

DCF Divisional Organization & Functions

Academy for Workforce Development	21	
<i>CFAstDirAcdmYWkfrCDev</i>	1	This Division is comprised of 3 Units: The Academy for Workforce Development has the primary responsibility of offering pre-service and in-service training, and multiple workforce development programs and activities. The Academy provides competency-based, culturally and racially just trainings in accordance with national standards for practice in public child welfare. The Academy is committed to providing a breadth of trainings and workforce development opportunities for staff in order to enhance their skills and knowledge as they provide appropriate, and timely services to children and families within the state of Connecticut. The role of the SQR Special Qualitative Review Unit is to conduct a qualitative review of critical cases at the Commissioners Discretion. The reviews are in depth and include reading case records and interviewing staff involved in the year leading up to the Critical Incident. The review interviews and findings focus on system level needs rather than individual blame in accordance with Safety Science Culture. The Academy for Community Partners Unit focuses on providing quality training to contracted providers, as well as other community providers upon request. The primary focus is to inform contracted providers of DCF practice changes and initiatives, as well as to provide support in training recently onboarded contracted providers. The ACP also oversees development, maintenance and delivery for training with legislative community mandates (Mandated Reporter Training, Bystander Training).
<i>CFDirAcdmYWkfrCDev</i>	1	
<i>Chld&FamProgDir</i>	1	
<i>Chld&FamProgSup</i>	4	
<i>OfficeSupervisor</i>	1	
<i>Secretary2</i>	2	
<i>SocialWorkSupervisor</i>	10	
<i>TrainingProgramCoordinator</i>	1	
Area Office Administrative Case Review	62	
<i>Chld&FamProgSup</i>	5	Staff in this unit, assigned to each of the agency's 14 Area Offices collaborate with CPS teams to perform the Administrative Case Review process. The ACR is an ongoing periodic case review completed for every child in DCF care and their associated family (9,137 completed in 2022). A case plan is written for each child in DCF care including a summary of their medical, behavioral, and mental health status and needs, as well as a description of their current placement, educational status, case goal, and other information. This case plan is written and reviewed via the ACR process within 60 days of the child's entry into DCF care and updated and reviewed every 6 months thereafter until the child achieves permanency and exits from DCF care. The review process culminates in a meeting with invited family members, caretakers, attorneys, and service providers involved with the family and is intended to discuss case progress. Data from these reviews is analyzed and presented by ACR staff to area offices to assist with developing strategies and improve case practice.
<i>SocialWorkSupervisor</i>	57	
Area Office Administration	123	
<i>AdministrativeAssistant</i>	8	Each of DCF's 14 Area Offices is managed and overseen by the Office Administrative Unit. This Unit, managed by a Program Director is responsible for directing all aspects of office functions, both administrative, staffing and CPS work. The Program Supervisor manages multiple CPS teams and provides overall case guidance; provides training and assistance to staff and/or outside providers; consults with staff on difficult cases; oversees maintenance of records; collects and analyzes program data; interacts with clients and caretakers; and reviews cases concerning retention of a child in community vs. institutionalization. The Program Director oversees the Program Supervisors of every CPS team in the office, consults on difficult cases, coordinates staff training, promulgates agency directives, lifts up agency initiatives and acts as the liaison to the communities that comprise the Area Office. The Administrative Unit manages staffing allotments for the Office, oversees caseload numbers and overtime and ensures outreach to the contracted community providers serving the geographical areas covered by the Office.
<i>ChildrenServicesConsultant</i>	1	
<i>Chld&FamProgDir</i>	14	
<i>Chld&FamProgSup</i>	50	
<i>MailHandler</i>	1	
<i>MessengerAndSupplyClerk</i>	1	
<i>OfficeAssistant</i>	9	
<i>OfficeSupervisor</i>	4	
<i>Secretary1</i>	7	
<i>Secretary2</i>	9	
<i>SocialWorkSupervisor</i>	10	
<i>SW-Socl&HumanSvcs</i>	4	
<i>UnitSupervisor</i>	5	
Area Office Intake	370	
<i>Chld&FamProgSup</i>	1	Each of DCF's 14 Area Offices operates an Intake and Investigations Unit for investigation of reports of abuse and neglect received from the DCF Careline. These Units do not maintain on-going cases, they investigate reports of abuse and neglect, make initial determinations of risk and safety of the child and determine instances of substantiation or non-substantiation. As needed, these staff make referrals for emergent services and partner with local police departments, schools and hospitals. At the culmination of the investigations staff produce an investigation protocol that summarizes the investigation findings with recommendations for transfer to on-going services, closure or referral to alternative services.
<i>SocialWorkCaseAide</i>	3	
<i>SocialWorkSupervisor</i>	61	
<i>SW-Socl&HumanSvcs</i>	302	
<i>SWTrne-Socl&HumanSvcs</i>	3	
Area Office On-Going Services	1034	
<i>AdministrativeAssistant</i>	1	Each of DCF's 14 Area Offices operates an On-Going Services Unit for cases referred from the Intake and Investigations Units. The CPS teams in an on-going services unit are charged with the safety assessment, oversight and case management of all children/families with an open DCF case (both in-home and out-of-home). The Social Worker assesses child and family needs; establishes contracted and community referrals to mitigate the needs identified within the family, including medical, behavioral health, environmental or economic; prepares initial treatment plans and psychosocial evaluations; motivates clients to increase ability to understand and cope with problems, frustration and anxiety; obtains medical, physical and social histories of clients in order to provide maximum services to individual; confers with clients, relatives, professional associates and other social welfare agencies regarding case problems; provides counseling services to their assigned caseload; conducts and interprets results of investigations; seeks employment, housing, financial assistance and other services for an assigned caseload; independently prepares case histories, forms and reports; makes recommendations for Juvenile Court on all petitions alleging neglect or abuse of children; consults with psychologists, psychiatrists and other staff to develop and administer treatment plans; and assesses for the child's continued safety.
