



Judicial Engagement and Performance

Hon. Jason Rossell
Kenosha County Circuit Court
Kenosha

Hon. Todd Ziegler
Monroe County Circuit Court
Sparta

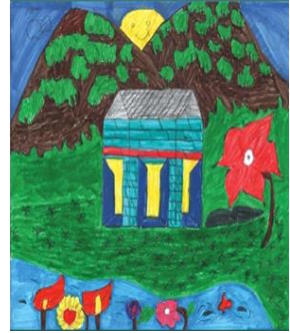
Judicial Engagement and Judicial Leadership

“As a court and as a system ... we cannot do any less than what we expect our families to do. That means that we must periodically review our practices and core beliefs to make changes as needed to be as effective as possible to help our families.”

Hon. Elizabeth G. Crnkovich
Douglas County Nebraska Juvenile Court

Judicial Leadership – The Big Picture

- Families are strengthened with collaborative systems of support
- Children remain safely in their home whenever possible
- Children in out-of-home care achieve timely permanence with enduring connections



*A Home Would be Heaven –
Silvia, Age 13, foster youth
From Foster Youth Art Initiative, Texas
Department of Family and Protective Services*

Judicial Leadership – Strategies for Improving Outcomes

1. See the big picture
2. Focus on the children and families coming before the court
3. Emphasize collegial discussion with community partners
4. Acknowledge judicial discretion
5. Own the data, own the outcomes
6. Share results with stakeholders
7. Use continuous quality improvement cycle

Engagement – On & Off the Bench

- Engaging case participants in hearings
- Creating policies and procedures to enhance participation
- Overseeing performance of court related services
- Being aware of services in the community
- Utilizing child welfare and court data to inform practice and policies
- Convening and/or participating in multi-disciplinary groups to improve policies and procedures
- Court-appointed Special Advocates under § 48.07(5)

Judicial Engagement – Examples

- Convene Judicial Engagement Team (JET) or similar multi-disciplinary group
- Establish model court (e.g., Unified Family Court) or treatment court (e.g., Family Drug Treatment Court, Healthy Infant Court)
- Organize “lunch and learns” or other training for judicial officers, attorneys, and/or caseworkers
- Meet with new caseworkers or provide mock court opportunities
- Develop policy for youth attending court
- Create MOU for GALs with minimum standards
- Implement project to expedite permanency (e.g., Tailored Dispositional Orders Project, permanency project to examine resources and delays)

Judicial Engagement – Examples

- Child-friendly waiting areas



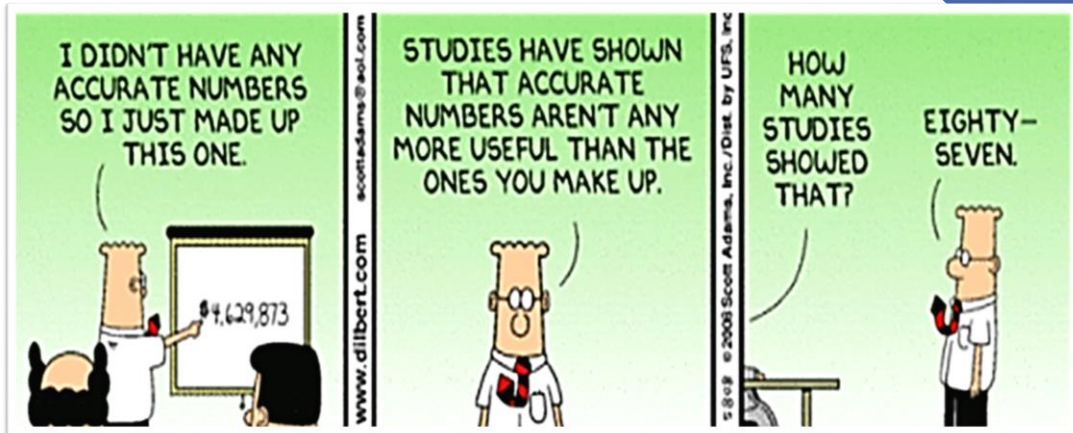
- Books and activities to keep children occupied



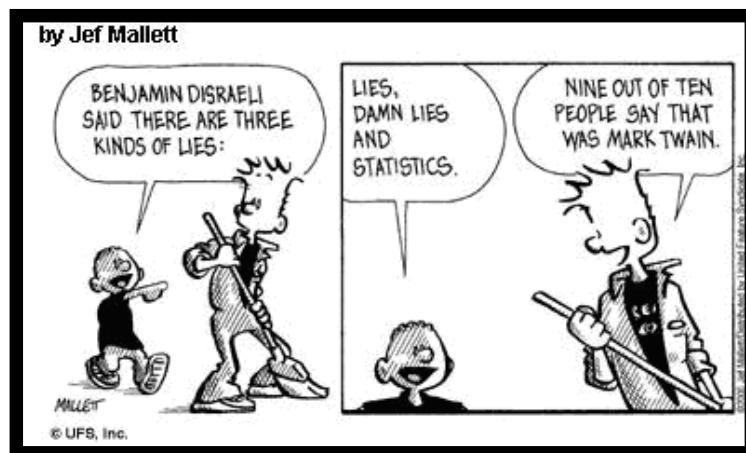
Judicial Engagement – Examples

- What other examples do you have from your county?
- Do you have any additional ideas?

