

Judicial Engagement and Performance

Hon. Jason Rossell
Kenosha County Circuit Court
Kenosha

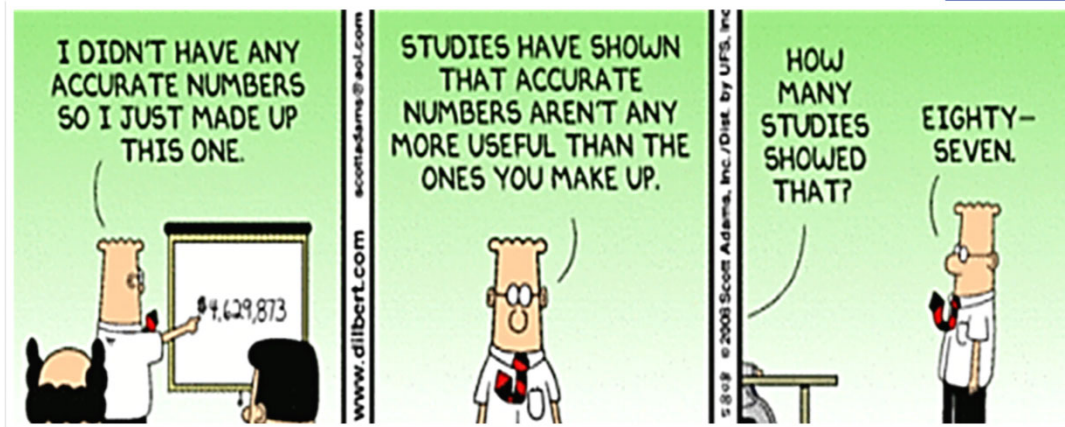
Hon. Todd Ziegler
Monroe County Circuit Court
Sparta

Judicial Engagement and Judicial Leadership

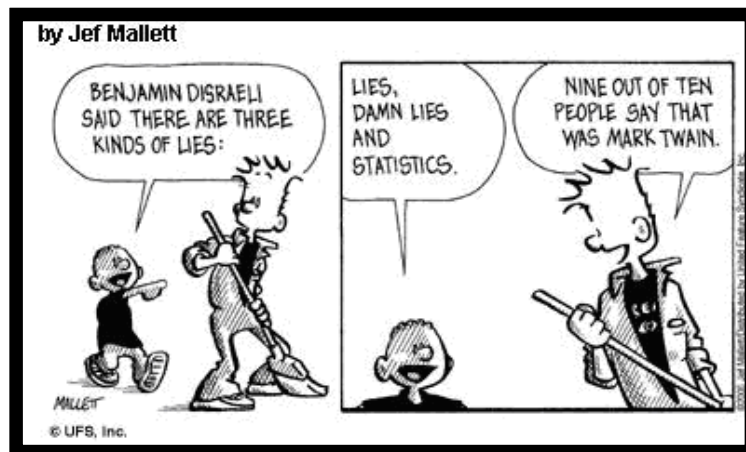
“As a court and as a system ... we cannot do any less than what we expect our families to do. That means that we must periodically review our practices and core beliefs to make changes as needed to be as effective as possible to help our families.”

Hon. Elizabeth G. Crnkovich
Douglas County Nebraska Juvenile Court

Data and...



Statistics



“Change”

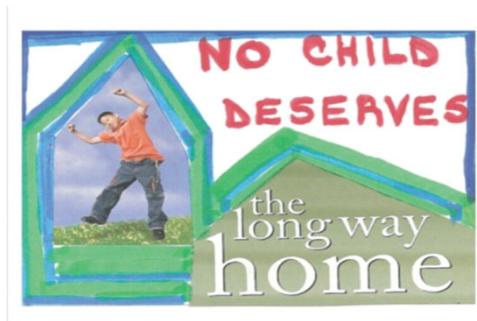
变化

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



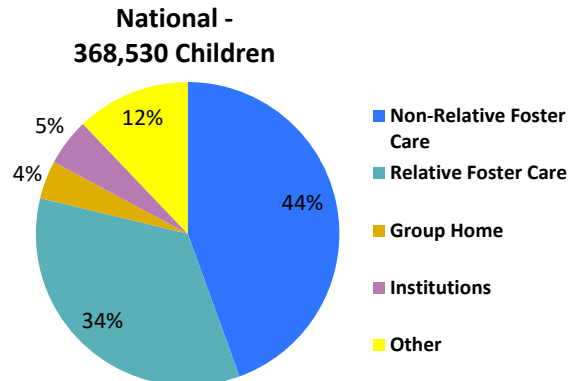
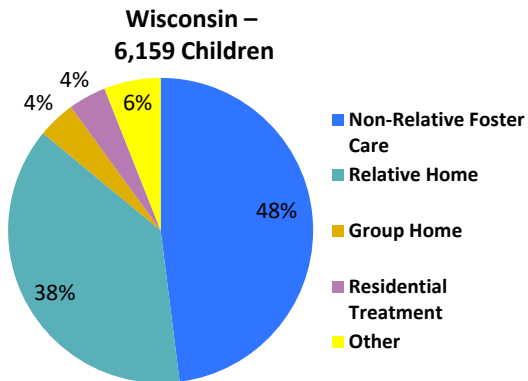
What the Data Tells Us About Wisconsin's CHIPS Practice and Outcomes

