



Child and Family Services Reviews

Wyoming Final Report 2016



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
ADMINISTRATION FOR
CHILDREN & FAMILIES
Administration on Children, Youth and Families
Children's Bureau

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Final Report: Wyoming Child and Family Services Review

INTRODUCTION

This document presents the findings of the Child and Family Services Review (CF SR) for the state of Wyoming. The CF SRs enable the Children's Bureau to: (1) ensure conformity with certain federal child welfare requirements; (2) determine what is actually happening to children and families as they are engaged in child welfare services; and (3) assist states in enhancing their capacity to help children and families achieve positive outcomes. Federal law and regulations authorize the Children's Bureau, within the U.S. Department of Health and Human Services' Administration for Children and Families, to administer the review of child and family services programs under titles IV-B and IV-E of the Social Security Act. The CF SRs are structured to help states identify strengths and areas needing improvement in their child welfare practices and programs as well as institute systemic changes that will improve child and family outcomes.

The findings for Wyoming are based on:

- The statewide assessment prepared by the Wyoming Department of Family Services, and submitted to the Children's Bureau on March 25, 2016. The statewide assessment is the state's analysis of its performance on outcomes, and the functioning of systemic factors in relation to title IV-B and IV-E requirements and the title IV-B Child and Family Services Plan
- The results of case reviews of 65 cases (40 foster care and 25 in-home cases) conducted via a Traditional Review process in Cheyenne, Casper, and Cody, Wyoming, during the week of July 11, 2016
- Interviews and focus groups with state stakeholders and partners, which included:
 - Administrative review board staff
 - Attorneys representing the agency
 - Attorneys representing parents
 - Attorney General's Office and county district attorneys
 - Court Appointed Special Advocates (CASA)
 - Child care facility staff
 - Child care institution licensing staff
 - Child welfare agency director, senior managers, district managers, and program managers
 - Child welfare agency caseworkers and supervisors
 - Guardians ad Litem and attorneys representing children
 - Foster and adoptive parent licensing staff and recruiters
 - Foster and adoptive parents

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- Foster care and Independent Living coordinators
- Judges and representatives from the courts and Court Improvement Project
- Quality assurance team members
- Representatives from the education system
- Representatives from federal and federally funded agencies
- Service providers
- Training staff
- Tribal representatives
- Youth served by the agency

In Round 3, the Children's Bureau suspended the use of the state's performance on national standards for the 7 statewide data indicators in conformity decisions. For contextual information, Appendix A of this report shows the state's performance on the 7 data indicators. Moving forward, the Children's Bureau will refer to the national standards as "national performance." This national performance represents the performance of the nation on the statewide data indicators for an earlier point in time. For the time periods used to calculate the national performance for each indicator, see 80 Fed. Reg. 27263 (May 13, 2015).

Background Information

The Round 3 CFSR assesses state performance with regard to substantial conformity with 7 child and family outcomes and 7 systemic factors. Each outcome incorporates 1 or more of the 18 items included in the case review, and each item is rated as a Strength or Area Needing Improvement based on an evaluation of certain child welfare practices and processes in the cases reviewed in the state. With two exceptions, an item is assigned an overall rating of Strength if 90% or more of the applicable cases reviewed were rated as a Strength. Because Item 1 is the only item for Safety Outcome 1 and Item 16 is the only item for Well-Being Outcome 2, the requirement of a 95% Strength rating applies to those items. For a state to be in substantial conformity with a particular outcome, 95% or more of the cases reviewed must be rated as having substantially achieved the outcome.

Eighteen items are considered in assessing the state's substantial conformity with the 7 systemic factors. Each item reflects a key federal program requirement relevant to the Child and Family Services Plan (CFSP) for that systemic factor. An item is rated as a Strength or an Area Needing Improvement based on how well the item-specific requirement is functioning. A determination of the rating is based on information provided by the state to demonstrate the functioning of the systemic factor in the statewide assessment and, as needed, from interviews with stakeholders and partners. For a state to be in substantial conformity with the systemic factors, no more than 1 of the items associated with the systemic factor can be rated as an Area Needing Improvement. For systemic factors that have only 1 item associated with them, that item must be rated as a Strength for a determination of substantial conformity.

The Children's Bureau made several changes to the CFSR process and items and indicators relevant for performance based on lessons learned during the second round of reviews and in response to feedback from the child welfare field. As such, a state's performance in the third round of the CFSRs is not directly comparable to its performance in the second round. Appendix A provides

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tables presenting Wyoming's overall performance in Round 3. Appendix B provides information about Wyoming's performance in Round 2.

I. SUMMARY OF PERFORMANCE

Wyoming 2016 CF SR Assessment of Substantial Conformity for Outcomes and Systemic Factors

None of the 7 outcomes was found to be in substantial conformity.

The following 3 of 7 systemic factors were found to be in substantial conformity:

- Staff and Provider Training
- Agency Responsiveness to the Community
- Foster and Adoptive Parent Licensing, Recruitment, and Retention

Children's Bureau Comments on Wyoming Performance

The following are the Children's Bureau's observations about cross-cutting issues and Wyoming's overall performance:

Wyoming's implementation of the state's Practice Model (PM) and Multi-Disciplinary Teams (MDT) is evident in the cases reviewed and supports the achievement of positive safety, permanency, and child and family well-being outcomes. Case review results suggested that the use of MDTs and wraparound services provide a more comprehensive understanding of the needs of children and families. The state's efforts to ensure that children in foster care are placed together with their siblings are noteworthy. The work to maintain and support the child's connections to family during foster care placement highlights the application of key PM principles in casework practice. Wyoming is working to implement the PM approach to casework practice statewide.

Across the review sites, case review findings showed that responses to reports of child maltreatment generally meet state policy requirements. In foster care cases, reviewers found engagement of parents and children in case planning and high-quality visits with children in foster care placements. However, the reviewers found that risk and safety assessments are not always comprehensive because they focus on one child in the family and do not include all children in the home—particularly in juvenile justice cases. Risk and safety assessments are not always conducted at critical points in the case, such as case closure. The lack of comprehensive risk and safety assessments is of particular concern in in-home cases.

Overall, case review results identified greater challenges in achieving safety and well-being outcomes in the state's in-home cases compared to foster care cases. Engaging fathers in all aspects of casework practice was identified as an area of need in all case types. Child and family assessments are not comprehensive because they do not consistently identify underlying issues to provide a more holistic understanding of individual and family needs. The frequency and quality of caseworker face-to-face contacts with

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parents and children, particularly within in-home cases, should be examined further by the state in the context of Wyoming's performance across child safety, permanency, and child and family well-being outcomes.

The case review results and information collected during stakeholder interviews indicated a need for the state child welfare agency and court system to coordinate efforts to ensure timely permanency for children in foster care. The Wyoming statewide assessment identified significant challenges statewide in ensuring timely periodic reviews and permanency hearings, and in the filing of termination of parental rights (TPR) petitions within the required time frames. In addition, case review findings across all of the sites found that maintaining the reunification goal when it is no longer appropriate to the case circumstances, untimely filing of TPR petitions, and the lack of concerted efforts to achieve the goal of guardianship for children in a timely manner are also contributing factors to delays in achieving permanency for children.

