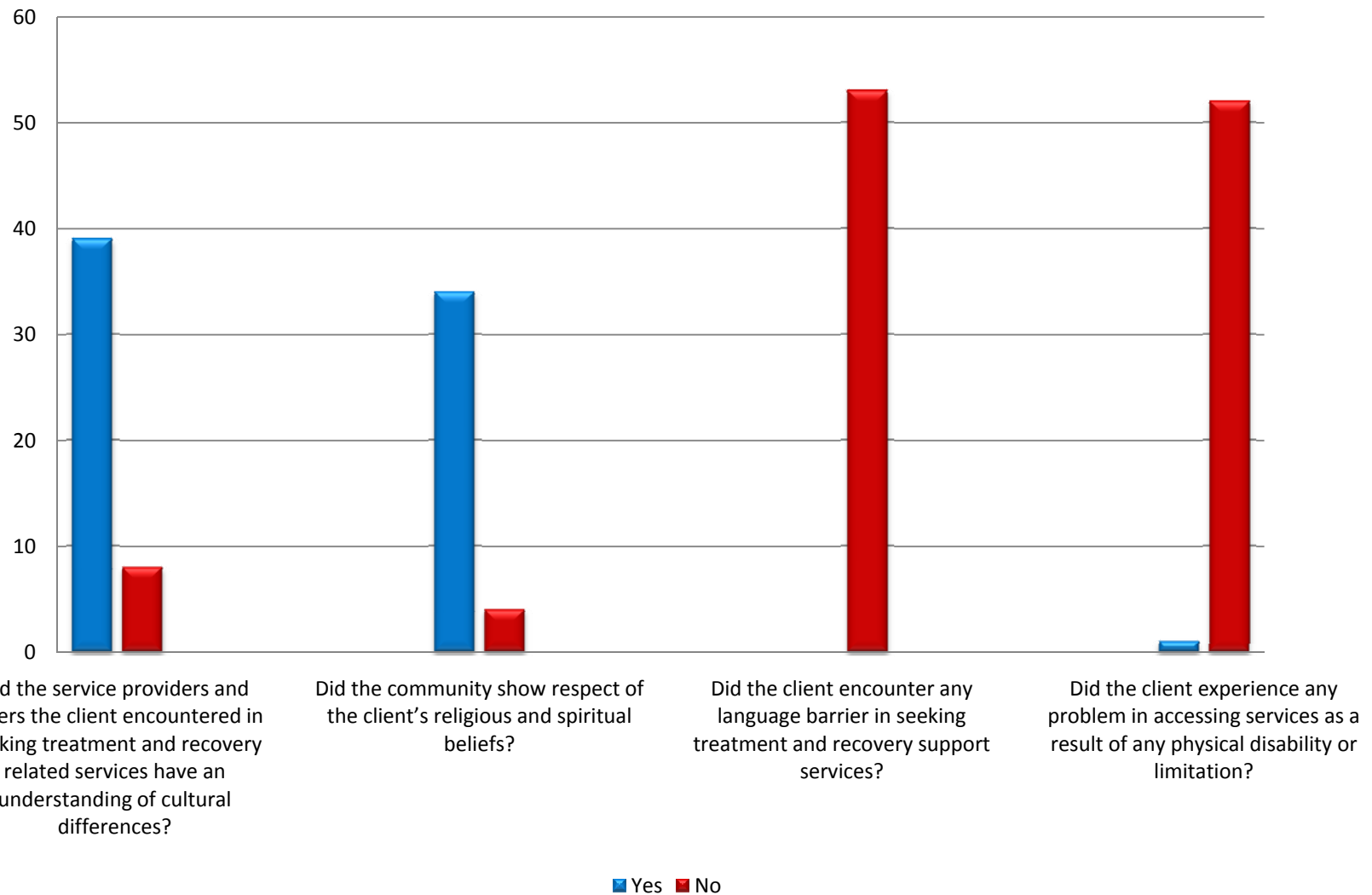
Support for Recovery - *Cultural Context*