Data Sources

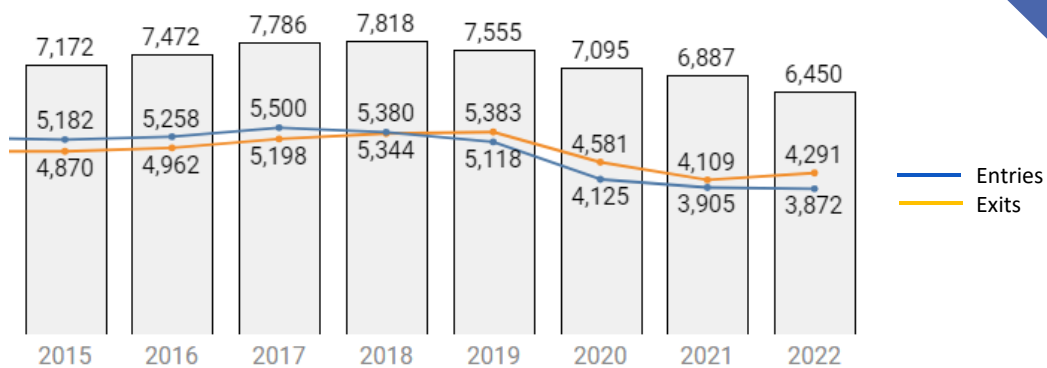
- Adoption and Foster Care Analysis and Reporting System (AFCARS)
- National Child Abuse and Neglect Data System (NCANDS)
- Wisconsin Department of Children and Families Data Dashboard
 - ▶ <https://dcf.wisconsin.gov/cwportal/reports>

Children in Out-of-Home Care & Placement Types

Adoption and Foster Care Analysis and Reporting System (AFCARS) & WI Dept. of Children and Families Out-Of-Home Care Report 2022



