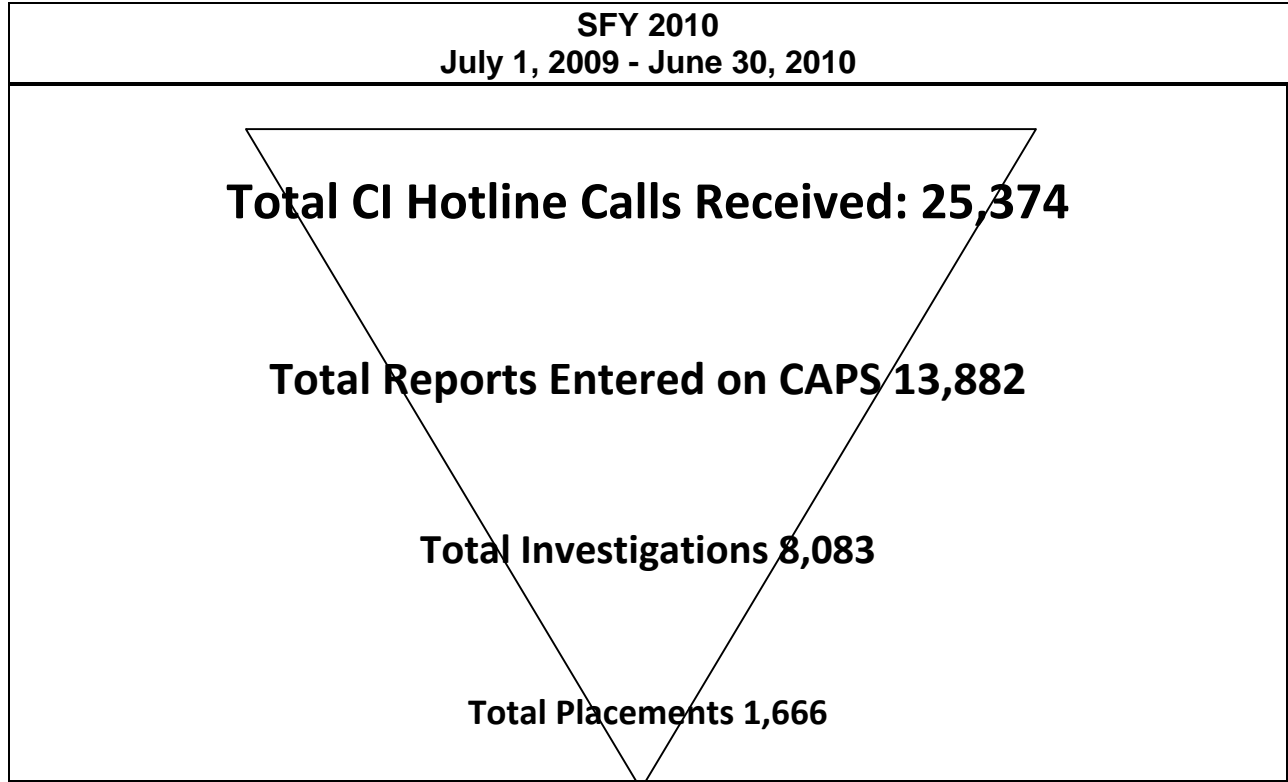
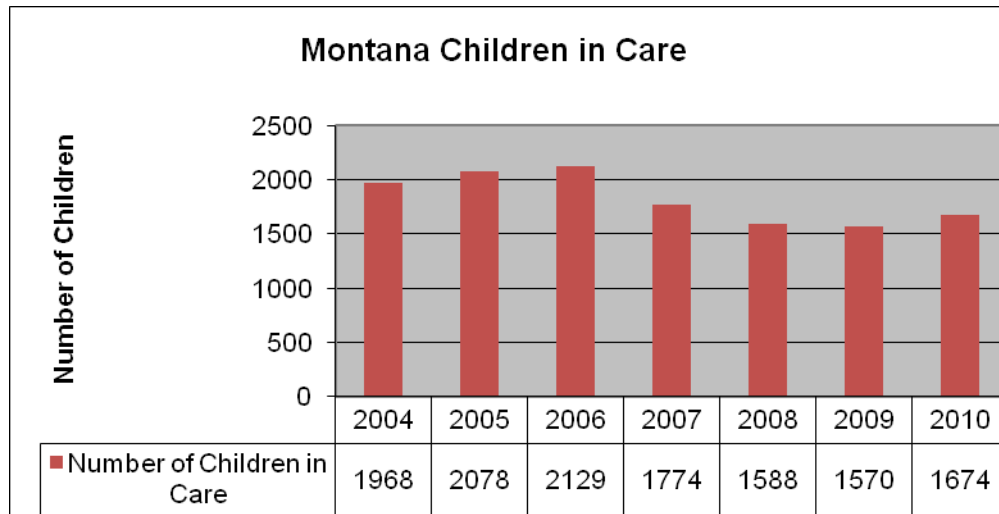
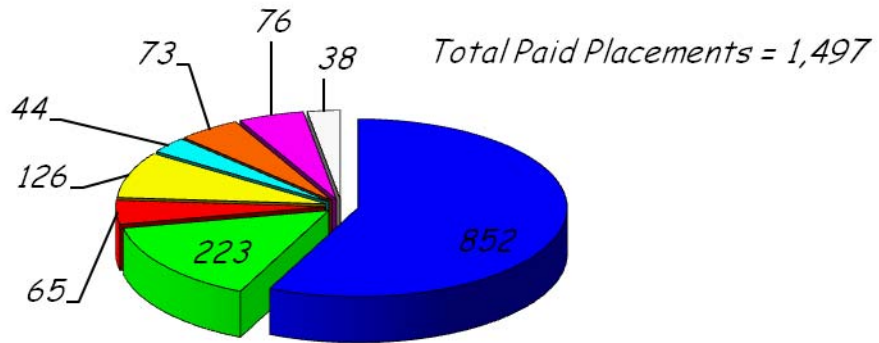