Data and...



Statistics



“Change”

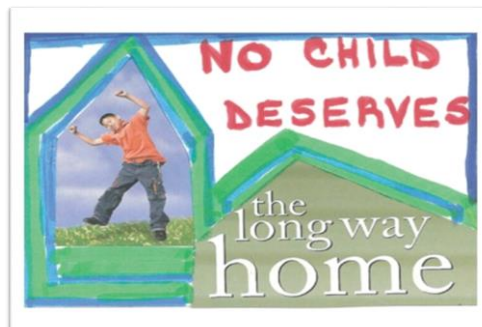
变化

CHINESE NAMES.ORG

“danger” and “risk” “opportunity” and “promise”

Why is Knowing Your Outcomes Important?

Outcome measures tell us if we are making a difference



Outcome measures are the ultimate indicator of success because they force an objective appraisal

Outcome and Performance Measures

Help to:

- ▶ Set improvement goals in CHIPS cases
- ▶ Determine whether those goals are being achieved
- ▶ Increase court and system accountability



Continuous Quality Improvement



"Quality is impossible if people are afraid to discover and tell the truth"

W. Edward Deming
Father of the Continuous Quality
Improvement Movement

Adapted from NCWRCLJI ©2014

Questions to Ask

Using CQI, teams ask themselves -

1. What is the need and how was it identified?
2. What do you propose to do about it?
3. What change(s) do you hope to achieve?
4. What will you look at to see if change is occurring? How will you determine if you are achieving the intended impact/result?
5. How will you use that data to create a feedback loop for ongoing improvement?



Adapted from NCWRCLJI ©2014

What the Data Tells Us About Wisconsin's CHIPS Practice and Outcomes

Data Sources

- Adoption and Foster Care Analysis and Reporting System (AFCARS)
- National Child Abuse and Neglect Data System (NCANDS)
- Wisconsin Department of Children and Families Data Dashboard
 - ▶ <https://dcf.wisconsin.gov/cwportal/reports>

The National Picture

- On Sep. 30, 2020 (most recent data available), the total number of children in foster care across the country: 407,493 (2018: 423,997)
 - ✓ 34% in relative homes
 - ✓ 45% in non-relative foster homes
- Children entering foster care FY2020: 216,838
 - ✓ 2019: 251,359 children

The National Picture

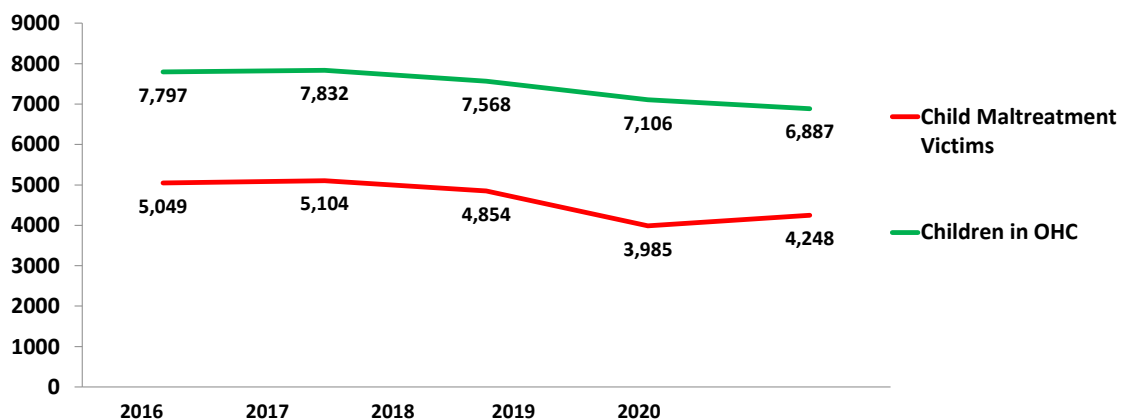
- Children exiting foster care during FY2020: 224,396
 - ▶ 2019: 248,669
- Of children exiting foster care to a permanent placement:
 - ▶ 48% reunification
 - ▶ 25% adoption
 - ▶ 9% aged-out
 - ▶ 6% permanent placement with relative
 - ▶ 10% guardianship
 - ▶ 1% transfer to another agency

The Wisconsin Context

- As of 9/16/22: 6,605 Children in OHC (6/1/21: 7,009)
 - ▶ 3,100 Foster Home Non-Relative
 - ▶ 1,543 Foster Home Relative
 - ▶ 1,010 Kinship Care – Court Ordered
 - ▶ 252 Residential Care Centers
 - ▶ 233 Group Home
 - ▶ 182 Trial Reunification
 - ▶ 285 Other (Detention, Corrections, Hospital, Shelter, Supervised Independent Living, Missing from OHC, etc.)

