



Foster Care Review Board

Annual Report

FY 2014



Michigan Supreme Court

State Court Administrative Office

Michigan Hall of Justice

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Dawn A. Monk
Interim State Court Administrator

Memorandum

TO: Governor Rick Snyder
Lt. Governor Brian N. Calley
Honorable Members of the Michigan Legislature

FROM: Dawn Monk
Interim State Court Administrator

DATE: June 17, 2015

SUBJECT: 2014 Foster Care Review Board Annual Report

Attached please find the 2014 Annual Report of the Foster Care Review Board (FCRB). Established by statute in 1984, the FCRB provides independent third-party review of cases in the state child foster care system. The State Court Administrative Office provides support to this group of citizen volunteers who are dedicated to ensuring that children are safe and well cared for while in the foster care system.

This report, submitted to you pursuant to 1997 PA 170, § 9, provides an overview of the review board's functions and program activity details from this past year. Included are data, trend summaries, and observations gleaned by the board during 2014 from the review of cases involving over 1,600 children in foster care.

These reviews were conducted by over 175 dedicated and well-trained citizen volunteers. The information obtained from case reviews provides an objective, third-party evaluation of the care that Michigan's foster care system provides to abused and neglected children.

The report also includes an analysis of issues related to high rates of caseworker turnover within the child welfare system.

Please feel free to contact Jim Novell, Program Manager for the Foster Care Review Board, at (313) 972-3280 or NovellJ@courts.mi.gov with any questions.

Mission Statement

The mission of the Foster Care Review Board is to utilize citizen volunteers to review and evaluate permanency planning processes and outcomes for children and families in the Michigan foster care system. Based on the data collected through case review, the Foster Care Review Board advocates for systemic improvements in areas of child safety, timely permanency, and family and child well-being.



FCRB Program Highlights, Performance, and Data

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FCRB Report

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Vision Statement

The Foster Care Review Board will be viewed and valued by the courts, the Department of Health and Human Services, private child-placing agencies, the Legislature, and the citizens of Michigan as a major source of credible data on the performance of the child welfare system. Additionally, citizens of the state will use the data to shape public policy and promote awareness regarding the child foster care system.

Program Description

The Foster Care Review Board (FCRB) provides independent third-party review of cases in the state child foster care system. The FCRB also hears appeals by foster parents who believe that children are being unnecessarily removed from their care. Established by the Michigan Legislature in 1984, the Foster Care Review Boards Act, MCL 722.131-140, helps ensure that children are safe and well cared for while in the state foster care system, and that their cases are being moved toward permanency in a timely and efficient manner.

The FCRB provides this support by reviewing randomly selected individual foster care cases from each county and providing case-specific recommendations to the family division of the local circuit court, to local offices of the Department of Human Services (DHS), and to contracted agencies. The review process also serves to identify systemic barriers to safety, timely permanency, and child well-being, and to monitor Michigan's compliance with important federal funding requirements.

The FCRB review boards are comprised of citizen volunteers from a variety of professions and backgrounds. FCRB program staff recruit, screen, and train the citizen volunteers on key aspects of the child welfare and foster care systems, including court policy and rules, federal funding requirements, DHS policy, and state statutes regarding child protection.

Citizen review remains a cost-efficient and effective means of assisting the courts, DHS, the Legislature, and other interested parties by providing an objective perspective on the foster care case management process. Citizen volunteers donated over 15,000 hours of their time to case review this past year. Their capacity and willingness to significantly increase that number is limited only by available staff support.

This annual report details the efforts of the FCRB during the past year and shares with Michigan's policymakers some of the systemic issues that our citizen volunteers have identified while reviewing foster care cases throughout the state.



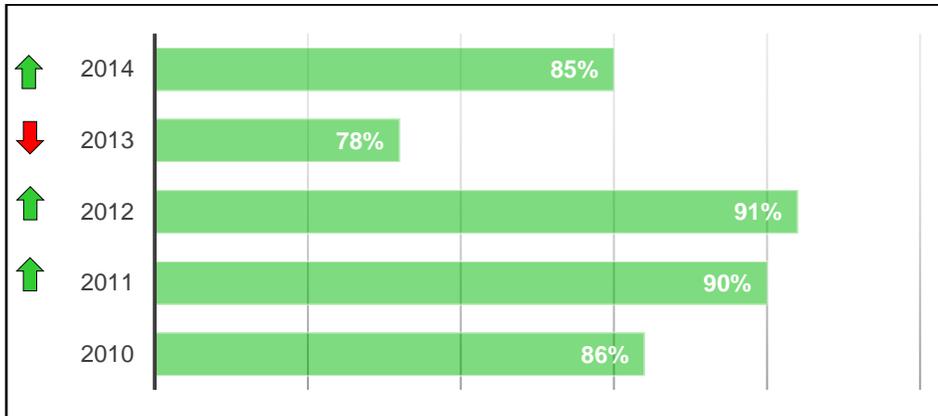
Annual Report Requirements

Michigan law, MCL 722.139, requires the State Court Administrative Office to publish an annual report of the FCRB program that includes all of the following information:

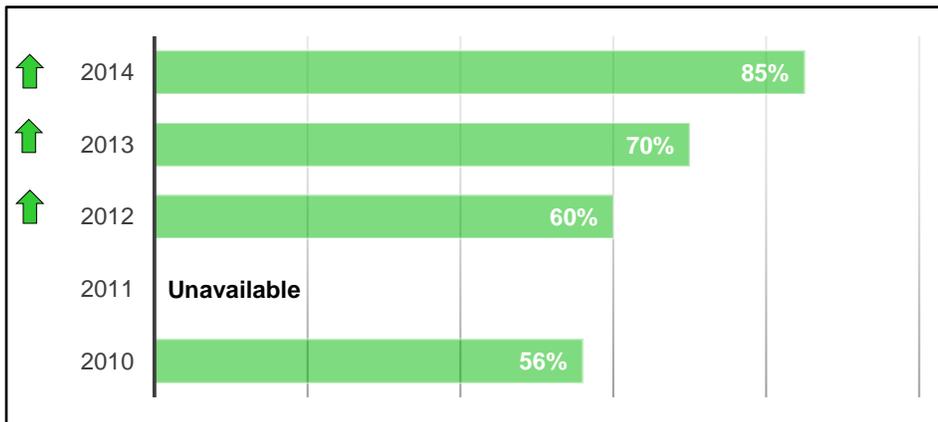
- An evaluative summary, with applicable quantitative data, of the activities and functioning of each local review board.
- An evaluative summary, with applicable quantitative data, of the activities and functioning of the aggregate of all local review boards.
- An identification of problems that impede the timely placement of children in permanent placements, and recommendations for improving the timely placement of children in permanent placements.
- The statistics and findings regarding its reviews of permanent wards, and identification of any barriers to permanency.