Montana Department of Public Health and Human Services Child and Family Services Division

Charts & Graphs

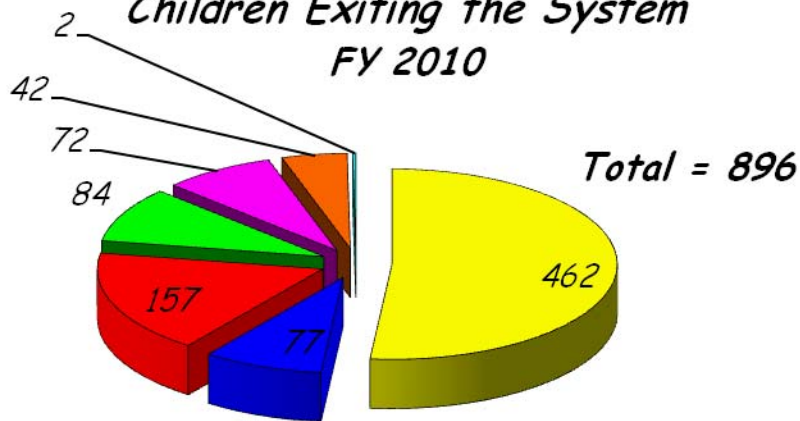


**Child and Family Services Division
Paid Placements
June 30, 2010**



■ Family Foster Care	56.9%	■ Kinship Care	14.9%
■ Therapeutic Foster Care	4.3%	■ Therapeutic Group Care	8.4%
■ Out-Of-State	2.9%	■ Specialized Foster Care	4.9%
■ Shelter Care	5.1%	□ Foster Care Group Home	2.5%

**Child and Family Services Division
Children Exiting the System
FY 2010**



■ Returned Home	51.56%
■ Placed With Other Relative	8.59%
■ Adopted	17.52%
■ Placed With Other Parent	9.38%

Montana 2008 CFSR Results (Reported in 2009):

<http://dphhs.mt.gov/publications/cfsreexecutivesummary.pdf>

<http://dphhs.mt.gov/publications/cfsrfinalreport.pdf>

Montana's Program Improvement Plan

(Approved January 2010)

Narrative**Approach**

Montana's approach entering this next program improvement stage will be to build on the strengths that resulted from the earlier Program Improvement Plan (PIP). The 2009 PIP attempts to enhance systems already in place and, wherever necessary, implement system improvements and training to better ensure consistency and sustainability of practice improvements. Central to the plan is a conscious effort to guide all staff and stakeholders in adopting a philosophy of family engagement so that first and foremost in their minds, is the thought of how to actively engage families in the process and the decisions that are made throughout the life of each case. In developing the plan, the approach taken was to identify strengths and weaknesses of the practice improvements established during the first PIP and to develop action steps and benchmarks that would expand the effectiveness of those practice changes throughout the system. The state's updated five-year Child and Family Services Plan (CFSP) was also updated this year enabling the agency to think of practice improvements in terms of short-term goals (PIP) and longer-term goals (CFSP). While the PIP primarily addresses those areas of concern revealed during the state's self-assessment and on-site review, the CFSP will expand on those improvement strategies and look beyond them to longer-term goals.