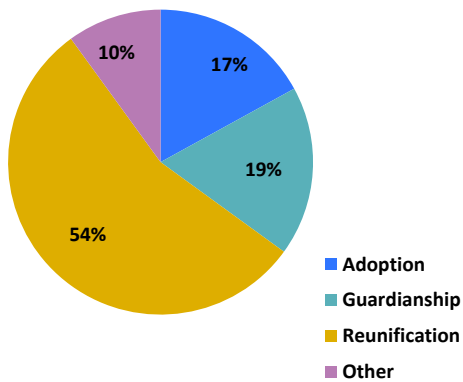
Wisconsin: OHC Placements



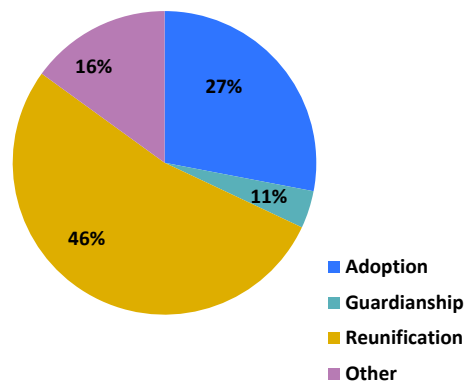
Exits of Children From OHC

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

Wisconsin CY2023



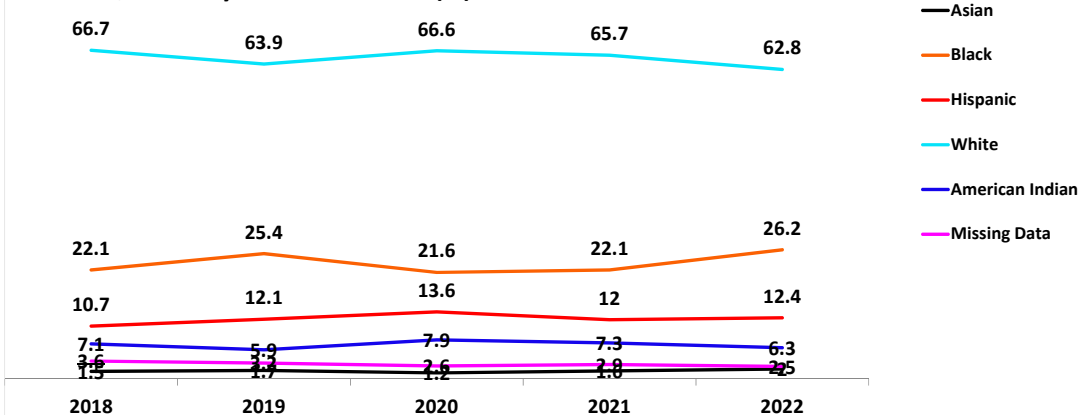
National FY2022



Wisconsin: Race/Ethnicity

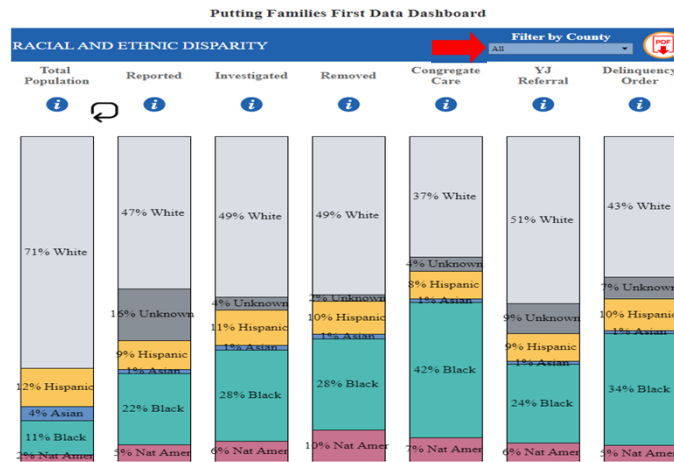
DCF Child Abuse and Neglect Report & DCF Out-of-Home Care Reports

Race/Ethnicity of Child Victims (%)



Wisconsin: Race/Ethnicity

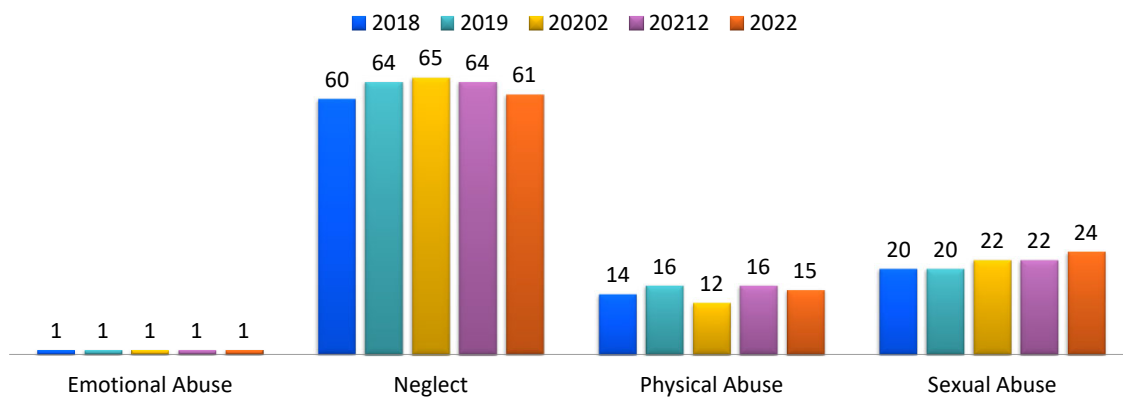
DCF Putting Families First Data Dashboard
<https://dcf.wisconsin.gov/family-first/data-dashboard>



Wisconsin: Maltreatment

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

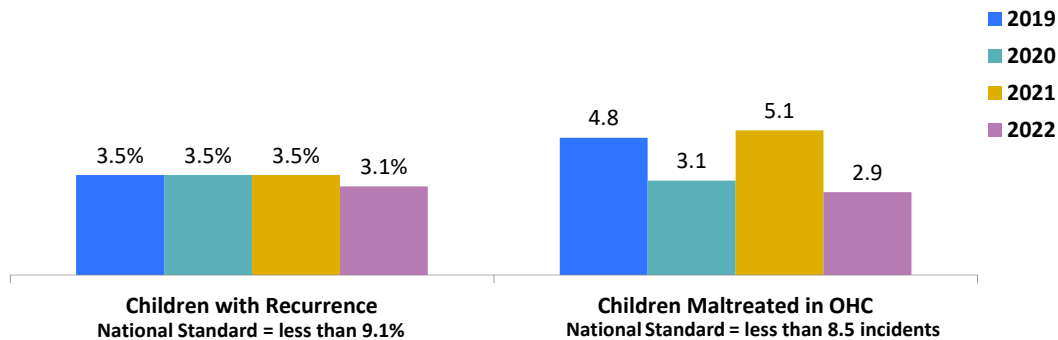
Substantiated Maltreatment Types of Child Victims (%)



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



Wisconsin: Permanency

UW Institute for Research on Poverty – CCIP Timeliness Measures Project

| Mean # of Days to Permanency Events | | | | |
|-------------------------------------|------|------|------|-------|
| | 2019 | 2020 | 2021 | 2022 |
| Time to First Perm. Hearing* | 224 | 220 | 220 | 222 |
| Time to Permanency | 523 | 577 | 597 | 614 |
| Time to TPR Petition | 711 | 763 | 784 | 808 |
| Time to TPR Order | 899 | 956 | 986 | 1,011 |

*These numbers do not include Permanency Reviews that were conducted by a panel.