Program Performance

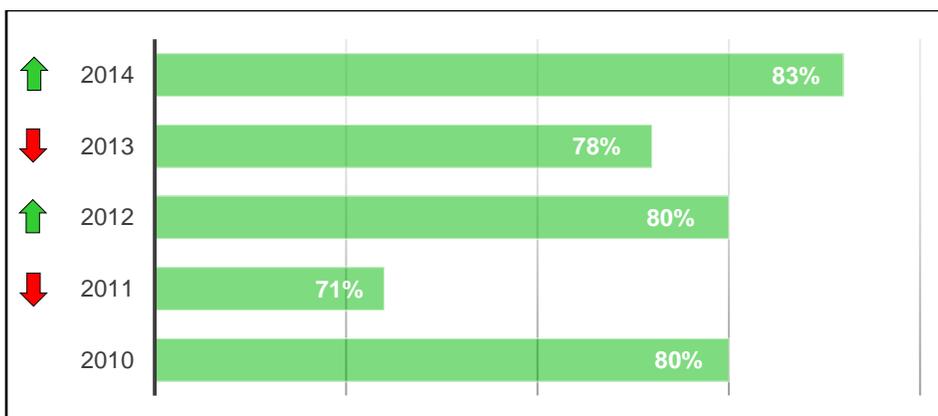
1 Percentage of foster parent appeals investigated within seven days, as required by MCL 712A.13b(3):



2 Percentage of cases reviewed by local boards consecutively every six months, as required by MCL 722.137(1)(b):



3 Percentage of reports distributed to interested parties within 30 days of the review, or prior to the next court hearing, as required by MCL 722.137(1)(b):



2014 Program Data

Pursuant to our legislative mandate and mission statement, the Foster Care Review Board collects and evaluates data through case review and appeal hearings. This data then allows the program to advocate for systemic improvements related to child safety, timely permanency, and family and child well-being.



Data collected is centered on the following categories:

- Barriers to permanency
- Permanency outcomes
- Appeal information
- County review data

Total Review Hearings in 2014:

847

(Involving 1,650 children)

➤ Barriers to Permanency

Category Total	Top Barrier Total	Top Statewide Barriers to Permanency - 2014
1571	299	Reunification: Parents unwilling to participate in or utilize services offered
561	200	Adoption: Ward behavior
401	117	APPLA: Ward behavior
84	84	General: Lawyer Guardian ad Litem (LGAL) not actively involved in representation of the children
40	11	Legal Guardianship: Delay in licensing, home study, or background check on prospective guardian
13	10	Placement With Fit and Willing Relative: Ward behavior

The chart below identifies the most common barriers to timely achievement of each permanency outcome and the applicable number of cases for each, as identified in the course of our reviews.

Category/Definition		No. of Cases	Counties Most Affected
Reunification			
	Parents unwilling to participate in or utilize services offered	299	Wayne, Washtenaw, Jackson
	Parents utilizing but not benefitting from services offered	290	Wayne, Kalamazoo, Muskegon
	Parent lacks sufficient legal income to care for self and children	160	Wayne, Kalamazoo
	Affordable/suitable housing not available	155	Wayne, Jackson, Macomb, Kalamazoo
	Parenting time is not sufficient to support reunification	121	Wayne, Kalamazoo, Macomb
	Ward behavior	108	Kalamazoo, Genesee, Wayne
Adoption			
	Ward behavior	200	Wayne, Muskegon, Osceola, Oakland
	Lack of appropriate adoptive home	143	Wayne, Muskegon, Oakland, Bay
	Competing parties (wishing to adopt)	55	Kent, Wayne, Calhoun
	Parental appeal of termination decision	42	Wayne, Calhoun, Kalamazoo
Another Planned Permanent Living Arrangement (APPLA)			
	Ward behavior	117	Wayne, Muskegon, Gladwin, Oakland
	Ward does not have adequate independent living skills	73	Wayne, Muskegon, Alpena, Gladwin, Saginaw
	Specific living arrangement not established	57	Muskegon, Osceola
	Specific living arrangement not identified	54	Muskegon, Osceola
	Youth does not have identified connection to responsible adult	41	Muskegon, Osceola
	Required documentation not completed, approved by Bureau of Child Welfare	38	Wayne, Kalamazoo
General			
	LGAL not actively involved in representation of the children	84	Mason, Macomb, Genesee, Chippewa
	Frequent caseworker changes	51	Wayne, Washtenaw, Genesee, Allegan
	Court and agency conflict regarding permanency plan	38	Wayne, Lake, Macomb
Guardianship			
	Delay in licensing, home study, or background check on perspective guardian	11	Wayne
	Subsidy process delays	10	Oceana
Placement With Fit and Willing Relative			
	Ward behavior	10	Genesee



Permanency Outcomes

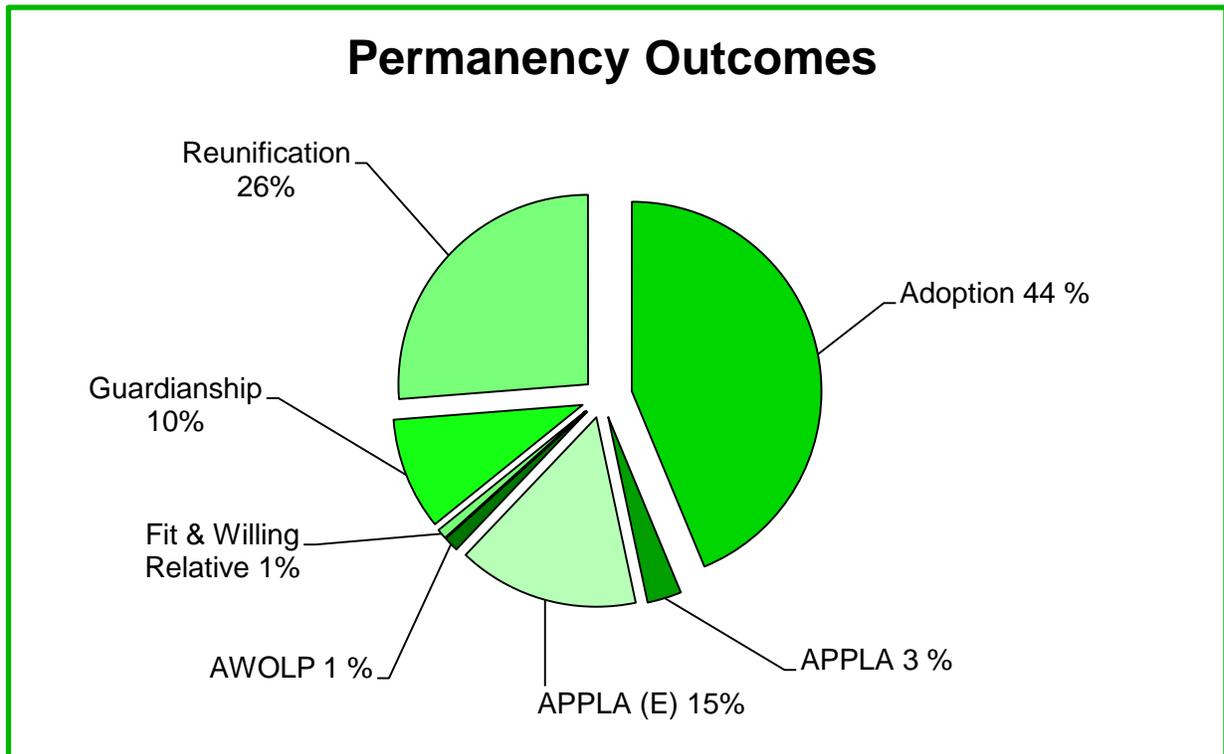
The chart below presents the number of cases reviewed that closed to permanency this past year, along with the permanency outcome, the average days and months in care, and the average number of placements the child had prior to achievement of the permanency goal.

Permanency Outcome	Total Count	Percent of Total	Average Days in Care	Average Months in Care	Average Number of Placements
Adoption	105	44 %	982	32	2.7
APPLA	7	3 %	2692	88	7.2
APPLA (E)**	37	15 %	2122	70	10.8
AWOLP***	3	1 %	1583	52	16.5
Fit & Willing Relative	2	1 %	4501	148	1.5
Guardianship	23	10 %	1008	33	3.3
Reunification	63	26 %	559	18	1.7
Totals	239	100 %	1680	55	6.0

* APPLA - Another Planned Permanent Living Arrangement

** APPLA(E) - Another Planned Permanent Living Arrangement-Emancipation

*** AWOLP - Absent Without Legal Permission



Appeals

Pursuant to 1997 PA 163, foster parents may appeal the removal of a ward from their home. Eligible appeals are heard by local foster care review boards, which then either agree or disagree with the child's removal. If the review board **agrees** with the foster parents and determines that the removal was **not** in the child's best interests, the matter is then heard by the court or reviewed by the Michigan Children's Institute (MCI) superintendent (if the child is an MCI ward).