<i>Chld&FamProgSup</i>	1	
<i>HeadClerk</i>	1	
<i>OfficeAssistant</i>	102	
<i>Secretary1</i>	3	
<i>Secretary2</i>	3	
<i>SocialWorkCaseAide</i>	85	
<i>SocialWorkSupervisor</i>	162	

SW-Socl&HumanSvcs	653	neglect or abuse of children; consults with psychologists, psychiatrists and other staff to develop and administer treatment plans; and assesses for the child's continued safety throughout the life of the case. The Social Work Supervisor is accountable for supervising Social Workers within their team. SWS' assign and review the work of staff; provide staff training and assistance; determine priorities and plan unit work; and case conference on each case assigned to a Social Worker on their team.
SWTrne-Socl&HumanSvcs	22	
UnitSupervisor	1	
Behavioral Health Administration	8	
BehHlthClinMgr	1	This division oversees the Department's community Behavioral Health contracted services and provides coordination and oversight of several federal grants, most notably the federal Mental Health Block Grant. Staff in the unit serve as Program Leads monitoring service need trends across the state, designing and procuring contracted services to meet those needs and overseeing utilization, performance and outcomes of those services once operational.
Chld&FamProgDir	1	
Chld&FamProgSup	3	
ClinSoclWkrAssoc	1	
HlthMgmtAdmin	1	
Psychologist(Consulting)	1	
Bureau of Child Welfare	6	
C & F Administrator	3	Bureau of Child Welfare staff are charged with overseeing all aspects of the Child Welfare Divisions, including operations of all 14 DCF Area Offices, the Careline and the Foster Care Division. The Bureau of Child Welfare is responsible for the development, implementation and consistent application of child welfare policy and practice standards in compliance with federal and state mandates. The Bureau of Child Welfare works in partnership with internal and external stakeholders to ensure the safety, permanency and well-being of all children served by DCF. The Bureau of Child Welfare works closely with the Bureau of Strategic Planning to analyze data and trends to maintain continuous quality improvement of key performance indicators. The Bureau staff are responsible for recruitment and retention of staff and sound fiscal management of DCF Area Offices budgets including overtime and wrap funds.
Secretary2	1	
Chld&FamProgDir	2	
Bureau of External Affairs	7	
Chld&FamProgDir	2	Office of Community Relations: The Office of Community Relations (OCR) serves clients, foster and adoptive parents, providers, and concerned citizens in answering questions and resolving issues they express with the Department, in the best interests of children. The role of the OCR is to receive and investigate inquiries and complaints relating to Department services to bring about a resolution as amicably as possible. The OCR receives an inquiry or complaint (either by telephone, in-person interview or in writing) concerning a service to a child or family. Office of Communications: The Office of Communications responds to media inquiries and plans and implements public information materials regarding projects, programs, and campaigns about DCF services. The Office manages the DCF website, publications, public service announcements, social media and media outreach while working cooperatively with managers and staff of all DCF units and divisions, Area Offices, and facilities. The Office advises the Commissioner, Executive Team, Governor's Office, and other state agencies of ongoing inquiries, as appropriate. Division of Government Relations & Policy: Develop, draft and advocate for the Department's legislative agenda; Work with the fiscal team on the Department's budget; Draft testimony, meet with legislators, and provide educational resources to policy makers on items concerning DCF; Review consistency between statutes, regulations and policy and update as required; Collaborate with other state agencies and Branches of Government on behalf of the Commissioner; Answer inquiries from legislators regarding constituent experiences with the Department; Responsible for managing reporting requirements.
Chld&FamProgSup	1	
Director of Communications 2	1	
Ombudsperson	1	
SW-Socl&HumanSvcs	1	
VisualMediaDesigner1	1	
Bureau of Strategic Planning	30	
AdministrativeAssistant	1	The Strategic Planning Bureau is responsible for activities related to quality assurance, quality improvement, performance management, and data reporting and evaluation as part of the continuous quality improvement (CQI) work for the entire agency. Quality Improvement and Performance Management encompasses ongoing performance management and measurement including the development of strategies to improve the case practice with the children and families we serve. This includes oversight of multiple case practice review processes statewide. Staff also provide oversight and support of the area office, regional, and division CQI teams including the refinement of strategies to improve work performance and case practice based upon data for the office or division. The Data Reporting and Evaluation unit is responsible for duties in three primary areas: Reporting, Research and Evaluation, and Strategic Planning. Staff are responsible for oversight of development/maintenance of multiple DCF Reporting applications, conducting program evaluation and statistical analysis activities for DCF direct and/or contracted services, supporting research/evaluation activities being conducted by external parties, overseeing the agency's Research Agenda, coordinating activities related to federal child welfare data submission, following up on Critical Incidents involving allegations of abuse/neglect, ensuring that relevant managers have been notified, and participating in follow-up review activities as needed and conduct random case reviews, provide consultation on case review instrument development. Foster Care Periodic Review staff serve as the quality assurance arm of the Strategic Planning Bureau. These staff oversee the DCF Administrative Case Review (ACR) process, which is a requirement of the Adoption and Safe Families Act of 1997, Public Law 96-272, and the Adoption Assistance and Child Welfare Act of 1980.