Wisconsin: Permanency

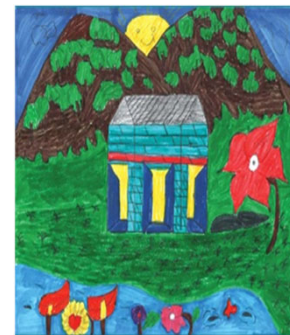
UW Institute for Research on Poverty –
CCIP Timeliness Measures Project

| % of Children Achieving Permanency Events | | | | |
|--|-------|-------|-------|-------|
| | 2019 | 2020 | 2021 | 2022 |
| First Permanency Hearing* (6 mo./12 mo.) | 57/94 | 57/94 | 57/96 | 66/95 |
| Time to Permanency (12 mo./24mo.) | 47/75 | 43/71 | 41/68 | 40/67 |
| Time to TPR Petition (15 mo./24 mo.) | 23/48 | 20/45 | 20/43 | 18/49 |
| Time to TPR Order (15 mo./24 mo.) | 9/25 | 9/22 | 9/21 | 9/31 |

*These percentages do not include Permanency Reviews that were conducted by a panel.

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

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?

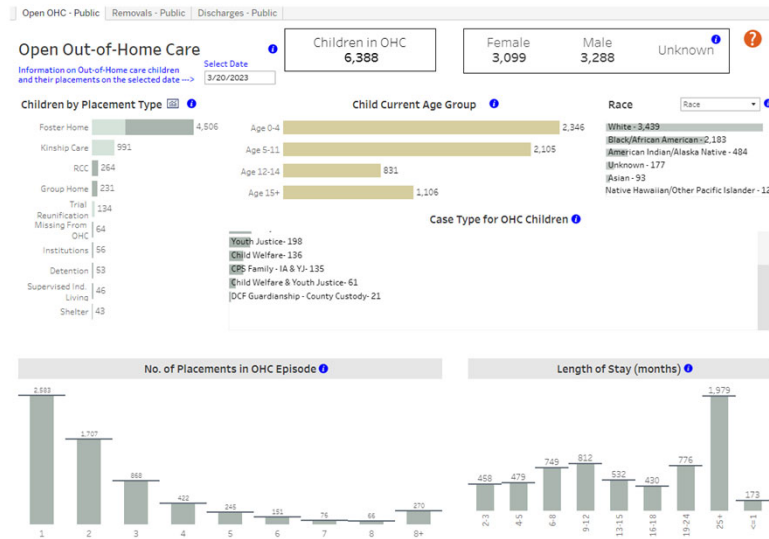


Adapted from NCWRCLJI ©2014

Child Welfare Reports & Dashboards

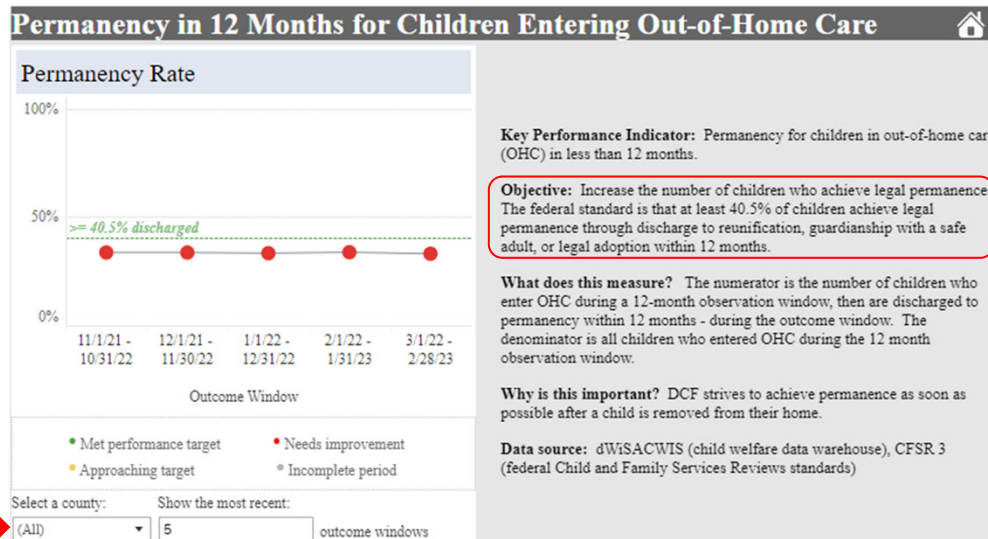
- Wisconsin DCF Dashboards
 - ▶ <https://dcf.wisconsin.gov/cwportal/reports>
 - ▶ Includes county specific reports
 - ▶ Filter by specific time periods
- Children's Bureau AFCARS Reports
 - ▶ <https://www.acf.hhs.gov/cb/research-data-technology/statistics-research/afcars>