Total Appeal Hearings in 2014:

103

(Involving 142 children)

APPEAL TOTALS						
	2014	2013	2012	2011	2010	2009
Appeals held: cases/wards	141	163	89	130		
Appeals held: hearings	95	97	58	75	125	101
Hearings held timely	81	76	42	68		
Percentage held timely	85%	78%				
Hearings held untimely	14	21	16	7		
Percentage held untimely	15%	22%				
Appeal intakes	117	185	117	114	142	126
Ineligible for appeal	8	10	59	28	17	25
Hearings cancelled	14	13	15	11		

In 2014, the Foster Care Review Board Program received **117 intake calls** from foster parents who inquired about appealing a removal decision. Local review boards conducted **95 appeal hearings** (some involving several wards or one ward multiple times in the year), agreeing with the foster parents **53** times (56 percent) and with the agencies **42** times (44 percent).

APPEAL OUTCOMES (per child/ward)		
	Total	Percent
Board does not support removal	53	56%
MCI does not support removal	11	21%
MCI does support removal	7	13%
Court does not support removal	24	45%
Court does support removal	11	21%
Board does support removal	42	44%
Total outcomes	95	100%



County Review Data

County	Case Reviews		Appeal Hearings	
	Total Reviews-Sibling Groups	Total Children Reviewed	Total Appeals – Sibling Groups	Total Appeals – Children/Wards
ALCONA	4	9		
ALGER	4	5		
ALLEGAN	8	12		
ALPENA	4	8		
ANTRIM	4	8	2	2
ARENAC	7	13		
BARAGA	2	3		
BARRY	4	4		
BAY	8	20		
BENZIE	4	4		
BERRIEN	27	41	4	8
BRANCH	4	5	1	1
CALHOUN	19	35	4	5
CASS	7	16		
CHARLEVOIX	5	12		
CHEBOYGAN	5	8		
CHIPPEWA	7	12	1	1
CLARE	4	5		
CLINTON	4	7	2	2
CRAWFORD	4	7	1	3
DELTA	1	2		
DICKINSON	2	4	1	1
EATON	12	34	1	1
EMMET	3	4		
GENESEE	23	57	2	3
GLADWIN	4	8		
GOGEBIC	2	4		
GR. TRAVERSE	4	5		
GRATIOT	4	11		
HILLSDALE	7	13		
HOUGHTON	2	3		
HURON	7	8		
INGHAM	28	32	9	14
IONIA	3	3		
IOSCO	4	6		
IRON	2	4		
ISABELLA	8	10		
JACKSON	19	46	4	7
KALAMAZOO	28	70	5	11
KALKASKA	3	5		
KENT	28	58	11	14
LAKE	7	11		

County	Case Reviews		Appeal Hearings	
	Total Reviews-Sibling Groups	Total Children Reviewed	Total Appeals – Sibling Groups	Total Appeals – Children/Wards
LAPEER	7	12		
LEELANAU	4	4	1	2
LENAWEE	8	9	1	1
LIVINGSTON	8	15	2	4
LUCE	1	1		
MACKINAC	3	6		
MACOMB	17	45	7	8
MANISTEE	4	10		
MARQUETTE	4	5	2	3
MASON	4	10		
MECOSTA	4	4	1	1
MENOMINEE	2	2		
MIDLAND	8	11		
MISSAUKEE	4	6		
MONROE	8	15	1	1
MONTCALM	6	8		
MONTMORENCY	2	6		
MUSKEGON	28	50	1	1
NEWAYGO	7	19		
OAKLAND	23	47		
OCEANA	4	13		
OGEMAW	5	5		
ONTONAGON	1	2		
OSCEOLA	4	10		
OSCODA	4	4		
OTSEGO	7	12	1	4
OTTAWA	8	11	1	2
PRESQUE ISLE	3	5		
ROSCOMMON	4	6		
SAGINAW	25	36		
SANILAC	8	10	1	2
SCHOOLCRAFT	3	4		
SHIAWASSEE	8	9	1	1
ST CLAIR	15	34	3	3
ST JOSEPH	7	6	2	2
TUSCOLA	8	17		
VAN BUREN	12	16		
WASHTENAW	17	37	2	4
WAYNE	208	477	19	30
WEXFORD	3	11		
UNKNOWN	5	8		
TOTALS	847	1650	95	141
	Reviews-Sib Groups	Reviews-Children	Appeals-Sib Groups	Appeals-Children

FCRB Program Highlights

▶ Annual Child Welfare Awards

These awards are presented at our annual conference to formally recognize outstanding work by child welfare professionals. We again congratulate the 2014 winners:

Foster Parents of the Year
The Overmyer/Ahola Family
Marquette County

Foster Care Caseworker of the Year
Christina Pudvan
Otsego County Dept. of Human Services

Parent Attorney of the Year
Paula A. Aylward
Allegiant Legal Services
Calhoun County

Lawyer-Guardian Ad Litem of the Year
Fred Gruber
MI Children's Law Center
Wayne County

Jurist of the Year
Honorable Timothy Connors
Family Division, 22nd Circuit Court
Washtenaw County



Front, from left: Fred Gruber, Christina Pudvan, Justice Mary Beth Kelly, former Justice Maura D. Corrigan

Rear, from left: Paula Aylward, Trisha Emery (Overmyer), Dawn Marie Andrews (Overmyer), Tim Overmyer, James Novell, Judge Timothy Connors

2014 Press Release:

http://courts.mi.gov/News-Events/press_releases/Documents/Child%20Welfare%20Awards%202014%20news%20release_RVISED.pdf



Front, from left: Former Justice Maura D. Corrigan, Justice Mary Beth Kelly, James Novell

▶ 2015 Nominations

The Foster Care Review Board is pleased to announce that we are accepting nominations for the 2015 awards through September 6, 2015. Complete information about submitting a nomination can be found at:

<http://courts.mi.gov/administration/scao/officesprograms/fcrbp/pages/child-welfare-awards.aspx>.



➤ Annual Training Conference

The 2014 FCRB Annual Training conference was held in Detroit with all first-day sessions conducted collaboratively with the State Court Administrative Office's Court Improvement Program.

The first day's sessions were designed to provide board members and participants from the child welfare community with an understanding of the unique needs of parents who struggle with mental illness and/or cognitive

limitations and the assessments and services required to address those needs. National research indicates that parents with mental illness and/or cognitive limitations are over represented in the child welfare system and their parental rights are terminated at disproportionately higher rates.

The conference addressed how preconceived attitudes, assumptions, and stereotypes of child welfare professionals and courts regarding the needs and potential of these parents can impact outcomes and how ongoing training and self-awareness can help overcome this. The conference highlighted the need for the caseworker and court to ensure adequate assessment and appropriate service provisions to provide these parents with the very best chance of successful reunification with their children.

On the second day of the conference, board members were privileged to hear a presentation from Jeanne Fowler, president of Big Families of Michigan. Jeanne shared with board members the deprivation and abuses she and her brother experienced while growing up in foster care, and how Big Families of Michigan is dedicated to helping ensure children in foster care today are provided with the items and experiences all children need and deserve.



➤ Volunteer Membership

The Foster Care Review Board would like to express its appreciation and gratitude to our volunteer board members throughout the state for their time and dedication in helping to ensure that children are safe and well cared for while in the state foster care system and that their cases are being moved toward permanency in a timely and efficient manner. On the following pages you will find two lists: local county review board members and FCRB Advisory Committee members. These lists include all currently active members and those who were active as of December 31, 2014.