Juvenile Court Supervised Treatment Program

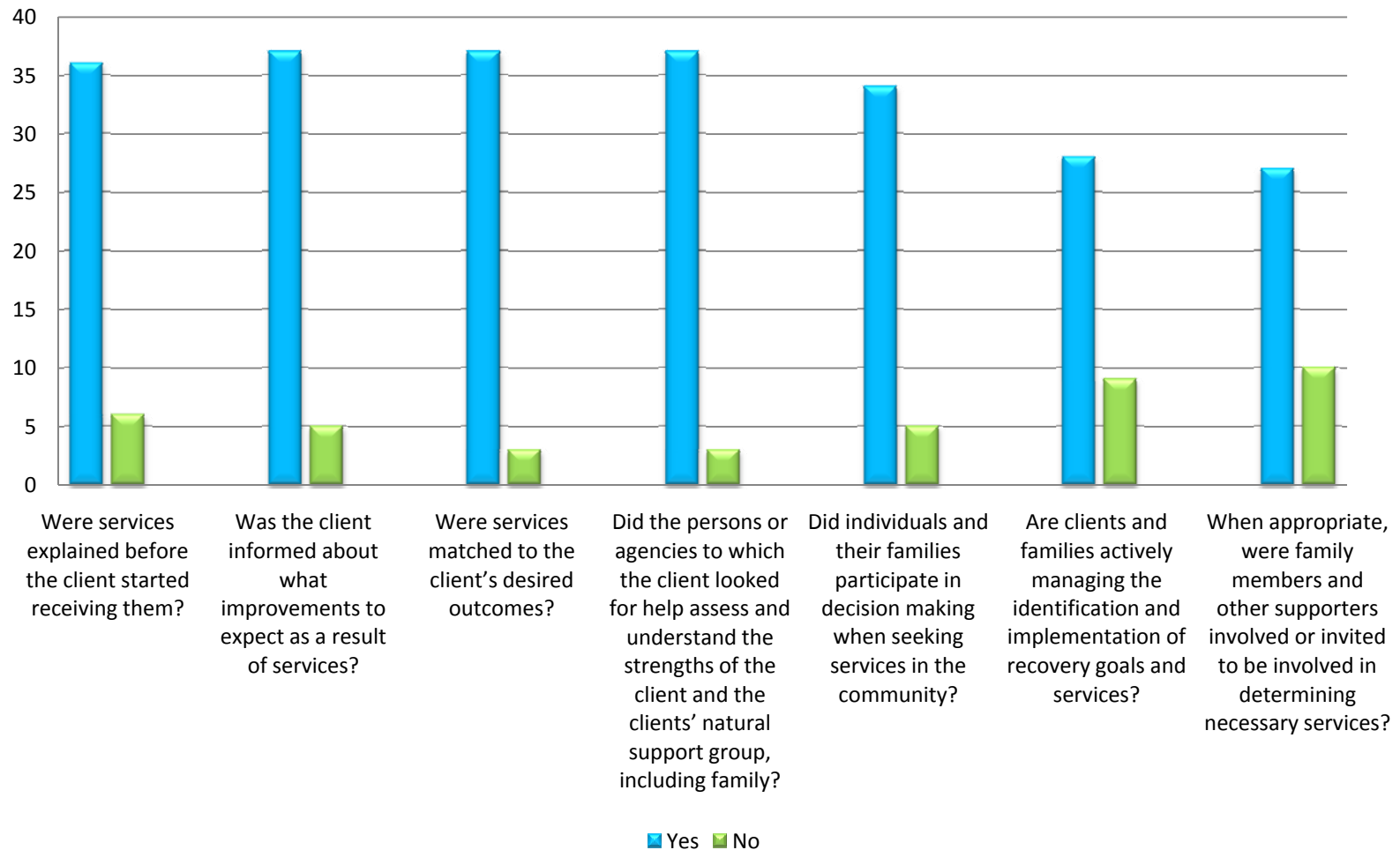