Stakeholders reported a number of challenges concerning the service array that may affect the achievement of safety, permanency, and well-being outcomes for children and families. Stakeholders reported that mental health and substance abuse services, transportation, and inpatient treatment resources for children and youth with significant mental/behavioral health needs are difficult to access—particularly in more rural areas of the state. Stakeholders also reported that across the state, services are not routinely individualized for children and families. In addition, many stakeholders shared their concerns that impending state budget cuts will have a significant negative impact on the state's service array.

The statewide implementation of the PM, enhancements to Wyoming's caseworker and supervisory training requirements, and the state's developing quality assurance system will be key factors in strengthening the state's child welfare system. The state can leverage its strong community and inter-organizational partnerships to address the challenges children and families experience in accessing critical and culturally competent services and the resources that promote child safety, permanency, and child and family well-being outcomes. Actively engaging parents in the development and ongoing review of the state's Child and Family Service Plan goals and objectives can also be a key factor in strengthening the state's child welfare system.

II. KEY FINDINGS RELATED TO OUTCOMES

For each outcome, we provide performance summaries from the case review findings. The CFSR relies upon a case review of an approved sample of foster care cases and in-home services cases. Wyoming provides an alternative/differential response to, in addition to a traditional investigation of, incoming reports of child maltreatment or children in need of services. Where relevant, we provide performance summaries that are differentiated between foster care and in-home services cases. As there was only one alternative response/differential response case in the Wyoming sample, results for the one alternative response/differential response case are included with the results of the in-home cases.

This report provides an overview. Results have been rounded to the nearest whole number. Details on each case rating are available to Wyoming Department of Family Services. The state is encouraged to conduct additional item-specific analysis of the case review findings to better understand areas of practice that are associated with positive outcomes and those that need improvement.

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Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

The Children's Bureau calculates the state's performance on Safety Outcome 1 using the state's performance on Item 1.

State Outcome Performance

Wyoming is not in substantial conformity with Safety Outcome 1.

The outcome was substantially achieved in 87% of the 30 applicable cases reviewed.

Safety Outcome 1 Item Performance

Item 1. Timeliness of Initiating Investigations of Reports of Child Maltreatment

Purpose of Assessment: To determine whether responses to all accepted child maltreatment reports received during the period under review were initiated, and face-to-face contact with the child(ren) made, within the time frames established by agency policies or state statutes.

State policy requires that accepted reports are assigned to an investigation, assessment, or prevention track within 24 hours of acceptance of the report. At the time of track assignment, cases are considered initiated and priority levels are in effect. Reports are assigned to one of two priority response times based upon the circumstances of the case. For cases prioritized for an Immediate Response, policy requires face-to-face contact be attempted or made with the alleged victim within 24 hours from the time the report is initiated. For reports prioritized for a 7-day response, face-to-face contact must be attempted with the alleged victim within 7 calendar days from the time the accepted report is initiated.

- Wyoming received an overall rating of Area Needing Improvement for Item 1 because 87% of the 30 applicable cases were rated as a Strength.

For performance on the safety statewide data indicators, see Appendix A.

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

The Children's Bureau calculates the state's performance on Safety Outcome 2 using the state's performance on Items 2 and 3.

State Outcome Performance

Wyoming is not in substantial conformity with Safety Outcome 2.

The outcome was substantially achieved in 51% of the 65 cases reviewed.

The outcome was substantially achieved in 70% of the 40 foster care cases and 20% of the 25 in-home services cases.

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Safety Outcome 2 Item Performance

Item 2. Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care

Purpose of Assessment: To determine whether, during the period under review, the agency made concerted efforts to provide services to the family to prevent children's entry into foster care or re-entry after a reunification.

- Wyoming received an overall rating of Area Needing Improvement for Item 2 because 79% of the 24 applicable cases were rated as a Strength.
- Item 2 was rated as a Strength in 81% of the 16 applicable foster care cases and 75% of the 8 applicable in-home services cases.

Item 3. Risk and Safety Assessment and Management

Purpose of Assessment: To determine whether, during the period under review, the agency made concerted efforts to assess and address the risk and safety concerns relating to the child(ren) in their own homes or while in foster care.

- Wyoming received an overall rating of Area Needing Improvement for Item 3 because 52% of the 65 applicable cases were rated as a Strength.
- Item 3 was rated as a Strength in 73% of the 40 applicable foster care cases and 20% of the 25 applicable in-home services cases.

Permanency Outcome 1: Children have permanency and stability in their living situations.

The Children's Bureau calculates the state's performance on Permanency Outcome 1 using the state's performance on Items 4, 5, and 6.

State Outcome Performance

Wyoming is not in substantial conformity with Permanency Outcome 1.

The outcome was substantially achieved in 45% of the 40 applicable cases reviewed.

Permanency Outcome 1 Item Performance

Item 4. Stability of Foster Care Placement

Purpose of Assessment: To determine whether the child in foster care is in a stable placement at the time of the onsite review and that any changes in placement that occurred during the period under review were in the best interests of the child and consistent with achieving the child's permanency goal(s).

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- Wyoming received an overall rating of Area Needing Improvement for Item 4 because 80% of the 40 applicable cases were rated as a Strength.

Item 5. Permanency Goal for Child

Purpose of Assessment: To determine whether appropriate permanency goals were established for the child in a timely manner.

- Wyoming received an overall rating of Area Needing Improvement for Item 5 because 68% of the 40 applicable cases were rated as a Strength.

Item 6. Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement

Purpose of Assessment: To determine whether concerted efforts were made, or are being made, during the period under review to achieve reunification, guardianship, adoption, or other planned permanent living arrangement.

- Wyoming received an overall rating of Area Needing Improvement for Item 6 because 63% of the 40 applicable cases were rated as a Strength.

For performance on the permanency statewide data indicators, see Appendix A.

Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

The Children's Bureau calculates the state's performance on Permanency Outcome 2 using the state's performance on Items 7, 8, 9, 10, and 11.

State Outcome Performance

Wyoming is not in substantial conformity with Permanency Outcome 2.

The outcome was substantially achieved in 80% of the 40 applicable cases reviewed.

Permanency Outcome 2 Item Performance

Item 7. Placement With Siblings

Purpose of Assessment: To determine whether, during the period under review, concerted efforts were made to ensure that siblings in foster care are placed together unless a separation was necessary to meet the needs of one of the siblings.

- Wyoming received an overall rating of Strength for Item 7 because 95% of the 20 applicable cases were rated as a Strength.

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Item 8. Visiting With Parents and Siblings in Foster Care

Purpose of Assessment: To determine whether, during the period under review, concerted efforts were made to ensure that visitation between a child in foster care and his or her mother, father,¹ and siblings is of sufficient frequency and quality to promote continuity in the child's relationship with these close family members.

- Wyoming received an overall rating of Area Needing Improvement for Item 8 because 78% of the 32 applicable cases were rated as a Strength.
- In 100% of the 4 applicable cases, the agency made concerted efforts to ensure that both the frequency and quality of visitation with a sibling(s) in foster care who is/was in a different placement setting was sufficient to maintain and promote the continuity of the relationship.
- In 83% of the 30 applicable cases, the agency made concerted efforts to ensure that both the frequency and quality of visitation between the child in foster care and his or her mother was sufficient to maintain and promote the continuity of the relationship.
- In 77% of the 13 applicable cases, the agency made concerted efforts to ensure that both the frequency and quality of visitation between the child in foster care and his or her father was sufficient to maintain and promote the continuity of the relationship.