The Program Improvement Group (PIG) began meeting in November 2008 (prior to receiving the final report from the onsite review) to begin to develop Montana's PIP. The PIG retained some of its original members and new members were added. Core membership of the PIG includes representation of all CFSD direct-service staff types, managers at the regional level and the supervisor level, the Court Assessment Program director, and persons responsible for the development of the new electronic SACWIS system. Over these past months, regional administrators and supervisors have solicited input from local stakeholder partners during their ongoing meetings with those partners, regarding concerns raised during the CFSR process. Representation at these local area meetings included Judges, attorneys, CASAs and GALs, local law enforcement, educators, caregivers, in-home service providers, Tribal social services staff, youth on advisory councils, therapists, etc. Input from these partners has been incorporated into the PIP and into the CFSP. During implementation of the PIP, smaller groups from the core membership will be assigned to focus on specific aspects of the plan and stakeholder partners will be asked to join these smaller focus groups in the planning.

Montana is fortunate to have a good working relationship with stakeholders throughout the state and they have been solicited for their input to this process at every opportunity. In the months immediately following Montana's CFSR onsite review in August 2008, program officers traveled to every area of the state to provide the annual training on new policies. This annual training is mandatory for all staff and also includes in-home service providers, tribal partners, foster parents, group home service providers, and this year it also included representatives of the University of Montana Training Consortium. Taking advantage of this opportunity to reach such a broad audience, a half-day session was added at each site to discuss the areas identified during the onsite review as 'areas needing improvement.' Each participant was asked to share on paper their perceptions of the strengths and barriers around improving practice in each of the areas needing improvement. The perceptions were read aloud and discussed with the group. Next, participants were asked to share on paper their thoughts about what steps might be taken to begin making improvements in those areas or to offer potential solutions to problems/barriers that exist. All attendees were encouraged to also share in the future any thoughts they might have after leaving the meeting.

Since successfully completing the first PIP, the practice of doing case reviews on a regular basis has been continued and enhanced -- the tool has been improved, staff are better trained to conduct the reviews, and the number of reviews conducted each quarter has been increased. This process has revealed challenges to consistency and sustainability of changes implemented through the previous program improvement plan. It will be important then to assess and address tools and training to help ensure consistency and sustainability of new practices throughout the state. Increased utilization of concurrent planning, family-centered practice, permanency staffings, Family Group Decision Making meetings (FGDMs) and Family Identification Meetings (FIMs) is anticipated. The expectation is that supervisory staff will continue to be utilized to monitor cases on a regular basis to ensure families are engaged throughout the process, that quality face-to-face visits are occurring monthly and that the case is continually moving in a timely manner toward the permanency goal. Toward this end the Division believes that increased ongoing and comprehensive training for both supervisors and workers will be essential, and hopes to also collaborate with stakeholders to conduct joint trainings with court personnel, service providers, resource families and other stakeholders.

Recognizing the need to strengthen and broaden consistency throughout the state in the assessment of safety throughout the life of the case, work with the National Resource Center for Child Protective Services (NRC/CPS) has already begun. Prior to the development of the PIP, the NRC/CPS conducted a review of the Centralized Intake process and a study of the investigation and safety intervention process in our state. In April 2009, Clint Holder of the NRC/CPS met with members of the PIG to share their findings and to train on their model for a Comprehensive Assessment Process (CAP) throughout the life of a case. Subsequent conference calls with the Holders have sought to guide the Program Improvement Group in the next steps to be taken toward the goal of safety throughout the life of the case. They have also provided materials for review by PIG members. Members of the PIG utilized this information in developing the PIP.