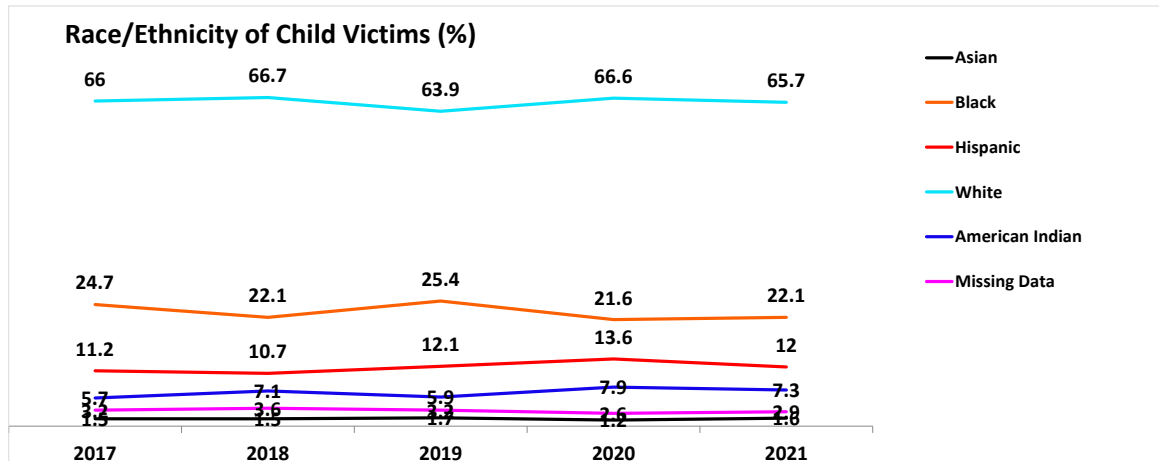
The Wisconsin Context

DCF Child Abuse and Neglect Report &
DCF Out-of-Home Care Reports



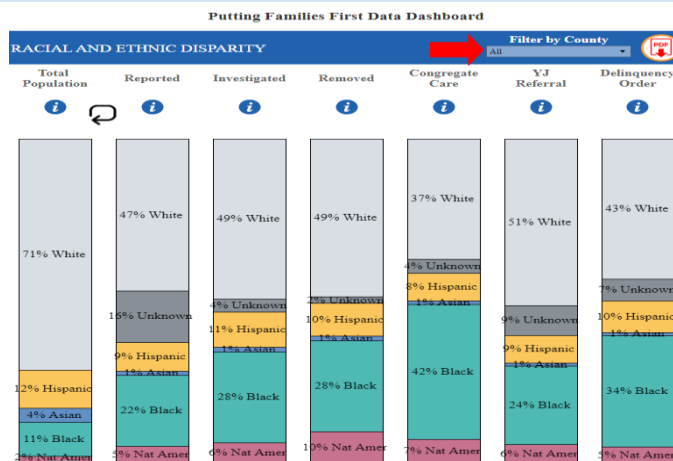
Wisconsin: Race/Ethnicity

DCF Child Abuse and Neglect Report &
DCF Out-of-Home Care Reports



Wisconsin: Race/Ethnicity

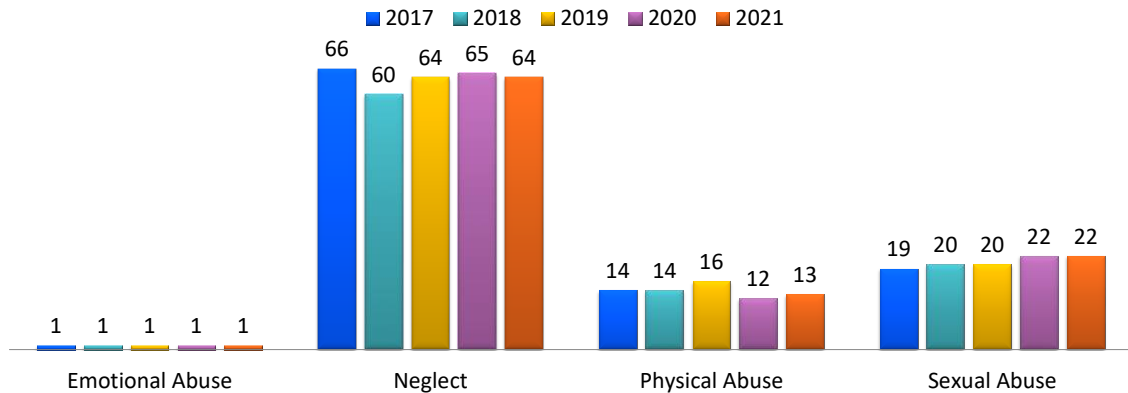
DCF Putting Families First Data Dashboard
<https://dcf.wisconsin.gov/family-first/data-dashboard>