CFDirOfQA	1	
ChildrenServicesConsultant	5	
Chld&FamProgDir	3	
Chld&FamProgSup	9	
Data Scientist	1	
ExecutiveAssistant2	1	
QualAssurMgr	1	
SocialWorkSupervisor	2	
SW-Socl&HumanSvcs	6	
Careline	126	
Chld&FamProgDir	1	Careline with general questions about services, report information regarding children under the care of the Commissioner, as well as concerns for children of families that DCF is involved with and many other issues. It is staffed 24 hours/7 days per week/365 days per year with social worker staff who answer phone calls, process online reports, and assess the information gathered to determine the appropriate response to process the information while supervisors ensure that policy, practice, and procedures are adhered to meet the demands of the call volume and address the sensitive nature of the reports being made. Program Supervisors also evaluate data and trends, and consult and assist in making case specific decisions and ensuring that policy/practice is adhered to, and regional on call social work staff and primary social work investigators respond after normal business hours to emergent situations and investigate reports. In addition to the Careline Call Center, the DCF Careline Unit is responsible for providing Child Protection Background Check Services to the private sector of employers, businesses and other state agencies who work with children while the Special Investigations (SIU) and the Education Professional Investigation(EPIU) Unit conduct abuse and neglect investigations on DCF employees, foster parents, congregate care settings, police officers and legislators (SIU) and school employees, licensed daycares and camps (EPIU).
Chld&FamProgSup	4	
OfficeAssistant	1	
ProcessingTechnician	4	
SocialWorkSupervisor	21	
SW-Socl&HumanSvcs	94	
UnitSupervisor	1	

Central Transportation Unit	66	
<i>AsstSupvOfTranspOpns</i>	3	Central Transportation Unit staff assist caseload carrying DCF staff with child and family transportation. CTU provides transportation for child service appointments, family visits, daycare, summer camp, court dates and medical appointments.
<i>Mntr(Drvr/EquipOp)</i>	59	
<i>OfficeAssistant</i>	3	
<i>SupvOfTranspOpns</i>	1	
Clinical Community Consultation & Support	23	
<i>AdministrativeAssistant</i>	1	Staff in the IPV/SU Unit oversee the implementation of contracted services pertaining to children and families (in DCF care and in the community) impacted by Intimate Partner Violence (IPV) and/or Substance Use (SU). These contracted services are monitored through data review, community site visits, monthly provider meetings and interfacing with QA entities. Program Leads oversee analysis of service trends and utilization to advise and direct the DCF contracted service array; participate in and lead a multitude of committees on a departmental and statewide level to enhance partnership and collaboration to best serve our families, including but not limited to ADPC, National Prevention Week Sub Committee, CCADV and CT DV FR Task Force, SEPI-CT, IPV-FAIR, Yale CAB, Deaf and Hard of Hearing Advisory Team, ,IPV fatality review committee, Maternal Mortality Review Committee, Perinatal Quality Collaborative, Woman and Opioid Committee, ADPC subcommittee staffers, and a National Policy Academy; oversee performance management of the DCF contracted service array to ensure positive outcomes for children and families; partner with DCF CPS staff to ensure that DCF is directing its funding to services that are needed and impactful, and provide trainings on a local, state and national level on topics including but not limited to: SBIRT, Differential Response System, IPV and SU. The DCF Human Trafficking Unit coordinates DCF's response to human trafficking initiatives across the state, manages the contracted multidisciplinary review teams, coordinates the agency's locally based HART liaison staff (managing approx. 238 cases and reviewing 310 new referrals annually), and acts as the Program Lead overseeing the operation and performance of the human trafficking service provider for children in Connecticut who have been victims of human trafficking. The Interagency Collaboration Unit supports DCF Area Offices in working with DMHAS, DDS, DSS and OEC to oversee development of plans for youth who are aging into adulthood but continue to need the support offered by DDS and DMHAS YAS. This encompasses approximately 130 referrals annually to DMHAS YAS, with a current total of 329 DCF involved youth who are eligible for DMHAS YAS as they reach age 18. With DDS, since many of the youth become involved with DCF having already been determined as eligible for DDS, it is more challenging to track the specific number of referrals to DDS each year, however, there are typically around 100 youth who are involved with DCF and are DDS eligible that this unit follows and coordinates planning for. This unit also works collaboratively with DSS around identification of youth eligible for services on the Autism Waiver program. While much of the collaboration with DDS, DSS, and DMHAS YAS are with the youth who are close to adulthood, on the other spectrum, the Interagency Collaboration Unit also oversees the area of Infant Mental Health, working with the OEC and the Connecticut Association for Infant Mental Health (CT AIMH). Lastly, the Unit also serves as the lead for reviewing Unique Service Expenditure plans, which are often utilized to provide services to complex behavioral challenges that youth may present with. The CT Behavioral Health Partnership team represents DCF on the multidisciplinary CT BHP, comprised of DCF, DSS, DMHAS and the contract behavioral health administrative services organization, Carelon Behavioral Health. This statewide partnership manages behavioral health care for over 975,000 Medicaid/Husky Health Members across Connecticut. DCF staff specifically provide contract oversight; monitor contract compliance and collaboratively develop the performance targets and clinical studies under which the ASO contract is evaluated. They also serve as Program Leads to oversee numerous DCF behavioral health initiatives and contracted programs, including the ACCESS Mental Health Program, the HRSA federal grant program and DCF's contracted program for the determination of the need for 1:1 care in a congregate setting.
