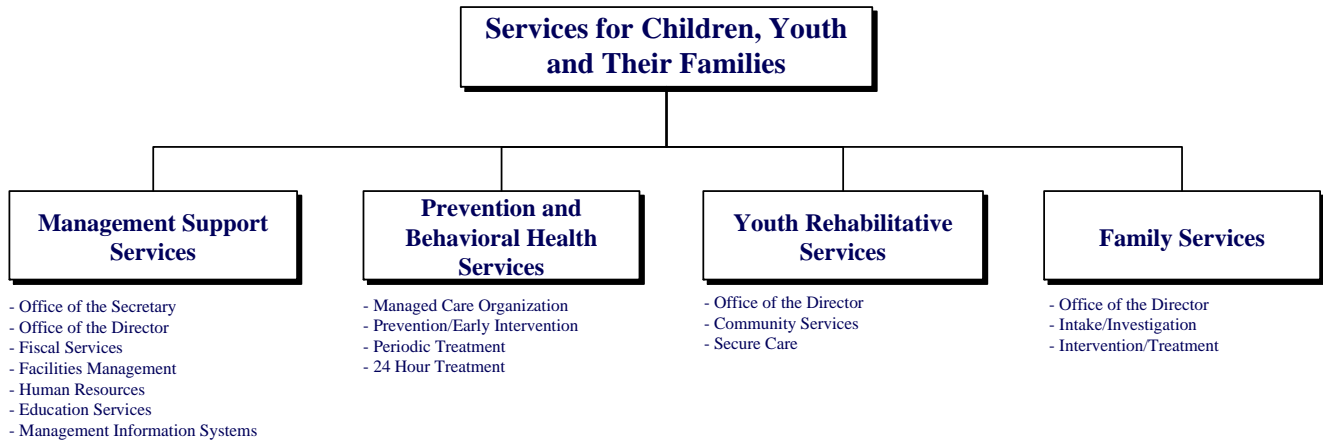


# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00



## MISSION

To assist children, youth and families in making positive changes through services that support child and public safety, behavioral health and individual, family and community well-being.

## GOALS

The primary goals of the Department of Services for Children, Youth and Their Families (DSCYF) are:

- To ensure the safety of children, youth and the public from abuse, neglect, dependency, self harm, substance abuse, crime or violence by youth; and
- To provide positive outcomes for children and youth through reunification with families, timely achievement of permanency, achievement of the most appropriate level of functioning and behavioral adjustment, reduced recidivism or return to service and prevention services and avoidance of entering or re-entering the department's mandated services.

## KEY OBJECTIVES

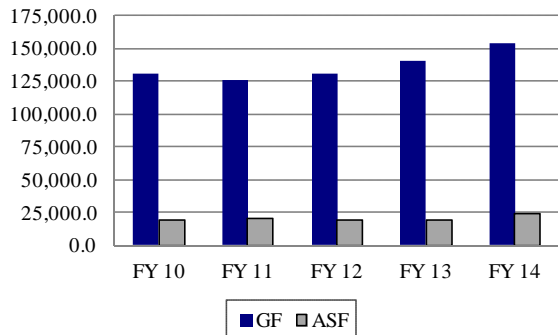
- Provide family services including: investigation of alleged abuse, neglect or dependency, out-of-home placement as necessary, in-home treatment and adoption to reduce re-abuse, timely reunification with family when appropriate, timely achievement of permanency either through adoption, guardianship or long-term foster care and child and family well-being.
- Reduce recidivism rates by providing Juvenile Justice Services including: detention, institutional care, probation and aftercare services consistent with adjudication.

- Enable children and caregivers to achieve the highest potential level of functioning and behavioral adjustment in the least restrictive environment possible by providing accessible and effective behavioral and mental health services for children including: drug and alcohol treatment, crisis services, outpatient treatment, day treatment, residential mental health treatment and inpatient psychiatric hospital treatment.
- Prevent entry or re-entry in one or more of DSCYF's core services by providing prevention and early intervention services including: training, public education and contracted services to prevent child abuse, neglect, dependency, juvenile delinquency, suicide, violence and drug and alcohol abuse among children and youth.
- Monitor, regulate and license all child care facilities where regular child care services are provided by adults unrelated to the child and for which the adults are compensated.
- Require criminal history and/or Child Protection Registry checks for all DSCYF employees, foster care parents, adoptive parents, client services, licensed child care providers and their employees, licensed child care provider household members and health care and public school employees with direct access to children or vulnerable adults.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