FCRB Review Board Members

County	Name & Year Joined	County	Name & Year Joined
Alger	Rose Wilbur 2008	Lapeer	Carolyn Jill 2012, Jerry Webb 2012
Allegan	Michael Kiella 2015, Jamie Walle 2015	Lenawee	Jonathan Hale 2006
Antrim	Susan Manturuk-Gielda 2005	Livingston	Lori Musson 2014
Arenac	Tifanie Tremble 2012	Luce	Ronald Ford 2008
Barry	Ronald Heilman 2008, Carol Stanton 2008	Macomb	Edna Chang 2009, Elayne Gray 2006, Angie Greenslade 1996, Eugene Groesbeck 2000, Jack Pittman 2006, Rosemary Sear 2006, Helen Springer 2011, Lynda Steele 2005
Benzie	Rebecca Garland 2011		
Berrien	Lenore Becker 2012, Joan Smith 2008, Mary Spessard 2011		
Branch	Michael Ronzone 2007, Lucinda Wakeman 2005	Manistee	Marilee Johnson 2005, Gary Madden 2006
Cadillac	Barbara Russ 2013	Marquette	Glenn Wing 2007
Calhoun	Marylou Bax 2014, Arlen Facey 2010, Amy Wichterman 2015	Mason	Alice Jones 2015, Susan Zahrobsky 2014
		Mecosta	Brenda Hall
Cass	Jill Ernest, 2008 James Rutten 2012	Midland	Colin Buell 2011 Stephen Ignatowski 2005, James Kubiak 2009, Roy Myatt 2011
Cheboygan	Marilyn Kapp 2012		
Chippewa	Doris Posey 2012	Monroe	Frederick Corser Jr. 2000, Thomas Perry 2010
Clare	Donald Murray 2008	Montmorency	Mary Jo Guest 2010, David Smith 2012
Clinton	Michael Kessler 2007, Frederick Puffenberger 2011	Muskegon	Willie German 2009, Janice Hilleary 2012, Edward Holovka 2001, Sharon Mazade 2012, Todd Rake 2015, Benedict Schramski 2014
Crawford	Laurie Jamison 2015		
Emmet	Kenda Deschermeier 2008, Jean Frenz 2011	Newaygo	Larry Feikema 2002
Genesee	Shawn Bryson 2012, Quincy Dobbs 2011, Loretta Montini 2009, Toyonna Robbins 2011, Laura Shephard 2013, Gordon Sherman 2009	Oakland	Carol Borich 1996, Joan Burrell 2014, Cassandra Chandler 2006, Clara Dawkins 2010, Janet Evans-Covington 2011, Ayana Knox-Potts 2014, Kay Norton 2011, Gary Shripka 2011, Darnita Stein 1997
Hillsdale	Martha Crow 2001, Diane Langan 2011		
Huron	Jon Fruytier 2010	Osceola	Janice Booher 2009
Ingham	Raymond Buch 2012, Charles Foster 2010, Ashley Kennedy 2015, Julie Loveless 2008, Kristina Marshall 2005, Cheryl Mask 2005, Susan Refior 2014, David Shorter 2012, Stephanie Williams 2007	Ottawa	Linda McGeorge 2013, Dennis Schaaf 2009, Susan Thorpe 2012
		Saginaw	Ruth Averill 2014, Ann Densmore 2014, Anna Mayer 2014, Shirley Norman 2005, Willie Owens 2007, Jerry Schlicker 2012
Iosco	Alan Gould 2010, Vera Middleton 2012	Sanilac	Linda Bombard 2008
Iron	Bobbi Bonetti 2008	Shiawassee	Lynn Nee 2011, Jorja Ackels 2000, Jacob Drenovsky 2006
Jackson	Diana Liechty 2008, Susan Richardson 2014, Susan Sharkey 2007, Kristina Warner 2014, Harold White 2008	St. Clair	Brendan Aspenson 2010, Kathryn Bruer 1991, Robert Goldenbogen 2000
		St. Joseph	Margaret Hale-Smith 2015, Betty Taylor 2008
Kalamazoo	Linda Dunn 2010, Cheryl Nebedum 2012, Sally Putney 2004, Mary Roberts 2011, Lisa Rodriguez 2012, Helayne Smith 2004	Tuscola	Gary Holik 2006
		Van Buren	Jennifer Carpio-Zeller 1999, Meryl Greene 2008, Jan M. Jones 2011
Kent	Jan Foxen 2012 Daniel Groce 1995, Vernon Laninga 2000, Jacqueline Rudolph 2007, Adrienne Wallace 2015	Washtenaw	Vanisha Dejonghe 2013, Sonja Felton 2009, Jessica Gilbert 2015, Marion Hoey 2003, Gayle Stewart 2000

FCRB Review Board Members (cont.)

County	Name & Year Joined
Wayne	Nancy Arnold 2009, Beatrice Bikali 2010, Brenda Boyd 1990, Willie Cambell 2001, Johnette Connors 2011, Janice Cowan 2011, Paula Cunningham 2011, Tonie Dance 1998, Marvin Dick 2004, Katrina Dixon 2011, George Eason 2002, Michael Eberth 2001, Tisha Estes 2014, Laura Fabbri-Tucker 2015, Brenda Godfrey 1998, Remberto Gomez-Baez 2001, Michael Greene 2013, Dolores Harold 2014, Warren K. Harrison 2005, Jonas Hill Sr. 2001, Loretta Horton 1997, David L. Hunt 2006, Darryl V. Hunter 2001, Yvette Jenkins 2005, Sondai Lester 2015, Darryl Lewis 2011, Judy Mock 2009, Don Novak 2008, Elizabeth Oliver 1998, Anitta Orr 2009, Marilyn Remillard 2015, Marguarita Ross-Price 2000, Edna Samuel 2013, Nancy Silveri 2011, Edward Sims 2014, Jennifer Smith 2015, Rita Smythe 2009, Willie Stanley 1997, Ellen Stephens 1997, Irene Stringer 2009, Mark Sweetman 2014, Carol Terpak 2005, Penny Thomas 2015, Theresa Thomas 2011, Sara Tyranski 2003, Claudia Yates 2009.