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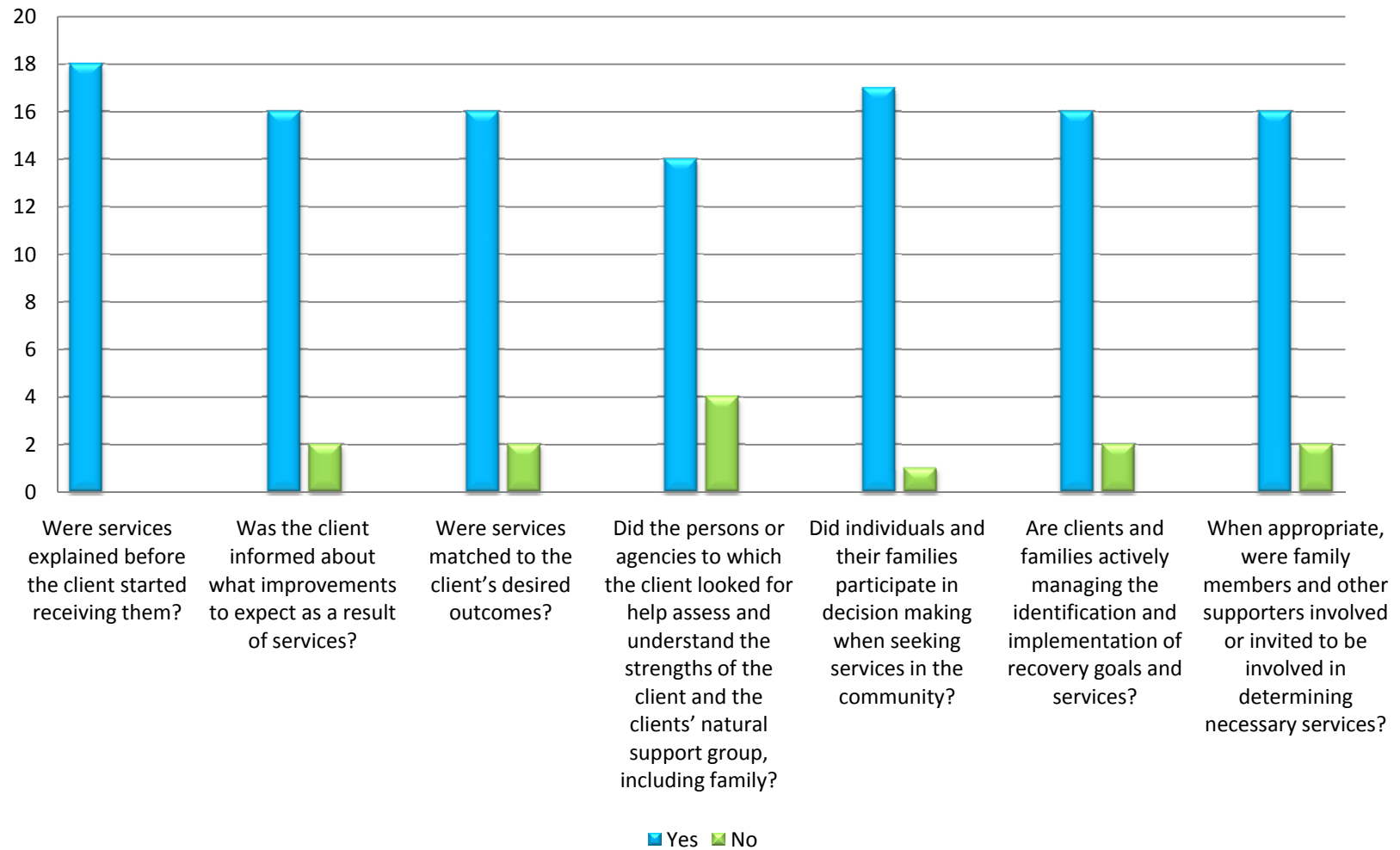
All Court Supervised Treatment Programs



