

2015

Child Protection Strategy work group

In partnership

DEPARTMENT OF HUMAN SERVICES (DHS)

AND

MINNESOTA ASSOCIATION OF COUNTY SOCIAL SERVICES
ADMINISTRATORS (MACSSA)

Child Protection Strategy work group

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Original: September 2015

REVISED: November 2015

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Executive Summary

Background

The Governor's Taskforce for the Protection of Children report was released in March 2015. In April 2015, MACSSA (Minnesota Association of County Social Services Administrators) created a strategy work group to take a proactive approach in prioritizing the recommendations and identifying the implementation criteria. This work group was made up of individuals from the MACSSA policy and children's committees. These individuals provided systemic, practice and policy perspectives and expertise.

The work group and MACSSA membership felt strongly that the Department of Human Services (DHS) was a critical partner to ensure success in moving this work forward.

DHS and MACSSA formed the **Child Protection strategy work group** in June 2015. This work group developed a partnership and a platform for discussion to address the 93 recommendations in the Governor's Taskforce for the Protection of Children report. Due to the large number of recommendations in the report, the work group felt it was essential to review and prioritize the recommendations to determine the best focus for implementation. This partnership is critical in the implementation of the recommendations and for the Child Protection system in Minnesota.

This documents' intended use to provide a framework for the DHS Implementation Planning work group to determine the implementation needs of the recommendations from the Governor's Taskforce for the Protection of Children report.

Objectives and outcomes

The DHS/MACSSA Child Protection strategy work group completed the following to provide guidance to the DHS Planning Implementation work group:

- Created a shared vision for the Child Protection System in Minnesota
- Categorized and prioritized list of the recommendations from the Governor's Taskforce for the Protection of Children report
- Developed a unified position on which recommendations to focus on first during implementation that are supported by best practices and provide the best outcomes for children and families

Please note: The Child Protection strategy work group did not define what resources are needed to implement the recommendations. However, the work group feels that an accurate assessment of resources is needed to determine the resources necessary to implement these recommendations. Once the assessment is complete, the resources should be outlined and secured prior to the implementation of the recommendations.

Work group participation

Below is a list of individuals that participated in both work groups that are referenced in this document.

MACSSA work group	MACSSA/DHS Child Protection strategy work group
<ul style="list-style-type: none"> • Judith Brumfield, Scott County • Tom Burke, Aitkin County • Phil Claussen, Blue Earth County • Paul Fleissner, Olmsted County • Joan Granger-Kopesky, Dakota County • Stacy Hennen, Grant County • Womazetta Jones, Ramsey County • Brenda Mahoney, Stearns County • Janine Moore, Hennepin County • Dan Papin, Washington County • Eric Ratzmann, MACSSA • Mark Shaw, Rice County • Chris Sorenson, Southwest Health and Human Services • Jodi Wentland, Olmsted County <p>Facilitation: Ashley Everett, Hennepin County Michelle Eveslage, Hennepin County</p>	<ul style="list-style-type: none"> • Judith Brumfield, Scott County • Tom Burke, Aitkin County • Phil Claussen, Blue Earth County • Marvin Davis, DHS Child Safety and Permanency • Paul Fleissner, Olmstead County • Joan Granger-Kopesky, Dakota County • Stacy Hennen, Grant County • Womazetta Jones, Ramsey County • Kelly Knutson, DHS Training • Kate Lerner, DHS Director of County Relations • Brenda Mahoney, Stearns County • Alex Menten, DHS Research and Evaluation • Janine Moore, Hennepin County • Lori Munsterman, DHS Training, Quality Assurance and Research and Evaluation • Dan Papin, Washington County • Eric Ratzmann, MACSSA • Mark Shaw, Rice County • Chris Sorenson, Southwest Health and Human Services • Jamie Sorenson, DHS Child Safety and Permanency Division • Jodi Wentland, Olmstead County • Carole Wilcox, DHS Child Safety <p>Facilitation: Ashley Everett, Hennepin County Michelle Eveslage, Hennepin County</p>

Keys to Success

Partnership

The work group members from DHS and MACSSA believe this partnership will provide a strong foundation in the implementation of the recommendations. This partnership has been solidified by the unified response contained in this document that addresses the recommendations of the taskforce. This response was created by consensus from both partners.