Item 9. Preserving Connections

Purpose of Assessment: To determine whether, during the period under review, concerted efforts were made to maintain the child's connections to his or her neighborhood, community, faith, extended family, Tribe, school, and friends.

- Wyoming received an overall rating of Area Needing Improvement for Item 9 because 80% of the 40 applicable cases were rated as a Strength.

Item 10. Relative Placement

Purpose of Assessment: To determine whether, during the period under review, concerted efforts were made to place the child with relatives when appropriate.

- Wyoming received an overall rating of Area Needing Improvement for Item 10 because 82% of the 38 applicable cases were rated as a Strength.

¹ For Item 8, "Mother" and "Father" are typically defined as the parents/caregivers from whom the child was removed and with whom the agency is working toward reunification. The persons identified in these roles for the purposes of the review may include individuals who do not meet the legal definitions or conventional meanings of a mother and father.

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Item 11. Relationship of Child in Care With Parents

Purpose of Assessment: To determine whether, during the period under review, concerted efforts were made to promote, support, and/or maintain positive relationships between the child in foster care and his or her mother and father² or other primary caregiver(s) from whom the child had been removed through activities other than just arranging for visitation.

- Wyoming received an overall rating of Area Needing Improvement for Item 11 because 77% of the 31 applicable cases were rated as a Strength.
- In 80% of the 30 applicable cases, the agency made concerted efforts to promote, support, and otherwise maintain a positive and nurturing relationship between the child in foster care and his or her mother.
- In 83% of the 12 applicable cases, the agency made concerted efforts to promote, support, and otherwise maintain a positive and nurturing relationship between the child in foster care and his or her father.

Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

The Children's Bureau calculates the state's performance on Well-Being Outcome 1 using the state's performance on Items 12, 13, 14, and 15.

State Outcome Performance

Wyoming is not in substantial conformity with Well-Being Outcome 1.

The outcome was substantially achieved in 38% of the 65 cases reviewed.

The outcome was substantially achieved in 50% of the 40 foster care cases and in 20% of the 25 in-home services cases.

² For Item 11, "Mother" and "Father" are typically defined as the parents/caregivers from whom the child was removed and with whom the agency is working toward reunification.

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Well-Being Outcome 1 Item Performance

Item 12. Needs and Services of Child, Parents, and Foster Parents

Purpose of Assessment: To determine whether, during the period under review, the agency (1) made concerted efforts to assess the needs of children, parents,³ and foster parents (both initially, if the child entered foster care or the case was opened during the period under review, and on an ongoing basis) to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family, and (2) provided the appropriate services.

- Wyoming received an overall rating of Area Needing Improvement for Item 12 because 42% of the 65 cases were rated as a Strength.
- Item 12 was rated as a Strength in 55% of the 40 foster care cases and 20% of the 25 in-home services cases.

Item 12 is divided into three sub-items:

Sub-Item 12A. Needs Assessment and Services to Children

- Wyoming received an overall rating of Area Needing Improvement for Item 12A because 62% of the 65 cases were rated as a Strength.
- Item 12A was rated as a Strength in 85% of the 40 foster care cases and 24% of the 25 in-home services cases.

Sub-Item 12B. Needs Assessment and Services to Parents

- Wyoming received an overall rating of Area Needing Improvement for Item 12B because 45% of the 60 applicable cases were rated as a Strength.
- Item 12B was rated as a Strength in 57% of the 35 applicable foster care cases and 28% of the 25 applicable in-home services cases
- In 58% of the 57 applicable cases, the agency made concerted efforts both to assess and address the needs of mothers.
- In 50% of the 42 applicable cases, the agency made concerted efforts both to assess and address the needs of fathers.

³ For Sub-Item 12B, in the in-home cases, "Mother" and "Father" are typically defined as the parents/caregivers with whom the children were living when the agency became involved with the family and with whom the children will remain (for example, biological parents, relatives, guardians, adoptive parents). In the foster care cases, "Mother" and "Father" are typically defined as the parents/caregivers from whom the child was removed and with whom the agency is working toward reunification; however, biological parents who were not the parents from whom the child was removed may also be included, as may adoptive parents if the adoption was finalized during the period under review. A rating could consider the agency's work with multiple applicable "mothers" and "fathers" for the period under review in the case.

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Sub-Item 12C. Needs Assessment and Services to Foster Parents

- Wyoming received an overall rating of Area Needing Improvement for Item 12C because 80% of the 35 applicable foster care cases were rated as a Strength.

Item 13. Child and Family Involvement in Case Planning

Purpose of Assessment: To determine whether, during the period under review, concerted efforts were made (or are being made) to involve parents⁴ and children (if developmentally appropriate) in the case planning process on an ongoing basis.

- Wyoming received an overall rating of Area Needing Improvement for Item 13 because 55% of the 65 applicable cases were rated as a Strength.
- Item 13 was rated as a Strength in 73% of the 40 applicable foster care cases, and in 28% of the 25 applicable in-home services cases.
- In 63% of the 51 applicable cases, the agency made concerted efforts to involve child(ren) in case planning.
- In 70% of the 57 applicable cases, the agency made concerted efforts to involve mothers in case planning.
- In 63% of the 38 applicable cases, the agency made concerted efforts to involve fathers in case planning.

Item 14. Caseworker Visits With Child

Purpose of Assessment: To determine whether the frequency and quality of visits between caseworkers and the child(ren) in the case are sufficient to ensure the safety, permanency, and well-being of the child(ren) and promote achievement of case goals.

- Wyoming received an overall rating of Area Needing Improvement for Item 14 because 65% of the 65 cases were rated as a Strength.
- Item 14 was rated as a Strength in 90% of the 40 foster care cases and 24% of the 25 in-home services cases.

⁴ For Item 13, in the in-home cases, “Mother” and “Father” are typically defined as the parents/caregivers with whom the children were living when the agency became involved with the family and with whom the children will remain (for example, biological parents, relatives, guardians, adoptive parents). In the foster care cases, “mother” and “father” are typically defined as the parents/caregivers from whom the child was removed and with whom the agency is working toward reunification; however, biological parents who were not the parents from whom the child was removed may also be included, as may adoptive parents if the adoption was finalized during the period under review. A rating could consider the agency’s work with multiple applicable “mothers” and “fathers” for the period under review in the case.

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Item 15. Caseworker Visits With Parents

Purpose of Assessment: To determine whether, during the period under review, the frequency and quality of visits between caseworkers and the mothers and fathers⁵ of the child(ren) are sufficient to ensure the safety, permanency, and well-being of the child(ren) and promote achievement of case goals.

- Wyoming received an overall rating of Area Needing Improvement for Item 15 because 48% of the 60 applicable cases were rated as a Strength.
- Item 15 was rated as a Strength in 60% of the 35 applicable foster care cases and 32% of the 25 applicable in-home services cases.
- In 58% of the 57 applicable cases, the agency made concerted efforts to ensure that both the frequency and quality of caseworker visitation with mothers were sufficient.
- In 55% of the 38 applicable cases, the agency made concerted efforts to ensure that both the frequency and quality of caseworker visitation with fathers were sufficient.

Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

The Children's Bureau calculates the state's performance on Well-Being Outcome 2 using the state's performance on Item 16.

State Outcome Performance

.Wyoming is not in substantial conformity with Well-Being Outcome 2.

The outcome was substantially achieved in 81% of the 47 applicable cases reviewed.

Well-Being Outcome 2 Item Performance

Item 16. Educational Needs of the Child

Purpose of Assessment: To assess whether, during the period under review, the agency made concerted efforts to assess children's educational needs at the initial contact with the child (if the case was opened during the period under review) or on an ongoing basis (if

⁵ For Item 15, in the in-home cases, "Mother" and "Father" are typically defined as the parents/caregivers with whom the children were living when the agency became involved with the family and with whom the children will remain (for example, biological parents, relatives, guardians, adoptive parents). In the foster care cases, "Mother" and "Father" is typically defined as the parents/caregivers from whom the child was removed and with whom the agency is working toward reunification; however, biological parents who were not the parents from whom the child was removed may also be included, as may adoptive parents if the adoption was finalized during the period under review. A rating could consider the agency's work with multiple applicable mother and fathers for the period under review in the case.

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the case was opened before the period under review), and whether identified needs were appropriately addressed in case planning and case management activities.

- Wyoming received an overall rating of Area Needing Improvement for Item 16 because 81% of the 47 applicable cases were rated as a Strength.
- Item 16 was rated as a Strength in 95% of the 37 applicable foster care cases and 30% of the 10 applicable in-home services cases.

Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

The Children's Bureau calculates the state's performance on Well-Being Outcome 3 using the state's performance on Items 17 and 18.

State Outcome Performance

Wyoming is not in substantial conformity with Well-Being Outcome 3.

The outcome was substantially achieved in 69% of the 61 applicable cases reviewed.

The outcome was substantially achieved in 83% of the 40 applicable foster care cases and 43% of the 21 applicable in-home services cases.

Well-Being Outcome 3 Item Performance

Item 17. Physical Health of the Child

Purpose of Assessment: To determine whether, during the period under review, the agency addressed the physical health needs of the children, including dental health needs.

- Wyoming received an overall rating of Strength for Item 17 because 91% of the 47 applicable cases were rated as a Strength. Item 17 was rated as a Strength in 95% of the 40 foster care cases and 71% of the 7 applicable in-home services cases.

Item 18. Mental/Behavioral Health of the Child

Purpose of Assessment: To determine whether, during the period under review, the agency addressed the mental/behavioral health needs of the children.

- Wyoming received an overall rating of Area Needing Improvement for Item 18 because 69% of the 52 applicable cases were rated as a Strength.

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- Item 18 was rated as a Strength in 85% of the 34 applicable foster care cases and 39% of the 18 applicable in-home services cases.

III. KEY FINDINGS RELATED TO SYSTEMIC FACTORS

For each systemic factor below, we provide performance summaries and a determination of whether the state is in substantial conformity with that systemic factor. In addition, we provide ratings for each item and a description of how the rating was determined. The CF SR relies upon a review of information contained in the statewide assessment to assess each item. If an item rating cannot be determined from the information contained in the statewide assessment, the Children's Bureau conducts stakeholder interviews and considers information gathered through the interviews in determining ratings for each item.

Statewide Information System

The Children's Bureau assesses the state's performance on this systemic factor using the state's performance on Item 19.

State Systemic Factor Performance

Wyoming is not in substantial conformity with the systemic factor of Statewide Information System. The one item in this systemic factor was rated as an Area Needing Improvement.

Statewide Information System Item Performance

Item 19. Statewide Information System

Description of Systemic Factor Item: The statewide information system is functioning statewide to ensure that, at a minimum, the state can readily identify the status, demographic characteristics, location, and goals for the placement of every child who is (or, within the immediately preceding 12 months, has been) in foster care.

- Wyoming received an overall rating of Area Needing Improvement for Item 19 based on information from the statewide assessment. Wyoming agreed with this rating and felt that additional information collected during stakeholder interviews would not affect the rating.
- Information in the statewide assessment showed that the statewide information system can readily identify the status, demographic characteristics, and goals for placement for children who are, or within the immediately preceding 12 months have been, in foster care. However, data reported in the statewide assessment also showed that Wyoming's statewide information system does not routinely identify the accurate physical location of children in the foster care system.

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Case Review System

The Children's Bureau assesses the state's performance on this systemic factor using the state's performance on Items 20, 21, 22, 23, and 24.

State Systemic Factor Performance

Wyoming is not in substantial conformity with the systemic factor of Case Review System. One of the 5 items in this systemic factor was rated as a Strength.

Case Review System Item Performance

Item 20. Written Case Plan

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that each child has a written case plan that is developed jointly with the child's parent(s) and includes the required provisions.

- Wyoming received an overall rating of Strength for Item 20 based on information from the statewide assessment and stakeholder interviews.
- Information in the statewide assessment showed that written case plans included the required provisions. Stakeholders reported that the use of Multi-Disciplinary Teams (MDT) and implementation of the state's Practice Model promote parental involvement in the joint development of each child's written case plans.

Item 21. Periodic Reviews

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that a periodic review for each child occurs no less frequently than once every 6 months, either by a court or by administrative review.

- Wyoming received an overall rating of Area Needing Improvement for Item 21 based on information from the statewide assessment. Wyoming agreed with this rating. Stakeholder interviews were conducted to explore barriers.

Information in the statewide assessment showed that periodic reviews are not routinely occurring timely across the state. In the statewide assessment, Wyoming stated that the periodic reviews are conducted by the courts and there is no administrative body conducting periodic reviews. Stakeholders reported that significant turnover of staff across the state affects the ability to develop and maintain sufficient tracking systems to ensure periodic reviews are timely.

Item 22. Permanency Hearings

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that each child has a permanency hearing in a qualified court or administrative body that occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.

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- Wyoming received an overall rating of Area Needing Improvement for Item 22 based on information from the statewide assessment. Wyoming agreed with this rating. Stakeholder interviews were conducted to explore barriers.
- Information in the statewide assessment indicated that permanency hearings do not routinely occur across the state in a timely manner. Stakeholders reported several barriers that contribute to challenges in this area, including a lack of clarity and coordination with respect to who files petitions to request hearings; overburdened court dockets; turnover in court personnel; insufficient tracking; failure to specify permanency hearing dates in court documents; incomplete court files; and lack of clarity about time frames. Stakeholders shared concerns that the 12-month time frame for permanency hearings is too soon.

Item 23. Termination of Parental Rights

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that the filing of termination of parental rights proceedings occurs in accordance with required provisions.

- Wyoming received an overall rating of Area Needing Improvement for Item 23 based on information from the statewide assessment. Wyoming agreed with this rating. Stakeholder interviews were conducted to explore barriers.
- Information in the statewide assessment showed that timely filing for termination of parental rights (TPR) is not occurring as required. Many stakeholders reported that the key barrier to timely filing was confusion about who is responsible for filing the petition. Additionally, stakeholders said that unresolved paternity issues, lack of sufficient efforts to locate parents, a routine practice of filing TPR at 24 months rather than within the required time frame, and a perception that some judges are hesitant or unwilling to order TPR were also identified as barriers.