Wisconsin: Maltreatment

DCF Child Abuse and Neglect Report &
DCF Out-of-Home Care Reports

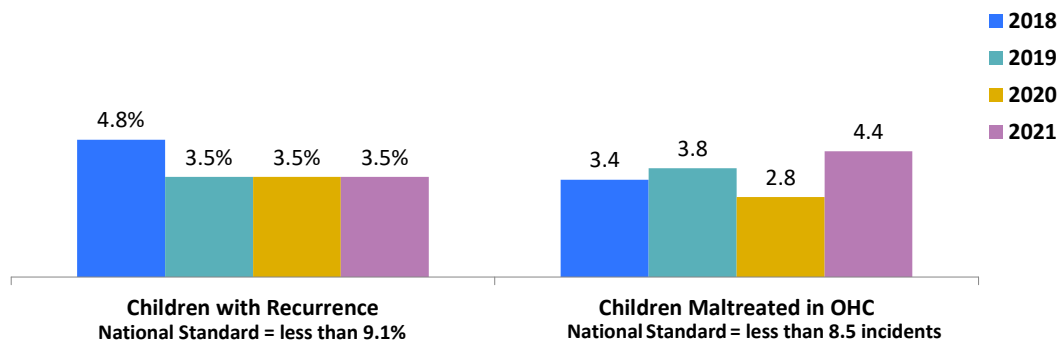
Maltreatment Types of Child Victims (%)



Wisconsin: Child Safety

DCF Child Abuse and Neglect Report

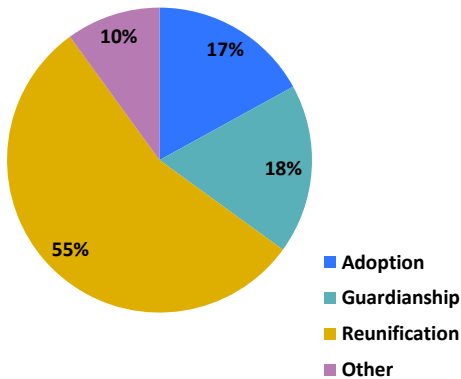
**% of Children with Recurrence of Maltreatment and
Rate of Maltreatment in OHC during 12 month period**



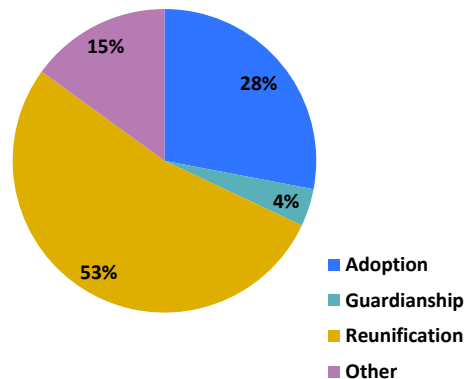
Exits of Children From OHC

DCF Child Abuse and Neglect Report & Adoption and Foster Care Analysis and Reporting System (AFCARS)

Wisconsin CY2021



National FY2021



Wisconsin Context

Mean # of Days to Permanency Events				
	2018	2019	2020	2021
Time to First Perm. Hrg.	235	224	220	220
Time to Permanency	500	523	577	597
Time to TPR Petition	682	711	763	784
Time to TPR Order	877	899	956	986

From UW Institute for Research on Poverty 7/20/2022
CCIP Timeliness Measures Project – Performance Measures 2021

Wisconsin Context

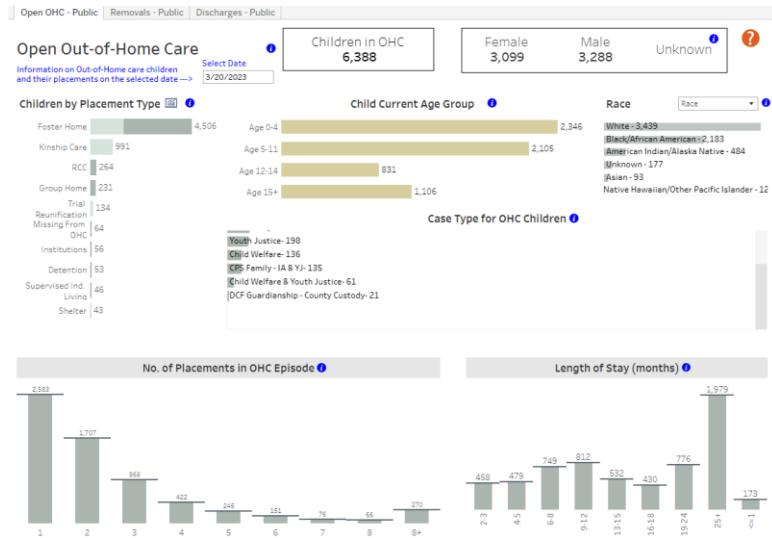
% of Children Achieving Permanency Events				
	2018	2019	2020	2021
First Perm. Hrg. (6 mo./12 mo.)	56/93	57/94	57/94	57/96
Time to Permanency (12 mo./24mo.)	48/77	47/75	43/71	41/68
Time to TPR Petition (15 mo./24 mo.)	26/55	23/48	20/45	20/43
Time to TPR Order (15 mo./24 mo.)	9/29	9/25	9/22	9/21

From UW Institute for Research on Poverty 7/20/2022
CCIP Timeliness Measures Project – Threshold Measures 2021