Neutral leadership

The leadership of a neutral facilitator allowed both partners to share perspectives and engage in discussion and ensure outcomes were reached during the process that both partners support. The work group feels this was a crucial in bringing two partners together for discussion and is essential for the process moving this work forward.

DHS / MACSSA Child Protection Strategy work group

Mission and Vision for the Child Protection System in Minnesota

The work group participants came together to develop a mission and vision for the Child Protection system in Minnesota. This mission and vision drove the discussions within the group to be grounded in serving the children and families within the system. The mission and vision (as the work group defined) are as follows:

Vision: Children Safe, Family Strong

Mission:

Children are positioned within their cultural foundation and their families to achieve their fullest potential.

Children:

- Are Safe
- Have their basic needs met
- Have a sense of belonging
- Feel valued

Categorizing the recommendations

The participants in the work group felt that the recommendations needed to be categorized based on the implementation needs and the impact to the system. The work group created the following groupings for the recommendations:

- Recommendations that are completed
- Recommendations that are being addressed by the current work groups
 - Intake, Screening & Response Path
 - Professional Development
 - Child Mortality/Near Fatality
 - Legislative taskforce
- Recommendations that we support to move forward as written
- Recommendations to re-strategize
- Recommendations for which the benefits to the system are minimal or have a low benefit to cost ratio
- Recommendations with potential unintended consequences that may adversely impact children and families

Prioritization of the recommendations

Using the groupings above, the work group discussed implementation needs and concerns and created two broad categories:

- 1) **Recommendations the workgroup supports and believes should be implemented now**
 - Intended outcomes will greatly impact the Child Protection system with positive changes
- 2) **Recommendations the workgroup believes should be considered for implementation only after implementation of the other recommendations is completed**
 - Many of the intended outcomes can be reached through implementing the recommendations in (1) above

Recommendations the work group supports and believe should move forward with implementation now

These recommendations are those that the work group supports and believe should move forward with implementation now. This set of recommendations includes the following groups:

1. Recommendations that are completed
2. Recommendations that are being addressed by the current work groups
 - a. Intake, Screening & Response Path
 - b. Professional Development
 - c. Child Mortality/Near Fatality
 - d. Legislative taskforce
3. Recommendations that we support to move forward as written
4. Recommendations to re-strategize

The work group would like to recommend that groups' #1-3 above move forward for implementation as currently written in the Governor's Taskforce for the Protection of Children report.

The recommendations in the lists below are abbreviated. Please reference the Governor's Taskforce for the protection of children report to read the recommendation in its entirety.

The two columns to the right of the recommendation are estimations for the length of time for implementation and the ease of implementation for the state and the counties. These two categories were assigned to each recommendation by the MACSSA work group as a starting point.

- **Time for implementation** – the work group assigned an estimation of the length of time implementation would take for each recommendation. There were three categories for this criteria:
 - < 1 year
 - < 3 years
 - < 5 years

- **Ease of implementation complexity** – the work group assigned a weighted average (all equal parts at 25%) for this estimation to determine the complexity of implementation. The four parts that were included in the ease of implementation criteria are:
 - Costs to the counties (low, medium or high)
 - Costs to the state (low medium or high)
 - Practice changes to the State (low, medium or high)
 - Practice changes to the Counties (low, medium or high)

Please note: The work group did not complete a fiscal analysis on the cost implications of these recommendations.

Recommendations to move forward as currently written

Original recommendation	Move forward as written	Time for implementation	Ease of implementation complexity
7	Screen new reports in as duplicate reports when they include the same allegations that are currently receiving a child protection response.	<1 yr.	Low to Medium
8	Require local county and tribal child welfare agencies to take a report even if that county/tribal agency is not responsible for the screening of a particular report because of jurisdictional issues.	<1 yr.	Low to Medium
10	DHS should coordinate with the State Court Administrator to require reporting of Orders for Protection (OFP) and Harassment Restraining Orders (HRO) where a child was present, or dismissals of the same.	<3 yrs.	Low
22	Amend the statutory definition of “Investigation” under 626.556 subd. 2 (b) and subd. 10 (a) (1) to clarify that investigation must be used, at a minimum, for all cases that involve substantial child endangerment or high risk allegations of harm, neglect, or injury to the child.	<1 yr.	Low
28	Complete, by the Revisor of Statutes, in collaboration with DHS and Ann Ahlstrom, Staff Attorney and Co-manager of Children’s Justice Initiative (CJI), an organizational revision of Minnesota Statute 626.556	<3 yrs.	High
39	DHS will monitor and evaluate initial pathway assignment and path changes using the established criteria and provide feedback to counties and tribes regarding the quality of decision making.	<3 yrs.	Low
40	DHS should immediately review, update, and validate all decision making tools with priority given to the safety assessment.	<3 yr.	High
41	Identify a validated safety assessment tool that better reflects dangerousness and child vulnerability factors.	<1 yr.	Low
44	Include in statute the requirement for a minimum of monthly face-to-face contact with children for cases in	<1 yr.	Low to Medium