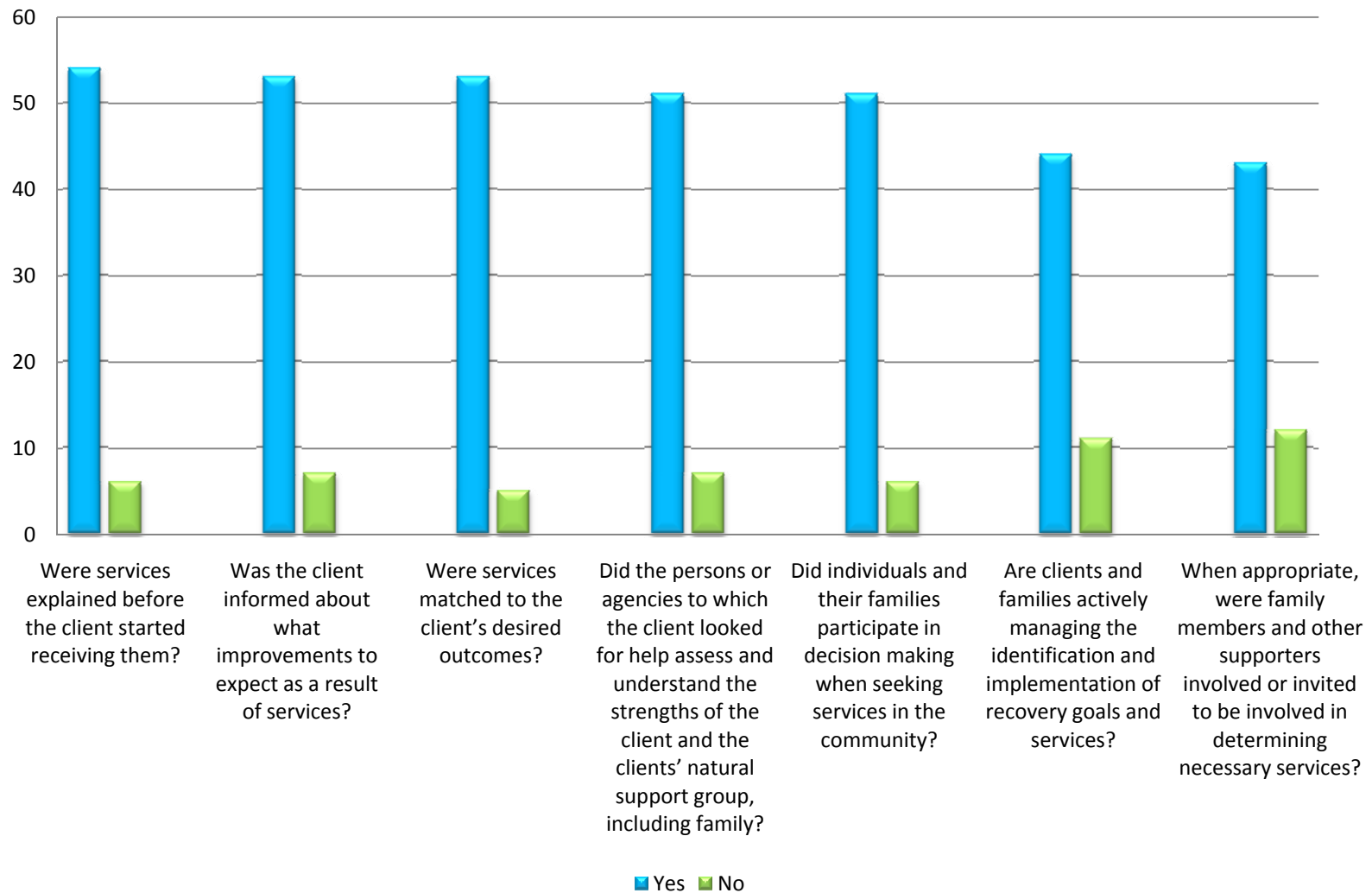
Support for Recovery - *Strength Based* Adult Court Supervised Treatment Program



Support for Recovery - *Strength Based* Juvenile Court Supervised Treatment Program