Child Welfare Reports & Dashboards

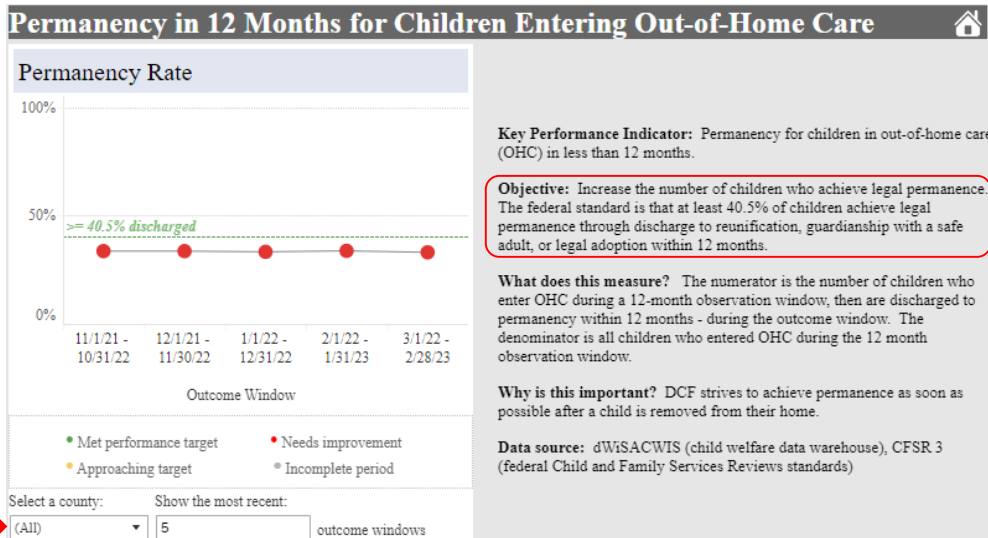
- DCF Dashboards
 - ▶ <https://dcf.wisconsin.gov/cwportal/reports>
 - ▶ Includes county specific reports
 - ▶ Filter by specific time periods
- Children's Bureau AFCARS Reports
 - ▶ <https://www.acf.hhs.gov/cb/research-data-technology/statistics-research/afcars>