Original recommendation	Move forward as written	Time for implementation	Ease of implementation complexity
	which a family is receiving protective services while the child (ren) remains in the home.		
46	Complete trauma pre-screenings on any child during a child protection response.	<1 yr.	Medium
47	DHS should, as part of a redesign review, engage an outside expert to work with the agency, counties, tribes and stakeholders to advise, develop and implement Minnesota's child protection response continuum.	<3 yrs.	Low to Medium
49	Coordinate services and financing across the system in the fields of mental health, chemical dependency, housing and other related areas within the State of Minnesota- Department of Human Services for children and families who need child protection case management services.	<3 yrs.	Low to Medium
52	DHS should model and provide leadership to reduce disparities by making progress with key staff and leaders within DHS to become more racially conscious and culturally competent in the delivery of child welfare services.	<1 yr.	Low to Medium
54	DHS should identify and link previous and current disparities work to future intervention strategies aimed at racial equity and disparity reduction.	<1 yr.	Low
56	Promote and improve the representation of racial and ethnic communities' among child protection and child welfare ranks using recommendation #55.	<3 yrs.	Low to Medium
60	Expand Initiative Tribes.	<3 yrs.	Medium
63	Research, identify, develop curriculum and train on culturally affirming approaches and practices that work with African American and American Indian families	<3 yrs.	Low to Medium
67	DHS should continue to support the IV-E educational programs available through Minnesota colleges and universities.	<1 yr.	Low
68	Expand the existing student loan forgiveness program in Minnesota to include Social Work graduates who are employed as child protection/child welfare social workers.	<3 yrs.	Low to Medium
73	DHS should develop curriculum that fosters a multi-disciplinary approach to responding to reports of child maltreatment.	<3 yr.	Medium
76	DHS should continue with Minnesota Child and Family Service Reviews (MnCFSRs) in counties and tribes, and increase the frequency of reviews in counties with small populations of children.	<1 yr.	Low to Medium
84	DHS should, by January 2016, provide a report to the Legislature	<1 yr.	Low
85	DHS should develop a public website for the purpose of posting information on child fatalities that is classified as	<3 yr.	High

Original recommendation	Move forward as written	Time for implementation	Ease of implementation complexity
	public by the Child Abuse, Prevention and Treatment Act (CAPTA).		
91	Increase funding for state oversight, including monitoring, training, child fatality reviews, grant management, quality assurance, etc.	<5 yrs.	Low to Medium
93	DHS should, absent sufficient funding, prioritize all recommendations to develop a multi-year implementation plan.	<1 yr.	Low

Original recommendation	Addressed by current DHS work groups	Time for implementation	Ease of implementation complexity
3	Make intake/screening decisions, whether a report is screened in or out, in consultation with a Multi-Disciplinary Team (MDT) or, minimally with a supervisor.	<1 yr.	Medium
4	Review, revise and establish clear Child Protection Intake, Screening, and Track Assignment Guidelines	<1 yr.	Low to Medium
5	DHS should provide additional guidance on screening	<1 yr.	Low
18	Amend the definition of medical neglect in Minnesota Statute 626.556, subd. 2(f) (7) to state that medical neglect does not need a diagnosis from a physician to be screened in.	<3 yrs	Low
35	Adopt stronger and more robust intake and screening tools for data gathering prior to pathway assignment to strengthen the quality of the information available.	<3 yr.	Low to Medium
37	DHS must develop, in consultation with counties, tribes, stakeholders and subject matter experts, a required information standard for making pathway response determination.	<1 yr.	Medium to High
38	DHS shall, in consultation with counties, tribes, subject matter experts, and stakeholders, define clear and consistent pathway assignment criteria to either pathway including a definition for cases appropriate for Differential Response	<1 yr.	Medium to High
48	DHS shall convene a workgroup for further analysis and definition of threats to child safety and risk of maltreatment as the foundation for development of a comprehensive long-term child protective services response continuum.	<3 yrs	Low
58	DHS should include representation from the African American community, tribal representation and other underrepresented groups in the development of policy guidance, and best practice strategies and protocols.	<1 yr.	Low
65	Enhance the Minnesota Child Welfare Training System	<5 yrs.	Medium