The CFSR onsite review provided positive comments on the strength of the family-centered practice occurring at one of the three sites. During the PIP process, training on family-centered practice will be

provided to all staff and policy and practice changes will be put in place to ensure a process of utilizing family-centered practice throughout the life of a case. The PIP will focus to a large extent on improving efforts to engage parents (both custodial and non-custodial) and children in the case planning process and throughout the life of the case. This practice needs to become standard procedure throughout the state. Montana fell short when it came to locating absent, non-custodial parents, especially fathers, and in locating relatives for children in care for long periods of time. Efforts will be taken to incorporate into practice improved methods of searching for relatives; and permanency options will be revisited on a regular basis for children in long term care.

Montana recognizes that there is much work to be done to improve collaboration with court-related personnel with the objective of improving outcomes for children who have suffered abuse and/or neglect. Toward this end, the Division continues to work closely with the Court Assessment Program staff with the shared objective of improving outcomes for children. This year Judges, attorneys, GALs, CASAs and CPS workers met together once again on June 17-18 for Montana's 3rd Leadership Summit. The Leadership Summits provide the opportunity to foster improved communication and understanding between court-related persons and child protection workers. Local regional/area working groups that were convened during the first legal summit in 2006 and consisting of both court-related personnel and child protection supervisors continue to meet on a regular basis in their local communities. In the future, instead of one statewide summit, more localized summits are being considered, where there would be better opportunity to meet and communicate with partners in the same region in which they work and participants would not have to travel long distances to participate.

The 2008 CFSR onsite review revealed timeliness issues in the achievement of permanency for children in the care and custody of the state. At the three sites reviewed, stakeholder interviews indicated a perception that the delays are primarily due to court continuances. To clearly distinguish whether this is perception or reality, data will be collected on both the court side and on the agency side to determine more precisely where and why the delays are occurring. The research should also reveal the possibility of its being a regional issue, not a statewide issue. The Division is aware of delays occurring due to gaps in services that help families and children succeed and the need to address these gaps, as well as to increase the involvement of caretakers in the court process. It is believed that data will be helpful to both court and agency staff in working on strategies to avoid delays if the data collection is successful in demonstrating precisely where and how often the delays occur.

Finally, Montana's current SACWIS system (CAPS) is antiquated and tedious to use. Planning has already begun for a new electronic SACWIS system (MACWIS) which is scheduled for implementation in approximately three years. Members of the MACWIS development team are included in the PIG's core membership and tasked with advising the group on ways to incorporate PIP changes into the new system to hopefully ease the workload on CPS staff by automating the documentation of their work as much as possible.

Strategies

Montana's PIP is divided into four strategies as indicated below. Each strategy has a unique focus, but the four strategies are linked and work together toward achieving the desired outcome of increased and improved family engagement throughout the life of the case and a shared vision by all stakeholders who touch the lives of Montana's needy children.

The first strategy aims at revising Montana's safety assessment process to be more family-focused and improving the assessments of safety and risk factors throughout the life of the case.

The goal of strategy 2 is to develop a culture of family-centered practice through training, identification of family engagement opportunities, and promotion of activities to nurture the birth and foster parent relationship. Stakeholder partners will be invited to all staff training sessions.

The goal of strategy 3 is to partner more effectively with judicial partners and service providers to increase and enhance collaboration, problem-solving, and understanding with judges, attorneys, service providers and birth parents/foster parents. Training will be provided to caseworkers and providers to help facilitate better participation and advocacy on their part.

Strategy 4 involves enhanced supervision and utilization of data. Training will be provided with a focus on permanency, improved use of data, and monitoring to achieve and maintain high quality and consistent family-centered practice and to ensure safety, permanency and well-being for children and families. Benchmarks also address monitoring for successful reunification and timely permanency for children and youth in care for long periods of time.

Technical assistance will be requested from the National Resource Center (NRC) for Family-Centered Practice and Permanency Planning in efforts to improve practice related to concurrent planning, to increasing involvement of parents and youth in their case planning, to enhancing birth parent/foster parent relationships, and to enhancing diligent search efforts. Assistance in developing curriculum for training in family engagement will be sought through the NRC for Organizational Improvement. Montana will seek assistance from the NRC for Legal and Judicial Issues to consult and meet with local area workgroups on court/judicial collaboration. Finally, the Division will seek assistance from a local resource who is connected with the NRC on Tribal Law and Policy to assist in increasing the recruitment of Native American foster families.

Measurement Plan

Montana will submit quarterly updates to the Children's Bureau of progress toward completing the PIP. In some instances, evidence of completion of tasks may take the form of meeting notes, data collections, or forms developed. On those items that require measurement of PIP improvement, data from peer case reviews and/or the CAPS system will be utilized.