Out-of-Home Care Dashboard



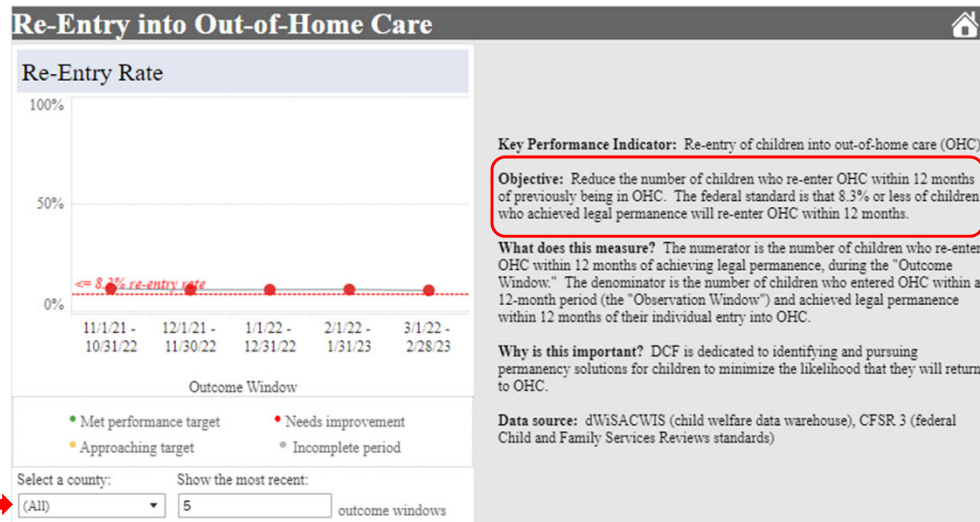
<https://dcf.wisconsin.gov/reports>

Legal Permanence Dashboards



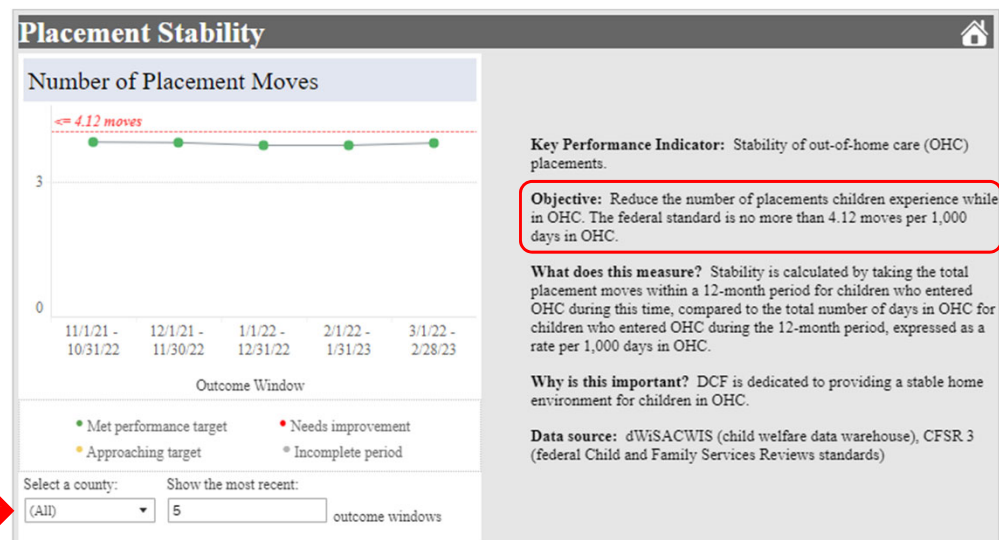
<https://dcf.wisconsin.gov/reports>

Re-Entry Dashboard



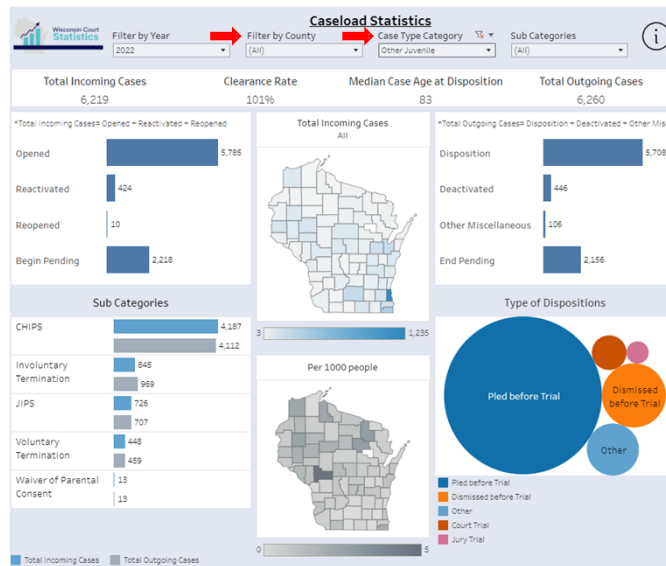
<https://dcf.wisconsin.gov/reports>