FCRB Advisory Committee Members

Bold denotes Executive Committee

Name	Organization	Name	Organization
Casey Anbender	Scao-Child Welfare Services	Mary Johnson	Child Welfare Advocate
Brenda Baker-Mbacke'	Foster Care Review Board	Jan M. Jones	FCRB Board #24
Stacie Bladen	Dept. of Human Services	Ruth Kenaga	MAFAK
Carol Borich	FCRB Board #11	Vernon Laninga	FCRB Board #21
Karen Braxton	3rd Judicial Circuit Court, Family Division	Gary Madden	FCRB Board #27
Jeanette Bridges	Foster Care Review Board	Courtney Maher	Western Michigan Univ .
Clara Dawkins	FCRB Board #7	Cheryl Mask	FCRB Board #16
Kenda Deschermeier	FCRB Board #28	Hon. Karen McDonald	Oakland County Circuit Court
Marvin Dick	FCRB Board #1	Rubina Mustafa	Detroit Center for Family Advocacy
Quincy Dobbs	FCRB Board #13	Roy Myatt	FCRB Board #26
Tina Dykehouse	WSU Social Work Doctoral Intern	Lynn Nee	MSU School of Soc. Work, Kinship Care Resource Center
George Eason	FCRB Board # 5	Shirley Norman	FCRB Board #19
Michael Eberth	FCRB Board # 9	James Novell	Foster Care Review Board
Jill Ernest	FCRB Board #25	Thomas Perry	FCRB Board #15
Ryan Fewins-Bliss	CASA of Michigan	Seth Persky	DHS Office of the Family Advocate
Ronald Ford	FCRB Board #30	Kadi Prout	MI Federation for Children & Families
Jeanne Fowler	Big Family of Mchigan	Joi Rencher	MAGIC Program, EMU
Mary Glass	WSU Intern	Janet Reynolds Snyder	MI Federation for Children & Families
Alan Gould	FCRB Board #29	Kellie Robb	Foster Care Review Board
Elayne Gray	FCRB Board # 12	Nancy Rostoni	MI Dept. of Human Services
Jonathan Hale	FCRB Board # 17	Nancy Silveri	FCRB Board #4
Warren K. Harrison	FCRB Board # 8	Robert Sykes	Ionia County Probate Court
Orlene Hawks	Office of the Children's Ombudsman	Robert Thomas	Foster Care Alumni of America, MI Chapter
Ronald Heilman	FCRB Board #18	Kristin Totten	Law Office of Kristin Totten, PLLC
Terri Henrizi	Assoc. for Children's Mental Health	Lucinda Wakeman	FCRB Board # 20
Edward Holovka	FCRB Board #23	Jerry Webb	FCRB Board #14
Kelly Wagner	SCAO-Child Welfare Services	Rose Wilbur	FCRB Board #30
Yvette Jenkins	FCRB Board #3	Addie Williams	Spaulding for Children

The following report was submitted by the Foster Care Review Board to the State Court Administrative Office.



Focus: Caseworker Turnover

The Foster Care Review Board is greatly concerned with the frequent changes in caseworkers assigned to the cases reviewed and the negative impact this has on the children and families served by our state foster care system. In approximately 50 percent of the cases reviewed, there was at least one caseworker change since the last case review six months prior. In addition, program data reveals an average of nearly four caseworkers on each of the cases reviewed over the past two years.

As citizens concerned with both the well-being of the children and families we serve, as well as efficient expenditure of the limited financial resources of Michigan's child welfare system, we believe that caseworker turnover is a significant issue requiring the immediate attention of child welfare administrators, state legislators, and other governing officials.

Establishing and maintaining a stable workforce of capable, high-performing foster care caseworkers is critical to achieving positive outcomes on a consistent basis for children and families served by our state foster care system. Caseworkers significantly impact the achievement of positive outcomes for children in the areas of safety, well-being, and timeliness to permanency. Thus, children are put at risk when child welfare agencies experience difficulty in recruiting and retaining competent staff. Caseworker turnover results in staff shortages and high caseloads that impair workers' abilities to perform critical case management functions.

Various studies highlight the impact of turnover on the well-being of and timely permanency for children. A study done in Wisconsin¹ found that foster children who only had one caseworker achieved timely permanency in 74.5 percent of the cases. As the number of caseworkers on a case increased, this percentage dropped substantially, ranging from 17.5 percent with two caseworkers to a low of 0.1 percent with six or seven caseworkers. The delay in permanency due to caseworker turnover not only impacts permanency and child well-being, but also results in unnecessary foster care expenditures.

The day-to-day challenge of providing services and support to our state's most vulnerable children and at-risk families is daunting. The emotional, intellectual, social, and physical demands and challenges of being a foster care caseworker are many and multifaceted. Workers are confronted daily with the complexities and frailties of the human condition, as well as the policies and limited resources of the social services and court systems that were established to assist children and families in need.

Advocates for higher pay and greater administrative support of foster care caseworkers, as a means of stabilizing this workforce, put this type of work on par with that of air traffic controllers or brain surgeons, in that it is complex and highly stressful, and workers' actions can significantly impact both the present and the future well-being of the people they serve. Air traffic controllers and brain surgeons earn significantly higher salaries, though.

¹ Review of Turnover in Milwaukee County Private Agency Child Welfare Ongoing Case Management Staff, January, 2005, Connie Flower, Jess McDonald, Michael Sumski.

The vast majority of caseworkers hired to perform this critical work are competent young men and women who nonetheless enter the field with limited life experience and little or no professional child welfare experience. They are required to design, implement, and superintend a plan to repair and restore broken families while ensuring the safety and well-being of the child throughout that process. This requires someone who can accurately observe, assess, and interpret complex and stressful social and psychological situations and effectively engage the family in working toward a solution.

Few workers possess these skills at the onset, and some never obtain them, due to inadequate training and supervision. Unfortunately, all too many who become skilled and experienced enough to effectively and successfully manage these cases quickly pursue other positions, both in and out of the child welfare field, that provide higher pay and/or less stress.

There is also the prevailing problem in Michigan of inequity in pay and benefits for private agency caseworkers, who typically earn significantly less than workers in the same position for the Michigan Department of Health and Human Services (DHHS). Thus, many talented workers gain necessary skills and experience in the private agency, and then leave for a comparable position with DHHS

Workers who are flexible, patient, professional, and who have the ability to maintain helping relationships that are genuine, empathetic, and respectful are a child welfare agency's single strongest asset. However, when an employee leaves voluntarily due to high stress, low pay, or job satisfaction issues, there are undesirable consequences for the children, families, and the system as a whole.

The most recent publically-available estimates state that voluntary turnover by child welfare caseworkers is between 20 and 40 percent, with the average length of employment lasting no more than two years². High staff turnover rates and resultant staff shortages impact caseloads and negatively impact time available to foster care staff to both develop meaningful helping relationships with children and families and make thoughtful and fully informed decisions regarding permanency for children under the state's care.



What is turnover?

Turnover for the purposes of this report is defined as the rate at which caseworkers with direct case management responsibilities vacate their positions, either through resignation or by transfer to a different position within the agency, laterally or by promotion, leaving open positions that must then be filled.

Within the context of child welfare, turnover is commonly organized into three categories:

1. **Unpreventable turnover:** resulting from family issues, illness, or retirement.
2. **Desirable turnover:** termination or resignation resulting from employee incompetence.
3. **Undesirable turnover:** resulting from organizational issues such as limited support, weak supervision, and role conflict. Relatedly, **internal turnover** occurs when a caseworker must move from one unit to another within a child welfare department as the result of administrative action or resource allocation.

² American Public Human Services Association, 2005; General Accounting Office, 2003.

When properly handled, neither unpreventable nor desirable turnover is commonly detrimental to the client, fellow caseworkers, or the agency as a whole. Conversely, undesirable turnover does result in negative consequences to the field's ability to effectively and efficiently serve children and their families.

What are the impacts of turnover?

Turnover is not always negative. Examples of functional turnover include staff retirements after a fulfilling career, promotions after an appropriate amount of experience gained at an initial position, and terminations following a fair determination of incompetence. These types of turnover are both expected and necessary for a strong and effective child welfare system. When turnover is functional, it supports the flow of innovation within child welfare by making way for new staff, who then bring new opinions and approaches to the field. On the other hand, undesirable turnover as the result of foster care caseworkers feeling unprepared, unfulfilled, or burned out weakens the effectiveness of child welfare agencies.

Research supports a number of reasons why undesirable turnover has negative consequences for children, families, and child welfare staff. First, when a foster care worker leaves an organization for reasons other than the specified forms of functional turnover, the result is commonly a decrease in casework productivity.



This is due in part to the fact that while the position is vacant, the cases must be assigned temporarily to other workers, increasing their caseloads and reducing the time and energy they can spend on each of their cases individually. The time needed for new caseworkers to acclimate themselves with an established case understandably results in delays and interruptions to overall service delivery. Delays and interruptions to casework have considerable impacts within the time sensitive and deadline driven world of child welfare. Interruptions to service delivery and case related decision-making processes can result in serious consequences to the safety, permanency, and well-being of these vulnerable children.

