

Section IV: PIP Matrix
Part A: Strategy Measurement Plan and Quarterly Status Report

Primary Strategy A: SAFETY <i>Strengthening and reinforcing safety practices.</i>				Applicable CFSR Outcomes or Systemic Factors: <i>Safety 1, Safety 2, Well-Being 1</i>	
Goal: <i>Child safety will be the priority of all DFS/OCS job functions at all levels and during each contact.</i>				Applicable CFSR Items: <i>1, 4, 17,18,19</i>	
Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A1. Increase initial contact compliance in investigation.					
A1.1.1 Clarify Investigation procedures regarding what constitutes an initial contact. A Safety PIP workgroup consisting of caseworkers, supervisors, regional administrators, and stakeholders will review and discuss policies and procedures related to this action.	Linda Shannon	Issue revised policy	1 st Qtr		
A1.2.1 A Safety PIP workgroup consisting of caseworkers, supervisors, regional administrators and stakeholders will review policy and procedures and implement diligent efforts (reasonable expectations) criteria for initial contact compliance.	Linda Shannon	Issue revised policy	1 st Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<p>A1.2.2 Develop an Investigation procedure requiring documentation regarding why an initial contact was not made on time.</p> <ul style="list-style-type: none"> A Safety PIP workgroup consisting of caseworkers, supervisors, regional administrators, and stakeholders will review and discuss policies and procedures related to this action step. 	Linda Shannon	Procedure developed	1 st Qtr		
<p>A1.2.3 Review data reports (initial contacts) regarding performance outcomes at Investigation Workgroup on a quarterly basis and discuss performance outcomes. Also discuss supervisory responsibility in approving diligent efforts.</p>	Linda Shannon	Workgroup meeting minutes	3 rd Qtr		
<p>A1.3.1 Develop and implement procedures re: when staff should request that the Special Investigators locate families and children.</p> <ul style="list-style-type: none"> A Safety PIP workgroup consisting of caseworkers, supervisors, regional administrators, and stakeholders will review and discuss policies and procedures related to this action step. 	Linda Shannon	Issue revised policy	2 nd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A1.3.2 Review initial contact and special investigation policy and procedure implementation and performance at Investigation workgroup.	Linda Shannon	Workgroup meeting minutes	3 rd Qtr		
A1.4.1 Clarify agency response times and documentation expectations for additional reports during an open investigation. A Safety PIP workgroup consisting of caseworkers, supervisors, regional administrators, and stakeholders will review and discuss policies and procedures related to this action step.	Linda Shannon	Issue revised policy and procedures	2 nd Qtr		
A1.4.2 Periodically review performance expectations at Investigation Workgroup.	Linda Shannon	Workgroup meeting minutes	3 rd Qtr		
A1.4.3 Develop performance outcome measure for Item 1.4.1. A Safety PIP workgroup consisting of caseworkers, supervisors, regional administrators and stakeholders will review and discuss policies and procedures related to this step. Ongoing feedback provided to the investigative workgroup.	Mike Peyser	Implement recommended performance tracking tool	3 rd Qtr		
A1.5.1 Train available statewide caseworkers, supervisors and administrators regarding new and modified investigation policies and procedures.	Linda Shannon	Sign-in sheets (name, position, affiliation); copy of training modifications	3 rd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A1.5.2 The Investigation Program Manager will collaborate with the Professional Development Unit (PDU) to identify investigation items to be incorporated into core and refresher training.	Linda Shannon and Gail Womble	Summary of added training items	4 th Qtr		
A1.5.3 Revised policy and procedure will be discussed in Investigation Workgroup which is comprised of statewide Investigation supervisors and Regional Administrators.	Linda Shannon	Workgroup meeting minutes	5 th Qtr and ongoing		
A2. Improve safety assessment during investigation, treatment, and out-of-home care.					
A2.1.1 Review Safety Assessment policy to clarify the frequency and utilization of safety assessments during Treatment.	Linda Shannon, JoAnn Bruch	Recommendations document	2 nd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A2.1.2. In order to connect safety assessments to services, review requirements for safety reviews at various points in the case.	JoAnn Bruch	Meeting minutes	3 rd Qtr		
A2.1.3 Add safety assessment link to the contact template.	JoAnn Bruch	Modified FACTS screen	4 th Qtr		
A2.1.4 Policy will be revised to require criminal history checks as part of the safety assessment.	JoAnn Bruch	Copy of revised policy	5 th Qtr		
A2.1.5 Modify FACTS to evaluate Foster Care Candidacy for children in intact families, requiring workers and supervisors to review all assessments before developing the service plan with the family.	JoAnn Bruch	Modified FACTS screen	2 nd Qtr		
A2.1.6 Develop refresher training for caseworkers and supervisors regarding the completion of Safety Assessments, and include timeframes for completing the Safety Assessments.	Linda Shannon, JoAnn Bruch, Professional Development Unit	Sign-in sheets (name position, affiliation); copy of training agenda/ curriculum	4 th Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A2.2.1 Review, expand and clarify policies and procedures regarding the role of multiple program areas concurrently involved in assessing safety of all children. A Safety PIP workgroup consisting of caseworkers, supervisors, regional administrators, and stakeholders will review and discuss policies and procedures related to this action step.	Linda Shannon	Copy of revised policy	2 nd Qtr		
A2.2.2 Review Investigation Quality Assurance items regarding Safety Assessments in Investigation and Treatment. Periodically discuss in Investigation and Treatment Workgroups.	Linda Shannon, JoAnn Bruch	Workgroup meeting minutes	3 rd Qtr and ongoing		
A2.3.1 Train available statewide caseworkers, supervisors and administrators on new and revised safety assessment policy.	Linda Shannon	Sign-in sheets (name position, affiliation); copy of training agenda/ curriculum	3 rd Qtr		
A2.4.1 Issue revised monthly foster care contact policy to include requirements that the child be seen privately at least once per month. During that monthly contact, the worker will discuss elements of the case plan and Plan for Child in Care as well as make an assessment of the child's safety in their current placement. The policy will specify that the majority of the foster care contacts with children in care must be made in the child's residence.	JoAnn Bruch	Issue revised policy	1 st Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
A2.4.2 Provide statewide training to available staff (caseworkers, supervisors, and administrators) regarding the monthly foster care contact policy.	JoAnn Bruch	Sign-in sheets (name, position, affiliation); copy of training agenda/ curriculum	2 nd Qtr		
A2.4.3 Develop monthly contact schedule for FACTS information system.	Mike Peyser	Copy of FACTS task order	4 th Qtr		
A2.4.4 Develop automated report for monthly foster care contact compliance rates.	Mike Peyser	Automated report; schedule to be determined	6 th Qtr		
A2.4.5 Implement monthly face-to-face in-home contact between contracted agency social worker and children in care beginning July 1, 2007. The quality of visitation will be incorporated in a worker template to ensure quality documentation and consistent implementation of contacts. Contacts will include current safety assessment, progress towards meeting permanency plan; plan for child in care progress, educational needs, mental health needs, social and recreational activities. Issues and concerns of child and how they are being addressed will also be discussed privately with the youth and then with the foster care provider as well.	John Bates	Examples of SFY08 contracts	1 st Qtr		
A2.5.1 Revise Family Assessment and Family Service Plan policy to include IV-E Candidacy assessment when assessing risk and selecting appropriate services for intact families.	JoAnn Bruch	Copy of revised policy	2 nd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
A2.5.2 Provide training to available staff statewide regarding assessing risk and selecting appropriate services for staff statewide.	JoAnn Bruch	Sign-in sheets (name, position, affiliation); copy of training agenda/curriculum	3 rd Qtr		
A2.6.1 Treatment workgroup will review policy regarding working with resistant clients and case closure procedures.	JoAnn Bruch	Meeting minutes	3 rd Qtr		
A2.6.2 Treatment workgroup will develop revised policy recommendations regarding case closure procedures for resistant clients.	JoAnn Bruch	Policy recommendations document	3 rd Qtr		
A2.6.3 Present policy recommendations to Senior Leadership Team for approval.	JoAnn Bruch	Meeting minutes	4 th Qtr		
A2.6.4 Develop revised policy for resistant clients' case closure	JoAnn Bruch	Copy of revised policy	4 th Qtr		
A2.6.5 Provide training to available staff statewide regarding case closure procedures for resistant clients.	JoAnn Bruch	Sign-in Sheets (name, position, affiliation); copy of training agenda/curriculum	5 th Qtr		