Placement Stability Dashboard



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

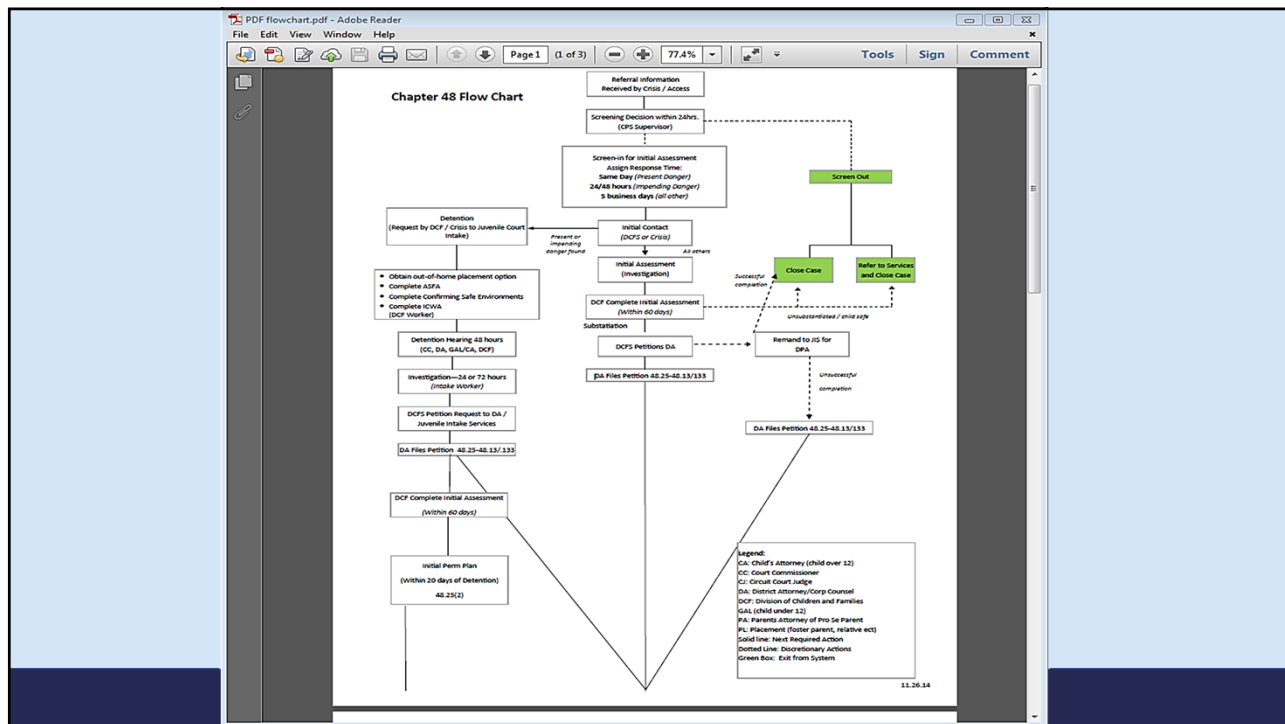
Circuit Court Caseload Statistics Dashboard



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

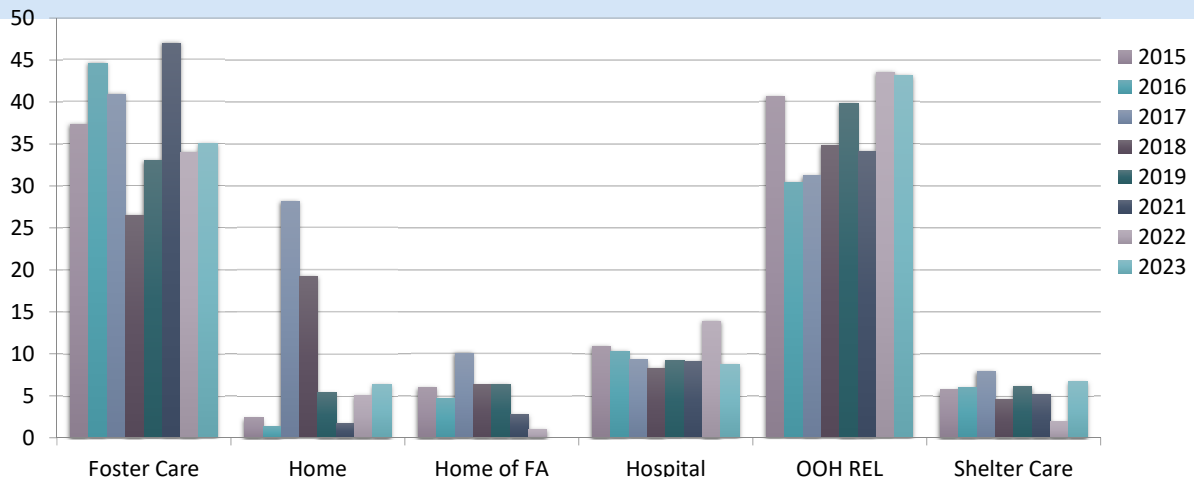
Using Data in Local CQI Efforts

- Judicial Engagement Teams (JET)