Often, workers who are newly assigned to an ongoing case (within the last 30 to 90 days) come before the review board having little knowledge about the course of the case or insight into the needs of the children and parents. This is a frustration also expressed by local courts in their efforts to move the case toward timely permanency. Jurists and attorneys need regular updated information at review and permanency planning hearings regarding case progress. They also need to be able to trust the source of that information, a trust that is compromised when there are a series of workers on a case.

Second, and most importantly, when cases switch hands due to unplanned turnover, the children and families being served are significantly, negatively affected. The system loses its established link to the family and child, which inevitably delays progress toward permanency, particularly when the goal is reunification. Reestablishing an effective working relationship between the new caseworker and the child and family takes time and energy—time and energy the family has already expended in developing a relationship with the previous caseworker. A caseworker change is yet another loss for the child and another new person intruding into the child and family's life. Thus, additional time must be spent with the child and family building the trust necessary to disclose and work on issues related to why the children are in care.

Third, when a caseworker leaves for undesirable reasons, agencies must reinvest training resources on a new worker, resulting in increased overall costs. Child welfare agencies spend valuable resources recruiting, hiring, and extensively training workers. When these new workers leave the agency after only a year or two, the agency is unlikely to recoup its investment of resources.

There are some studies that suggest that it costs the system up to \$20,000 every time an agency has to replace a worker. The U.S. Department of Labor estimates the cost of employee turnover to be approximately one-third of a worker's annual salary. In an age when human service agencies are receiving less financial backing and are faced with ongoing budget cutting, it is essential to both recognize and address the financial cost of turnover.

Who leaves?

Reports estimate that the majority of caseworkers who leave their positions are relatively inexperienced, depart within the first year of employment, and were feeling unprepared for this type of work. However, there is strong research suggesting the factors that cause turnover, as well as those that support retention, are much more complex than simply inexperience and a lack of readiness within the field.



Factors that influence turnover

As noted earlier, foster care caseworkers perceive their job as one of the most difficult and complex within the human services field. Considerable empirical attention has been paid to identifying factors that lead to caseworker turnover. The literature commonly organizes factors related to turnover into two categories: individual and organizational.

1. Individual factors

Individual factors refer to the characteristics of the caseworkers themselves. The most common individual factors linked to turnover include educational level, emotional exhaustion, age, gender, role conflict and overload, burnout, and level of experience.

2. Organizational factors

Organizational factors refer to aspects associated with the agency itself and the workers' perceptions of these aspects. These factors included lack of supervisory support; high caseload and unmanageable workloads; dissatisfaction with salary, fringe benefits, and promotional opportunities; concerns regarding job related risks; administrative burdens; and insufficient training.

While inadequate compensation, limited job security, and meager benefits are commonly cited as major organizational causes of turnover in child welfare, other empirical findings have found that factors related to the social context, culture, and climate within an organization can have more significant impacts on employee behaviors. A number of studies have found that outcomes for youth in child welfare settings can actually be improved by changing an agency's culture and climate.³

Organizational Culture: Organizational culture is defined by scholars as the “behavioral expectations and norms that characterize the way work is done in an organization or work unit.” These expectations are the basis for socializing new caseworkers into the organization's preferred way of engaging in work, preferences that are often filtered through

³ Williams & Glisson, 2014; Glisson & Green, 2006, 2011; Glisson & Hemmelgarn, 1998; Glisson, Hemmelgarn, Green, & Williams; Yoo & Brooks, 2005.

the personal expectations of administration and management. Child welfare organizational culture defines how caseworkers engage with their clients and, ultimately, the way in which they work to keep children safe and actively moving towards permanency. Some of the strongest predictors of intention to leave are directly related to organizational culture: job satisfaction, high stress, level of organizational commitment to worker success and satisfaction, and segregation from the decision-making structure. Organizational cultures with higher emphases on rewards and incentives for employee performance resulted in reduced intention to leave.

Organizational Climate: Organizational climate is defined as the shared perception of work environment. Researchers describe organizational climates as either stressful or engaged. A stressful climate is one in which employees report feeling low levels of accomplishment, role conflict, and high levels of emotional exhaustion. An engaged climate is defined as one in which caseworkers are able to remain highly and personally involved with their work. Caseworkers in engaged environments provide more comprehensive and consistent services, are less likely to leave, have increased levels of job satisfaction, and have higher levels of motivation and commitment to their organization.

3. Trauma and burnout

Much of the more recent literature and research focuses on the social and psychological factors related to caseworker turnover; specifically, direct trauma, secondary trauma, and burnout.

Child welfare professionals work with persons who have been accused of harming their children. The reactions of the parents and families to their child being placed in foster care can, at times, include anger, hostility, and threats toward the caseworker. Direct trauma is experienced by caseworkers when they are exposed to abusive name calling and cursing, property damage, threats on their lives and/or on the lives of their family members, and actual assaults. Verbal assaults and threats made via social media can impact the life and reputation of the caseworker.



Burnout, or what is sometimes called compassion fatigue, is insidious. It is evidenced by a slow erosion of energy and motivation to do the job well, which impacts the quality of care to the children and families served. It is typically anchored in what is perceived to be an unsupportive and demanding work environment that requires much but offers little intrinsic or financial reward.

Key contributors to burnout include long, stress filled work days that interfere with family and social lives; responding to on-call emergencies that are seen as a “normal” part of the job with no additional compensation; and the lack of regular, positive feedback. In addition, the sense of frustration, futility, failure, and despair workers experience in their diligent efforts to achieve positive outcomes for the children and families they serve and a lack of *any* sense of positive regard or reward, are also significant contributors to burnout.

Compassionate, energetic, industrious young men and women come into the job believing they are going to help children and families in need. However, many soon find themselves overwhelmed with a child welfare system that is often fragmented, calling on them to serve many masters (children, parents, supervisors, foster parents, judges, and attorneys) with competing needs and priorities. Caseworkers often feel responsible to reconcile and respond to all of these needs and priorities.

Interacting with and meeting the needs of parents, children, and the foster parents who care for these children are essential case management responsibilities. Establishing these relationships takes time and is critical to a caseworker's ability to ensure the child's safety and well-being while in foster care and to help the family change the behaviors that caused the maltreatment or pose the risk of further abuse or neglect. When done well, these efforts result in positive outcomes for children and families and a high level of job satisfaction for caseworkers.

In reality, much of the caseworker's time is not spent on direct contact with children, parents, and foster parents. Formal studies, as well as board member conversations with caseworkers during FCRB reviews, indicate that caseworkers spend less than 30-35 percent of their time helping families directly address the issues that brought their children into foster care, connecting them with needed services (that are not always available or easily accessible), or supporting foster parents in the care of those children. Increased administrative case work often crowds out the time that caseworkers have to devote to such direct contact. Over the past year, data entry requirements have been significantly challenging for Michigan's foster care workforce due to the implementation of a new computer system, MiSACWIS (Michigan Statewide Automated Child Welfare Information System). Typical with any large information management system change, MiSACWIS glitches and workarounds have added hours of extra data entry time, and significant emotional stress.

Although caseloads have been brought in line with national standards over the past several years, caseworkers report that their workload (the amount of work required to successfully manage assigned cases and bring them to resolution) has increased. They report that instead of providing increased time for parent, child, and foster parent engagement, their time has been filled with increased administrative duties and other non-casework responsibilities.

Family courts can be another contributor to caseworker burnout. Long days spent waiting for hearings that are often delayed beyond their scheduled time consume significant amounts of worker time each month. Although some counties provide legal representation for DHHS and private agency staff in dependency hearings, this is not a consistent practice statewide, leaving many caseworkers on their own in court, even though caseworkers receive limited training on court practice and process and are minimally prepared for the adversarial nature of that process. Legal actions can delay cases for months or longer, despite the diligent efforts of the caseworker to achieve timely permanency for a child. This can then cause significant distress for the caseworker as they watch the impact such delays have on the children and families they serve.