<i>C & F Administrator</i>	1	
<i>C&FBehHlthClinMgr</i>	2	
<i>ChildrenServicesConsultant</i>	2	
<i>Chld&FamProgDir</i>	2	
<i>Chld&FamProgSup</i>	8	
<i>DirPsychologicalSrvcs</i>	1	
<i>Family and Community Svcs Dir</i>	1	
<i>HlthMgmtAdmin</i>	2	
<i>PrimaryPrevSvcsCoord</i>	2	
<i>ProcessingTechnician</i>	1	
CT KIND	6	
<i>Chld&FamProgDir</i>	1	The CT KIND team is charged with designing and building a new Comprehensive Child Welfare Information System (CCWIS) to replace DCF's current system (LINK). This was a federally issued requirement in order to maintain Connecticut's ability to federally claim reimbursement for its child welfare work. The current system has been deemed non-compliant, reducing DCF's claiming ability for certain functions. The CT-KIND (Kid's Information Network Database) Project was launched in mid-2015 and is tasked with building and deploying a CCWIS-compliant client information/management system.
<i>Chld&FamProgSup</i>	4	
<i>SW-Socl&HumanSvcs</i>	1	
Division of Diversity & Equity	6	
<i>ChildrenServicesConsultant</i>	1	Office of Diversity and Equity: identifies and works towards mitigating issues related to discrimination, sexual or other illegal harassment. ODE identifies internal practices, policies and procedures that pose a barrier to DCF employees as well as job applicants, and members of the public serviced by DCF who are members of a protected class, while also meeting statutory responsibilities which include ongoing review and assessments of systems, policies, procedures as they relate to, investigations of discrimination, review of preferred qualifications, review and approval of applicant flows for hires, EEO training mandates., and development and submission of the DCF Affirmative Action Plan. Multicultural Affairs: is charged with developing, implementing, and sustaining diversity initiatives and policies designed to support the diverse needs of staff and clients and leads DCF's Racial Justice efforts.
<i>Chld&FamProgDir</i>	1	
<i>EqualEmployOppMgr</i>	1	
<i>EqualEmployOppSpec1</i>	1	
<i>EqualEmployOppSpec2</i>	1	
<i>Secretary2</i>	1	
Engineering Services	32	
<i>BldgConstrSpec1</i>	1	
<i>BldgMaintSupv</i>	1	
<i>ChfOfEngrngSvcs1</i>	1	
<i>Custodian</i>	9	
<i>GeneralTradesWorker</i>	3	
<i>Maintainer</i>	2	
<i>MaintSupv1(Genl)</i>	1	

OfficeAssistant	1	The Engineering Division is responsible for all plant facility maintenance, structural and environmental oversight. Staff oversee all custodian and housekeeping activities (including the 24/7 facilities), provide emergency response, oversee and coordinate completion of all maintenance projects (approx. 8,000 annually), oversee facility licensing standards at the Hospital and PRTFs, perform all outside grounds maintenance at DCF (state) owned buildings, manage all building leases (non-state owned buildings), coordinate the review and approval of home modification requests from foster families with complex medical needs placements, maintain the DCF warehouse of PPE inventory, and coordinate delivery of such and coordinate all capital improvement projects
PlantFacilitiesEngineer1	1	
PlantFacilitiesEngineer2	1	
QCW(Carpy)	1	
QCW(Elecl)	2	
QCW(HVACR)	2	
QCW(Plmb&Strmfitng)	1	
QCW(Pntg)	1	
SafetyProgramOfficer	1	
SkilledMaintainer	1	
StationaryEngineer	1	
SupervisingCustodian	1	
Fiscal Services & Support	107	
Accountant	3	DCF Fiscal & Support Services is comprised of 6 Units. The Business Office provides all procurement, purchasing and payable support for agency functions, while also managing the agency's vehicle fleet, asset management, P-Card program and arranging all employee travel (including case-related travel). The Revenue Enhancement Division ensures that each child coming into DCF care is established and remains active with Husky medical benefits (approx. 3,600 reviews annually), reviews each child coming into care for determination of Title IV-E eligibility and redetermines children in care for continued eligiility (approx. 2,700 annually), and oversees the development and maintenance of all DCF claiming activities, inclusive of Claim submission, which generates approximately \$100 million a year in state revenue. The Payroll Unit processes payroll for DCF's approx. 3,200 employees (full and part time) on a bi-weekly basis, manages all workers compensation pay and all benefits and leaves. The Budget Unit administers all DCF funding, inclusive of the \$800 million, 26 SID state budget and approx. \$200 million federal grant budget, is responsible for Rate Setting for DCF's rate set congregate providers, PNMI and SCAS forecasting and administration of each of DCF's 40-45 federal grants. The Child Welfare Accounting Unit reviews and releases all child specific payments, coordinates foster parent and adoption subsidy payments, manages the client debit card program (approx. 3,500 anually) and arranges any child-specific in-state hoteling (approx. 150,000 payments annually). The Contracts Management Division oversees DCF's 80 contracted service types (100 community providers operating 330 programs), through contract development, management and oversight, provider budget oversight, contract language development, human service procurement, all agency Personal Service Agreements and MOUs, and performance measure development. This Division also manages DCF's credentialed service array (15 service types / 300 providers) and all regional, child-specific payment processing.