Primary Strategy B: Permanency Planning <i>Collaborate with community partners to strengthen permanency planning practices.</i>				Applicable CFSR Outcomes or Systemic Factors: <i>Permanency Outcome 1, Well-Being 1, Service Array, Case Review System</i>	
Goal: <i>Appropriate selection of permanency planning goals and provision of services to achieve goal</i>				Applicable CFSR Items: 7, 8, 9, 10, 17, 27, 35, 36	
Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update:
B1. Make appropriate APPLA goal selection, utilizing technical assistance from the National Resource Center on Family Practice Permanency Planning					
B1.1.1 Obtain technical assistance from the National Resource Center on Family-Centered Practice and Permanency Planning to support B1 activities.	Frank Perfinski	Summary of consultation and recommendations	2 nd Qtr		
B1.1.2 Establish new, compelling reasons for selecting a goal of APPLA for youth. Incorporate reasons into policy.	Frank Perfinski, APPLA Workgroup including community stakeholders; DFS supervisors and caseworkers from all regions; at least one youth; group care providers; and foster care providers	APPLA goal selection criteria; develop APPLA policy in conjunction with community stakeholders	3rd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update:
B 1.2.1 Develop policy that will articulate diligent efforts that are required in order to justify child's goal, including periodic reviews of family status and connections to extended family. The workgroup will include community stakeholders, DFS supervisors and caseworkers from all regions, at least one youth, group care providers, and foster care providers.	Frank Perfinski, APPLA Workgroup	Issue policy	3 rd Qtr		
B1.2.2 With the goal of decreasing the large number of children with APPLA as their case plan, train available treatment, permanency and adoption staff statewide utilizing different approaches when discussing permanency options with children.	Frank Perfinski/ John Bates	Sign-in sheets (name, position, affiliation); copy of training curriculum	4 th Qtr		
B1.3.1 APPLA workgroup (including community stakeholders; DFS supervisors and caseworkers from all regions; at least one youth; group care providers; and foster care providers) will develop new process to initially review all children with a current goal of APPLA and conduct ongoing, regularly scheduled reviews. The child and foster/group care providers will be an integral part of this review process with a redetermination of the child's current wishes related to a permanency goal, as well as crucial feedback from the child's foster/group care provider.	Frank Perfinski, APPLA Workgroup	New APPLA Review Protocol	1 st Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
B1.3.2 Identify all children with a current goal of APPLA.	Mike Peyser	Distribution of standardized management report	1 st Qtr		
B1.3.3 Use new APPLA Review Protocol to review all children with a goal of APPLA to determine if compelling reasons exist for APPLA goal selection. This review process will become an on-going review process to ensure that all children have the appropriate goal..	Assigned workers and supervisors	100% of APPLA Management Report cases reviewed; summary of outcome data	4 th Qtr		
B1.3.4 If the review results in APPLA being found not to be in the best interest of a child the worker and supervisor will present the case to the regional Permanency Planning Committee (PPC) for a goal change. Current policy/procedures guide case management and legal activities when goals are changed at PPC.	Assigned workers and supervisors	Summary of case review findings statewide	5 th Qtr		
B1.4.1 Review all current APPLA policies and procedures to ensure that new procedures are included.	Frank Perfinski	Copy of recommended changes as noted in meeting minutes or draft policy	4 th Qtr		
B1.4.2 Review and approve identified new policy and procedures.	Frank Perfinski	Copy of the revised policy	5 th Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B1.4.3 Develop a process for monitoring compliance with new APPLA policies and procedures through the APPLA workgroup.	Frank Perfinski	APPLA Workgroup meeting minutes addressing monitoring process	6 th Qtr		
B1.5.1 New policy training material discussed in the permanency and foster care workgroups prior to and after the training to reinforce implementation.	Frank Perfinski, John Bates	Meeting minutes	6 th Qtr and ongoing		
B1.5.2 Train available statewide treatment, permanency and adoption staff (including caseworkers, supervisors and administrators) on new policy.	Frank Perfinski, John Bates	Sign-in sheets (name, position, affiliation); copy of training agenda/ curriculum	7 th Qtr		
B1.5.3 New policy training provided to the foster parent associations and the youth council.	John Bates, Truman Bolden	Sign-in sheets (name, position, affiliation); copy of training agenda/ curriculum	7 th Qtr		
B1.5.4 New policy training provided to foster care and adoption contractors.	Frank Perfinski, John Bates	Sign-in sheets (name, position, affiliation); copy of training agenda/ curriculum	7 th Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B1.6.1 Educate community partners regarding new APPLA policies and procedures. See B1.5.4 above regarding training of foster care and adoption contractors. Community partners serving on the APPLA workgroup will be invited to share the new policies and procedures within their respective organizations.	Frank Perfiniski, including community stakeholders; DFS supervisors and caseworkers from all regions; at least one youth; group care providers; and foster care providers	Correspondence to community partners. APPLA workgroup meeting minutes	5 th Qtr		
B1.6.2 Policy and procedure changes will be discussed in the Foster Care Provider Meetings. These meetings include all foster care contacted providers.	John Bates	Provider Meeting Minutes	5 th Qtr		
B2. Implement concurrent planning practice.					
B2.1.1 Receive technical assistance from the American Bar Association (ABA) Center for Children and the Law.	JoAnn Bruch, Frank Perfiniski	Technical Assistance approved	1 st Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B2.1.2 Based on information obtained from the ABA Center for Children and the Law, develop a multidisciplinary workgroup of treatment, permanency and adoption workers and supervisors to discuss policy implications. This workgroup will make recommendations for policy and procedure changes.	JoAnn Bruch, Frank Perfiniski	Draft of policy	3 rd Qtr		
B2.1.3 Present workgroup and TA recommendations to the Senior Leadership Team (SLT) for approval.	JoAnn Bruch, Frank Perfiniski	Meeting minutes	3 rd Qtr		
B2.1.4 Issue modified concurrent planning policy.	JoAnn Bruch, Frank Perfiniski	Copy of revised policy	4 th Qtr		