Original recommendation	Addressed by current DHS work groups	Time for implementation	Ease of implementation complexity
66	Establish requirements for competency-based initial training and continuing education for new and existing child protection supervisors.	<3 yrs.	Low to Medium
72	Require child protection staff, supervisors and managers to participate annually in advanced training	<5 yrs.	Low to Medium
75	DHS, in consultation with the Minnesota Department of Health, should redesign the current child mortality review process to include two separate processes	<5 yrs.	Low to Medium
81	Update the SSIS system so that data and reporting is accurate and trustworthy, and that the opportunities for effective case management and the efficient use of human resources are greatly improved.	<5 yrs.	High

Original recommendation	Completed	Time for Implementation	Ease of implementation complexity
1	Revise the Public Policy statement which begins Minnesota's Reporting of Maltreatment of Minors Act to include child safety as the paramount consideration for decision making.	<1 yr.	Low
2	The Minnesota Legislature should repeal the statutory provision barring consideration of screened out reports.	<1 yr.	Low
13	Send all reports of maltreatment to law enforcement, regardless of whether the report is screened in or screened out.	<1 yr.	Low to Medium
14	Amend the mandated reporter statute and screening guidelines to allow screeners to seek collateral information from mandated reporters when making a screening decision.	<1 yr.	Low
15	Clarify statutory provisions addressing the release of data to mandated reporters to state that child protection agencies must provide relevant private data of a child affected by the data to mandated reporters who made the report, except in limited cases where it is not in the best interest of the child.	<3 yrs.	Low
19	Amend the statutory definition of "physical abuse" set forth in Minn. Stat. 626.556, subd. 2 (g), to delete the language "that are done in anger or without regard to the safety of the child."	<1 yr.	Low
23	Change the statutory definition of reports to: "Report" means information given to the responsible agency or law enforcement which describes alleged child maltreatment and which includes enough information to identify the child victim and the child's caretaker or the alleged offender.	<1 yr.	Low

Original recommendation	Completed	Time for Implementation	Ease of implementation complexity
30	Differential Response and Traditional Response are both involuntary child protection responses to reports of alleged child maltreatment.	<1 yr.	Low
31	Make child safety the focus of any child protection response. The statute should no longer identify Differential Response as the preferred method.	<1 yr.	Low
36	DHS should, as an interim measure, retain dual pathways for responding to reports of alleged child maltreatment.	<1 yr.	Low to Medium
43	Require in statute a mandatory consultation with the county or tribal attorney to determine the appropriateness of filing a Child in Need of Protection or Services (CHIPS) petition in the event that a family does not engage in necessary services.	<1 yr.	Low
59	DHS should to provide clear policy and practice guidance about the need to include a tribal representative as part of a multi-disciplinary team whenever a case of a tribal child is reviewed.	<1 yr.	Low
77	DHS should identify outcome measures for child safety and child well-being.	<3 yrs.	Low to Medium

Recommendations to re-strategize: Proposed modifications

The work group believes that recommendations in group #4 (recommendations to re-strategize) have the appropriate intended outcome, however the practice and implementation of the recommendation as it is currently written would be difficult and/or confusing for the state and counties to implement.