Item 24. Notice of Hearings and Reviews to Caregivers

Description of Systemic Factor Item: The case review system is functioning to ensure that foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in, any review or hearing held with respect to the child.

- Wyoming received an overall rating of Area Needing Improvement for Item 24 based on information from the statewide assessment and stakeholder interviews.
- Information in the statewide assessment showed that notification of hearings appears to occur routinely across the state. However, additional information in the statewide assessment and obtained during stakeholder interviews showed that although caregivers routinely receive notification of hearings, there is a lack of consistency in which caregivers are notified of their right to be heard. While stakeholders confirmed that foster parents, pre-adoptive parents, and relative caregivers were notified of hearings, they reported substantive variation across the state and uncertainty about whether foster parents, pre-adoptive parents, and relative caregivers of children in foster care are routinely notified of their right to be heard in any review or hearing held with respect to the child.

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Quality Assurance System

The Children's Bureau assesses the state's performance on this systemic factor using the state's performance on Item 25.

State Systemic Factor Performance

Wyoming is not in substantial conformity with the systemic factor of Quality Assurance System. The one item in this systemic factor was rated as an Area Needing Improvement.

Quality Assurance System Item Performance

Item 25. Quality Assurance System

Description of Systemic Factor Item: The quality assurance system is functioning statewide to ensure that it (1) operating in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, (2) has standards to evaluate the quality of services (including standards to ensure that children in foster care are provided quality services that protect their health and safety), (3) identifies strengths and needs of the service delivery system, (4) provides relevant reports, and (5) evaluates implemented program improvement measures.

- Wyoming received an overall rating of Area Needing Improvement for Item 25 based on information from the statewide assessment and stakeholder interviews.
- Information obtained from the statewide assessment and confirmed through stakeholder interviews showed that although Wyoming has made progress in the development of the case review component of the quality assurance system, the requirement to evaluate implemented program improvement initiatives is being developed and is not fully functioning across the state.

Staff and Provider Training

The Children's Bureau assesses the state's performance on this systemic factor using the state's performance on Items 26, 27, and 28.

State Systemic Factor Performance

Wyoming is in substantial conformity with the systemic factor of Staff and Provider Training. Three of the items in this systemic factor were rated as a Strength.

Staff and Provider Training Item Performance

Item 26. Initial Staff Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that initial training is provided to all staff who deliver services pursuant to the CFSP that includes the basic skills and knowledge required for their positions.

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- Wyoming received an overall rating of Strength for Item 26 based on information from the statewide assessment and stakeholder interviews.
- Information in the statewide assessment and obtained in stakeholder interviews confirmed that initial training and certification requirements are routinely adhered to across the state. Stakeholders reported the initial training provides new caseworkers with the knowledge and skills needed to assume their duties. Stakeholders reported that any child welfare case assignments made before the completion of a new caseworker certification are monitored and informed by a supervisor's assessment of the caseworker's readiness.

Item 27. Ongoing Staff Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that ongoing training is provided for staff⁶ that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP.

- Wyoming received an overall rating of Strength for Item 27 based on information from the statewide assessment and stakeholder interviews.
- Information in the statewide assessment and obtained during stakeholder interviews indicated staff across the state routinely complete required ongoing training within required time frames. Stakeholders reported that ongoing training provides caseworkers and supervisors with the knowledge and skills needed to assume their duties. A few stakeholders reported that ongoing training requirements for supervisors could be more structured and relevant to child welfare supervisory duties.

Item 28. Foster and Adoptive Parent Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that training is occurring statewide for current or prospective foster parents, adoptive parents, and staff of state-licensed or approved facilities (that care for children receiving foster care or adoption assistance under title IV-E) that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children.

- Wyoming received an overall rating of Strength for Item 28 based on information from the statewide assessment and stakeholder interviews.

⁶ "Staff," for purposes of assessing this item, includes all contracted and non-contracted staff who have case management responsibilities in the areas of child protection services, family preservation and support services, foster care services, adoption services, and independent living services pursuant to the state's CFSP. "Staff" also includes direct supervisors of all contracted and non-contracted staff who have case management responsibilities in the areas of child protection services, family preservation and support services, foster care services, adoption services, and independent living services pursuant to the state's CFSP.

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- Information in the statewide assessment and obtained during stakeholder interviews showed that foster and pre-adoptive parents receive initial training before licensure without exception. Stakeholders reported that ongoing training requirements for foster and pre-adoptive parents are routinely met within the established time frames. Information in the statewide assessment and collected during interviews with stakeholders showed that initial and ongoing training provided foster and pre-adoptive parents with the knowledge and skills needed to assume their caregiving duties. Stakeholders reported that initial and ongoing training requirements for staff of state licensed or approved facilities are routinely met within established time frames and the training addresses the skills needed to perform their duties.

Service Array and Resource Development

The Children's Bureau assesses the state's performance on this systemic factor using the state's performance on Items 29 and 30.

State Systemic Factor Performance

Wyoming is not in substantial conformity with the systemic factor of Service Array and Resource Development. None of the items in this systemic factor were rated as a Strength.

Service Array and Resource Development Item Performance

Item 29. Array of Services

Description of Systemic Factor Item: The service array and resource development system is functioning to ensure that the following array of services are accessible in all political jurisdictions covered by the CFSP: (1) services that assess the strengths and needs of children and families and determine other service needs, (2) services that address the needs of families in addition to individual children in order to create a safe home environment, (3) services that enable children to remain safely with their parents when reasonable, and (4) services that help children in foster and adoptive placements achieve permanency.

- Wyoming received an overall rating of Area Needing Improvement for Item 29 based on information from the statewide assessment and stakeholder interviews.
- Information in the statewide assessment and obtained during stakeholder interviews showed that a broad array of services are available across the state; however, accessibility challenges create substantive delays in achieving timely permanency for children and enhancing parent-child well-being outcomes. Stakeholders reported significant challenges accessing services for medically-fragile children, children with significant cognitive challenges and other developmental disabilities, trauma-informed services, and foster and therapeutic foster homes. Many stakeholders also noted significant challenges in accessing services for children and families such as housing, transportation, in/out-patient mental health and substance abuse services; psychiatric evaluations, post-adoption services, wrap-around services, and specialized assessment such as services for victims and perpetrators of sexual abuse and suicide assessments for older children.

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Item 30. Individualizing Services

Description of Systemic Factor Item: The service array and resource development system is functioning statewide to ensure that the services in Item 29 can be individualized to meet the unique needs of children and families served by the agency.

- Wyoming received an overall rating of Area Needing Improvement for Item 30 based on information from the statewide assessment and stakeholder interviews.
- Information from the statewide assessment and collected during stakeholder interviews showed that although the state has made efforts in recent years to improve in this area, the state does not consistently individualize services to meet the unique needs of children and families served by the agency. Stakeholders reported variation across the state and attributed this to skill levels of caseworkers, whether MDT was implemented, limited resources, and court orders mandating certain services. Stakeholders reported that children are not routinely placed in foster care settings that are appropriate to meet their needs and reported the need for more effective culturally competent services for Native Americans. Stakeholders also said that it was unclear whether the quality of translation services routinely met the needs of non-English-speaking families and that Spanish-speaking service providers are not available statewide. Stakeholders also said that agency notifications and literature written in Spanish would support more effective communication with Spanish-speaking families.