B2.1.5 Develop training plan for supervisors and workers in treatment, permanency and adoption functions, as well as all foster care providers regarding policy changes made as a result of the TA and the recommendations of the multidisciplinary workgroup. Training will focus on staff helping children understand and work through any confusion regarding concurrent planning. Training for supervisors supports their role in implementation and reinforcement of practice.	JoAnn Bruch, Frank Perfiniski, John Bates	Copy of training plan	5 th Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B2.1.6 Training material is discussed in the treatment and permanency workgroups prior to and after the training to reinforce implementation.	JoAnn Bruch, Frank Perfinski	Meeting minutes	4 th Qtr and ongoing		
B2.1.7 Training is conducted in all four regional offices with available workers and supervisors.		Training sign-in sheets (name, position, affiliation); copy of training agenda/ curriculum	6 th Qtr		
B2.2.1 Modify case review system tool to monitor implementation of concurrent planning practice.	JoAnn Bruch, Frank Perfinski, Mike Peyser	New QA question	4 th Qtr		
B2.2.2 Implement process in which case-specific feedback from Quality Assurance Reviews is provided to frontline supervisors. Feedback will go from the QA unit to the OCS Administrator, then to the Regional Administrator, and finally, to the applicable supervisor. The supervisor will then use this feedback during the Directed Case Conference with the worker.	JoAnn Bruch, Shirley Roberts, Mike Peyser	Written QA distribution protocol	1 st Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B3. Youth are better prepared for successful transitions to adulthood.					
B3.1.1 Analyze needs assessment survey administered to youth, caregivers and case managers; Family Court Judges/staff, private foster care agencies, community organizations and IL providers; survey period May 1, 2006 – May 19, 2006.	Truman Bolden	Copy of survey results summary on file	1 st Qtr		
B3.1.2 Use Delaware’s Shared Youth Vision Team Survey (Fall 2007) to help identify gaps and availability of services for appropriate youth statewide.	Truman Bolden	Copy of survey results	1 st Qtr		
B3.1.3 Based on the analysis of the needs assessment, convene a multidisciplinary workgroup, composed of case managers, supervisors, youth, caregivers, providers & community partners to identify strategies to address identified needs statewide.	Truman Bolden	Summary document of workgroup recommendations	2 nd Qtr		
B3.1.4 Partner with other state agencies, i.e, Delaware State Housing Authority, Dept of Labor, local colleges, universities & businesses to develop resources. Specific goals to be determined by participating agencies.	Truman Bolden	Copy of meeting minutes and list of participants	2 nd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
B3.2.1 Revise the Independent Living policy to include more concise independent living requirements for youth, workers, and caregivers statewide.	Truman Bolden	Draft policy	2 nd Qtr		
B3.2.2 Distribute draft policy to supervisors, caseworkers, caregivers, providers and youth statewide for review and comments.	Truman Bolden	Copy of distribution list and comments	2 nd Qtr		
B3.2.3 Issue policy and train caseworkers, supervisors and contracted agencies regarding the revised Independent Living policy.	Truman Bolden	Issue policy; sign-in sheets (name, position, affiliation); copy of training agenda/ curriculum	3 rd Qtr		
B3.2.4 Modify foster parent training to incorporate IL policies and checklist as noted in B3.3.3.	John Bates, Truman Bolden	Copy of training curriculum	4 th Qtr		
B3.2.5 Youth and caregivers will be apprised of the changes and available services via Foster Parent Cluster Newsletters, Foster Parents' Training Newsletters, Youth Advisory Council Newsletters.	Truman Bolden	Copies of various newsletters	4 th Qtr		
B3.3.1 Develop age appropriate independent living Benchmark Guide for youth in care. The Benchmark Guide will be developed, reviewed annually and revised as needed based on input from agency and provider caseworkers, supervisors, caregivers and youth.	Truman Bolden	Copy of Independent Living Benchmark Guide	2 nd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
B3.3.2 Distribute copies of the Independent Living Benchmark Guide to agency and contracted caregivers.	Truman Bolden	Description of distribution method and recipients	3 rd Qtr		
B3.3.3 Train available case managers and contracted providers on the use of the Independent Living Benchmark Guide.	Truman Bolden	Sign-in sheets (name, position, affiliation); copy of training agenda/ curriculum	3 rd Qtr		
B3.3.4 Modify requirements of foster care contracted services to strengthen independent living skills development as identified by the APPLA workgroup and IL's Benchmark Guide.	John Bates	Sampling of contracts requiring IL skill development	5 th Qtr		
B3.3.5 Provider caseworker will monitor progress during monthly scheduled contacts and reported to DFS through established communication protocols.	John Bates	Sample of case record contact notes.	4 th Qtr		
B3.4.1 Develop independent living questions for the Quality Assurance tool to ensure that the independent living needs of older youth are being met.	Truman Bolden, Mike Peyser	Revised Quality Assurance tool	4 th Qtr		
B4. Improve timeliness of court processes to improve permanency outcomes.					
B4.1.1 The Family Court will research data collection options for court processes.	Trish Hearn, CIP Coordinator, Frank Perfinski	Summary of research options	1 st Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
B4.1.2 The Family Court will develop a data collection method to track timeliness of all hearings.	Trish Hearn, CIP Coordinator, Frank Perfinski	Copy of data collection tool	2 nd Qtr		
B4.1.3 Court to review data internally to identify areas for improvement.	Trish Hearn, CIP Coordinator, Frank Perfinski	Minutes from quarterly meetings between DFS and Family Court	6 th Qtr		
B4.1.4 Court will review the seven cases from CFSR site review to identify opportunities for improvement.	Trish Hearn, CIP Coordinator,	Minutes from quarterly meetings between DFS and Family Court	1 st Qtr		
B4.1.5 Court to employ training/technical assistance as appropriate based on data and case reviews to improve compliance for timeliness of permanency hearings.	Trish Hearn, CIP Coordinator,	Minutes from quarterly meetings between DFS and Family Court	4 th Qtr		
B4.1.6 Court will continue to employ existing quarterly CIP meetings with Family Court judges, administrators and DFS-to address identified areas for improvement.	Trish Hearn CIP Coordinator	Summary of meeting minutes	1 st Qtr and on-going		