AdministrativeAssistant	1	
AssocFscI/AdminOfcr	4	
AssociateAccountant	3	
AssociateAccountsExaminer	1	
AsstChfFiscalAdminSrvcs	2	
ChfOfFscI/AdmSvcs2	1	
Chld&FamProgDir	1	
Chld&FamProgSup	2	
CtCarTrne(Socl&HumanSvcs)	2	
DirOfPrgrmMon&FscIRev	2	
EligibilityServicesWorker	8	
EligibilitySvcsSpec	1	
EligibilitySvcsSupv	2	
FinancialClerk	6	
Fiscal/AdministrativeOfficer	24	
FscI/AdminAsst	6	
FscI/AdminMgr1	4	
FscI/AdmSupv	7	
GrantsAndContractsSpecialist	6	
HRAssociate	1	
MaterialStorageSupervisor1	3	
OfficeAssistant	1	
PayrollClerk	4	
PayrollOfficer1	2	
PayrollOfficer2	1	
PrincipalCostAnalyst	1	
ProcessingTechnician	1	
PyrlClrk(ThreeShftOps)	3	
Secretary2	1	
Storekeeper	1	
StorekeeperAssistant	1	
SupervisingAccountant	1	
Foster Care Division	217	
AdministrativeAssistant	1	The Foster Care Division is the Child Welfare Bureau's centralized division responsible for operation of its Regional Foster Care, Central Office Adoption, Subsidy, Pre-licensing, and Interstate Compact for the Placement of Children (ICPC) units. Regional Foster Care staff, assigned to each of the agency's 14 Area Offices, oversee the recruitment, licensing, child placement and oversight of 1,800-2,000 licensed caregivers (foster parents and kin). This includes managing and securing placements for children entering foster care, licensing
Chil&FamDirFosterCareSvs	1	

<i>ChildrenServicesConsultant</i>	14	kinship and ICPC caregivers, process licensing renewals, and supporting and ensuring compliance with regulations and standards. Licensing activities, with a specific emphasis on Kinship licensing, include providing support to caregivers, home assessments, advocacy, assessing the need for skill development of the parents, corrective action, ensuring compliance with regulation and standards, processing licensing renewals, and partnering with area office staff to ensure timely placement of every child entering care. On average, Support Social Workers maintain a case load ranging from 20 to 26 families. Placement activities manage every CPS team request for a placement resource for children entering care. The Permanency Resource Exchange maintains the statutorily required registry of children legally free for adoption in Connecticut, and the registry of families approved for adoption (310 currently). Staff also perform adoption matching, facilitate adoption home studies (220 annually), conduct specialized recruitment for adoption resources, review and approve adoption and guardianship documentation (875 annually) and provide support to adult adoptees (300 annually). The Subsidy Unit develops, implements and approves adoption/guardianship subsidy agreements (11,000 inc. renewals), processes monthly subsidy payments, maintains closed adoption records and facilitates adoption decrees with the courts. The Post-Adoption College Assistance Unit corresponds with colleges, manages post-secondary education payment approvals and educates and supports students and parents. The Interstate Compact Unit (900 cases annually) provides technical assistance, consultation, and training to area offices, acts as the liaison with all other states for the placement of Connecticut children out of state (either in congregate placement or with out of state kin resources), and completes licensing audit of out of state foster homes.
<i>Chld&FamProgDir</i>	2	
<i>Chld&FamProgSup</i>	7	
<i>ProcessingTechnician</i>	5	
<i>Secretary2</i>	1	
<i>SocialWorkSupervisor</i>	31	
<i>SW-Socl&Human Svcs</i>	155	
Health Management	42	
<i>AdministrativeAssistant</i>	2	The DCF Health Management and Oversight Division is responsible for identifying, monitoring, and reducing barriers to the health needs of children who interact with the agency. DCF Health Advocates ensure that DCF involved youth have access to quality health care by resolving barriers to medical, dental and behavioral health care. In 2022, HA's consulted on 194 complex cases, worked on 977 Claims Health Profiled and resolve 154 medical bills, saving the agency approximately \$87,700. The Division also serves as the Program Lead for the contract Multidisciplinary Evaluation programs across the state, ensuring that all children entering DCF care receive a comprehensive screen (962 completed in 2022) of their physical, dental, mental/behavioral health, educational needs, and trauma assessment within 30 days of placement. Nurses in this Division also provide training for all new DCF social workers, oversee the medication administration program for DCF licensed residential facilities, provide training for foster parents who care for children with complex medical needs, review and provide consent for all psychotropic medication requests for any child in DCF care and consult on complex care coordination cases.
<i>AdvancedNursePractitioner</i>	3	
<i>ChildrenServicesConsultant</i>	1	
<i>ClinNurCoord(Genl)</i>	19	
<i>DirectorPediatrics</i>	1	
<i>DirOfNursing2</i>	1	
<i>HealthProgramAssistant2</i>	5	
<i>HealthProgramAssociate</i>	1	
<i>HealthProgramSupervisor</i>	1	
<i>Nurse Consultant (Chld&Fam)</i>	2	
<i>NurseConsultant(General)</i>	5	
<i>PrincipalPsychiatrist</i>	1	
Juvenile Justice Education Oversight	21	
<i>AdministrativeAssistant</i>	2	consistent with the standards of the Connecticut State Department of Education, through data analysis and collaboration with the Department of Correction Unified School District #1. Specifically, staff advocate for students' academic, social and emotional well-being, as well as support student's efforts to find employment, post graduate options and beyond. They collaborate with receiving schools, youth serving agencies, employers, and other community supports to plan and manage successful transition post incarceration, track educational credits of youth while in and out of home placement and document the success of placements following youths' reentry into their communities through strategic goal setting and progress monitoring.