For those items requiring something different from an AFCARS measurement, data from Peer Case Reviews will be used. Peer Case Reviews utilize the federal CFSR review instrument; 75 cases are reviewed every 6 months. The sampling period is 6 months in duration and the PUR is the same six

month period (either April 1 through September 30, or October 1 through March 31). Utilizing a rolling 12 month reporting period, the minimum number of applicable cases in the baseline will also be the minimum number of applicable cases in each rolling year period.

Every set of 75 cases reviewed contains 30 In-Home Services cases and 45 Foster Care/Adoption cases. Yellowstone County, the largest metropolitan city in Montana, contributes 25% of the foster care cases and 25% of the in-home services cases pulled for review. In at least 10 of the foster care cases the youths are age 16 years or older. Stratification of cases is conducted to: 1) equitably spread the contracted in-home services cases across regions, with more cases coming from larger programs, while attempting not to have more than one case per home visitor; 2) equitably spread foster care cases across regions every 6 months, of which case workers have less than two cases pulled during each period under review (PUR). All counties in which a child was in placement are represented within two consecutive PURs. Child protection specialists, supervisors, in-home services providers and community partners assist as reviewers in completing the peer case reviews. This practice helps them to understand how best practices lead to best outcomes for the children served by our agencies. Montana allows up to 5 in-home services cases to have a foster care episode during the PUR. Services to families with one or more children in placement, while other children remain in the home during the PUR, are not evaluated through the case review process (following CFSR sample pull guidelines). Montana struggles in some areas of the state to identify cases to pull who have not had a foster care episode during the PUR. Montana believes families who have experienced the removal of one or more children, while also having at least one child remaining in the home are some of the most vulnerable, require some of the Division's most intensive services, and thus are worthy of review. Baseline data for the PIP, from the Peer Case Review system was finalized in November 2009.

Montana has a manual data entry process currently that requires a significant amount of time to calculate, aggregate and summarize data. Therefore, Montana is requesting to report data within 90 days of the end of each PIP reporting period (e.g., 90 days after Qtr 2, Qtr 4, and Qtr 6). Montana will begin evaluating the CFSR Data Management System developed by JBS International, upon receipt, in January 2010, for the purpose of converting the peer case reviews from a manual, handwritten process to an electronic, more efficient process.

Montana's SACWIS system (CAPS) is a mainframe system. Hard-coded reports from the mainframe system are produced on a monthly basis, making it somewhat difficult to monitor progress over different time periods or to analyze trend data. However, data from the CAPS system is now downloaded weekly to Montana's Results Oriented Management (ROM) system. The ROM system enables supervisory staff to monitor progress on a regular basis entering any date span desired. For those PIP items that require an AFCARS measurement, reports developed from the ROM system will be utilized, using a rolling twelve-month time period, to monitor progress. For the two composite scores on which Montana did not meet the national standard, the AFCARS data profile measurements will be reported.

Acronyms used in Program Improvement Plan Matrix

AFCARS	Adoption and Foster Care Analysis and Research System
ASFA	Adoption and Safe Families Act
CAP	Court Assessment Program (aka Court Improvement Program)
CAPS	Child and Adult Protection System (Montana's current SACWIS system)
CASA	Court Appointed Special Advocate
CDC	Curriculum Development Committee
CFSD	Montana Child and Family Services Division
CHIP	Children's Health Insurance Program
CPS	Child Protection Specialist or Child Protection Services
CPSS	Child Protection Specialist Supervisor
DPHHS	Montana Department of Public Health and Human Services
FGDM	Family Group Decision Making Meeting (regional coordinators)
FRS	Family Resource Specialist
GAL	Guardian Ad Litem
ICWA	Indian Child Welfare Act
IT	Information Technology
MACWIS	Montana's new (not yet developed) SACWIS system
MSF/APA	Montana State Foster/Adoptive Parent Association
MT ROM	Montana Results Oriented Management system
NCANDS	National Child Abuse and Neglect Data System

NRC	National Child Welfare Resource Center
NRC/CPS	NRC for Child Protective Services
NRC/FCPPP	NRC for Family-Centered Practice and Permanency Planning
NRC/LJI	NRC on Legal and Judicial Issues
NRC/OI	NRC for Organizational Improvement
PAT	Program Assessment Team
PIG	Program Improvement Group
PPS	Permanency Planning Specialist
RA	Regional Administrator
SACWIS	Statewide Adoption and Child Welfare Information System
SDS	Staff Development Specialist
VISTA	Volunteers in Service to America