Primary Strategy C: Preserving Connections <i>Preserving connections by strengthening policy, practice and programming</i>				Applicable CFSR Outcomes or Systemic Factors: <i>Permanency Outcome 1, Permanency Outcome 2, Well-Being Outcome 1</i>	
Goal: <i>Promote strong connections between siblings, parents and extended family throughout the life of a case by ensuring that children have permanency and stability in their living situations.</i>				Applicable CFSR Items: <i>7, 8, 13, 14, 15, 16, 18, 25</i>	
Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
C1 Policies and procedures will be enhanced to emphasize the value in planning with the youth and both parents when possible, encouraging frequent, meaningful visitation, and improving skills needed to engage families.					
C1.1.1 Review and make applicable policy changes related to the continued engagement of parents, children, and extended family members regarding planning and visitation.	JoAnn Bruch	Issue revised policy	2 nd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
C1.1.2 Continuing engagement would be monitored through supervisory conferences, quality assurance and permanency committee reviews. In addition, workers will be required to present information at the permanency planning committee meetings regarding the parent's continued involvement as well as the caseworker's efforts to locate and engage other relatives.	JoAnn Bruch	Sample of permanency planning committee review forms and supervisory conference notes	4 th Qtr		
C1.1.3 Review and revise case planning policy to require continued planning and visitation with parents, siblings and extended family.	JoAnn Bruch	Issue revised policy	2 nd Qtr		
C1.1.4 The quality of visitation will be incorporated in a worker template to ensure quality documentation and consistent implementation of contacts.	JoAnn Bruch	Copy of worker contact template	2 nd Qtr		
C1.1.5 Revise curriculum to increase emphasis in staff and foster parent training on preserving connections to include sibling visitation (including visits between children in care and siblings at home) and life-long connections (community contacts).	John Bates Gail Womble	Training outlines; revised foster parent and staff training curriculum	2 nd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
C1.2.1 Revise Family Assessment and Family Service Planning policy to include clear, concise direction regarding the importance of planning with both parents.	JoAnn Bruch	Issue revised policy	1 st Qtr		
C1.2.2 Discuss the policy revisions with supervisors at the Treatment Workgroup.	JoAnn Bruch	Workgroup minutes	2 nd Qtr		
C1.3.1 Create statewide workgroup consisting of supervisors and workers from various functions to review current case closure protocol for clients that refuse services.	JoAnn Bruch	Workgroup minutes	2 nd Qtr		
C1.3.2 Develop new policy addressing case closure protocol for non-receptive clients.	JoAnn Bruch	Issue revised policy	3 rd Qtr		
C1.4.1 Obtain Departmental approval for revision of the checklist to Department Policy # 209. Policy # 209 is the Departmental policy that assigns case management responsibility to DFS for children in juvenile justice and child mental health services who become dependent. Current department policy does not provide safeguards that family resources be fully explored to prevent dependency. Proposed change would revise the checklist used to compel workers in other divisions to do so.	Shirley Roberts	DSCYF Policy 209 checklist	1 st Qtr		
C1.4.2 Disseminate and implement revised checklist to Policy # 209.	Shirley Roberts	Revised Policy # 209 checklist	2 nd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
<p>C1.5.1 Incorporate new procedures for identifying maternal and paternal relative resources during court proceedings. Review with Family Court, CASA, GAL and parent attorneys procedures for using this additional information.</p>	<p>Shirley Roberts</p>	<p>Develop agreement to incorporate this requirement in court procedures and propose to Family Court</p>	<p>1st Qtr</p>		
<p>C1.5.2 Develop policy to specify the following: Once relative names are obtained, the DFS worker should be prepared to provide the Court with a status update on efforts to contact relatives resources.</p> <p>The caseworker will then follow-up by phone or in-person contact with relatives and non-relatives. If these resources are not willing to provide any type of support or assistance at initial contact, DFS should follow up by sending them a letter providing contact information for the DFS worker. DFS will consider developing a form letter for this and the letter should include various ways the relative/non-relative can support the child, including visits, phone calls, weekend visits, holiday visits, and placement.</p> <p>After 6 months, DFS should check in with relatives by phone or home visit to see if the relatives' position has changed regarding supporting the child.</p>	<p>JoAnn Bruch</p>	<p>Policy revision; copy of form letter</p>	<p>4th Qtr</p>		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
C1.5.3 Provide mandatory training to regional staff (including caseworkers, supervisors and administrators) to cover policy changes requiring caseworkers to obtain maternal and paternal relative resources.	JoAnn Bruch, John Bates	Sign-in sheets (name, position, affiliation); copy of agenda/ curriculum	3 rd Qtr		
C1.5.4 Discuss policy changes in Treatment Workgroup.	JoAnn Bruch	Workgroup meeting minutes	4 th Qtr		
C1.6.1 Available staff will participate in the System of Care "Family Engagement" training.	Karen Triolo, JoAnn Bruch	Sign-in sheets (position and affiliation not available for this training); copy of agenda/ curriculum	1 st Qtr		
C1.7.1 Make arrangements with People Search to locate absent parents and extended family members.	John Bates	Completed agreement with People Search	1 st Qtr		
C1.7.2 Establish procedures for how staff should utilize People Search.	John Bates	Issue procedure statement	2 nd Qtr		
C1.8.1 Review family support contracts to insure statewide reunification services.	JoAnn Bruch	Summary of review findings and actions taken	1 st Qtr		
C1.8.2 Performance-based incentives will be provided to select family support contractors that successfully help families achieve and maintain reunification.	JoAnn Bruch	Family support contracts	1 st Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
C2 Develop sound selection and review criteria when APPLA is selected as a goal for youth.					
C2.1.1 A work group comprised of front-line workers, supervisors and managers will develop new criteria/standards for a goal change to APPLA to ensure that adequate and sufficient planning has been done with a family prior to a goal change of APPLA. All levels of staff will review proposed changes.	Frank Perfinski	Copy of criteria document;	2 nd Qtr		
C2.1.2 The new standards will be incorporated into training for all available staff (caseworkers, supervisors and administrators).	Frank Perfinski	Training curriculum	3 rd Qtr		
C2.1.3 APPLA Workgroup will develop new criteria/standards to periodically review the cases of all children with a goal of APPLA to ensure that APPLA continues to be the most appropriate goal for the child.	Shirley Roberts	Standards will be incorporated into policy	4 th Qtr		
C2.1.4 Seek Family Court agreement with the new criteria/standards for a goal change to APPLA. The Family Court will work with the agency and the Child Placement Review Board to ensure cases with APPLA designation are reviewed with appropriate frequency.	Shirley Roberts, Trish Hearn	Family Court's agreement with the new criteria/standards for a goal change to APPLA; issue revised policy	3 rd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
C2.1.5 If a worker is recommending a goal change to APPLA, the recommendation is brought before the DFS Permanency Committee. The Permanency Committee will review for the most appropriate permanency option and insure that the revised criteria/standards for a goal change to APPLA are being utilized appropriately.	Frank Perfinski	Copy of new criteria/ standards for a goal change to APPLA	5 th Qtr		
C2.1.6 Provide statewide training to available staff and foster care contractors regarding new policy.	JoAnn Bruch, Frank Perfinski, John Bates	Sign-in sheets (name, position, affiliation); copy of training agenda/curriculum	5 th Qtr		
C2.2.1 The APPLA Work Group (comprised of caseworkers, supervisors, youth, GAL's Independent Living providers, foster care contractors, and Family Court) will review current procedures for on-going goal review and make recommendations for an internal DFS goal review process.	Frank Perfinski, APPLA Workgroup	APPLA Goal Assessment Criteria	5 th Qtr		
C2.2.2 DFS will collaborate with Family Court, Child Placement Review Board and other stakeholders to develop a six-month court review schedule for youth after the APPLA goal change.	Frank Perfinski, APPLA Workgroup	Summary of meeting notes and example of court review schedule	6 th Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
C2.2.3 APPLA Workgroup (which consists of supervisors, workers, community partners, Family Court, Guardian Ad Litem, and youth) will make recommendations regarding policy changes to require continued visitation/involvement between youth and parents after a goal change to APPLA. These changes will be based on the work that the APPLA Workgroup has completed thus far as well as incorporating SOC principles into any recommended policy changes.	JoAnn Bruch, APPLA Workgroup	Workgroup meeting minutes noting recommendations	3 rd Qtr		
C2.3.1 Change policy to require continued visitation/involvement between youth and parents to maintain or establish life-long connections after a goal change to APPLA.	JoAnn Bruch	Copy of revised policy	4 th Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
C2.3.2 Revise policy to require efforts to continue to involve parents and obtain parent signatures on Plan for Child in Care (PCIC) after a goal change to APPLA.	JoAnn Bruch	Copy of revised policy	4 th Qtr		
C2.3.3 Provide available statewide staff, providers and other stakeholders with training regarding new policy concerning efforts to include parents and youth in the development of the Plan for Child in Care (PCIC) and requiring parent signatures on the PCIC after a goal change to APPLA.	JoAnn Bruch	Sign-in sheets (name, position, affiliation); copy of training agenda/curriculum	4 th Qtr		
C2.3.4 Continuing engagement in APPLA case planning activities would be monitored through supervisory conferences, quality assurance and permanency committee reviews.	JoAnn Bruch	Sample of supervisory conference notes	4 th Qtr		