The concept of secondary trauma has of late become a major focus of attempts at understanding the multiple stresses faced by foster care caseworkers that lead to turnover.

Working with and helping to support traumatized children who have been abused and neglected can take its toll on foster care caseworkers who continually witness the hardship and suffering experienced by those they are trying to help. Daily exposure to information related to the physical and sexual abuse of children and the related consequences to that child, as well as parental struggles with domestic violence, mental illness, and poverty can lead workers to detach from the children and families they serve as a way to shield themselves from further secondary trauma. This, of course, is the exact opposite of what those children and families need.

If such stress and distress is not recognized and addressed within a supportive supervisory relationship, it can lead to caseworkers leaving a direct care position or leaving the child welfare field altogether.

Social support, both peer and supervisory, has long been known to mediate the stress and trauma of child welfare work. Most caseworkers come into the job with little to no training to prepare them for the multifaceted requirements of foster care casework and the emotional stress and trauma involved. They immediately need support and supervision in processing, prioritizing, and organizing their work and establishing healthy boundaries. This can only be provided by competent, supportive, experienced supervisors upon whom workers can safely rely for emotional support and guidance.

The literature prescribes a reflective model of supervision that is focused on mitigating the emotional impacts of child welfare work and increasing skill and knowledge, as opposed to a “system of surveillance” that focuses primarily on policy compliance and technical performance. Supervision works best when it both provides task assistance focused on both new skills acquisition and problem solving and includes social and emotional support within the context of a positive personal relationship.

Factors related to retention

Factors that support retention are equally as important as factors that cause turnover. Similar to their negative counterparts, retention factors can be grouped by individual and organizational aspects.

1. Individual staff characteristics

Researchers have identified a number of psychological characteristics that can be linked to retention. First, positive job related self-perceptions such as self-efficacy, or the belief that one is making a difference, and high levels of motivation have been directly linked to caseworkers staying in their positions. In addition, a positive perception of one’s work environment also appears to mitigate turnover. This perception involves high levels of satisfaction with role and responsibilities, a belief that work-life balance is supported by supervisors and administration, and the perception that one’s work environment is supportive.



Currently, empirical research has yet to produce consistent linkages between the demographic factors of child welfare caseworkers and retention. Researchers looking to link characteristics such as gender, age, race/ethnicity, and level of education with retention have not found consistent outcomes.

2. Organizational factors

There are a number of factors at the organizational level that influence retention. According to research, the areas where child welfare agencies should focus energies on to improve stability in the workforce include:

- Manageable workloads that allow caseworkers sufficient time to engage and work with their children, parents, and foster parents.
- Ongoing professional development and meaningful training opportunities.
- Facilitative and supportive supervision.
- Clear organizational policies and practices.
- Opportunities for promotion.
- Flexible work schedule.
- Competitive salary and benefits.

Current DHHS retention policies and initiatives

DHHS advised that they do not collect data or track information specifically related to foster care worker turnover. They do require private agencies to provide some of this information when bidding on contracts, though.

DHHS provided a summary of efforts they are making to retain child welfare staff:

- **Child Welfare Certificate Program** – a DHHS/university partnership program to expose master’s level social work students to child welfare curriculum before graduation to prepare candidates for job responsibilities once hired.
- **Internship Placement Program** – a DHHS/university partnership to place master’s level social work students in child welfare roles prior to graduation to advance familiarity and preparedness for job responsibilities.
- **Wayne Together Child Welfare Learning and Leadership Collaborative** – a partnership of DHHS and Wayne State University as a result of a 2014-2018 grant from the National Child Welfare Workforce Institute (NCWWI) that focuses on worker recruitment and retention in Michigan’s child welfare workforce.
- **Worker Relief Workgroup** – a DHHS driven effort to identify, amend, or eliminate redundant and non-value added policies and practices to enable staff to accomplish work requirements.
- **MiTEAM Case Practice Model** – a comprehensive and coherent statewide practice model aligned with the DHHS child welfare vision. Provides staff with concrete strategies and tools they can use to intervene effectively with children and families to achieve positive outcomes.
- **Secondary Trauma Pilot** – a training initiative implemented in 2015 to promote resiliency, positive coping strategies, and support for child welfare staff.
- **Foster Care Workload Study** – a 2015 contract with the National Council on Crime and Delinquency to determine accurate caseload size for foster care staff to ensure policy compliance, best practice, and completion of work within a 40-hour week.
- **MiSACWIS training and support** – DHHS in-classroom and in-field training opportunities for field users to increase competence in accessing the MiSACWIS case management system. In 2015, redesign efforts and mobile applications are being added to advance efficiency and user satisfaction.
- **Employee Engagement through Excellence in Leadership training** – a department-wide, day-long mandatory training in 2015 to emphasize the use of leadership skills and behaviors that support trust, communication, change management, team building, and employee support and growth to build and sustain workforce engagement.
- **Leadership Academy for Deans and Directors** – a partnership between Wayne State University and DHHS Children’s Services Administration to develop and implement an initiative that promotes workforce recruitment and retention in child welfare.
- **Strengthening Our Focus Resource Development** – a 2015 workgroup made up of public and private stakeholders to address myriad child welfare workforce issues with the ultimate goal of developing best practice recommendations.

The Foster Care Review Board notes that despite this impressive list of initiatives, without good data and objective information specific to foster care worker stability and turnover, it will be difficult to determine the success of these initiatives.

The Michigan Federation for Children and Families, a statewide advocacy organization serving private nonprofit child welfare agencies, identified some of the strategies used by these agencies in their efforts to retain experienced foster care caseworkers, including:



- Longevity pay.
- Continuing education support and incentives.
- Supportive supervision and a positive work culture.
- Flexible work schedules.
- Employee appreciation activities.
- Private offices (no cubicles).

Summary and Conclusions

Michigan's foster care system faces significant challenges in maintaining a stable, well qualified, experienced workforce to effectively respond to the diverse needs of abused or neglected children and at-risk families served.

Numerous studies have found that the primary factors related to high rates of foster care caseworker turnover include:

- Inadequate preparation and training for the multifaceted demands of this work.
- Overwhelming workloads and case management responsibilities.
- Inadequate supervision and support in managing factors related to burnout and secondary trauma.
- Low pay and incentives are inconsistent with the stressful and critical nature of the work.
- Organizational climates that exacerbate the already stressful nature of the work.

Systemic changes are needed to better support and retain skilled caseworkers, with recognition of and focus on the critical role they play in ensuring the safety, well-being, and timely permanency of children in foster care. Appearing to need the most attention are the overwhelming administrative aspects of case work that often crowd out the time that caseworkers have to engage with and develop trusting relationships with families and children—relationships that are critical to a caseworker's ability to help the family overcome the barriers to providing a safe home. The FCRB would strongly encourage the DHHS and its private agencies, local courts, county leaders, and state legislators to actively evaluate and address the multiple issues that impact stability and continuity in this most critical position in our child welfare system. Ensuring a committed, experienced, high performing foster care workforce that can consistently fulfill its role in achieving positive outcomes for our states most vulnerable children and high-risk families must be a priority of our state.

The Foster Care Review Board would like to thank Tina Dykehouse, doctoral candidate in social work with Wayne State University, for her contributions to this article.