The work group discussed each recommendation that they placed in this group, confirmed the original intent of the taskforce, and drafted a modified recommendation that provides clear implementation guidance to DHS and the counties. These proposed modifications are as follows:

	Original Recommendation	Intent/ purpose of the recommendation	Proposed modification	Time for implementation	Ease of implementation complexity
6	Require the professional receiving and documenting the report of child maltreatment to be a child welfare professional with a minimum of a bachelor's level degree and someone who has completed training	This is a critical function - staff receiving and documenting reports need to be skilled and well trained (professional)	DHS should develop a training module specific to receiving and documenting reports. All staff performing this function must complete training.	<3 yrs.	Low to Medium

	Original Recommendation	Intent/ purpose of the recommendation	Proposed modification	Time for implementation	Ease of implementation complexity
	specific to child maltreatment intake provided by DHS.				
9	DHS should make Information Technology (IT) changes necessary to ensure accessibility across the state system to maltreatment reports, including narrative justification for screening decisions and other pertinent records across counties.	County intake and screening teams should have access to all pertinent information about past child protection contacts.	The work group supports the first part of the recommendation. The second part should not be implemented until better security and access practices are available for SSIS.	<1 yr.	Low
11	DHS should further develop practice models to not close cases where an OFP or HRO has been filed due to the high number of dismissals of these actions shortly after filed and reunification of the victim and perpetrator.	OFPs and HROs should be viewed as an intervention not an assurance of child safety.	DHS should develop a practice model and training for domestic violence that includes considerations of when to close a case and account for safe closure.	<3 yrs.	Medium
17	Recommend referrals alleging domestic violence in the presence of children not immediately be included as Substantial Child Endangerment	When there are high child safety risk domestic abuse situations, these should get an immediate response.	Items A-I in this recommendation do require a 24 hour response from Child Protection.	<3 yrs.	Medium to High
21	Require efforts to notify the other parent of a Traditional (TR) or Differential Response (DR)	Both parents should be included and provided information about child safety planning.	The work group supports this recommendation with the addition of – in accordance with current data practices.	<3 yrs.	Low
26	Revise the guidelines to provide explicit guidance on reports related to older children.	Services that address the safety and well-being of older children should be available.	DHS should develop a practice model that addresses the needs of older children whose situation is not appropriately served by child protection.	<3 yrs.	Low to Medium

	Original Recommendation	Intent/ purpose of the recommendation	Proposed modification	Time for implementation	Ease of implementation complexity
			DHS should clearly define neglect in the screening guidelines.		
27	Review and change the focus of Chapter 260C of runaway/truancy CHIPS from punishing/addressing only the juvenile's problems to a whole family assessment to look to the reason for the behavior.	Services that address the safety and well-being of older children should be available.	DHS should develop and the Legislature should fund a child welfare service program to address the safety and well-being of older children not able/willing to remain with parents.	<3 yrs.	Low
34	DHS to encourage and support the use of Multi-Disciplinary Team (MDT) decision making by developing the infrastructure to support the development of MDTs across the state.	Multi-disciplinary teams are a good resource to the Child Protection system.	DHS to encourage and support the use of Multi-Disciplinary Teams (MDT) by developing the infrastructure to support the development of MDTs across the state.	<3 yrs.	Low
42	DHS should review research on protective factors and predictive analytics for how it can reduce or eliminate risk factors, and implement this information in trainings and practice.	Child Protective practice should be research based and address reduction of risk factors.	DHS should use best available research to develop practice models that address the reduction of risk factors for children and provide the information in training and practice to county staff.	<3 yrs.	Low to Medium
50	Make referrals for clinical, mental health and functional assessments on children, along with their families, who receive child protective case management services, who have trauma or mental health needs identified during screening.	Child Protection services should include a comprehensive set of services to address both safety and child well-being	Case plans should identify needed services individualized for families and case notes should document referrals to those services	<3 yrs	Easy to Medium

	Original Recommendation	Intent/ purpose of the recommendation	Proposed modification	Time for implementation	Ease of implementation complexity
51	DHS should adopt a plan to monitor the provision of services and outcomes to assure that children and families receive appropriate, effective and needed services.	MN has a robust Child Protection system that reduces risk to children.	DHS should review and address the continuous quality improvement system. Review and research other continuous quality improvement systems to create a comprehensive evaluation system and assess the resources necessary to do so.	<5 yrs.	Low to Medium
53	Support the development of “cultural navigator” and parent mentor positions to act as liaisons with racial and ethnic communities, using a community health worker model.	To address disparities and increase cultural competencies in the workforce.	Research and support services that will address disparities and increase cultural competencies in the workforce. Pilot and try new approaches with the disparities grant.	<3 yrs.	Medium
55	Develop a certification program that would prepare students and current workers and supervisors to work in specific cultures through field placements/internships.	Child Protection staff need to be competent to address the needs for diverse cultures	DHS and counties should partner with educational institutions and community agencies to increase cultural competency in staff and the service array available to families in the community	< 3 yrs	Easy to Medium
57	Develop culturally supportive services that assist children in transitioning home following an out of home placement as a means to prevent foster care re-entry.	Child need culturally supportive services at all stages of their involvement in Child Protection	DHS and counties should partner with educational institutions and community agencies to increase cultural competency in staff and the service array available to families in the community	< 3 yrs	Easy to Medium
61	The state should directly fund more front-end services, including prevention and early intervention	To fund prevention services and have a robust service array for individuals in the Child Protection system.	The legislature should directly fund and establish a Child welfare system that includes prevention services. The state should directly fund a robust service	<3 yrs.	Low to Medium