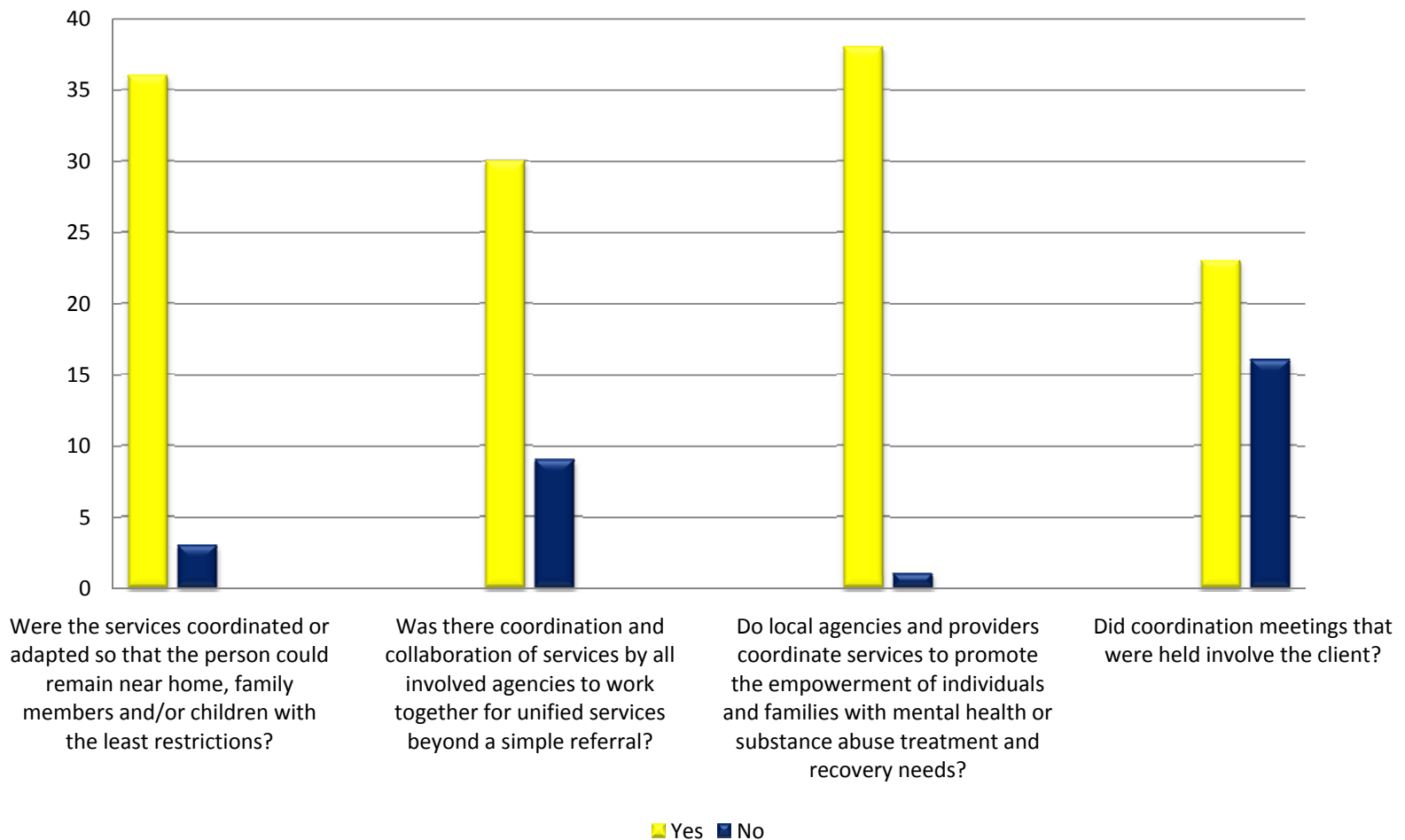


Support for Recovery - *Strength Based* All Court Supervised Treatment Programs

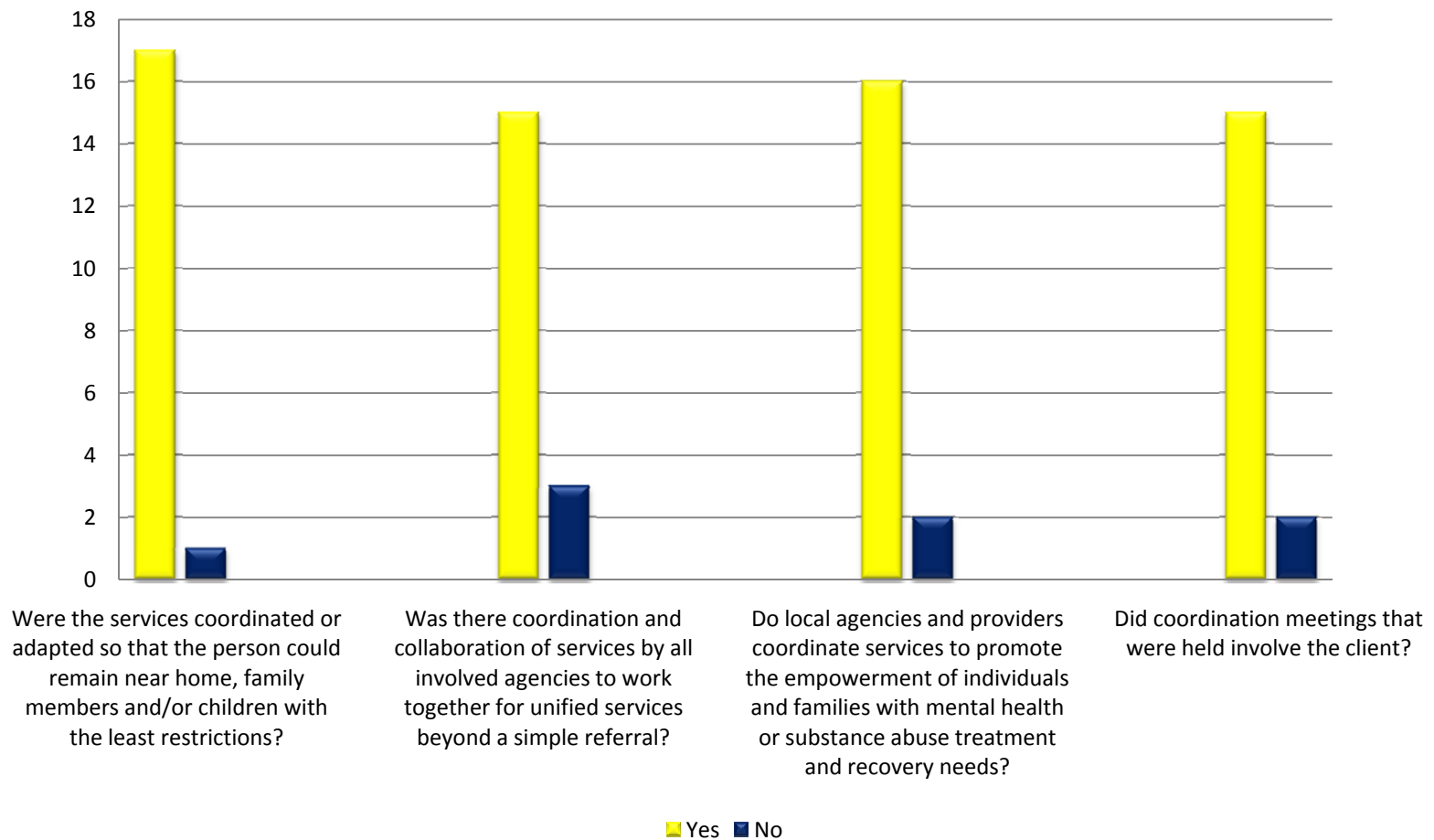


Coordination of Services