Primary Strategy D: SERVICE ARRAY <i>Provide services that are individualized, appropriate in type and duration, child-centered and family-focused, community-based, culturally competent, and seamless within and across systems</i>				Applicable CFSR Outcomes or Systemic Factors: <i>Permanency Outcome 1, Permanency Outcome 2, Well-Being 1, Well-Being 2, Service Array, Foster and Adoptive Parent Licensing, Recruitment and Retention</i>	
Goal: <i>Provide an array of services that will assess the strengths and needs of children and families, create a home environment enabling children to remain safely with their parents when reasonable, and help children in foster and adoptive placements achieve permanency.</i>				Applicable CFSR Items: 6, 7, 8, 9, 10, 12, 15, 17, 21, 22, 23, 35, 36, 44	
Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
D1. Increase scope of services for contracted substance abuse liaisons, thereby meeting the needs of more DFS clients.					
D1.1.1 Review current job description of substance abuse liaisons.	JoAnn Bruch, AOD Workgroup	Meeting minutes	1 st Qtr		
D1.1.2 Assess current need for substance abuse services for DFS clients. Workgroup includes statewide representatives of supervisors and contract staff.	JoAnn Bruch, AOD Workgroup	Meeting minutes	1 st Qtr		
D1.1.3 Modify substance abuse liaison job description to best meet the needs of DFS staff and clients.	JoAnn Bruch, AOD Workgroup	Revised job description	1 st Qtr		
D1.1.4 Include new job responsibilities of the substance abuse liaisons in SFY09 contract.	JoAnn Bruch	SFY09 contract	1 st Qtr		
D2. The Division will enhance the array of Hispanic services to our Spanish speaking clients.					
D2.1.1 Obtain and distribute copies of the Hispanic yellow pages to all regional offices and contracted home-based providers.	JoAnn Bruch	Confirmation of receipt	1 st Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
D2.2.1 Create Spanish service array workgroup comprised of Hispanic service providers (foster parents and Hispanic youth will be invited to attend subsequent workgroup meetings) throughout the state. This workgroup will be committed to meeting at least quarterly. The purpose of the ongoing meetings is to keep abreast of new resources, changes in existing resources, and to explore the possibility of developing new resources if the need arises.	JoAnn Bruch	Meeting minutes with attendees	1 st Qtr		
D2.2.2 Based on the work of the Spanish service array workgroup, develop comprehensive matrix of services for Spanish-speaking clients. The matrix of services will provide a compilation of services available throughout the state.	JoAnn Bruch	Matrix of Services	1 st Qtr		
D2.2.3 Disseminate Hispanic Matrix of Services to all DFS staff as well as contracted home-based providers.	JoAnn Bruch	E-mail confirmation	1 st Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
D3. DFS staff will have access to a greater number of medical, mental health, dental and housing providers throughout the state.					
D3.1.1 Contact Delaware Physicians Care Inc, Diamond State Partners and Unison to obtain copies of the Provider Directories. Distribute these directories to each unit within the Division of Family Services as released annually. These directories provide comprehensive lists of Primary Care Providers, Specialists, Vision programs, and Behavioral Health services throughout the state.	JoAnn Bruch	Confirmation of directories in regional offices	1 st Qtr		
D3.1.2 Schedule times for Delaware Physicians Care, Inc and Unison to present their new programs designed for children in foster and adoptive homes to available statewide staff.	JoAnn Bruch	Regional meeting, agendas; presentation materials	4 th Qtr		
D3.1.3 Partner with representatives from CMH, Delaware Physicians Care, Inc, Unison, and Medicaid to draft a staff survey to identify gaps in service as well as barriers preventing youth from service access.	JoAnn Bruch	Meeting Minutes (1-2 sessions)	4 th Qtr		
D3.1.4 Partner with representatives from CMH, Delaware Physicians Care, Inc, Unison, and Medicaid to review survey results and identify action steps to reduce gaps in service as well as barriers preventing youth from service access.	JoAnn Bruch	Meeting Minutes (1-3 sessions)	5 th Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
D3.2.1 DFS social workers and administrators will participate on and support the Child Protection Accountability Commission's Mental and Behavioral Health Services to Children in Foster Care and Adoption Subcommittee.	Laura Miles	Ongoing meeting minutes; proposed recommendations	1 st Qtr and ongoing		
D3.3.1 Meet with Child Mental Health staff to develop matrix of mental health services available to youth throughout the state.	JoAnn Bruch, Nancy Widdoes	E-mail confirmation; copy of matrix	1 st Qtr		
D3.3.2 Support development of the Behavioral Health Consultant initiative developed by Child Mental Health.	Laura Miles	Copy of initiative description and outcome	6 th Qtr		
D3.4.1 Provide staff with comprehensive statewide listing of dental providers throughout the state that accept Medicaid.	JoAnn Bruch	E-mail confirmation; copy of provider list	1 st Qtr		
D3.5.1 Provide staff with statewide list of emergency and subsidized housing resources.	JoAnn Bruch	E-mail confirmation; copy of housing resources	1 st Qtr		
D3.6.1 Provide statewide training for available staff (including supervisors and caseworkers) regarding revisions to the Memorandum of Understanding with the Department of Education. This MOU details how the educational needs of youth will be met by both the schools and the Division of Family Services.	Linda Shannon	Sign-in sheets (name, position, affiliation), copy of MOU; copy of training agenda/curriculum	2 nd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
D4. Add to and increase the availability of post placement supports and post adoption services.					
D4.1.1 Review adoptive parent survey results with adoptive contract providers, current adoptive families, and Adoptive Families with Information and Support (AFIS). Adoption Program Manager will coordinate interagency review team.	Frank Perfinski	List of fost/adopt needs; list of reviewers (name, agency)	1 st Qtr		
D4.1.2 Review of existing contractual services and resources for possible enhancement or realignment.	Frank Perfinski	Copies of revised contracts as applicable	5 th Qtr		
D4.1.3 Utilizing existing meetings, Adoption Program Manager to ensure resources, gaps and needs remain current, in order to ensure adoptive families are receiving the services they need to maintain their adoptive placement.	Frank Perfinski	Quarterly meeting minutes from contractor meetings, permanency workgroup	6 th Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
D4.1.4 Partner with AFIS to utilize their newsletter to inform adoptive parents of resources, trainings and support groups.	Frank Perfinski	Newsletter	Beginning 2 nd Qtr and ongoing		
D4.2.1 Enhance recruitment activities and strategies for TPR'd children in need of a permanent family via media, adoption month activities such as, The Heart Gallery. Child-specific recruitment will continue, and adoption contract providers will continue their regularly scheduled, recruitment events.	Frank Perfinski	Schedule of activities and events; copy of summary of recruitment activities for TPR'd children	3 rd Qtr		
D5. Increase the number of foster care and adoption resources to reflect the diversity of children in care.					
D5.1.1 Continue faith based initiative to increase foster and adoptive family resources, i.e. personally visiting churches throughout Delaware.	John Bates, Marketing and Recruitment Team	Documented number of faith based organizations contacted by Marketing and Recruitment Team. Documented number of families who inquire, apply, and are licensed due to this initiative.	3 rd Qtr and ongoing		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
D5.1.2. Continue One Church, One Child adoption services contract to assist with recruitment.	Frank Perfinski	Document number of families who inquire, apply, and are licensed	3 rd Qtr		
D5.2.1 Utilizing the technical assistance through AdoptUSKids website, email, telephone calls, and/or written materials, research national promising practices for possible next steps related to foster care recruitment strategies.	John Bates, Foster Care Team	Summary of research results highlighting promising practices	1 st Qtr		
D5.2.2 Submit budget for new recruitment activities for implementation at the state level.	John Bates, Marketing and Recruitment Team	List of marketing and recruitment activities	6 th Qtr		
D5.2.3 Obtain clearance for state employees to foster and adopt children.	John Bates	SFY08 Budget Epilogue language	1 st Qtr		
D5.2.4 Expand recruitment to Hispanic community to increase the number of Spanish speaking foster families; add Spanish speaking member to marketing and recruitment team.	John Bates, Marketing and Recruitment Team	Copies of Spanish recruitment materials	4 th Qtr and on-going		
D5.2.5 Encourage youth and foster parents through newsletters (youth and foster parent) and foster parent cluster meetings to help create and distribute materials to schools, churches and community centers. Create materials that target foster homes for teens, siblings, minorities and special needs children.	John Bates	Copies of recruitment materials	1 st Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
D6. Strengthen supports for foster children and foster parents to stabilize placements and achieve timely permanency.					
D6.1.1 Increase number and expand topics of in-service training based upon those identified by foster parent survey conducted in 2007.	John Bates	List of new topics; training schedule	3 rd Qtr		
D6.2.1 Implement teen girl support group in New Castle County to help girls develop social skills, develop positive relationships, and address personal care issue.	John Bates	Teen sign-in sheets (name encrypted); copy of group's agenda	2 nd Qtr and ongoing		
D6.3.1 Expand respite service to include specific recruitment and training of respite only providers. Monitor utilization and effectiveness of respite service.	John Bates	Issue list of respite providers; copy of utilization report.	3 rd Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
D6.4.1 Promote discounted YMCA memberships via foster parent association meetings, newsletters and DFS mailings.	John Bates	Track number of vouchers issued	2 nd Qtr		
D7. Improve the amount and quality of independent living services to youth transitioning to adulthood statewide.					
D7.1.1 Increase independent living contract budget for SFY08-SFY09.	Truman Bolden	Budget documents	1 st Qtr		
D7.2.1 Identify and enhance life skills and employment resources for youth transitioning to adulthood thru community collaboration with the Youth Vision Team and other community partners (Department of Labor, Department of Education and DSCYF, small businesses, collegiate educational organizations, housing agencies).	Truman Bolden, Youth Vision Team, APPLA Workgroup	Demonstrate collaboration through Youth Advisory Council Newsletter, youth conference agendas, Youth Vision Team meeting minutes	4th Qtr and ongoing		
D7.2.2 Identify youth to participate in the Delaware Youth Vision Team to identify critical needs for youth transitioning to adulthood.	Truman Bolden	Meeting minute notes	1 st Qtr		
D7.2.3 The APPLA workgroup will continue to explore various resources within the community available to youth.	Truman Bolden, APPLA workgroup	Every other month meeting minutes	1st Qtr and ongoing		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
D7.2.4 Youth aging out of the foster care system will complete an exit survey indicating how helpful the independent living program has been in preparing them for their independence as well as identifying any additional needs they may have such as connecting them to counseling, assistance with housing, etc.	Truman Bolden	Survey results	6 th Qtr		
D7.2.5 Recruit former foster care youth to serve on the Youth Advisory Council.	Truman Bolden; YAC members	Meeting minutes; membership list	5 th Qtr		
D7.3.1 Partner with the Delaware State Housing Authority to implement rental assistance pilot program entitled "Step-Up" to provide housing assistance to youth exiting the foster care system.	Truman Bolden, Delaware State Housing Authority	Step Up transitional housing slots utilized (10 total available)	2 nd Qtr		
D7.4.1 Revise Independent Living Contract monitoring tool to ensure contract deliverables and quality services are provided.	Truman Bolden	Revised contract monitoring tool, Summary of contract monitoring findings	2 nd Qtr 5 th Qtr		