	Original Recommendation	Intent/ purpose of the recommendation	Proposed modification	Time for implementation	Ease of implementation complexity
			array for individuals in the child protection system.		
62	Increase monitoring and evaluation	Data regarding racial disparities should be collected and analyzed to inform strategies to reduce disparities	DHS should collect and use data on racial disparities to develop an evidence based plan to reduce disparities at critical points in the Child Protection system	<5 yrs.	Medium to Hard
64	Identify services that can be replicated and scaled up and fund them with dollars to operate.	Disparities reduction efforts should be based on practices that have been shown to be effective	DHS should collect and use data on racial disparities to develop an evidence based plan to reduce disparities at critical points in the Child Protection system	<5 yrs.	Medium to hard
69	Require local agencies, with the support of DHS, to develop and submit a comprehensive Secondary Traumatic Stress (STS) support plan	Child Protection staff must have sufficient support through recognition of the traumatic impact of their work.	DHS and counties should develop resources available to county staff to address Secondary Traumatic Stress.	<1 yr.	Low
70	Require license mandated reporters to submit evidence of completion of mandated reporter training as a requirement for licensure/re-licensure, and develop a certificate of completion that can be printed upon completion of DHS online mandated reporter training.	Reporters are a critical link in the Child Protection system. All mandated reporters should have regular training regarding their responsibilities and expectations.	The legislature should direct relevant licensing boards to include documentation of training as a condition of licensing renewal.	<3 yrs.	Low to Medium
71	DHS should develop a variety of Web-based trainings for mandated reporters on multiple topic areas	Mandated reporters should have a greater understanding of the Child Protection system to better partner in	In discussions with licensing boards regarding requiring mandated reporter training DHS should encourage boards to explore additional training topics to meet licensing requirements	< 1 yr	Easy to medium

	Original Recommendation	Intent/ purpose of the recommendation	Proposed modification	Time for implementation	Ease of implementation complexity
		assuring child safety	(including racial disparities and poverty.)		
78	Address workload/caseload size issues	Delivery of effective Child Protection services that address child safety is contingent on adequate resources, especially front line staff and supervisors	DHS and County's should establish workload standards for child protection workers and supervisors and include necessary funding in legislative budget requests	< 3 yrs	Medium to Hard
79	DHS should continue to conduct the statewide review of screened-out reports which started in the fall of 2014. DHS should have the authority to require a child protection response from the local agency based on the screening review.	Screening decisions statewide should be consistent based on statute and screening guidelines.	DHS should develop a process to gather data and include screening review at the county level with the MnCFSR.	<1 yr.	Low to Medium
82	DHS should develop/enhance the "Child Welfare Data Dashboard" to provide counties and the public with quarterly performance updates focused on key child safety, permanency and well-being measures.	Counties should have accurate timely data to monitor their performance.	DHS CFS should partner with the Human Services Performance Council to produce a dashboard and reports for both the counties and citizens that provides needed data on performance.	<3 yrs.	Low to Medium
83	DHS should restructure the statewide annual child welfare report to focus on meaningful outcome measurements that are directed to measure whether interventions are effective and whether the screening process at the front-end is effective.	Citizens should have access to key data that indicates the performance of the Child Protection system in a format that is understandable.	DHS CFS should partner with the Human Services Performance Council to produce a dashboard and reports for both the counties and citizens that provides needed data on performance.	<5 yrs.	Low to Medium