Agency Responsiveness to the Community

The Children's Bureau assesses the state's performance on this systemic factor using the state's performance on Items 31 and 32.

State Systemic Factor Performance

Wyoming is in substantial conformity with the systemic factor of Agency Responsiveness to the Community. One item in this systemic factor was rated as a Strength.

Agency Responsiveness to the Community Item Performance

Item 31. State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR

Description of Systemic Factor Item: The agency responsiveness to the community system is functioning statewide to ensure that, in implementing the provisions of the CFSP and developing related APSRs, the state engages in ongoing consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals, objectives, and annual updates of the CFSP.

- Wyoming received an overall rating of Area Needing Improvement for Item 31 based on information from the statewide assessment and stakeholder interviews.
- Information from the statewide assessment and obtained during stakeholder interviews showed that Wyoming engages in ongoing consultation with some key stakeholders across the state in the development of CFSP goals, objectives, and annual

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updates. However, stakeholders reported that Wyoming has not routinely engaged parents in this process, and that improvements are needed to provide for ongoing consultations with foster and adoptive parents from across the state.

Item 32. Coordination of CFSP Services With Other Federal Programs

Description of Systemic Factor Item: The agency responsiveness to the community system is functioning statewide to ensure that the state's services under the CFSP are coordinated with services or benefits of other federal or federally assisted programs serving the same population.

- Wyoming received an overall rating of Strength for Item 32 based on information from the statewide assessment and stakeholder interviews.
- Information from the statewide assessment and collected during interviews with stakeholders provided numerous examples illustrating the ways in which the state coordinates services or benefits with other federal or federally assisted programs serving the same population. Examples include joint training partnerships with federal and federally funded agencies, coordination and partnership with the Air Force Child Advocacy, Early Child Head Start, Department of Health and Labor, Wyoming Department of Family Services, Social Security Disability Division, Child Support, and Child Care Programs.

Foster and Adoptive Parent Licensing, Recruitment, and Retention

The Children's Bureau assesses the state's performance on this systemic factor using the state's performance on Items 33, 34, 35, and 36.

State Systemic Factor Performance

Wyoming is in substantial conformity with the systemic factor of Foster and Adoptive Parent Licensing, Recruitment, and Retention. Three of the four items in this systemic factor were rated as a Strength.

Foster and Adoptive Parent Licensing, Recruitment, and Retention Item Performance

Item 33. Standards Applied Equally

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that state standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds.

- Wyoming received an overall rating of Strength for Item 33 based on information from the statewide assessment and stakeholder interviews.
- Information from the statewide assessment and obtained during stakeholder interviews confirmed that Wyoming ensures that state standards are applied equally to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds. Stakeholders reported that centralizing key aspects of the process has promoted consistency and ensures

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standards are equally applied statewide. Ongoing communication within the licensing division and regular review of the licensing processes and decisions promote consistency, and no patterns of exceptions exist to indicate a variance in the application of licensing standards.

Item 34. Requirements for Criminal Background Checks

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the state complies with federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children.

- Wyoming received an overall rating of Strength for Item 34 based on information from the statewide assessment and stakeholder interviews.
- Data in the statewide assessment showed that criminal background checks are conducted before the licensure of any foster or adoptive placement. Information in the statewide assessment and collected during interviews with stakeholders showed that Wyoming routinely adheres to state protocols and requirements to address child safety and report safety concerns for children in foster homes and child care institutions across the state.

Item 35. Diligent Recruitment of Foster and Adoptive Homes

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed is occurring statewide.

- Wyoming received an overall rating of Area Needing Improvement for Item 35 based on information from the statewide assessment and stakeholder interviews.
- Information from the statewide assessment and collected through stakeholder interviews showed that Wyoming is not ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children for whom foster and adoptive homes are needed statewide. Although Wyoming has employed specific strategies aimed at recruiting Latino foster and adoptive homes across the state, there is a need to develop and monitor the effectiveness of specific approaches aimed at recruiting Native American and African American foster and adoptive parents.

Item 36. State Use of Cross-Jurisdictional Resources for Permanent Placements

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide.

- Wyoming received an overall rating of Strength for Item 36 based on information from the statewide assessment and stakeholder interviews.

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- Information in the statewide assessment and obtained in stakeholder interviews confirms that Wyoming has a process in place to ensure the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for children statewide. Data in the statewide assessment showed that a substantial majority of home study requests from other states are completed within the 60-day requirement. Stakeholders indicated the state effectively utilizes cross-jurisdictional resources through regular management reviews of cases of children needing permanent placements and time-in-care data. Stakeholders reported that a strong partnership with a recruitment program, which includes co-location of recruitment staff in the state's largest child welfare metropolitan office, results in effective utilization of this resource for the state.

Appendix A: Summary of Wyoming 2016 CFSR Performance

**Appendix A
Summary of Wyoming 2016 Child and Family Services Review Performance**

I. Ratings for Safety, Permanency, and Well-Being Outcomes and Items

Outcome Achievement: Outcomes may be rated as in substantial conformity or not in substantial conformity. 95% of the applicable cases reviewed must be rated as having substantially achieved the outcome for the state to be in substantial conformity with the outcome.

Item Achievement: Items may be rated as a Strength or as an Area Needing Improvement. For an overall rating of Strength, 90% of the cases reviewed for the item (with the exception of Item 1 and Item 16) must be rated as a Strength. Because Item 1 is the only item for Safety Outcome 1 and Item 16 is the only item for Well-Being Outcome 2, the requirement of a 95% Strength rating applies.

SAFETY OUTCOME 1: CHILDREN ARE, FIRST AND FOREMOST, PROTECTED FROM ABUSE AND NEGLECT.

Data Element	Overall Determination	State Performance
Safety Outcome 1 Children are, first and foremost, protected from abuse and neglect	Not in substantial conformity	87% Substantially Achieved
Item 1 Timeliness of investigations	Area Needing Improvement	87% Strength

SAFETY OUTCOME 2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

Data Element	Overall Determination	State Performance
Safety Outcome 2 Children are safely maintained in their homes whenever possible and appropriate	Not in Substantial Conformity	51% Substantially Achieved
Item 2 Services to protect child(ren) in home and prevent removal or re-entry into foster care	Area Needing Improvement	79% Strength

Appendix A: Summary of Wyoming 2016 CFSR Performance

Data Element	Overall Determination	State Performance
Item 3 Risk and safety assessment and management	Area Needing Improvement	52% Strength

PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS.

Data Element	Overall Determination	State Performance
Permanency Outcome 1 Children have permanency and stability in their living situations	Not in Substantial Conformity	45% Substantially Achieved
Item 4 Stability of foster care placement	Area Needing Improvement	80% Strength
Item 5 Permanency goal for child	Area Needing Improvement	68% Strength
Item 6 Achieving reunification, guardianship, adoption, or other planned permanent living arrangement	Area Needing Improvement	63% Strength

PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN.