Primary Strategy E: Quality Documentation				Applicable CFSR Outcomes or Systemic Factors:	
<i>Enhance the information system structure and documentation requirements for case management activities.</i>				<i>Permanency Outcome 1, Permanency Outcome 2, Well-Being Outcome 1, Case Review System</i>	
Goal: <i>Improve documentation to facilitate safety, permanency, and well-being outcomes.</i>				Applicable CFSR Items: 8, 14, 16, 18, 19, 20, 25	
Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
E1. Information system restructuring and additional documentation requirements.					
E1.1.1 Revise Plan for Child in Care (PCIC) III to document efforts to locate permanent home.	JoAnn Bruch	Revised PCIC III	3 rd Qtr		
E1.2.1 Revise the Directed Case Conference (DCC) to include: (1) planning with parents; (2) maintaining family connections to include sibling visitation; and (3) next steps to include case direction in planning for upcoming visits.	JoAnn Bruch	Revised DCC FACTS screen	4 th Qtr		
E1.3.1 Revise the Family Service Plan Review in FACTS to include assessment of absent parents and efforts to engage relatives and parents in planning.	JoAnn Bruch	Revised Family Service Plan Review FACTS screen	4 th Qtr		

Action Plans and Steps	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update*
E1.4.1 Develop and implement a template for worker contacts to include: (1) who was seen during the visit; (2) location of visit; (3) what was discussed – including elements and development of the Family Service Plan and PCIC; and (4) safety issues identified and how they will be addressed.	JoAnn Bruch and Linda Shannon	Worker Contact Template	1 st Qtr		
E1.5.1 Revise policy with the requirement for signatures on the PCIC of children 12 and older.	JoAnn Bruch	Issue revised policy	3 rd Qtr		
E1.5.2 Revise PCIC in FACTS to include a reminder of child (12 and older) signature requirement.	JoAnn Bruch	PCIC FACTS screen with the reminder note	6 th Qtr		
E1.6.1 Document efforts to engage parents, children and relatives in the permanency planning process.	JoAnn Bruch	Issue revised policy/ procedure	3 rd Qtr		
E1.7.1 Develop FACTS function proposal that will systematically capture service history for all individuals active within DSCYF.	JoAnn Bruch, Chronological/ History Workgroup	FACTS Function	5 th Qtr		