	Original Recommendation	Intent/ purpose of the recommendation	Proposed modification	Time for implementation	Ease of implementation complexity
86	Use of the following [preset] criteria by the Legislature when considering additional resources	The Child Protection statewide must have adequate funding that is targeted appropriately in order to meet the child safety expectation of citizens.	DHS and counties should develop a cost model and funding proposal for the legislature that fully funds a Child Protection system to address safety consistently statewide, is outcome based, supports innovation, access and equity.	<5 yrs.	Low
87	Increase funding for county staffing to carry out additional case work responsibilities	The Child Protection statewide must have adequate funding that is targeted appropriately in order to meet the child safety expectation of citizens.	DHS and counties should develop a cost model and funding proposal for the legislature that fully funds a Child Protection system to address safety consistently statewide, is outcome based, supports innovation, access and equity.	<5 yrs.	Medium
88	Provide additional funding for additional intervention services necessary to support children and families as a result of changes in screening, assessment, etc.	The Child Protection statewide must have adequate funding that is targeted appropriately in order to meet the child safety expectation of citizens	DHS and counties should develop a cost model and funding proposal for the legislature that fully funds a Child Protection system to address safety consistently statewide, is outcome based, supports innovation, access and equity.	<5 yrs.	Medium
89	Provide additional funding for accelerated access to services	The Child Protection statewide must have adequate funding that is targeted appropriately in order to meet the child safety expectation of citizens	DHS and counties should develop a cost model and funding proposal for the legislature that fully funds a Child Protection system to address safety consistently statewide, is outcome based, supports innovation, access and equity.	<5 yrs.	Low to Medium
90	Allocate competitive grants to identify, develop, adapt and	The Child Protection statewide must	DHS and counties should develop a cost model and funding proposal for the	<5 yrs.	Medium

	Original Recommendation	Intent/ purpose of the recommendation	Proposed modification	Time for implementation	Ease of implementation complexity
	scale-up culturally affirming promising practices	have adequate funding that is targeted appropriately in order to meet the child safety expectation of citizens	legislature that fully funds a Child Protection system to address safety consistently statewide, is outcome based, supports innovation, access and equity.		
92	Increase funding for intake and screening tools to promote more robust data gathering during the intake and screening process.	Relevant, timely data is critical to a competent and robust screening and intake process	DHS should develop the tools necessary to collect and disseminate data to counties related to screening and intake practices	< 5 yrs	Easy to medium

Recommendations that need further analysis

The work group believes many of the intended outcomes of the recommendations within this group can be reached by implementing the recommendations that they support moving forward first. The rationale for putting these recommendations in this group are listed next to each recommendation.

These recommendations should be revisited after the implementation of the previous grouping of recommendations is completed to determine how they should be moved forward or be refined.

This set of recommendations includes the following groups:

- Recommendations for which the benefits to the system are minimal or have a low benefit to cost ratio. These recommendations have one or more of the following:
 - do not directly impact child and family safety
 - have a low benefit to cost ratio
 - would take resources in the system away from serving the children and families on the higher priority recommendations that have positive impacts on the children and families
- Recommendations with potential unintended consequences that may adversely impact children and families. These recommendations have one or more of the following:
 - unintended consequences that impact the safety of the child,
 - a potential to exacerbate disparities within the system, create potential harm to the child, family and/or system, are counter to best practices and research in the practice of child protection,
 - may violate federal law

	Recommendations for which the benefits to the system are minimal or have a low cost benefit ratio	Rationale	Time for implementation	Ease of implementation complexity
24	DHS should work with counties, tribes and other stakeholders and experts to examine the possible development of a statewide child abuse and neglect reporting system.	We feel the cost would be high and are concerned it would take away from resources that more directly impact children.	<5 yrs.	Medium to Hard
25	DHS should, as part of redesign review, engage an independent reviewer with expertise in child protection services to review Minnesota's child maltreatment screening statutes, guidelines, and practice and make recommendations.	This is not seen as a priority. We believe focusing the resources within the system to serve children and families is a higher priority.	<5 yrs.	Low to Medium
29	Rename Family Assessment to Differential Response (DR) and Family Investigation to Traditional Response (TR).	This is not a priority for the work group.	<3 yrs.	Low
74	DHS should explore the fiscal implications of making Child Welfare Training System trainings available to stakeholders and community members.	This could also be cost prohibitive.	<1 yr.	Low
80	Change and expand the role of the Minnesota Office of Ombudsperson for Families	The worker and the additional work this could create, this could also be duplication of other roles and partners play.	<3 yrs.	Low to Medium