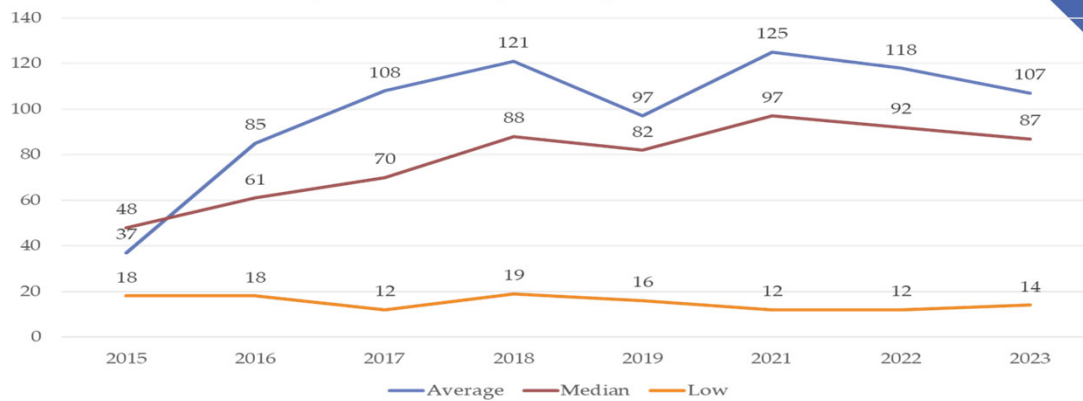
| File Number | Child | Filed Date | Jurisdiction | Detention | Plas Hrg | Adj | COMM | PRETRIAL | PLEA DATE | Placement Pre Dispo | DISPO HRG | Placement At Dispo | Siblings together at Dispo? | # of COP | Trial Reunification Date | Trial Reunification Extended? | Trial Reunification Revoked? | Date of Permanency | Perm Type | Extension of O |
|-------------|------------|------------|-----------------|-----------|-----------|-----|-----------|----------|------------|---------------------|-----------|--------------------|-----------------------------|----------|--------------------------|-------------------------------|------------------------------|--------------------|-----------|----------------|
| 13K171 | 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 | | |
| 13K172 | 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 | | |
| 13K173 | 8/25/2008 | 11/29/2012 | Neglect | OOH-REL | ***** | | | | 11/30/2012 | FC | 1/8/2013 | FC | no | | | | | 8/20/2013 GN-REL | | |
| 13K174 | 8/11/1996 | 12/3/2012 | Neglect | SC | 12/6/2012 | | 1/3/2013 | | 1/3/2013 | HOME-MO | 1/29/2013 | HOME-MA | | 3 | | | | 1/2/2014 REUNIFY | | |
| 13K175 | 10/16/2012 | 11/20/2012 | Inadequate Care | FC | ***** | | | | 12/1/2013 | FC | 1/29/2013 | FC | | | | | | 10/13/2014 TPR | | |
| 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 | | | 3/24/2024 REUNIFY | | |
| 13K2 | 8/16/2007 | 1/8/2013 | Inadequate Care | FC | 1/8/2013 | | | | 1/8/2013 | OOH-REL | 1/28/2013 | FC | Yes | 1 | 12/1/2013 | | | 3/24/2024 REUNIFY | | |
| 13K3 | 9/19/2010 | 1/9/2013 | Neglect | | 1/29/2013 | Yes | | | 2/13/2013 | OOH-REL | 3/14/2013 | OOH-REL | | | | | | | | |
| 13K4 | 11/28/2012 | 1/29/2013 | Risk of Neglect | | 2/19/2013 | Yes | | | 3/4/2013 | Home | 3/4/2013 | Home | | | | | | No Removal | | |
| 13K5 | 8/7/1999 | 1/14/2013 | Inadequate Care | FC | 1/14/2013 | | | | 1/14/2013 | FC | 2/11/2013 | FC | no | 5 | | | | | | |
| 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 | | |
| 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 | | |
| 13K8 | 1/9/2013 | 1/15/2013 | Neglect | FC | 1/15/2013 | | | | 1/15/2013 | Home | 2/11/2013 | Home | Yes | 4 | 12/17/2013 | Yes | | | | |
| 13K9 | 1/24/2012 | 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 | Yes | | | |
| 13K10 | 12/17/1998 | 1/17/2013 | Abuse-Physical | SC | 1/17/2013 | | 2/4/2013 | | 2/4/2013 | Home | 4/9/2013 | Home | | 5 | | | | | | |
| 13K11 | 1/15/2013 | 1/23/2013 | Neglect | Hospital | 1/23/2013 | | 2/5/2013 | | | Hospital | 3/19/2013 | OOH-REL | | 2 | | | | | | |
| 13K12 | 7/20/2001 | 1/23/2013 | D | | 2/8/2013 | | | | 2/19/2013 | Home | | | | | | | | No Removal | | |
| 13K13 | 11/30/2003 | 1/23/2013 | D | | 2/8/2013 | | | | 2/19/2013 | Home | | | | | | | | No Removal | | |
| 13K14 | 10/24/2007 | 1/23/2013 | D | | 2/8/2013 | | | | 2/19/2013 | Home | | | | | | | | No Removal | | |
| 13K15 | 1/5/2013 | 1/28/2013 | D | Hospital | 2/8/2013 | | 2/19/2013 | | | Home | | | | | | | | No Removal | | |
| 13K16 | 8/4/2011 | 1/30/2013 | Abuse-Physical | Hospital | 1/30/2013 | Yes | 2/11/2013 | | 2/11/2013 | Home-GN | 3/19/2013 | Home-GN | | | | | | No Removal | | |