Part B: National Standards Measurement Plan and Quarterly Status Report

Permanency Outcome 2: Timeliness of Adoptions												
National Standard	106.4											
Status of Data Indicator in Final Report/Source Data Period	Final Report Score - 100.7 Source – FFY05ab Federal Profile, November 2, 2006											
Baseline Status/Source Data Period	Baseline - 123.6 Source - FFY06ab Federal Profile, March 29, 2007											
Negotiated Improvement Goal	Delaware has met the improvement goal											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Part C: Item-Specific and Quantitative Measurement Plan and Quarterly Status Report

Safety Outcome 1 -Item 1: Timeliness of Investigation												
Status of Item in Final Report	69%											
Baseline Status/Source Data Period	Baseline is from the monthly management report 'Investigation Contact Report'. Baseline score is 75% "without diligent efforts" for SFY2007.											
Negotiated Improvement Goal	78%											
Method of Measuring Improvement	Measurement is the percent of investigations, without diligent efforts, that meet the assigned response time as reported in the Investigation Contact Report. Data will be compiled quarterly per PIP reporting periods.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Safety Outcome 2 -Item 4: Risk of harm												
Status of Item in Final Report	83%											
Baseline Status/Source Data Period	Quality Assurance Case Review results baseline is 91%. Source data period is SFY2007.											
Negotiated Improvement Goal	The proposed improvement goal is 93%. The goals of improvement are tentative and may be subject to revision during the tenure of the PIP. It is understood that the methodology to establish the goals of improvement must be approved by the Children's Bureau data team.											
Method of Measuring Improvement	Measurement will be computed as a composite of focused safety assessment questions in the QA Case Review treatment tool. The percent of case reviews agreeing with safety assessment determinations made by staff in the reviewed cases will be reported. Data will be compiled quarterly per PIP reporting periods.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1 - Item 6: Stability of foster care placements	
Status of Item in Final Report	69%

Baseline Status/Source Data Period	Quality Assurance Case Review results baseline is 60%. Source data period is SFY2007.											
Negotiated Improvement Goal	The proposed improvement goal is 63%. The goals of improvement are tentative and may be subject to revision during the tenure of the PIP. It is understood that the methodology to establish the goals of improvement must be approved by the Children's Bureau data team.											
Method of Measuring Improvement	Measurement is computed as a composite of questions in the QA Case Review tool for placement cases. The percent of case reviews agreeing with placement stability efforts made by staff in the reviewed cases will be reported. Data will be compiled quarterly per PIP reporting periods.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 1 - Item 7: Permanency goal for child												
Status of Item in Final Report	64%											
Baseline Status/Source Data Period	As the state's QA instrument is being revised to collect data which is comparable to the CFSR, baselines may be established and/or re-negotiated at a later time. This will occur subsequent to the finalization of the instrument and collection of data for an agreed upon period of time for the establishment of baselines.											
Negotiated Improvement Goal	The goals of improvement will be negotiated once baselines are established. Goals are tentative and may be subject to revision during the tenure of the PIP. It is understood that the methodology to establish the goals of improvement must be approved by the Children's Bureau data team.											
Method of Measuring Improvement	Pending Quality Assurance item											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1 - Item 9: Adoption												
Status of Item in Final Report	43%											
Baseline Status/Source Data Period	From the quarterly internal management report 'Adoption Within 24 Months From Last Removal From Home', the baseline is 28.4%. The source date period is SFY06.											
Negotiated Improvement Goal	31.4%											
Method of Measuring Improvement	Measurement is the percentage of children adopted within 24 months of the latest removal from home. Data will be compiled quarterly per PIP reporting periods.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 1 - Item 10: Other planned living arrangement												
Status of Item in Final Report	60%											
Baseline Status/Source Data Period	As the state's QA instrument is being revised to collect data which is comparable to the CFSR, baselines may be established and/or re-negotiated at a later time. This will occur subsequent to the finalization of the instrument and collection of data for an agreed upon period of time for the establishment of baselines.											
Negotiated Improvement Goal	The goals of improvement will be negotiated once baselines are established. Goals are tentative and may be subject to revision during the tenure of the PIP. It is understood that the methodology to establish the goals of improvement must be approved by the Children's Bureau data team.											
Method of Measuring Improvement	Measurement is the response to a composite of 3 QA Case Review questions regarding permanency goal appropriateness for children with the goal of APPLA and, referral to and appropriateness of Independent Living (IL) Services. Reported as a percentage of case reviews agreeing with the APPLA goal and IL service selection. Data will be compiled quarterly per PIP reporting periods.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome – Item 13: Visiting with parents and siblings in foster care

Status of Item in Final Report	52%											
Baseline Status/Source Data Period	As the state’s QA instrument is being revised to collect data which is comparable to the CFSR, baselines may be established and/or re-negotiated at a later time. This will occur subsequent to the finalization of the instrument and collection of data for an agreed upon period of time for the establishment of baselines.											
Negotiated Improvement Goal	The goals of improvement will be negotiated once baselines are established. Goals are tentative and may be subject to revision during the tenure of the PIP. It is understood that the methodology to establish the goals of improvement must be approved by the Children’s Bureau data team.											
Method of Measuring Improvement	Measurement is the response to a composite of 3 revised QA questions addressing visitation between the child in foster care and siblings in foster care, the mother of the child being reviewed and, the father of the child being reviewed. Reported as a percentage of case reviews agreeing that visits have consistency occurred when appropriate.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well Being Outcome 1 – Item 17: Needs/services of child, parents, and foster parents