	Recommendations with potential unintended consequences that may adversely impact children and families	Rationale	Time for implementation	Ease of implementation complexity
12	Complete, at intake, a search of a family's pertinent Child Protective Services (CPS) and Child Welfare records as well as CPS records of any person named by report as a suspected offender.	We need to look at the statewide and criminal system. We could be sweeping in families in without any maltreatment. Disproportionally	<1 yr.	Low

	Recommendations with potential unintended consequences that may adversely impact children and families	Rationale	Time for implementation	Ease of implementation complexity
		impact on communities of color.		
16	Amend Substantial Child Endangerment	This could bring more families into the system without any maltreatment. Disproportional impacts on communities of color.	<3 yrs.	Medium
20	Amend the definition of "Threatened injury" under Minnesota Statutes 626.556, subd. 2 (n)	This could bring more families into the system without a safety issue.	<3 yrs.	Medium to High
32	Interview children individually first and prior to contact with parent/legal guardian whenever possible.	Approach is not always needed and can further traumatize the child.	<1 yr.	Medium
33	Ensure fact-finding occurs in all child protection responses. DHS should develop protocols to support thorough fact-finding.	The definition and scope of fact-finding needs to be define further.	<3 yrs.	High
45	Traditional Response cases should result in the following determinations: maltreatment determined (yes or no) and are child protective services needed, (yes or no). For Differential Response cases the determination would include whether or not child protective services are needed. Documentation for DR cases will include a case summary form which will include a statement that will identify if the child experienced maltreatment.	This means all cases will go through investigation and moves into differential response.	<3 yrs.	High

Communication

The Child Protection strategy work group identified ten different audiences who need to be informed. These audiences are not listed in a priority order.

For each audience, the intent and purpose for the communication and the level of detail to share was also outlined.

AUDIENCE	PURPOSE/INTENT OF SHARING THE INFORMATION
Legislative Task Force and Legislators	<ul style="list-style-type: none"> • Influence policy decisions • Build confidence in our system • Provide direction • Provide a high level framework for policy vs operational course • Demonstrate State and County partnership that includes consistency and complementary responsibilities • Promote our level of commitment to move forward positively • Allocate/advocate for resources
DHS Child Safety and Permanency Leadership	<ul style="list-style-type: none"> • Begin documenting and developing plan • Helps create partnership • Provide operational expertise • Dual pathway of information/understanding
Stakeholders (advocacy groups, community agencies)	<ul style="list-style-type: none"> • Connect pieces – connect across groups • Build awareness • Build and encourage engagement and partnership • Educational tool • Build confidence around system improvement • Leverage – build one voice and vision for decision makers
MACSSA	<ul style="list-style-type: none"> • Gain buy-in • Communicate information/ bring awareness
Communication and Media	<ul style="list-style-type: none"> • Concerns are acknowledged and be addressed • DHS and County partnership • Proactive approach • Build credibility • Help people to think long-term planning vs. quick fix (for all audiences) • Encourage respectful questions
County Staff	<ul style="list-style-type: none"> • They understand the “what” and “why” • Demonstration of leadership • Provide process and information • Gain buy-in • Opportunities to provide insight and be engaged • Anticipating staffing needs
Partners in the work (Law Enforcement,	<ul style="list-style-type: none"> • Engagement (active) • Awareness building • Interest in impact

AUDIENCE	PURPOSE/INTENT OF SHARING THE INFORMATION
County Attorney, Courts, Schools, GAL, Child Advocate Centers)	<ul style="list-style-type: none"> • Building confidence in work/system • Alignment • Need to ramp up for change • Allocation/Awareness of need for resources
AMC	<ul style="list-style-type: none"> • Buy-in • Allocate/advocate for resources • Provide leadership • Gain support in direction we are going • Understand what they are setting policy around
Planning Implementation Workgroup	<ul style="list-style-type: none"> • Provide framework and guidance • Turn our work into a functional plan • Reporting out on progress and accomplishments • Identifying necessary resources for implementation • Sharing expertise • Demonstrate the results a facilitated process will/can give the process
Critics	<ul style="list-style-type: none"> • Education • Transparency • Communicating our perspective • We can build buy-in with other partners • Increase Engagement and avoid exclusion • Opportunity to address and listen to concerns and understand each perspective