Out-of-Home Care Dashboard



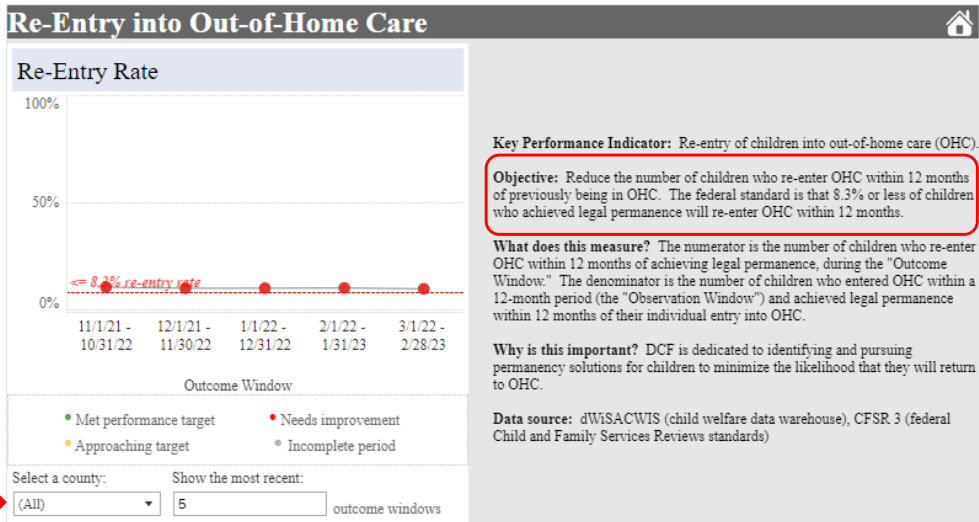
<https://dcf.wisconsin.gov/reports>

Legal Permanence Dashboards



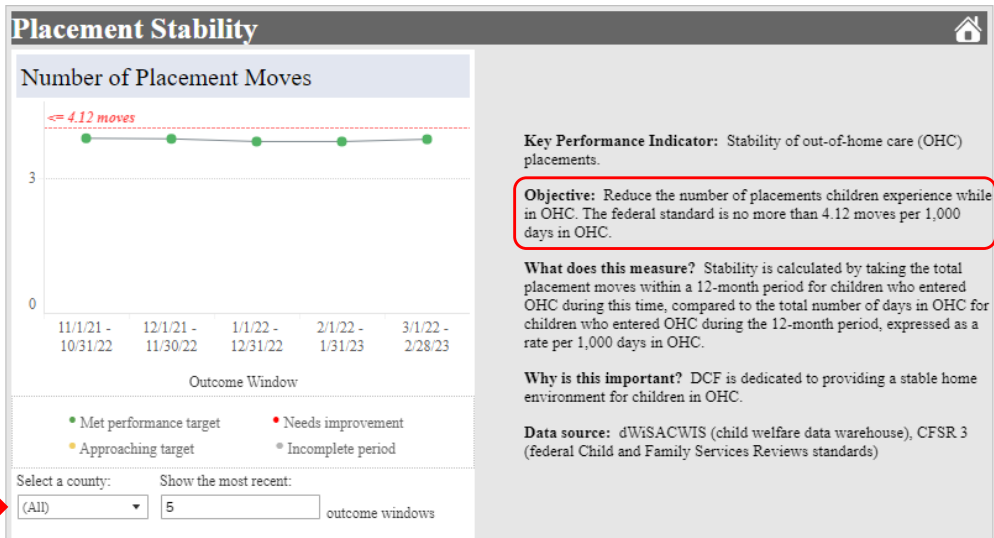
<https://dcf.wisconsin.gov/reports>

Re-Entry Dashboard



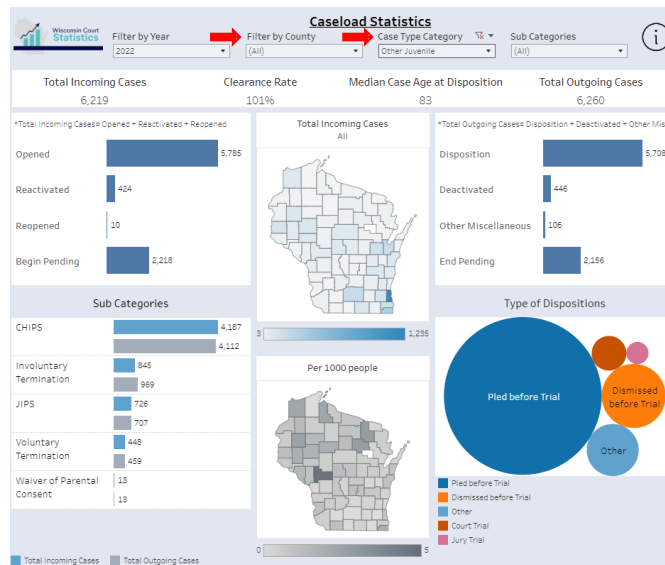
<https://dcf.wisconsin.gov/reports>

Placement Stability Dashboard



<https://dcf.wisconsin.gov/reports>

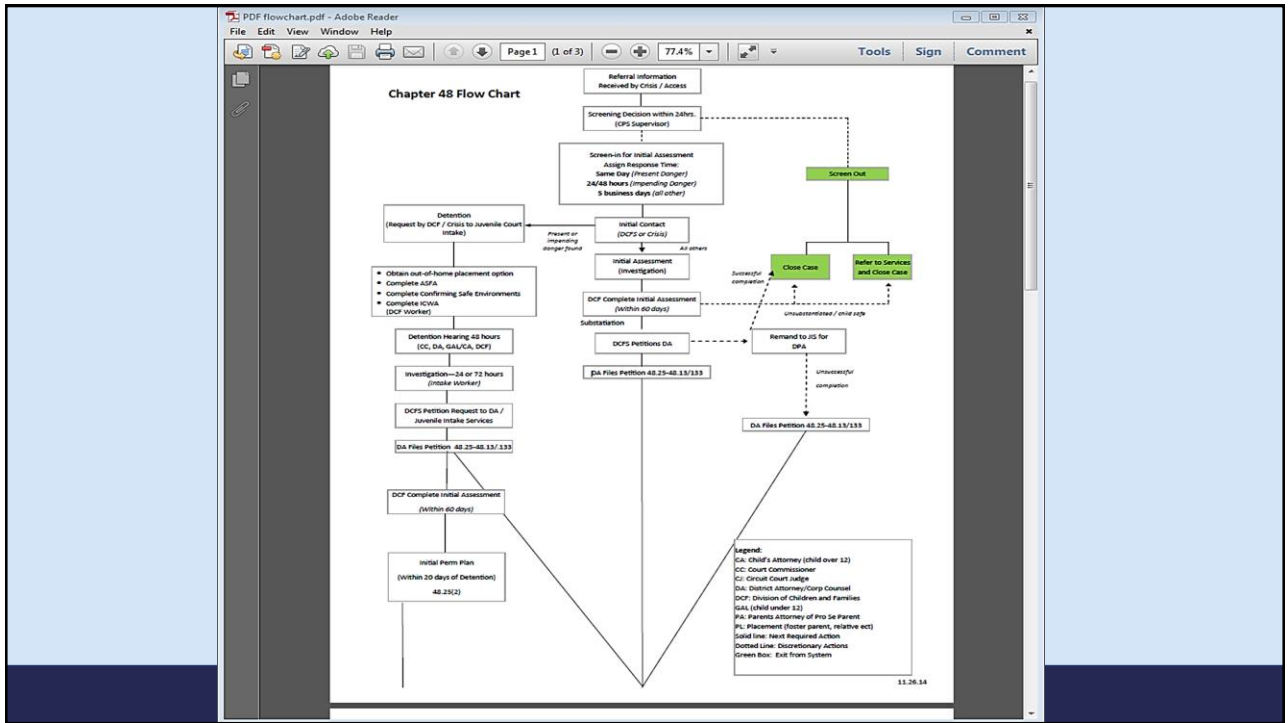
Circuit Court Caseload Statistics Dashboard