PIP Matrix (Abbreviated Version)

Primary Strategy 1:	Revise our Safety Assessment Process		
Action Steps and Benchmarks	Risk and Safety Assessment will Guide all Decision-Making Throughout the Life of the Case		
Action Step 1.1: Develop improvements to enhance consistency and quality of Montana’s current Safety Assessment process.	Person Responsible	Evidence of Completion	Quarter Due
1.1 (a) Utilize technical assistance provided by NRC for CPS for recommendations to improve the safety assessment process	PIG	Written Recommendations	Q1
1.1 (b) Identify strengths and challenges that impact statewide performance	PIG	List of Strengths and Challenges	Q1
1.1 (c) Develop recommendations to address areas needing improvement	PIG	List of Recommendations	Q2
Action Step 1.2: Implement changes to improve quality and consistency of safety assessment process			
1.2 (a) Utilize technical assistance through NRC for CPS as a guide to make changes as needed	PIG	List of Changes	Q2
1.2 (b) Incorporate recommendations into policy and practice for safety assessment throughout the life of the case.	PIG	List of changes to policy	Q2
1.2 (c) Train all staff on changes made to policy and practice.	Program Bureau\SDS	List of training dates	Q4
1.3 Monitor impact of safety assessment process and revise if			

needed.			
1.3 (a) To ensure consistency, conduct periodic case review of both foster care and in-home cases	PAT	Date from case reviews	Q6
1.3 (b) Review findings of case reviews and make adjustments to policy and practice as needed	Supervisors and Program Bureau	Documented findings	Q7

Primary Strategy 2:	Institutionalize Family Engagement Strategies into Practice		
Goal:	Create a culture of family centered practice to ensure participation of children, parents, extended families, and resource families in the decision making process throughout the life of the case		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due
2.1 Increase opportunities for families to participate in their case planning (i.e. Treatment Team Meetings, FGDM's, Permanency Staffings, etc)			
2.1(a) Identify current opportunities available to families where they could participate in case planning	PIG	List of opportunities	Q2
2.1 (b) Identify the barriers to using those opportunities; make adjustments to enable more families to participate	PIG Program Bureau Staff Supervisors	Documented findings and Policy Guidelines/Changes	Q2
2.1 (c) Train workers on the benefits of including families in their case planning	CDC\SDS	List of training dates	Q4
2.1 (d) Prioritize the use of FGDM meetings to develop case plans with family participation	Supervisors/FGDM	Data from case reviews	Q2

2.2 Provide staff training focused on family engagement			
2.2 (a) Utilize NRCFCPPP in reviewing the family engagement training in core curriculum and make revisions as necessary (Curriculum Development Committee (CDC))	CDC/SDS	Results of the Analysis of the Core Curriculum	Q2
2.2 (b) Ensure documentation of family engagement efforts is included in the transfer of learning process of the core curriculum	CDC/SDS	Copy of revised family engagement section of the core curriculum	Q3
2.2 (c) Assess the feasibility of automating in the current SACWIS system the documentation of workers efforts to engage families. If feasible, develop an automated and consistent means to qualitatively document workers' attempts to engage families (including absent parents and extended family members)	PIG / Management Team / IT	Completion of Feasibility Study	Q5
2.2 (d) Add the requirement for this documentation ability in the new MACWIS system	MACWIS development team	Documentation of requirement	Q5
2.2 (e) Enhance the training module on engaging children and youth in the decision-making process	CDC/SDS	Copy of the revised family engagement section of the core curriculum	Q3
2.2 (f) Enhance the training module on engaging parents in the decision-making process	CDC/SDS	Copy of the revised family engagement section of the core curriculum	Q3
2.2 (g) Enhance the training module on maintaining connections especially between children, parents, and siblings	CDC/SDS	Copy of the revised 'maintaining connections' section of the core curriculum	Q3
2.2 (h) Enhance the training module on engaging with resource parents	CDC/SDS	Copy of revised family engagement section of the core curriculum	Q3