### Five-Year Appropriation History



### FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	139,204.9	153,708.0	155,049.8
ASF	20,586.6	23,714.5	20,727.1
<b>TOTAL</b>	<b>159,791.5</b>	<b>177,422.5</b>	<b>175,776.9</b>

### POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,052.8	1,054.8	1,055.7
ASF	98.1	98.1	98.1
NSF	53.1	51.1	50.2
<b>TOTAL</b>	<b>1,204.0</b>	<b>1,204.0</b>	<b>1,204.0</b>

## MANAGEMENT SUPPORT SERVICES

### 37-01-00

### MISSION

To support those helping children and families and to deliver excellence in educational services.

### KEY OBJECTIVES

- Improve the department's fiscal management.
- Provide direction in information management and support for the implementation of the Family and Child Tracking System (FACTS) II as a case management and organizational management tool.
- Provide leadership in tracking performance measures aligned with departmental goals and objectives in department programs and contracted client services.
- Maximize cost recovery revenue.
- Provide educational programs that enable students to continue learning while in department schools and to return to schools in the community when discharged from services.
- Strive to enhance internal customer satisfaction.

### BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2013, the accomplishments of Management Support Services included:

- The Cost Recovery unit exceeding the Fiscal Year 2013 cost recovery revenue goal;
- The Education unit participating in a series of professional development trainings designed to assist teachers with the alignment of instruction to Common Core State Standards;
- The Human Resource unit fully implementing random employee drug testing; and
- The Maintenance unit overseeing the installation of security systems at DSCYF buildings, and coordinating design and construction of a new multi-purpose juvenile facility.

### FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	17,174.7	18,530.9	21,203.3
ASF	2,651.1	6,453.6	422.8
<b>TOTAL</b>	<b>19,825.8</b>	<b>24,984.5</b>	<b>21,626.1</b>

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

**37-00-00**

## POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	163.9	165.9	184.8
ASF	24.7	24.7	6.7
NSF	13.2	13.2	12.3
<b>TOTAL</b>	<b>201.8</b>	<b>203.8</b>	<b>203.8</b>

### *OFFICE OF THE SECRETARY* **37-01-10**

#### ACTIVITIES

- Guide inter-governmental/departmental relations.
- Guide policy and program development.
- Manage constituent/media relations and departmental communications.
- Coordinate inter-divisional programs and services.
- Coordinate inter-departmental and inter-agency relationships and activities.
- Resolve issues in service delivery.
- Establish and nurture departmental culture.
- Coordinate departmental legal consultation.

#### PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of Youth Rehabilitative Services (YRS)/Prevention and Behavioral Health Services (PBHS) contracted community-based expenditures of total contracted expenditures	49.4	54.0	54.0
% of children returned to DSCYF service within 12 months of case closure	30.3	26.0	26.0
% of children in DSCYF out-of-home care	13.9	12.0	12.0
% of children and youth in community-based services for six months, with more than five consecutive days in out-of-home care during the following 12 months	10.1	10.0	10.0

### *OFFICE OF THE DIRECTOR* **37-01-15**

#### ACTIVITIES

- Develop and oversee the division's operations and policies.
- Coordinate departmental budget development.
- Coordinate strategic planning, monitoring and evaluation.

- Monitor and evaluate the division's programs.
- Oversee divisional quality improvement initiatives.
- Provide case management and quality assurance oversight.
- Ensure intra and inter-agency cooperation and coordination.
- Plan, coordinate and implement staff training.
- Oversee information systems operations.
- Coordinate development of divisional and departmental management improvements.
- Manage contracts and grants.

#### PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of annual revenue goal achieved	109.9	100.0	100.0

### *FISCAL SERVICES* **37-01-20**

#### ACTIVITIES

- Develop financial planning and fiscal policy.
- Manage federal budget analysis and cash management.
- Determine grant eligibility.
- Determine and process cost recovery claims.
- Support state/federal fiscal reporting.
- Manage cost allocation plan operations.
- Provide budget analysis and support to divisions.
- Manage accounts payable/receivable.
- Oversee purchasing activities.
- Oversee client payment operations.
- Oversee payroll activities.

#### PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of accounts payable transactions processed in First State Financials without the need for modification	98	95	95

### *FACILITIES MANAGEMENT* **37-01-25**

#### ACTIVITIES

- Maintain facilities and grounds.
- Oversee facilities/construction management.
- Provide capital improvement planning and administration.

## SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

### 37-00-00

- Oversee safety, emergency and security planning, policy and procedures.
- Manage fleet services.
- Oversee records management.

#### PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of work orders completed within established time standards	88	90	90

#### **HUMAN RESOURCES** 37-01-30

#### ACTIVITIES

- Oversee staff recruitment/retention activities.
- Develop labor relations policy.
- Maintain records for the Payroll Human Resource Statewide Technology system.
- Provide professional/career development.
- Ensure compliance with affirmative action and the Americans with Disabilities Act.
- Oversee benefits administration.
- Support new employee orientation.
- Provide administrative support for the employee performance review and continuous feedback process.
- Provide employee relations communications.

#### PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of days to fill vacancies for recruited positions (average)	34	34	30

#### **EDUCATION SERVICES** 37-01-40

#### ACTIVITIES

- Offer student support and school transition services.
- Oversee internal compliance/standards monitoring.
- Provide educational technical assistance and consultation.
- Oversee program/student outcomes evaluation.
- Provide school-based administrative leadership.
- Provide rigorous instruction aligned with Common Core State Standards.
- Monitor academic progress via embedded assessment techniques and site-based multi-disciplinary teams.

#### PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of parents involved and responsive to their child's education while placed in an agency school	82	85	85
% increase of adjudicated students maintaining school or employment placement for 90 days or more after discharge	*	*	25
% of students in an agency school for six months or more, that increase their academic performance on a standardized achievement test:			
Mathematics	47	69	69
Reading	45	59	59

*\*New performance measure.*

#### **MANAGEMENT INFORMATION SYSTEMS** 37-01-50

#### ACTIVITIES

- Oversee information systems development and support.
- Provide multi-media support, computer training, help desk support, network and personal computer support and telecommunications support.

#### PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of time FACTS is available during regular working hours	99	100	100

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

## PREVENTION AND BEHAVIORAL HEALTH SERVICES

37-04-00

### MISSION

To develop and support a family-driven, youth-guided, trauma-informed prevention and behavioral health system of care.

### KEY OBJECTIVES

- Maintain an integrated approach to treatment and services that is based on the System of Care principles, is trauma-informed and operates using evidence-based services.
- Continue to operate an accessible, publicly managed behavioral health care system that integrates behavioral and/or mental health and substance abuse treatment for departmental children who are eligible for Medicaid, the Children's Health Insurance Program (CHIP) or are uninsured.
- Promote children's behavioral and mental health to achieve measurable improvements in a child's functioning in the home, school and community.
- Engage parents and caregivers of children in care as full partners.
- Continuously improve our effectiveness using family, youth and other stakeholder input, outcome-driven data and collaboration with our partners.

### BACKGROUND AND ACCOMPLISHMENTS

Accomplishments of PBHS include:

- Partnered with Medicaid to operate a public managed care organization for children's behavioral health care using a professional team approach to ensure quality care;
- Continued to improve access to PBHS's behavioral health care services for children who are eligible for Medicaid, CHIP or are uninsured;
- Disseminated and used evidence-based and research-based treatment practices in the public child behavioral healthcare system;
- Continued successful implementation of \$9 million Substance Abuse and Mental Health Services Administration (SAMHSA) grant for treatment services for young children;

- Continued successful operation of the Early Childhood Mental Health Consultation program statewide;
- Continued to manage a \$1.5 million SAMHSA grant for suicide prevention, which focuses on middle school students, school staff, parents and caregivers;
- Maintained accreditation of the division's Crisis Stabilization, Residential Treatment facilities, Day Treatment and Outpatient Treatment services;
- Began implementation of new initiatives including, middle school Behavioral Health Consultants (BHCs) and Psychiatry initiatives, after school and summer targeted prevention programs and consolidation and expansion services at the Silver Lake Treatment Center; and
- Received a Federal System of Care Expansion Implementation grant that allocates \$1 million per year from July 1, 2013 through June 30, 2017 to create a sustainable statewide system of care for children with serious emotional disturbances, improve behavioral health outcomes and increase access to services and family involvement in a child's treatment.

### FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	38,403.5	45,269.2	39,935.5
ASF	13,599.8	12,484.9	18,261.3
<b>TOTAL</b>	<b>52,003.3</b>	<b>57,754.1</b>	<b>58,196.8</b>

### POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	254.0	254.0	206.0
ASF	26.5	25.5	72.5
NSF	6.0	4.0	4.0
<b>TOTAL</b>	<b>286.5</b>	<b>283.5</b>	<b>282.5</b>

## MANAGED CARE ORGANIZATION 37-04-10

### ACTIVITIES

- Manage intake and assessment.
- Provide clinical services management.
- Administer the provider network for the statewide PBHS children's behavioral health services system.
- Provide training in evidenced-based clinical treatment practices for community therapists who treat children and their families.
- Support continuous quality improvement processes.
- Manage data collection, information monitoring and analysis including participation in FACTS II project.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

**37-00-00**

- Provide child-specific and program consultation for the department.
- Disseminate information to communities and organizations that promote children’s mental health and inform the public about Delaware’s public children’s behavioral health system.

### PERFORMANCE MEASURES

	<b>FY 2013 Actual</b>	<b>FY 2014 Budget</b>	<b>FY 2015 Gov. Rec.</b>
% of parents satisfied with behavioral health services	83	85	85
% timeliness for intake dispositions: emergencies - same day service	89	90	90
routine - within two working days	81	80	80

### ***PREVENTION/EARLY INTERVENTION*** **37-04-20**

#### ACTIVITIES

- Provide community-based training, public education and consultation services to prevent child abuse and neglect, family violence and instability, youth suicide, delinquency and drug and alcohol abuse among children and youth.
- Expand preventive mental health services after school and during the summer for Delaware’s youth.
- Assist community-based organizations in assessing local needs, building programs, managing local resources and coordinating local prevention efforts.
- Manage school-based early intervention programs to help at-risk students, their siblings and families. Add 30 BHCs to middle schools throughout the State to expand access to behavioral health services.
- Collaborate with the Divisions of Family Services and YRS to identify and provide services to siblings of children in care.
- Provide community-based family support and preservation services.
- Promote training and services to promote health and well-being to strengthen children, families and communities.

### PERFORMANCE MEASURES

	<b>FY 2013 Actual</b>	<b>FY 2014 Budget</b>	<b>FY 2015 Gov. Rec.</b>
% of parents with children in the K-5 Early Intervention program that were satisfied with improvements in their children’s behavioral health	95	95	95
% of teachers satisfied with improvements in behavior of their students in the K-5 Early Intervention program	93	95	95

### ***PERIODIC TREATMENT*** **37-04-30**

#### ACTIVITIES

- Provide Child Priority Response, a crisis response/ intervention service that includes crisis beds for diversion from psychiatric hospitals.
- Increase access to family-centered, community-based outpatient mental health and substance abuse treatment.
- Provide intensive, home-based outpatient mental health and substance abuse treatment.
- Provide mental health and substance abuse day treatment.

### PERFORMANCE MEASURES

	<b>FY 2013 Actual</b>	<b>FY 2014 Budget</b>	<b>FY 2015 Gov. Rec.</b>
% of identified clients presenting in crisis, treated without hospital admissions	86	85	85
% of identified clients successfully completing intensive outpatient mental health services	64	65	65

### ***24 HOUR TREATMENT*** **37-04-40**

#### ACTIVITIES

- Provide residential mental health and substance abuse treatment services.
- Continue heightened focus on family engagement, reduction of restraints and creation of a more home-like environment.
- Provide community-based, 24-hour mental health residential treatment services and therapeutic group care.
- Provide inpatient psychiatric hospital treatment.
- Manage individual residential treatment homes.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

### PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of hospital readmissions within 30 days of discharge	17	15	15
% of hospital readmissions within 180 days of discharge	28	25	25
% of inpatient hospital expenditures as total of all treatment expenditures	15	15	15

### YOUTH REHABILITATIVE SERVICES

#### 37-05-00

#### MISSION

To support public safety and positive change of children, families and communities through guidance, education and empowerment.

#### KEY OBJECTIVES

- Recognize the needs of youth to direct services toward fulfilling those needs through intra-departmental and community organization collaborations.
- Monitor the progress of youth who receive YRS services through case management and measure the success of youth by tracking recidivism rates.
- Maintain American Correctional Association (ACA) accreditation at the Ferris School, New Castle County Detention Center (NCCDC) and Stevenson House Detention Center.
- Control institutional overtime and casual/seasonal payroll expenditures by effectively managing workforce requirements.