Status of Item in Final Report	54%											
Baseline Status/Source Data Period	As the state’s QA instrument is being revised to collect data which is comparable to the CFSR, baselines may be established and/or re-negotiated at a later time. This will occur subsequent to the finalization of the instrument and collection of data for an agreed upon period of time for the establishment of baselines.											
Negotiated Improvement Goal	The goals of improvement will be negotiated once baselines are established. Goals are tentative and may be subject to revision during the tenure of the PIP. It is understood that the methodology to establish the goals of improvement must be approved by the Children’s Bureau data team.											
Method of Measuring Improvement	Measurement is a composite of 12 questions from QA Case Review tools for treatment and placement cases. The percent of case reviews agreeing with efforts made by staff to assess needs and provide services for children, families and foster parents will be reported. Data will be compiled quarterly per PIP reporting periods.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well Being Outcome 1 – Item 18: Child/family involvement in case planning												
Status of Item in Final Report	52%											
Baseline Status/Source Data Period	As the state’s QA instrument is being revised to collect data which is comparable to the CFSR, baselines may be established and/or re-negotiated at a later time. This will occur subsequent to the finalization of the instrument and collection of data for an agreed upon period of time for the establishment of baselines.											
Negotiated Improvement Goal	The goals of improvement will be negotiated once baselines are established. Goals are tentative and may be subject to revision during the tenure of the PIP. It is understood that the methodology to establish the goals of improvement must be approved by the Children’s Bureau data team.											
Method of Measuring Improvement	Measurement is based on a composite of 6 revised QA questions addressing a child, mother and, father’s participation in the case planning process. Reported as a percentage of case reviews agreeing that engagement in the case planning process has consistently occurred.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well Being Outcome 1 – Item 19: Worker visits with child												
Status of Item in Final Report	86%											
Baseline Status/Source Data Period	As the state’s QA instrument is being revised to collect data which is comparable to the CFSR, baselines may be established and/or re-negotiated at a later time. This will occur subsequent to the finalization of the instrument and collection of data for an agreed upon period of time for the establishment of baselines. While the composite questions and methodology for reporting this item from the QA system remains the same, the directions to reviewers require changes in order to remain consistent with the CFSR on-site review instrument.											
Negotiated Improvement Goal	The goals of improvement will be negotiated once baselines are established. Goals are tentative and may be subject to revision during the tenure of the PIP. It is understood that the methodology to establish the goals of improvement must be approved by the Children’s Bureau data team.											
Method of Measuring Improvement	Measurement is a composite of 2 questions from QA Case Review tools for treatment and placement cases. The percentage of case reviews agreeing that contacts with children appropriately addressed issues of case planning, service delivery and goal attainment will be reported. Data will be compiled quarterly per PIP reporting periods.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well Being Outcome 1 – Item 20: Worker visits with parents												
Status of Item in Final Report	50%											
Baseline Status/Source Data Period	As the state’s QA instrument is being revised to collect data which is comparable to the CFSR, baselines may be established and/or re-negotiated at a later time. This will occur subsequent to the finalization of the instrument and collection of data for an agreed upon period of time for the establishment of baselines.											
Negotiated Improvement Goal	The goals of improvement are tentative and may be subject to revision during the tenure of the PIP. It is understood that the methodology to establish the goals of improvement must be approved by the Children’s Bureau data team.											
Method of Measuring Improvement	Measurement is a composite of 4 questions from the QA Case Review tool for treatment cases. The percentage of case reviews agreeing that contacts with parents appropriately addressed issues of case planning, service delivery and goal attainment will be reported. Data will be compiled quarterly per PIP reporting periods.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Well Being Outcome 3 – Item 23: Mental health of child												
Status of Item in Final Report	89%											
Baseline Status/Source Data Period	Quality Assurance Case Review results baseline is 93%. The period of source data is SFY2007.											
Negotiated Improvement Goal	The proposed improvement goal is 95%. The goals of improvement are tentative and may be subject to revision during the tenure of the PIP. It is understood that the methodology to establish the goals of improvement must be approved by the Children’s Bureau data team.											
Method of Measuring Improvement	Measurement is a composite of 4 questions from the QA Case Review tools for treatment and placement cases. The percent of case reviews agreeing with efforts made by staff to assess the mental health needs of children and to address those needs when identified. Data will be compiled quarterly per PIP reporting periods.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Case Review Item 25: Provides a process that ensures that each child has a written case plan to be developed jointly with the child's parents that includes required provisions. (See Part A, C1.1, C1.2, C1.6 and C2.1.1, C2.1.2, C2.2.3, C2.3 for action steps related to this item)

Status of Item in Final Report	Area Needing Improvement: State is inconsistent in regards to efforts to involve parents and children (when age appropriate) in the initial development of the case plan and any ongoing revisions.											
Baseline Status/Source Data Period	N/A											
Negotiated Improvement Goal	Achievement of Part A C1.1, C1.2, C1.6 and C2.1.1, C2.1.2, C2.2.3, C2.3 action steps.											
Method of Measuring Improvement	Completion of Part A C1.1, C1.2, C1.6 and C2.1.1, C2.1.2, C2.2.3, C2.3 will reinforce consistent practice that each child has a written plan developed jointly with child and parents.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Case Review Item 27: Provides a process that ensures that each child in foster care under the supervision of the States has a permanency hearing in a qualified court or administrative body no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter. (See Part A, B4 for related actions steps)

Status of Item in Final Report	Area Needing Improvement: Permanency hearings are not routinely held in a timely manner due to difficulties with court scheduling and the granting of continuances.											
Baseline Status/Source Data Period	N/A											
Negotiated Improvement Goal	Achievement of Part A, B4action steps.											
Method of Measuring Improvement	Completion of Part A, B4 will reinforce consistent practice that each child in foster care will have a permanency hearing no later than 12 months from the date child entered foster care and every 12 months thereafter.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Service Array Item 35: The State has in place an array of services that assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to individual children in order to create a safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster and adoptive placement achieve permanency. (See Part A, D1, D2, D3, D4, D5, D6, D7 for related action steps)

Status of Item in Final Report	Area Needing Improvement: The array of services is not sufficient to meet the needs of children and families. A particular concern identified pertained to a scarcity of independent living services for youth.											
Baseline Status/Source Data Period	N/A											
Negotiated Improvement Goal	Achievement of Part A, D1 to D7 action steps.											
Method of Measuring Improvement	Completion of Part A, D1 through D7 will reinforce consistent practice that the State has an array of services in place to support child safety, permanency and well-being within the intact family system or, when necessary, achieving permanency in the foster and adoptive placements.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Service Array – Item 36: The services in item 35 are accessible to families and children in all political jurisdictions covered in the State’s CFSP. (See Part A, D1, D2, D3, D4, D5, D6, D7 for related action steps)

Status of Item in Final Report	Area Needing Improvement: The accessibility of services varies considerably across jurisdictions.											
Baseline Status/Source Data Period	N/A											
Negotiated Improvement Goal	Achievement of Part A, D1 to D7 action steps.											
Method of Measuring Improvement	Completion of Part A, D1 through D7 will reinforce consistent practice that the State has an array of services in place to support child safety, permanency and well-being within the intact family system or, when necessary, achieving permanency in the foster and adoptive placements.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Foster and Adoptive Parent Licensing, Recruitment, and Retention – Item 44: The State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the State for whom adoptive parents are needed. (See Part A, D5 for related action steps)

Status of Item in Final Report	Area Needing Improvement: There is a scarcity of foster and adoptive families and efforts to recruit a sufficient number of families to meet the needs of the children in foster care.											
Baseline Status/Source Data Period	N/A											
Negotiated Improvement Goal	Achievement of Part A, D5 action steps.											
Method of Measuring Improvement	Completion of Part A, D5 will enhance recruitment, approval and retention of foster and adoptive families for foster children.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12