2.2 (i) Roll out the training to current supervisors	CDC / Training Bureau	List of supervisors trained	Q4
2.2 (j) Roll out the training to current CPS staff	CDC / Training Bureau	List of staff trained	Q4
2.2 (k) Implement family engagement processes and Monitor for quality and consistency	Supervisors / Program Assessment Team	See Action Step 4.2	Q7
2.3 Increase diligent search efforts for absent parents and extended family members			
2.3 (a) Use Technical Assistance from NRC/FCPPP to develop a process for conducting effective diligent searches	PIG	Process developed for diligent searches	Q1
2.3 (b) Train staff on diligent search techniques	CDC / SDS /Training Bureau	Dates of staff training	Q4
2.3 (c) Train staff on utilizing the close relative registry as required by HB 397	CDC / SDS /Training Bureau	Dates of staff training	Q2
2.4 Nurture Relationship between birth parents and foster parents			
2.4 (a) Work with the NRC/FCPPP to develop a program that supports nurturing relationships between birth parents and foster parents.	Program Improvement Group	Program for Pilot Project Sites	Q3
2.4 (b) Establish one site in each region to implement a pilot program	Regional Administrators	List of Sites	Q4
2.4 (c) Develop clear steps for implementation in coordination with the NRC in each site and implement each pilot site	Family Resource Specialists / Child Protection Specialists / Supervisors	Implementation Plan Dates of implementation of pilot sites	Q6

2.4 (d) Work with the NRC to develop an evaluation of the pilot program	Supervisors / Program Assessment Team	Evaluation Tool	Q3
2.4 (e) Revise program as needed and develop a statewide strategy for implementation	Management Team	Statewide Strategy for Implementation	Q6
2.5 Incorporate concurrent planning more effectively into practice			
2.5 (a) In conjunction with the NRC/FCPPP, review models of concurrent planning from other states. Identify a concurrent planning model for Montana	Program Improvement Group	Model identified	Q3
2.5 (b) Coordinate with the district court collaboration project in one judicial district to pilot the concurrent planning model	Program Improvement Group	Pilot plan (link to Action Step 3.3)	Q3
2.5 (c) In conjunction with Court Assessment Program provide local trainings in pilot site for CFSD staff and stakeholders including CASA's, GAL's, Foster Parents, Court Personnel, and Therapists, on the concurrent planning model	Court Assessment Program / FRS / CPS/ Supervisors	Dates of Trainings and List of Attendees (Link to Action Step 3.3)	Q4
2.5 (d) Work with NRC to develop an evaluation tool	Supervisors	Evaluation results and modifications	Q3
2.5 (e) Adjust the model as needed	Supervisors / Program Bureau	List of Changes	Q5
2.5 (f) Assess feasibility of implementing concurrent planning in additional sites. Develop a plan for working toward statewide implementation	Supervisors / Program Bureau	Implementation Plan	Q7

Primary Strategy 3:	Partner with the Judicial System and Service Providers to Improve Outcomes for Children		
Goal:	To Achieve a Common Vision and Shared Responsibility for Safety, Permanency, and Well-Being for Children		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due
Action Step #3.1: Increase accessibility to services for families			
3.1(a) Establish ongoing meetings with other DPHHS divisions responsible for key resources such as Medicaid, CHIP, substance abuse services, and mental health services to identify ways to improve/increase access to services. Use consultation with NRC/OI for service array assessment	Management Team / Central Office	Dates of Meetings held and summary of minutes taken	Q5
3.1 (b) Meet with providers in each region to collaborate on ways to increase the availability of services	Regional Administrators, CPS Supervisors	Dates of Meetings held	Q6
3.1 (c) Develop a “guide” to assist workers and birth and resource families in accessing key resources such as Medicaid, CHIP, substance abuse services, and mental health services.	Regional Staff	Completed Guide	Q7
Action Step 3.2: Increase the number and availability of Native American foster home resources for Native American children who require out of home care placement			