#### BACKGROUND AND ACCOMPLISHMENTS

**Juvenile Justice Collaborative (JJC):** JJC works in partnership with the Annie E. Casey Foundation as a replication site for the Juvenile Detention Alternatives Initiative (JDAI). The primary goal is to improve the effectiveness and efficiency of Delaware's juvenile justice system. Current initiatives include:

- Establishing a formal effort to address disproportionate minority contact within the juvenile justice system;
- Reducing the school-to-juvenile justice pipeline;
- Improving data collection and analysis; and
- Developing legislation to support and sustain juvenile justice reforms.

Since becoming a JDAI replication site, Delaware has significantly reduced the instances of inappropriate and unnecessary detentions and strengthened agency and community partnerships statewide.

**Juvenile Justice Reform and Reinvestment Initiative:** YRS was awarded a three-year federal grant to evaluate the effectiveness of new services implemented under the Community Services restructuring. The division is partnering with Georgetown University, Vanderbilt University and the Urban Institute to implement the

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

Standardized Program Evaluation Protocol. This protocol is a rating scheme that compares an existing program to existing research evidence for intervention effectiveness and cost benefit analysis.

**Reduction of youth in Out-of-State Residential Placements:** The average number of youth in out-of-state contracted residential placements decreased from 113 in Fiscal Year 2008, to 48 in Fiscal Year 2013, due to Family Court’s agreement with YRS placement recommendations and an increase in community-based services.

**Detention Population Reductions:** Various initiatives have resulted in a decrease in the detention center populations. The combined average population of the two detention centers decreased from 116 in Fiscal Year 2009, to 76 in Fiscal Year 2013.

**Peacework Art Therapy at NCCDC:** NCCDC was chosen by Peacework to receive weekly art therapy classes. Peacework is a local non-profit organization that provides art therapy for disadvantaged children. The completed artwork is prominently displayed around the facility, and residents have the opportunity to take them home upon release from the facility.

**Stevenson House Detention Center Collaboration with the Milford Food Bank:** The Milford Food Bank is providing classes to Stevenson House residents on the advantages of nutrition and healthy eating habits, how to prepare balanced meals and skills for the youth to eventually become self-sufficient. The Food Bank also uses this opportunity to connect with the residents’ families for those who may need assistance.

**Family Engagement Activities at All Secure Care Facilities:** All Secure Care facilities continue to engage residents’ families through various scheduled events and activities such as monthly Family Nights, Mother’s Day luncheons, Men’s Mania, Fall Festivals and holiday dinners. Annual resource fairs provide a means for community providers to share their resources with residents and their families.

**Trauma and Grief Therapy for Ferris Residents:** Ferris School psychologists provide individual and group therapy in response to residents’ reactions to traumatic events. Treatment components include psycho-education, emotional regulation skills and promoting adaptive coping.

**Opportunities to Change (OTC) Substance Abuse Program at Ferris School:** OTC is a substance abuse program designed to provide Ferris residents with skills and focus on relapse prevention. The goal is to give the residents an opportunity to change their own thoughts

while learning appropriate ways to function in the community. After receiving an evaluation upon admission, those residents identified as having a diagnosable substance abuse disorder are referred to this program. Treatment is provided in a group setting.

**Pet Therapy in Residential Cottages:** Pet therapy is a unique method of using well-trained animals to provide therapeutic services to residents in the cottages. This therapy is known to lessen depression, encourage communication and increase socialization.

**Transformative Life Skills Program at NCCDC, Ferris School and the Cottages:** The Transformative Life Skills program is designed to teach the residents the principles of mindfulness, meditation and yoga. These methods provide the youth alternatives to modify behavior at any time by using breathing and meditation practices.

**Narcotics Anonymous Meetings:** Narcotics Anonymous meetings are held at the residential cottages and serve as an extension of substance abuse education and treatment. The group atmosphere provides help from peers and offers an ongoing support network for youth to pursue and maintain a drug-free lifestyle.

## FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	37,245.2	39,681.7	42,273.6
ASF	1,853.0	2,074.4	--
<b>TOTAL</b>	<b>39,098.2</b>	<b>41,756.1</b>	<b>42,273.6</b>

## POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	349.0	346.0	369.0
ASF	23.0	23.0	--
NSF	4.0	4.0	4.0
<b>TOTAL</b>	<b>376.0</b>	<b>373.0</b>	<b>373.0</b>

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## OFFICE OF THE DIRECTOR 37-05-10

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### ACTIVITIES

- Ensure intra and inter-agency cooperation and coordination.
- Direct division operations and develop policy.
- Manage budget and fiscal operations.
- Monitor and evaluate division programs.
- Comply with mandates in providing core services.



# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

## COMMUNITY SERVICES

37-05-30

### ACTIVITIES

- Assess the type and quantity of alternative, probation and aftercare services needed to serve delinquent youth, who do not require secure incarceration.
- Provide case management and monitoring for youth on probation or aftercare, or being served in alternative programs and/or secure detention facilities.
- Maintain program censuses and coordinate fiscal control of contract usage with the Division of Management Support Services.
- Provide assessment and case planning, consistent with the Dispositional Guidelines for Juveniles, for seriously delinquent youth and their families.
- Maintain youth in the least restrictive environment through the Placement Authorization Committee.

### PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of Level IV recidivism	38	35	35
% of initial probation contacts on time	97	100	100
% of ongoing probation contacts on time	96	100	100

## SECURE CARE

37-05-50

### ACTIVITIES

- Provide secure detention for pre-adjudicated youth.
- Provide 24-hour custodial care and treatment in a staff-secure, gender-specific residential setting for adjudicated youth.
- Provide appropriate education, treatment, counseling, recreation, vocational training, medical care and family-focused case management for youth in secure residential facilities.
- Maintain ACA accreditation for secure care institutions.

### PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of Ferris School recidivism	45	40	40

## FAMILY SERVICES

37-06-00

### MISSION

To promote the well-being and safety of children and their families through prevention, protection and permanency.

### KEY OBJECTIVES

The safety and protection of a child is the paramount priority of the Division of Family Services (DFS). As such, the division strives to ensure:

- At-risk children are safe from abuse, neglect and exploitation;
- Inter-divisional planning and coordination of services for children and families;
- Professional development of staff to provide quality service;
- Quality assurance activities are thorough and ongoing;
- Inter-agency and community collaboration exists to build community-based supports to strengthen families;
- Licensing and monitoring of the State's out-of-home child care facilities;
- Recruitment and retention of sufficient, quality foster families and improved quality of life for children living in foster care;
- Foster families have the support and parenting skills needed to work with challenging children;
- An enriched continuum of care for children needing placement in specialized and treatment foster and group care; and
- Children who cannot be returned to their families are settled, in a timely way, with a permanent family through adoption or guardianship or older youth are prepared for independence.

### BACKGROUND AND ACCOMPLISHMENTS

**Intake/Investigation:** Family Services received 17,333 reports of abuse, neglect and dependency in Fiscal Year 2013, which represents an increase of 4 percent over Fiscal Year 2012. Of the reports received, 46 percent were "screen-in" for an investigation; of those accepted, 19 percent were substantiated.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

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**Protective Treatment:** In Fiscal Year 2013, a total of 2,126 families and children received treatment services.

**Placement:** During Fiscal Year 2013, 393 children entered placement and 457 children exited placement. At the end of the fiscal year, there were 754 children in foster care, a decrease from 813 at the end of Fiscal Year 2012.

**Independent Living:** During Fiscal Year 2013, 94 children aged out of the foster care system. Independent Living providers provided life skills, and other trainings for 408 children in care and youth who had aged out, preparing them for adulthood.

**Adoption:** In Fiscal Year 2013, 104 children for whom the division held parental rights were adopted. This was an increase from 99 children adopted in Fiscal Year 2012.

**Child Care Licensing:** In Fiscal Year 2013, the Criminal History unit completed 7,082 criminal history record checks, and 49,534 Child Protection Registry checks; resulting in the disclosure of 3,373 arrest reports.