<https://www.wicourts.gov/publications/statistics/reporting/index.htm>

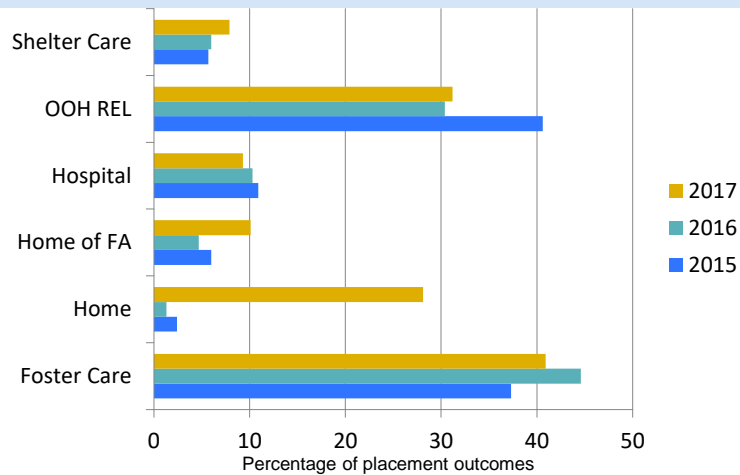
Using Data in Local CQI Efforts

- Judicial Engagement Teams (JET)