| 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 | | |
| 13K18 | 11/10/1998 | 1/31/2013 | Neglect | SC | 1/31/2013 | Yes | 2/27/2013 | | 2/27/2013 | OOH-REL | 3/28/2013 | OOH-REL | | | | | | 10/22/2013 GN | | |
| 13K19 | 1/28/2013 | 2/6/2013 | Neglect | Hospital | 2/6/2013 | | | | 3/7/2013 | FC | 3/7/2013 | FC | | | | | | 5/30/2014 TPR | | |
| 13K20 | 1/26/2013 | 2/11/2013 | Risk of Neglect | | 3/11/2013 | Yes | | | 3/21/2013 | OOH-REL | 4/16/2013 | FC | | | | | | 1/28/2015 TPR | | |
| 13K21 | 7/14/2003 | 2/20/2013 | Neglect | OOH-REL | 2/20/2013 | | | | 2/20/2013 | OOH-REL | 4/4/2013 | Home | Yes | | | | | No Removal | | |
| 13K22 | 8/5/2005 | 2/20/2013 | Neglect | OOH-REL | 2/20/2013 | | | | 2/20/2013 | OOH-REL | 4/4/2013 | Home | Yes | | | | | No Removal | | |
| 13K23 | 7/26/2004 | 2/20/2013 | Neglect | OOH-REL | 2/20/2013 | | | | 2/20/2013 | OOH-REL | 4/4/2013 | Home | Yes | | | | | No Removal | | |
| 13K24 | 5/21/2002 | 2/20/2013 | Neglect | OOH-REL | 2/20/2013 | | | | 2/20/2013 | OOH-REL | 4/4/2013 | Home | Yes | | | | | No Removal | | |
| 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 | | |
| 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 | | |
| 13K27 | 2/28/2013 | 3/8/2013 | Risk of Neglect | | 4/3/2013 | | | | 4/3/2013 | HOME | 4/23/2013 | HOME | | | 1 | | | 7/17/2014 TPR | | |
| 13K28 | 3/11/2013 | 3/14/2013 | Risk of Neglect | Hospital | 3/14/2013 | | 3/28/2013 | | | OOH-REL | 5/7/2013 | OOH-REL | | | 2 | | | 3/11/2014 REUNIFY | | |
| 13K29 | 3/11/2013 | 3/14/2013 | Risk of Neglect | Hospital | 3/14/2013 | | 3/28/2013 | | | OOH-REL | 5/7/2013 | OOH-REL | | | 2 | | | 3/11/2014 REUNIFY | | |
| 13K30 | 6/12/1997 | 3/21/2013 | Neglect | OOH-REL | 3/21/2013 | Yes | 4/11/2013 | | | OOH-REL | no | | | | | | | 8/21/2013 REUNIFY | | |
| 13K31 | 7/9/1996 | 3/21/2013 | Parent Unstable | OOH-REL | 3/21/2013 | Yes | 4/11/2013 | | | ILS | no | | | | | | | | | |
| 13K32 | 5/5/2005 | 3/21/2013 | D | OOH-REL | 3/21/2013 | Yes | 4/11/2013 | | | HOME | no | | | | | | | No Removal | | |
| 13K33 | 3/6/2013 | 3/25/2013 | Neglect | | 4/8/2013 | | 6/19/2013 | | 7/1/2013 | FC | 8/15/2013 | FC | | | | | | 5/20/2014 TPR | | |
| 13K34 | 8/7/2003 | 3/26/2013 | Neglect | FC | 4/8/2013 | Yes | 5/1/2013 | | | | | | | | | | | 2/9/2014 REUNIFY | | |
| 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 | | |
| 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 | | |
| 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

Days from Filing to Dispositional Order



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 – Title IV-E Legal Funding

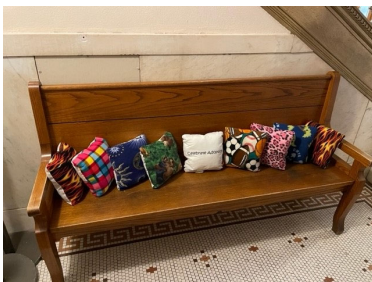
- Title IV-E Reimbursement for Legal Services
 - ▶ Funding to assist prosecution of CHIPS & TPR cases
 - ▶ District Attorney's Office, Corporation Counsel's Office or Contract Attorneys
- Title IV-E Legal Representation of Parents and Children
 - ▶ GALs for youth
 - ▶ Court-appointed counsel for parents



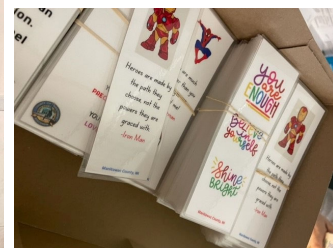
<https://dcf.wisconsin.gov/title4e>

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?

Questions or Comments?