Recommendations

1. **We recommend** that the DHHS and its contracted child placing agencies review and evaluate its administrative policies and hiring practices in relationship to stabilizing the foster care caseworker workforce overall and reducing the number of caseworkers assigned to an individual case.
2. **We recommend** the DHHS and private child placing agencies require and ensure that supervisors have the training, experience, and ability to assist caseworkers with skill development and problem solving, and provide them with the social and emotional support necessary to manage the substantial personal and professional stressors that are inherent to this work.
3. **We recommend** that the DHHS collaborate with the Michigan Federation for Children and Families in developing a confidential job satisfaction survey of caseworkers related to evaluating agency organizational culture and climate as a means of identifying and instituting both systemic and individual agency improvements in these areas.
4. **We recommend** that the Michigan Legislature work with the DHHS and representatives from private child placing agencies to establish equity in pay and benefits for foster care caseworkers throughout the system.
5. **We recommend** that the DHHS establish contracts with all county prosecutor offices and/or the Michigan Attorney General's office to ensure all MDHHS and private agency caseworkers have legal representation when in court.
6. **We recommend** the Legislature require DHHS to maintain specific data and information related to foster care caseworker turnover.
7. **We recommend** that the DHHS and its local county offices collaborate with SCAO and the local courts to ensure that caseworkers are adequately trained to competently and confidently present before the court.



Update: 2013 Recommendations

The Foster Care Review Board's 2013 Annual Report, which addressed the issue of attorney representation of children in foster care, contained the following recommendations to the State Court Administrative Office (SCAO), Michigan Legislature, and Michigan Department of Human Services (MDHS):



1. **We recommend** that SCAO develop a brochure and/or video aimed at children, school age and older, that provides them with a clear understanding of their right to legal representation and the roles and duties of the LGAL on their behalf.
2. **We recommend** that MCL 712A.17d be amended to include minimum qualifications for an attorney to serve as an LGAL that ensure the attorney has the requisite knowledge and experience to provide quality representation.
3. **We recommend** that the Michigan Supreme Court and/or the Michigan Legislature establish continuing education requirements for attorneys representing children in child abuse and neglect cases.
4. **We recommend** that the Michigan Legislature, in collaboration with the Michigan Association of Counties and the State Bar of Michigan, initiate a study to determine a fair compensation structure for attorneys representing children in abuse and neglect cases, with the legislature determining how to fund such compensation. Based on the results of this study, we recommend that the Michigan Legislature work with the Michigan Association of Counties to establish a range of compensation commensurate with the duties required by MCL 712A.17d.
5. **We recommend** that Michigan adopt by statute or court rule maximum caseload standards for attorneys representing children in child abuse and neglect cases that will allow them to adequately perform the duties required by MCL 712A.17d.
6. **We recommend** that the SCAO establish a standardized model contract for use by the courts that specifies the activities required of an attorney in order to meet statutory requirements and ensure quality representation to their child client. We recommend that the contract include the requirement of at least one visit to the child's placement to ensure it is in the child's best interests.
7. **We recommend** that the SCAO work with local courts to establish quality assurance measures and protocols to ensure children are receiving quality representation.
8. **We recommend** that, in order to facilitate LGAL visitation, the DHS ensure compliance with placement policy requiring that children not be placed outside of a 75-mile radius of the home from which they were removed, unless they meet the criteria for exceptional circumstances noted in DHS Policy FOM 722-03.
9. **We recommend** that SCAO court form JC19 be amended to include a provision to verify the court's compliance with MCL 712A.19a(3), which is the requirement to obtain a child's views regarding the permanency plan.

There was no formal response to these recommendations by the SCAO, MDHS nor Michigan Legislature this past year. Thus we are uncertain what actions have been or are being taken to address this important aspect of our child welfare system. The SCAO Child Welfare Services Division initiated a LGAL "Boot Camp" to provide voluntary training regarding the basic responsibilities of the LGAL in representing their child clients.

The 2013 FCRB Annual Report is available online at:

http://courts.mi.gov/Administration/SCAO/Resources/Documents/Publications/Reports/fcrb/FCRB_ar13.pdf.pdf

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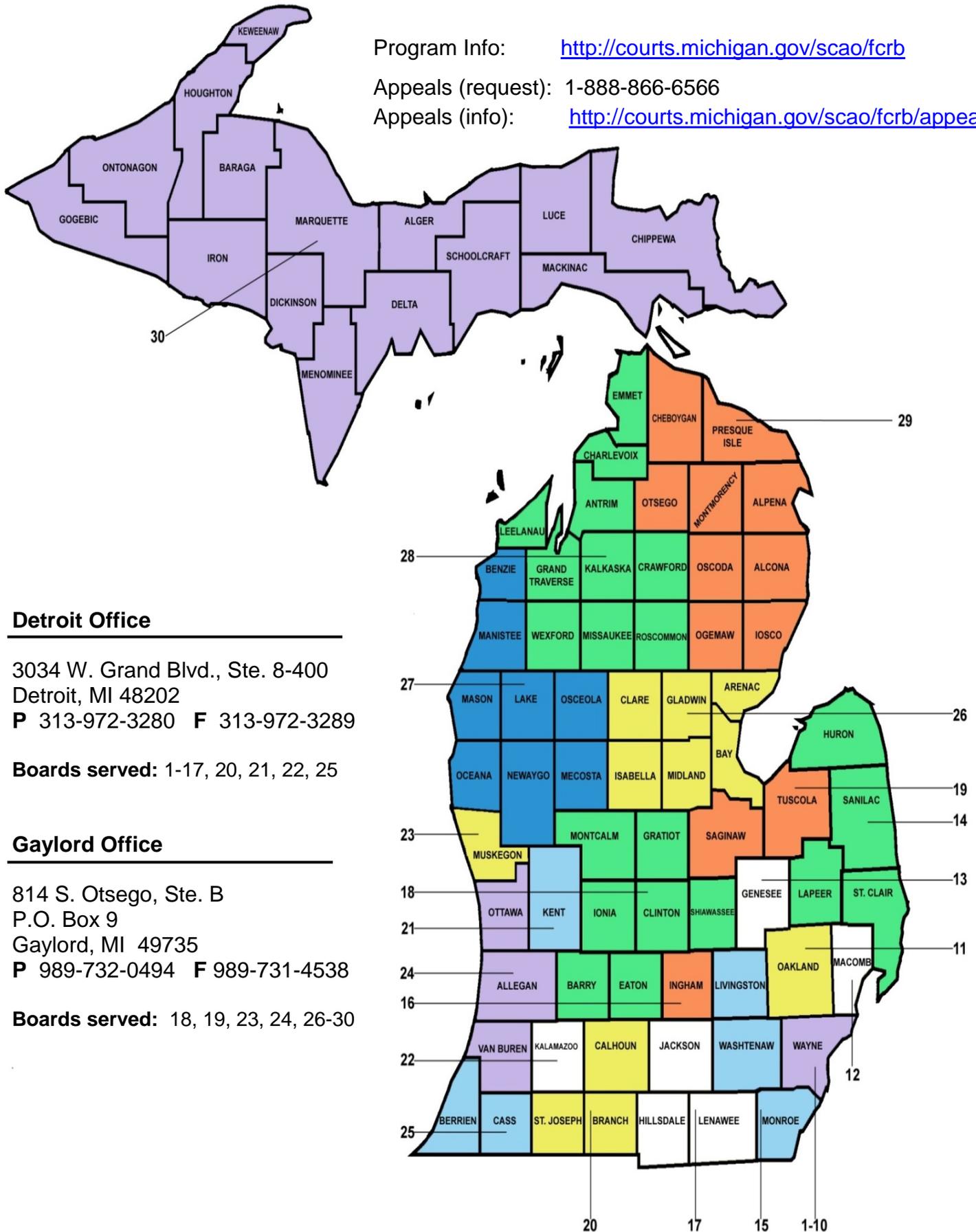
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