Final JC Data - Microsoft Excel																													
File Number										Styles																			
A1	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC
1	File Number	Childs DOB	Filed Date	Juris Basis 1	Detention	Plea Hrg	Adj?	PRETRIAL	PLEA DATE	Placement Pre Dispo	Dispo	Siblings together at Dispo?	# of COP	Trial Reunification Date	Trial Reunification Extended?	Trial Reunification Revoked?	Date of Permanency	Perm Type	Extension of O										
8	12K171	12/29/2004	11/29/2012	Risk of Neglect	OOH-REL	*****			11/30/2012	FC	1/8/2013	FC	no				8/20/2013	GN-REL											
9	12K172	3/3/2001	11/29/2012	Risk of Neglect	OOH-REL	*****			11/30/2012	FC	1/8/2013	FC	no				8/20/2013	GN-REL											
10	12K173	9/25/2008	11/29/2012	Risk of Neglect	OOH-REL	*****			11/30/2012	FC	1/8/2013	FC	no				8/20/2013	GN-REL											
11	12K174	3/1/1996	12/3/2012	Neglect	SC	12/6/2012	1/3/2013		1/3/2013	HOME-MO	1/29/2013	HOME-MA	Yes	3			10/12/2014	TPR											
12	12K175	10/16/2012	12/20/2012	Inadequate Care	FC	*****			12/21/2012	FC	1/29/2013	FC	Yes	1	12/1/2013		3/24/2014	REUNIFY											
13	13K1	7/6/2005	1/8/2013	Inadequate Care	FC	1/8/2013			1/8/2013	FC	1/28/2013	FC	Yes	1	12/1/2013		3/24/2014	REUNIFY											
14	13K2	9/16/2007	1/8/2013	Inadequate Care	FC	1/8/2013			1/8/2013	FC	1/28/2013	FC	Yes	1	12/1/2013		3/24/2014	REUNIFY											
15	13K3	9/19/2007	1/8/2013	Inadequate Care	FC	1/8/2013			1/8/2013	FC	1/28/2013	FC	Yes	1	12/1/2013		3/24/2014	REUNIFY											
16	13K4	11/28/2012	1/29/2013	Risk of Neglect	OOH-REL	1/29/2013	Yes		3/4/2013	Home	3/4/2013	Home	Yes																
17	13K5	8/7/1999	1/14/2013	Inadequate Care	FC	1/14/2013			1/14/2013	FC	2/11/2013	FC	no	5															
18	13K6	3/18/1998	1/14/2013	Inadequate Care	FC	1/14/2013			1/14/2013	FC	2/11/2013	FC	no	3			11/18/2014	REUNIFY											
19	13K7	3/18/1998	1/14/2013	Inadequate Care	FC	1/14/2013			1/14/2013	FC	2/11/2013	FC	no	3			11/18/2014	REUNIFY											
20	13K8	1/9/2013	1/15/2013	Neglect	SC	1/15/2013			1/15/2013	Home	4/12/2013	Home	Yes	4	12/17/2013	Yes													
21	13K9	1/26/2012	1/15/2013	Risk of Neglect	OOH-REL	1/15/2013			1/15/2013	Home	2/11/2013	Home	Yes	4	12/17/2013	Yes													
22	13K10	12/17/1998	1/17/2013	Abuse-Physical	SC	1/17/2013	2/4/2013		2/4/2013	Home	4/8/2013	Home	Yes	5															
23	13K11	1/15/2013	1/23/2013	Neglect	Hospital	1/23/2013	2/5/2013			Hospital	3/19/2013	OOH-REL	Yes	2															
24	13K12	7/20/2001	1/23/2013	D		2/8/2013	2/19/2013			Home							No Removal												
25	13K13	11/30/2003	1/23/2013	D		2/8/2013	2/19/2013			Home							No Removal												
26	13K14	10/24/2007	1/23/2013	D		2/8/2013	2/19/2013			Home							No Removal												
27	13K15	1/5/2013	1/30/2013	D	Hospital	2/8/2013	2/19/2013			Home							No Removal												
28	13K16	9/14/2011	1/30/2013	Abuse-Physical	Hospital	1/30/2013	Yes	2/11/2013		Home-GN	3/19/2013	Home-GN					No Removal												
29	13K17	5/4/2011	1/31/2013	Neglect	OOH-REL	1/31/2013	Yes	2/19/2013		SC	3/19/2013	OOH-REL					1/26/2015	TPR											
30	13K18	11/10/1998	1/31/2013	Neglect	SC	1/31/2013	Yes	2/27/2013		OOH-REL	3/28/2013	OOH-REL					10/22/2015	GN											
31	13K19	1/29/2013	2/8/2013	Neglect	Hospital	2/8/2013				FC	3/7/2013	FC					9/20/2014	REUNIFY											
32	13K20	1/26/2013	2/11/2013	Risk of Neglect	OOH-REL	3/1/2013	Yes	3/21/2013		OOH-REL	4/16/2013	FC					1/28/2015	TPR											
33	13K21	7/14/2003	2/20/2013	Neglect	OOH-REL	2/20/2013				OOH-REL	4/4/2013	Home	Yes				No Removal												
34	13K22	8/5/2005	2/20/2013	Neglect	OOH-REL	2/20/2013				OOH-REL	4/4/2013	Home	Yes				No Removal												
35	13K23	7/26/2004	2/20/2013	Neglect	OOH-REL	2/20/2013				OOH-REL	4/4/2013	Home	Yes				No Removal												
36	13K24	5/21/2002	2/20/2013	Neglect	OOH-REL	2/20/2013				OOH-REL	4/20/2013	Home	Yes				No Removal												
37	13K25	11/8/2004	2/26/2013	Abuse-Physical	FC	2/26/2013	Yes	4/3/2013	5/28/2013	HOME FA	6/24/2013	HOME					No Removal												
38	13K26	11/21/2004	2/28/2013	Neglect	OOH-REL	2/28/2013	Yes		3/19/2013	OOH-REL	3/19/2013	OOH-REL					5/21/2014	TPR											
39	13K27	2/28/2013	3/8/2013	Risk of Neglect		4/7/2013			4/3/2013	HOME	4/23/2013	HOME		1			7/17/2014	REUNIFY											
40	13K28	3/11/2013	3/14/2013	Risk of Neglect	Hospital	3/14/2013	3/28/2013				5/7/2013	OOH-REL		2			3/11/2014	REUNIFY											
41	13K29	3/11/2013	3/14/2013	Risk of Neglect	Hospital	3/14/2013	3/28/2013				5/7/2013	OOH-REL		2			3/11/2014	REUNIFY											
42	13K30	6/12/1997	3/21/2013	Neglect	OOH-REL	3/21/2013	Yes	4/11/2013			OOH-REL	no					8/21/2013	REUNIFY											
43	13K31	7/9/1996	3/21/2013	Parent Unable	OOH-REL	3/21/2013	Yes	4/11/2013			ILS	no																	
44	13K32	5/6/2005	3/21/2013	D	FC	3/21/2013	Yes	4/11/2013			HOME	no					No Removal												
45	13K33	3/6/2013	3/26/2013	Neglect		4/8/2013	6/19/2013	7/1/2013	FC		8/19/2013	FC					5/20/2014	TPR											
46	13K34	8/7/2003	3/26/2013	Neglect		3/26/2013	Yes	5/1/2013			FC						2/9/2014	REUNIFY											
47	13K35	11/3/2005	3/27/2013	Neglect	OOH-REL	3/27/2013	Yes		4/4/2013	OOH-REL	4/23/2013	OOH-REL	Yes	1			1/27/2015	REUNIFY											
48	13K36	10/18/2002	3/27/2013	Neglect	OOH-REL	3/27/2013	Yes		4/4/2013	OOH-REL	4/23/2013	OOH-REL	Yes	1			1/27/2015	REUNIFY											
49	13K37	5/5/1999	3/27/2013	Neglect	OOH-REL	3/27/2013	Yes		4/4/2013	OOH-REL	4/23/2013	OOH-REL	Yes	1			1/27/2015	REUNIFY											

Trends in TPC/Detention



Disposition

Time from Filing to Disposition

- ▶ Average: 108 days
 - ✓ (85 days 2016 / 37 days 2015)
- ▶ Low: 12 days
 - ✓ (18 days 2016 / 18 days 2015)
- ▶ Median: 70 days
 - ✓ 61 days 2016 / 48 days 2015)
- ▶ High: 560 days (1 case)
- ▶ Removing Outliers
 - ✓ Average: 94.7 days
 - ✓ Median: 57 days

Post Dispositional Issues

- Change of Placement from In-Home (at Disposition) to Out-of-Home:
 - ▶ 73 placed in-home with MO or FA (at Disposition):
 - ✓ 14 changed placements to out-of-home care post-Disposition (19.2%)
 - ✓ 15.7% 2016 / 28.4% 2015
- Trial Reunifications
 - ▶ 9 Cases (0 revoked)
 - ✓ 7 achieved reunification
 - ✓ 2 cases ongoing