<i>AsstSuptOfSch</i>	2	
<i>C & F Administrator</i>	1	
<i>PupilServicesSpecialist</i>	15	
<i>ResearchAnalyst</i>	1	
Legal Division	48	
<i>Agency Legal Director</i>	1	The DCF Legal Division provides overall legal consult to the agency related to policy, case practice and child welfare. The Administrative Hearings Unit hears contested child welfare administrative cases for a variety of issues, including substantiations and central registry placement, treatment plans, license revocations and removals. Records Retention staff ensure that DCF adheres to state and federal policy regarding the retention and destruction of DCF case records and manages agency Freedom of Information requests. The Central Legal Unit responds to all record requests from law enforcement, state's attorneys, family relations and out-of-state child welfare agencies as these requests require a quick response time, while also conducting expedited substantiation and Central Registry reviews when an emergency placement is required for a child, or a barrier is identified regarding an individual's ability to be a resource for child with DCF involvement, and serving as a liaison to the Office of the Attorney General in its defense of DCF in lawsuits. The Policy Unit is responsible for providing technical assistance to every division in the Department regarding the development of new and revised policies. Technical assistance includes formatting policies, development of forms, and ensuring policies are consistent with state and federal mandates and other internal Department policies. This unit maintains the Department's comprehensive policy manual, including maintaining and updating the public facing website complete with a subject matter index, maintaining historical documents regarding the policy process, as well as all sun-setted policies. The Regional Legal Teams , embedded in each of DCF's 14 Area Offices, provide legal consultation and guidance to area office staff on case specific legal issues, while also reviewing legal petitions prior to filing them in juvenile court and assisting the Academy for Workforce Development with legal pre-service trainings, conducting substantiation reviews and representing the Department in removal, treatment plan, licensing, and substantiation hearings.
<i>Assistant Legal Director</i>	3	
<i>ChildrenServicesConsultant</i>	1	
<i>Chld&FamProgDir</i>	1	
<i>OfficeAssistant</i>	3	
<i>Paralegal Specialist</i>	22	
<i>PrincipalAttorney</i>	4	
<i>Secretary1</i>	1	
<i>Secretary2</i>	2	
<i>Staff Attorney 2</i>	6	
<i>StaffAttorney3</i>	4	
Office of the Commissioner	11	
<i>Chld&FamProgDir</i>	1	The Office of the Commissioner directs all aspects of the agency's mission, work, priorities and practice. Included under the Deputy Commissioner of Administration, the Office of Implementation performs a myriad of both confidential and administrative functions supporting and assisting the the agency, working in close partnership with Human Resources, Labor, Fiscal, Diversity & Equity, Systems & Organizational Development, and Workforce Development to design, manage, and monitor large projects, both short and long term. Specific functions include but are not limited to: facilitation of the agency's Business Process Meeting where policy and practice changes are developed and tracked; implementation of the Executive Fellowship Program; facilitation of the Service Outcome Advisory Committee where performance outcome measures for service providers are developed; and supporting
<i>Chld&FamProgSup</i>	1	
<i>CmmrOfChildFam</i>	1	

<i>DirOfOrgzIDev</i>	1	Human Resource and Fiscal tasks such as COVID-19 tracking, administrative meetings, committees, and hearings related to employment and union contracts, pre-employment background checks, the telework application process, and data collection regarding the agency's fleet operations. The Organizational Development Unit assesses the health of DCF and supports the development of workforce infrastructure. Functions include collaboration and partnering with all departments across the agency to (1) support leaders in a safety culture through the implementation of the Safe & Sound Culture, (2) lead the agency's Employee Assistance Program (EAP) process, and create an infrastructure to manage and collect appropriate data obtained on trends that assists employees with personal and/or work-related problems that may impact their job performance, health, mental and emotional well-being (3) serve as a liaison between the fiscal department and program leads by creating systematic communication & processes to work together to meet the federal timelines for report submissions for grants.
<i>DptyCmmrOfDCF</i>	2	
<i>ExecutiveAssistant2</i>	2	
<i>ExecutiveSecretary</i>	3	
Regional Resource Group	82	
<i>C&FBehHlthClinMgr</i>	4	The Regional Resource Group (RRG) is a multidisciplinary team that provides case consultation to CPS Social Work teams on specific cases. The RRG's function is to review presenting case related issues as well as any relevant historical information and recommend next steps to resolve or address the child/family's issues and needs. The purpose of RRG consultation is to provide direction, guidance and/or education regarding the presenting issues of the family. RRG staff assist with assessing appropriateness of youth receiving treatment in a variety of DCF contracted services, and provide recommendations for referrals to necessary services.