Data Element	Overall Determination	State Performance
Permanency Outcome 2 The continuity of family relationships and connections is preserved for children	Not in Substantial Conformity	80% Substantially Achieved
Item 7 Placement with siblings	Strength	95% Strength
Item 8 Visiting with parents and siblings in foster care	Area Needing Improvement	78% Strength
Item 9 Preserving connections	Area Needing Improvement	80% Strength

Appendix A: Summary of Wyoming 2016 CFSR Performance

Data Element	Overall Determination	State Performance
Item 10 Relative placement	Area Needing Improvement	82% Strength
Item 11 Relationship of child in care with parents	Area Needing Improvement	77% Strength

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN'S NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 12 Families have enhanced capacity to provide for their children's needs	Not in Substantial Conformity	38% Substantially Achieved
Item 12 Needs and services of child, parents, and foster parents	Area Needing Improvement	42% Strength
Sub-Item 12A Needs assessment and services to children	Area Needing Improvement	62% Strength
Sub-Item 12B Needs assessment and services to parents	Area Needing Improvement	45% Strength
Sub-Item 12C Needs assessment and services to foster parents	Area Needing Improvement	80% Strength
Item 13 Child and family involvement in case planning	Area Needing Improvement	55% Strength
Item 14 Caseworker visits with child	Area Needing Improvement	65% Strength
Item 15 Caseworker visits with parents	Area Needing Improvement	48% Strength

Appendix A: Summary of Wyoming 2016 CFSR Performance

WELL-BEING OUTCOME 2: CHILDREN RECEIVE APPROPRIATE SERVICES TO MEET THEIR EDUCATIONAL NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 2 Children receive appropriate services to meet their educational needs	Not in Substantial Conformity	81% Substantially Achieved
Item 16 Educational needs of the child	Area Needing Improvement	81% Strength

WELL-BEING OUTCOME 3: CHILDREN RECEIVE ADEQUATE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 3 Children receive adequate services to meet their physical and mental health needs	Not in Substantial Conformity	69% Substantially Achieved
Item 17 Physical health of the child	Strength	91% Strength
Item 18 Mental/behavioral health of the child	Area Needing Improvement	69% Strength

II. Ratings for Systemic Factors

The Children’s Bureau determines whether a state is in substantial conformity with federal requirements for the 7 systemic factors based on the level of functioning of each systemic factor across the state. The Children’s Bureau determines substantial conformity with the systemic factors based on ratings for the item or items within each factor. Performance on 5 of the 7 systemic factors is determined on the basis of ratings for multiple items or plan requirements. For a state to be found in substantial conformity with these systemic factors, the Children’s Bureau must find that no more than 1 of the required items for that systemic factor fails to function as required. For a state to be found in substantial conformity with the 2 systemic factors that are determined based on the rating of a single item, the Children’s Bureau must find that the item is functioning as required.

Appendix A: Summary of Wyoming 2016 CFSR Performance

STATEWIDE INFORMATION SYSTEM

Data Element	Source of Data and Information	State Performance
Statewide Information System	Statewide Assessment	Not in Substantial Conformity
Item 19 Statewide Information System	Statewide Assessment	Area Needing Improvement

CASE REVIEW SYSTEM

Data Element	Source of Data and Information	State Performance
Case Review System	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 20 Written Case Plan	Statewide Assessment and Stakeholder Interviews	Strength
Item 21 Periodic Reviews	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 22 Permanency Hearings	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 23 Termination of Parental Rights	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 24 Notice of Hearings and Reviews to Caregivers	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

QUALITY ASSURANCE SYSTEM

Data Element	Source of Data and Information	State Performance
Quality Assurance System	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 25 Quality Assurance System	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

Appendix A: Summary of Wyoming 2016 CFSR Performance

STAFF AND PROVIDER TRAINING

Data Element	Source of Data and Information	State Performance
Staff and Provider Training	Statewide Assessment and Stakeholder Interviews	In Substantial Conformity
Item 26 Initial Staff Training	Statewide Assessment and Stakeholder Interviews	Strength
Item 27 Ongoing Staff Training	Statewide Assessment and Stakeholder Interviews	Strength
Item 28 Foster and Adoptive Parent Training	Statewide Assessment and Stakeholder Interviews	Strength

SERVICE ARRAY AND RESOURCE DEVELOPMENT

Data Element	Source of Data and Information	State Performance
Service Array and Resource Development	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 29 Array of Services	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 30 Individualizing Services	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

AGENCY RESPONSIVENESS TO THE COMMUNITY

Data Element	Source of Data and Information	State Performance
Agency Responsiveness to the Community	Statewide Assessment and Stakeholder Interviews	In Substantial Conformity
Item 31 State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

Appendix A: Summary of Wyoming 2016 CFSR Performance

Data Element	Source of Data and Information	State Performance
Item 32 Coordination of CFSP Services With Other Federal Programs	Statewide Assessment and Stakeholder Interviews	Strength

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION

Data Element	Source of Data and Information	State Performance
Foster and Adoptive Parent Licensing, Recruitment, and Retention	Statewide Assessment and Stakeholder Interviews	In Substantial Conformity
Item 33 Standards Applied Equally	Statewide Assessment and Stakeholder Interviews	Strength
Item 34 Requirements for Criminal Background Checks	Statewide Assessment and Stakeholder Interviews	Strength
Item 35 Diligent Recruitment of Foster and Adoptive Homes	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 36 State Use of Cross-Jurisdictional Resources for Permanent Placements	Statewide Assessment and Stakeholder Interviews	Strength

III. Performance on Statewide Data Indicators⁷

The state's performance is considered against the national performance for each statewide data indicator and provides contextual information for considering the findings. This information is not used in conformity decisions. State performance may be statistically above, below, or no different than the national performance. If a state did not provide the required data or did not meet the applicable item data quality limits, the Children's Bureau did not calculate the state's performance for the statewide data indicator.

⁷ In October 2016, the Children's Bureau issued Technical Bulletin #9 (<http://www.acf.hhs.gov/cb/resource/cfsr-technical-bulletin-9>), which alerted states to the fact that there were technical errors in the syntax used to calculate the national and state performance for the statewide data indicators. The syntax revision is still underway, so performance shown in this table is based on the 2015 Federal Register syntax.

Appendix A: Summary of Wyoming 2016 CFSR Performance

Statewide Data Indicator	National Performance	Direction of Desired Performance	RSP*	95% Confidence Interval**	Data Period(s) Used for State Performance***
Recurrence of maltreatment	9.1%	Lower	4.8%	3.5–6.6%	FY13–14
Maltreatment in foster care (victimizations per 100,000 days in care)	8.50	Lower	4.84	2.91–8.04	14A–14B, FY14
Permanency in 12 months for children entering foster care	40.5%	Higher	47.0%	44.2%–49.7%	12B–15A
Permanency in 12 months for children in foster care 12-23 months	43.6%	Higher	54.2%	48.3%–59.9%	14B–15A
Permanency in 12 months for children in foster care 24 months or more	30.3%	Higher	40.5%	34.5%–46.5%	14B–15A
Re-entry to foster care in 12 months	8.3%	Lower	8.6%	6.7%–10.9%	12B–15A
Placement stability (moves per 1,000 days in care)	4.12	Lower	3.33	3.05–3.64	14B–15A

* **Risk-Standardized Performance (RSP)** is derived from a multi-level statistical model and reflects the state's performance relative to states with similar children and takes into account the number of children the state served, the age distribution of these children, and, for some indicators, the state's entry rate. It uses risk-adjustment to minimize differences in outcomes due to factors over which the state has little control and provides a more fair comparison of state performance against national performance.