**Accomplishments**

- Implemented a new phone system for the Child Abuse Report Line, which provides analytical data to allow resource adjustments to help meet demand and give law enforcement priority access.
- Continued a comprehensive, multi-year system enhancement initiative called “Outcomes Matter.”
- Implemented Structured Decision Making® (SDM) in DFS investigations. SDM is an evidence-based, decision-making model and actuarial approach of making valid and reliable decisions based on standardized risk and safety tools. Plans are underway to implement SDM in treatment services when FACTS II is completed.
- Implemented a Differential Response system through an additional service entitled Family Assessment and Intervention Response (FAIR) which offers an alternative to traditional investigations for low-risk cases involving teens. FAIR utilizes family engagement, assessment and referral to community services for low-risk cases. An internal version of FAIR is being piloted in DFS specialized adolescent units in New Castle County to address allegations of abuse where there is no physical injury.
- Implemented Team Decision Making (TDM) in regional offices. TDM is a mandatory, facilitated, point-in-time meeting convened in order to bring together the agency, family members and other supportive resources. This collaboration supports the development of a comprehensive assessment of

safety and protective factors to guide planning decisions that ensure the safety of children in the family.

- Held a statewide summit “Achieving Permanency for Children in Foster Care: Policies and Practices that Work.” The goals were to have members of the child welfare community understand the continuum of permanency that needs to exist for all children and receive introduction to several best practice approaches to improving permanency.
- Implemented the Office of Evidence-Based Practice, which ensures universal screening for all youth entering care and monitoring of psychotropic medications of all children and youth in care.
- Continued a program with Delaware State University (DSU) that allows two youths who have exited the foster care system to use full scholarships to attend DSU each year. Five students are currently enrolled at DSU in this program. The first graduate of this program received a degree in May 2013.
- Partnered with the YMCA of Delaware to allow 30 children in foster care to attend a residential summer camp.
- Complied with the Federal Administration for Children and Families National Youth in Transition Database, which tracks children age 17 to 20 and all Independent Living services provided to foster care youth 14 years and above.
- Created a partnership between the Office of Child Care Licensing and the Department of Labor to assist current and potential providers with education on employment opportunities and recruitment resources.
- Began a process to review all seven Delacare rules for child care, child placing agencies and residential care.

**FUNDING**

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	46,381.5	50,226.2	51,637.4
ASF	2,482.7	2,701.6	2,043.0
<b>TOTAL</b>	<b>48,864.2</b>	<b>52,927.8</b>	<b>53,680.4</b>

**POSITIONS**

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	285.9	288.9	295.9
ASF	23.9	24.9	18.9
NSF	29.9	29.9	29.9
<b>TOTAL</b>	<b>339.7</b>	<b>343.7</b>	<b>344.7</b>

**SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES**  
**37-00-00**

**OFFICE OF THE DIRECTOR**  
**37-06-10**

**ACTIVITIES**

- Prepare and manage the division’s budget.
- Implement service delivery programs.
- Manage quality assurance processes.
- Oversee data management and analysis.
- Coordinate professional development to ensure staff is able to provide efficient and effective services to children and youth.
- Develop policy.
- Plan and develop services based on national, state and local best practices.
- Manage regulatory functions including child care facility licensing and criminal background/Child Protection Registry checks.
- Represent the division on national and local organizations, committees and advocacy groups.

**PERFORMANCE MEASURE**

	<b>FY 2013 Actual</b>	<b>FY 2014 Budget</b>	<b>FY 2015 Gov. Rec.</b>
% of family child care homes receiving an annual compliance visit	100	100	100

**INTAKE/INVESTIGATION**  
**37-06-30**

**ACTIVITIES**

- Receive reports of suspected child abuse and neglect.
- Investigate child abuse and neglect and provide timely and appropriate safeguards.
- Refer families to community resources when appropriate.
- Provide ongoing division services and supports.

**PERFORMANCE MEASURE**

	<b>FY 2013 Actual</b>	<b>FY 2014 Budget</b>	<b>FY 2015 Gov. Rec.</b>
% of initial investigation contacts on time	97	100	100

**INTERVENTION/TREATMENT**  
**37-06-40**

**ACTIVITIES**

- Assure the safety of children while reducing the risk of abuse and neglect.
- Change the behaviors and conditions that cause abuse and neglect.
- Promote the most appropriate services for the safety and well-being of children, including in-home services, placement and family reunification, while providing safeguards for children.
- Offer permanency services, including adoption, guardianship and independent living.

**PERFORMANCE MEASURES**

	<b>FY 2013 Actual</b>	<b>FY 2014 Budget</b>	<b>FY 2015 Gov. Rec.</b>
% of timely initial treatment contacts	94	100	100
% absence of maltreatment within 12 months	98	95	95
% of exits to adoption in less than 24 months	41	37	37