<i>ChildrenServicesConsultant</i>	14	
<i>Chld&FamProgDir</i>	2	
<i>ClinSocWkrAssoc</i>	54	
<i>SupervisingClinician</i>	7	
<i>SW-Soc&Human Svcs</i>	1	
Safety & Security	5	
<i>CJTSAstSuptResCare</i>	1	The DCF Safety & Security Division is charged with overall agency safety and emergency response. This includes development of the Agency Continuity of Operations Plan, coordination of each Division Health & Safety Committee, building and facility access, oversight of the 100 contracted security guards across all DCF locations, coordination with state, local and federal law enforcement, conduct of fingerprint and background checks for all potential DCF employees, vendors and contractors, facilitation of family specific DCF Threat Assessment Teamings and situational response to all DCF locations.
<i>PoliceOfficer</i>	2	
<i>ProcessingTechnician</i>	1	
<i>SafetyProgramOfficer</i>	1	
Solnit Hospital	310	
<i>AdministrativeAssistant</i>	1	The Albert J. Solnit Center Hospital is the only state-administered, inpatient psychiatric hospital for youth (males and females) under the age of 18 in the state. It is comprised of 4 twelve bed units, licensed by DPH, certified by CMS, providing inpatient, residential psychiatric care to children with complex mental health needs, with an average length of stay of 120-145 days. The multidisciplinary staff team consists of Board certified Psychiatrists, Psychologists, Registered Psychiatric Nurses, Social Workers/Clinicians and Child Service Workers. In addition to behavioral health interventions, treatment includes Medical /Pediatric, Dental, Dietary, Recreational, Neurological, Pastoral/Spiritual and Educational programming, including a fully operational school system.
<i>AdvancedNursePractitioner</i>	1	
<i>AJSChildPsychCtrMedDirDCF</i>	1	
<i>AssociateChaplain</i>	1	
<i>BehavHlthUnitSupv</i>	4	
<i>CFSupt</i>	1	
<i>Child&FamClinicalProgMgr</i>	2	
<i>Child&FamDirProgramOps</i>	1	
<i>Children&FamiliesAsstSuprtdnt</i>	1	
<i>ChildrenServicesWorker</i>	106	
<i>ChildSvcsUnSupv</i>	12	
<i>ClinNurCoord(Psyc)</i>	1	
<i>ClinSocWkrAssoc</i>	8	
<i>Dietitian</i>	1	
<i>DirectorOffFoodServices</i>	1	
<i>DirOfNur1</i>	1	
<i>DirOfNursing2</i>	1	
<i>Hairdresser</i>	1	
<i>Head Nurse</i>	31	
<i>InstructionalAsst</i>	4	
<i>LeadChildrenServicesWorker</i>	15	
<i>LicensedPracticalNurse</i>	32	
<i>Nurse</i>	16	
<i>NurseClinInstr</i>	4	
<i>OccupationalTherapist</i>	2	
<i>OfficeAssistant</i>	2	
<i>Physician(Part-Time)</i>	3	
<i>PostdFelw-PsyclDept(Clin)</i>	2	
<i>PrincipalPhysician</i>	1	
<i>PrincipalPsychiatrist</i>	7	

PsychiatricResident4	7
Psychiatrist(PerDiem)	2
Psychologist(Clinical)	4
QualAssurMgr	1
RehabThpySupv2	1
RehabThrpst1(Mus)	1
RehabThrpst1(TheraRec)	1
RehabThrpst2(Art)	1
RehabThrpst2(TheraRec)	1
RehabThrpyAsst2	5
RN(PerDiem)	3
Secretary1	1
Secretary2	1
Supervising Nurse	15
SupvsngPsycl1(Clin)	1
UtilizatnRevNurCoord	1
Solnit North PRTF	149
AdvancedNursePractitioner	1
AssociateChaplain	1
C&FBehHlthClinMgr	1
CFSupt	1
Children&FamiliesAsstSuprtnDnt	1
ChildrenServicesSpecialist	3
ChildrenServicesWorker	59
ChildSvcsUnSupv	10
ClinSoclWkrAssoc	7
Cook	4
DirOfNur1	1
DirOfNursing2	1
ExecutiveSecretary	1
Head Nurse	7
HeadCook	1
InstructionalAsst	3
LeadChildrenServicesWorker	14
MedicalRecordsSpecialist2	1
Nurse	6
OccupationalTherapist	2
OfficeAssistant	1
PostdFelw-PsyclDept(Clin)	2
PrincipalPhysician	1
PrincipalPsychiatrist	1
PsycSoclWkrAsst(RC)	1
PupilServicesSpecialist	2
QualAssurMgr	1
RehabThpySupv1	1
RehabThrpst1(Mus)	1
RehabThrpst2(TheraRec)	3
RN(PerDiem)	1
Secretary2	2
Supervising Nurse	2

The DCF Psychiatric Residential Treatment Facility (PRTF) for adolescent males. North Campus is comprised of 3 ten bed units, currently provisionally licensed by DPH. Both North and South campuses are overseen by one centralized Superintendant.