** **95% Confidence Interval** is the 95% confidence interval estimate for the state's RSP. The values shown are the lower RSP and upper RSP of the interval estimate. The interval accounts for the amount of uncertainty associated with the RSP. For example, the CB is 95% confident that the true value of the RSP is between the lower and upper limit of the interval.

*** **Data Period(s) Used for State Performance:** Refers to the initial 12-month period and the period(s) of data needed to follow the children to observe their outcomes. The FY or federal fiscal year refers to NCANDS data, which spans the 12-month period October 1 – September 30. All other periods refer to AFCARS data. "A" refers to the 6-month period October 1 – March 31. "B" refers to the 6-month period April 1 – September 30. The 2-digit year refers to the calendar year in which the period ends.

Appendix B: Wyoming 2008 CFSR Key Findings

Appendix B Summary of CFSR Round 2 Wyoming 2008 Key Findings

The Children's Bureau conducted a CFSR in Wyoming in 2008. Key findings from that review are presented below. Because the Children's Bureau made several changes to the CFSR process and items and indicators relevant for performance based on lessons learned during the second round and in response to feedback from the child welfare field, a state's performance in the third round of the CFSR is not directly comparable to its performance in the second round.

Identifying Information and Review Dates

General Information
Children's Bureau Region: 8
Date of Onsite Review: June 9–13, 2008
Period Under Review: April 1, 2007, through June 13, 2008
Date Courtesy Copy of Final Report Issued: April 6, 2009
Date Program Improvement Plan Due: June 23, 2009
Date Program Improvement Plan Approved: July 1, 2010

Highlights of Findings

Performance Measurements
A. The State met the national standards for three of the six standards.
B. The State achieved substantial conformity with one of the seven outcomes.
C. The State achieved substantial conformity with five of the seven systemic factors.

Appendix B: Wyoming 2008 CFSR Key Findings

State's Conformance With the National Standards

Data Indicator or Composite	National Standard	State's Score	Meets or Does Not Meet Standard
Absence of maltreatment recurrence (data indicator)	94.6 or higher	96.1	Meets Standard
Absence of child abuse and/or neglect in foster care (data indicator)	99.68 or higher	99.57	Does Not Meet Standard
Timeliness and permanency of reunifications (Permanency Composite 1)	122.6 or higher	117.2	Does Not Meet Standard
Timeliness of adoptions (Permanency Composite 2)	106.4 or higher	134.4	Meets Standard
Permanency for children and youth in foster care for long periods of time (Permanency Composite 3)	121.7 or higher	145.3	Meets Standard
Placement stability (Permanency Composite 4)	101.5 or higher	96.2	Does Not Meet Standard

State's Conformance With the Outcomes

Outcome	Achieved or Did Not Achieve Substantial Conformity
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.	Did Not Achieve Substantial Conformity
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.	Did Not Achieve Substantial Conformity
Permanency Outcome 1: Children have permanency and stability in their living situations.	Did Not Achieve Substantial Conformity

Appendix B: Wyoming 2008 CFSR Key Findings

Outcome	Achieved or Did Not Achieve Substantial Conformity
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.	Did Not Achieve Substantial Conformity
Child and Family Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.	Did Not Achieve Substantial Conformity
Child and Family Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.	Achieved Substantial Conformity
Child and Family Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.	Did Not Achieve Substantial Conformity

State's Conformance With the Systemic Factors

Systemic Factor	Achieved or Did Not Achieve Substantial Conformity
Statewide Information System	Achieved Substantial Conformity
Case Review System	Did Not Achieve Substantial Conformity
Quality Assurance System	Achieved Substantial Conformity
Staff and Provider Training	Achieved Substantial Conformity
Service Array and Resource Development	Did Not Achieve Substantial Conformity
Agency Responsiveness to the Community	Achieved Substantial Conformity
Foster and Adoptive Parent Licensing, Recruitment, and Retention	Achieved Substantial Conformity

Appendix B: Wyoming 2008 CFSR Key Findings

Key Findings by Item

Outcomes

Item	Strength or Area Needing Improvement
Item 1. Timeliness of Initiating Investigations of Reports of Child Maltreatment	Area Needing Improvement
Item 2. Repeat Maltreatment	Strength
Item 3. Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-entry Into Foster Care	Area Needing Improvement
Item 4. Risk Assessment and Safety Management	Area Needing Improvement
Item 5. Foster Care Re-entries	Area Needing Improvement
Item 6. Stability of Foster Care Placement	Area Needing Improvement
Item 7. Permanency Goal for Child	Area Needing Improvement
Item 8. Reunification, Guardianship, or Permanent Placement With Relatives	Area Needing Improvement
Item 9. Adoption	Area Needing Improvement
Item 10. Other Planned Permanent Living Arrangement	Area Needing Improvement
Item 11. Proximity of Foster Care Placement	Area Needing Improvement
Item 12. Placement With Siblings	Strength
Item 13. Visiting With Parents and Siblings in Foster Care	Area Needing Improvement
Item 14. Preserving Connections	Area Needing Improvement
Item 15. Relative Placement	Area Needing Improvement
Item 16. Relationship of Child in Care With Parents	Area Needing Improvement
Item 17. Needs and Services of Child, Parents, and Foster Parents	Area Needing Improvement
Item 18. Child and Family Involvement in Case Planning	Area Needing Improvement

Appendix B: Wyoming 2008 CFSR Key Findings

Item	Strength or Area Needing Improvement
Item 19. Caseworker Visits With Child	Area Needing Improvement
Item 20. Caseworker Visits With Parents	Area Needing Improvement
Item 21. Educational Needs of the Child	Strength
Item 22. Physical Health of the Child	Area Needing Improvement
Item 23. Mental/Behavioral Health of the Child	Area Needing Improvement

Systemic Factors

Item	Strength or Area Needing Improvement
Item 24. Statewide Information System	Strength
Item 25. Written Case Plan	Area Needing Improvement
Item 26. Periodic Reviews	Area Needing Improvement
Item 27. Permanency Hearings	Area Needing Improvement
Item 28. Termination of Parental Rights	Area Needing Improvement
Item 29. Notice of Hearings and Reviews to Caregivers	Strength
Item 30. Standards Ensuring Quality Services	Strength
Item 31. Quality Assurance System	Strength
Item 32. Initial Staff Training	Strength
Item 33. Ongoing Staff Training	Area Needing Improvement
Item 34. Foster and Adoptive Parent Training	Strength
Item 35. Array of Services	Strength
Item 36. Service Accessibility	Area Needing Improvement
Item 37. Individualizing Services	Area Needing Improvement
Item 38. Engagement in Consultation With Stakeholders	Strength
Item 39. Agency Annual Reports Pursuant to CFSP	Strength

Appendix B: Wyoming 2008 CFSR Key Findings

Item	Strength or Area Needing Improvement
Item 40. Coordination of CFSP Services With Other Federal Programs	Strength
Item 41. Standards for Foster Homes and Institutions	Strength
Item 42. Standards Applied Equally	Strength
Item 43. Requirements for Criminal Background Checks	Strength
Item 44. Diligent Recruitment of Foster and Adoptive Homes	Strength
Item 45. State Use of Cross-Jurisdictional Resources for Permanent Placements	Strength