Adult Court Supervised Treatment Programs

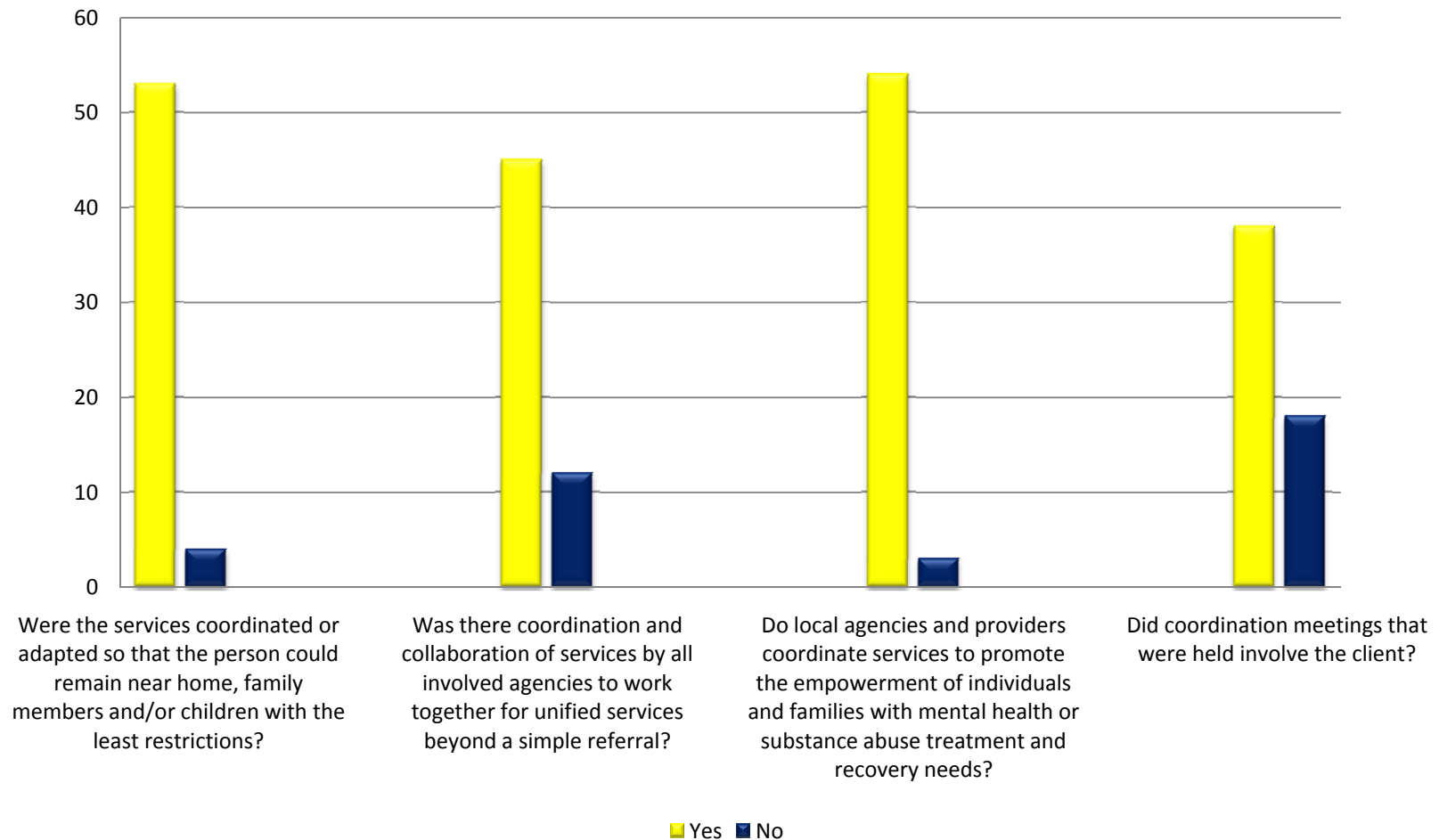


Coordination of Services Juvenile Court Supervised Treatment Programs



Coordination of Services

All Court Supervised Treatment Programs





Keep the train moving Wyoming... it is headed over the mountain with Wyoming children and families on board!

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