SupervisingChef	1	
SupervisingClinician	2	
SupvsngPsycl2(Cnslt)	1	
UtilizatnRevNurCoord	1	
Solnit South PRTF	74	
BehavHlthUnitSupv	1	
Children&FamiliesAsstSuprtdnt	1	
ChildrenServicesWorker	25	
ChildSvcsUnSupv	4	
ClinSoclWkrAssoc	4	
ExecutiveSecretary	1	
Head Nurse	5	
LeadChildrenServicesWorker	5	
LicensedPracticalNurse	5	
MedicalRecordsSpecialist1	3	
MedicalRecordsSpecialist2	2	
NurClinInstr(Psyc)	1	
Nurse	4	
OfficeAssistant	1	
PrincipalPsychiatrist	1	
Psychologist(Clinical)	1	
RehabThpySupv1	1	
RehabThrpst2(Music)	1	
RehabThrpst2(TheraRec)	1	
RehabThrpyAsst2	1	
Secretary2	1	
Supervising Nurse	2	
SupervisingClinician	1	
SupvsngPsycl1(Clin)	1	
Trainer	1	
Systems & Organizational Development	16	
Assistant Legal Director	1	
Chil&FamAreaDir2	1	
ChildrenServicesConsultant	5	
Chld&FamProgDir	5	
Chld&FamProgSup	1	
SW-Socl&HumanSvcs	3	
Transitional Supports & Success	26	
AdministrativeAssistant	1	
C & F Administrator	1	
CFRegConsult	8	
ChildrenServicesConsultant	3	
Chld&FamProgDir	3	
Chld&FamProgSup	6	
SocialWorkSupervisor	2	
SW-Socl&HumanSvcs	2	

The DCF Psychiatric Residential Treatment Facility (PRTF) for adolescent females. South Campus is comprised of 4 eight bed units, currently provisionally licensed by DPH. Both North and South campuses are overseen by one centralized Superintendant.

The Systems and Organizational Development Division operates 3 Units. The **Systems Oversight Unit** is comprised of staff who are responsible for acting as partners and brokers between DCF and the provider community to enhance the service delivery system for all children and families and support internal service coordination. Specifically, each Program Director monitors the utilization and service trends in their assigned DCF Region to ensure client access to contracted services, identify performance issues and manage overall utilization. They also act as the liaisons with DCF Program Leads to convey information about such trends for the 80 different services in DCF's 330 program service array. **Enhanced Services Coordination** staff is responsible for ensuring timely referral of children and families to contracted services through ongoing outreach, coordination and consultation/guidance with case-load carrying staff and service providers, and ensuring the timely delivery of identified services to children in families. The **Prevention Services Unit** (currently piloted in the Waterbury School District) is responsible for improving outcomes for children and families needing supports and services without the need to involve DCF CPS in instances where there are no CPS abuse or neglect concerns. These staff are outposted to 3 pilot schools determined to have the highest need for supports in Waterbury. They offer daily supports to address a variety of family/child issues that may lead to DCF involvement, including attendance/chronic absenteeism concerns, behavioral/mental health needs, basic needs, families experiencing economic and housing instability, poverty, and other systemic challenges impacting children and families. within the school community.

Transitional Supports and Success oversees all work related to DCF adolescents and transitional age youth. The **TAY (Transitional Age Youth) Practice and Supports Team** oversees policy and best practices for the work that supports transitional age youth (16+ years old) served by the Department. The team oversees several services related to adolescent employment, housing, case management, life skills, and court diversion/prevention efforts. The team also supports adolescent re-entry into the Department, coordination of follow up for the National Youth in Transition Database (NYTD) and Youth Advisory Board oversight. The **Specialized TAY Practice and Supports (Team I)** focuses on fostering self- expression and positive identity for specialized adolescent populations. The team is responsible for interagency restorative practice and training, LGBTQIA+ practice work, the youth arts council, and for monitoring federal reimbursement standards for institutionalized youth (PNMI, QRTP). The **Specialized TAY Practice and Supports (Team II)** is responsible for supporting DCF involved youth in correctional and detention settings, and youth/and families at risk of homelessness and/or experiencing homelessness and oversees a contracted service for parenting and visitation and the practice surrounding interagency transfers of youth.

Unified School District #2	65	
<i>AdministrativeAssistant</i>	1	Under the Supervision of the Superintendent of Schools, the Unified School District II consists of three (3) state run schools, No-nexus Unit, Regional Education Services, Virtual Academy, and Post-Secondary Education. In addition, the school district, under the administration of the No-nexus Unit, includes within its jurisdiction children who have been placed by DCF in a private residential facility or in the residential component of a regional education service center and attend the facility school. Regional Education Consultants support the caseload carrying staff through consult and ensuring appropriate educational service availability and appropriateness. The DCF Virtual Academy of Unified School District II provides students with a high quality online educational opportunity to work with certified teachers in all 6 DCF regions to recover previously lost high school credits, enroll in enrichment courses for "get ahead" credit, and develop literacy and numeracy skills. Students have access to online core content area classes and electives, test preparation, and trade preparation courses. The Virtual Academy (VA) also offers a variety of non-credit classes for middle school students. The Post-Secondary Education unit commits to supporting youth in care to pursue post-secondary education programs upon completion of high school or GED. Youth who remain in care will benefit from furthering their education in support of them becoming successful adults. While youth are enrolled in an education or vocational training program, youth will be provided housing and living supports to ensure their safety and security.
<i>InstructionalAsst</i>	2	
<i>OfficeAssistant</i>	1	
<i>PupilServicesSpecialist</i>	16	
<i>StateSchoolDepartmentHead</i>	3	
<i>StateSchoolPrincipal1</i>	1	
<i>StateSchoolPrincipal2</i>	1	
<i>StateSchoolTeacher(12Month)</i>	39	
<i>VocInstr(ExtSched)</i>	1	
Wilderness School	4	
<i>Chld&FamProgDir</i>	1	Wilderness School: This team oversees operations and administration of the 24/7 outdoor education program for adolescents. The team operates year round, has a statewide referral capacity, and is licensed by DPH as a camp.
<i>YthWldmesSchFldPrgSup</i>	3	