3.2 (a) Utilize Adopt US Kids (Kathy Deserly) for Technical Assistance in the assessment of current CFSD practices to recruit and retain Native American foster care providers.	ICWA program specialist and state recruitment/retention committee	Summary of findings from the assessment	Q2
3.2 (b) Recruit for a VISTA to help develop and coordinate a foster family recruitment campaign with a focus on Native American families	ICWA program specialist, Director of Office of Indian Affairs, VISTA staff	Date VISTA is hired	Q3
3.2 (c) Develop an advisory committee with representation of each Montana tribe to assist with the establishment of a foster family recruitment plan and campaign.	ICWA Program Specialist, VISTA and state recruitment/retention committee	List of members of the Advisory Committee	Q3
3.2 (d) Develop recruitment plan	ICWA Program Specialist, VISTA and state recruitment/retention committee	Recruitment plan	Q4
ACTION STEP 3.3: Collaborate with NRC/LJI, Court Assessment Program Coordinator, Supreme Court Administrator and one judicial district to work toward improving timelines, understanding the importance of concurrent planning, and achieving permanency outcomes for children served by CFSD			
3.3(a) Utilize technical assistance from NRC/LJI (Bill Stanton and Joann Brown) to develop an approach to begin collaboration with stakeholders in one judicial district	Regional Working Group including Agency staff, Court staff	Judicial district identified and initial plan developed	Q2

3.3 (b) Establish a schedule of meetings in the selected judicial district between CFSD staff and legal stakeholders to discuss permanency concerns and barriers to working together	Regional Working Group	Dates of meetings scheduled	Q2
3.3 (c) Develop a pilot program to improve timelines for permanency, concurrent planning, quality of permanency hearings and outcomes for children	Regional Working Group	Pilot program plan and implementation date set	Q3
3.3 (d) Provide local trainings utilizing Regional Legal Summits and the Court Improvement Committee to attorneys (county and defense) on importance of permanency, including concurrent placements, ASFA timelines, need for permanency and long term impact of foster care.	Court Assessment Program	Completion of Training Curriculum and dates of training	Q4
3.3 (e) Conduct an assessment to determine geographic areas of greatest need. Develop an implementation plan to phase in additional sites until piloted practices are in place statewide.	PIG Working Group	Implementation Plan	Q7
ACTION STEP 3.4 Increase caregiver participation in the court process	FRS,CPS,MSF/APA	Dates of Training provided	Q5
3.4 (a) Provide periodic state and local training with out-of-home caregivers regarding their legal rights and the importance of their participation in the court process	CDC/SDS and Central Office staff	Dates of annual policy training	Q5
3.4 (b) Provide annual policy training to staff on the importance of involving caretakers in the legal process and on strategies for involving caretakers	Division Administrator	Date of Judicial /Legal training MetNet and summary of materials covered	Q1

<p>3.4 (c) Discuss with the Courts the possibility of using video conferencing and teleconferencing to increase involvement of foster parents, pre-adoptive parents and relative caregivers</p>	<p>RA's / CPSS</p>	<p>Program Policy/Instructions for staff</p>	<p>Q1</p>
<p>3.4 (d) Meet with County Attorneys locally to develop a process to ensure that offices have correct addresses to notify parties involved in the legal case</p>	<p>CFSD legal affairs</p>	<p>Date Notice reviewed and copy of amended notice (if necessary)</p>	<p>Q1</p>
<p>Primary Strategy 4:</p>	<p>Enhance Supervision and the Utilization of Data</p>		
<p>Goal:</p>	<p>Achieve and Maintain High Quality and Consistent Family-Centered Practice to Ensure Safety, Permanency and Well-Being for Children and Families</p>		
<p>Action Steps and Benchmarks</p>	<p>Person Responsible</p>	<p>Evidence of Completion</p>	<p>Quarter Due</p>
<p>Action Step #4.1 Increase timeliness to permanency for children and youth in foster care.</p>			
<p>4.1 (a) Train PPS and Supervisors on the implementation of the Guardianship Assistance Program</p>	<p>Central Office Staff</p>	<p>Dates of Training</p>	<p>Q2</p>
<p>4.1 (b) Establish a quarterly review of all children in care for three years or more to assess the possibility of referral to the Guardian Assistance Program, renewal of diligent search for relatives, or Roundtable discussions to find permanency options.</p>	<p>PPS and Supervisors</p>	<p>Dates of Reviews</p>	<p>Q2</p>

Action Step #4.2: Train supervisors on the use of supervisory tools for effective supervision, case management, and unit administration			
4.2 (a) Develop a supervisory review tool to assist supervisors to ensure that all aspects of the case plan are being addressed and documented appropriately by the worker	PIG	Completed Supervisory Review Tool	Q2
4.2 (b) Automate the supervisory review tool and case review tool.	IT Division	Completion of Automated Tool	Q6
4.2 (c) Train Supervisors on the use of the tool.	IT Division and PIG	Dates of training	Q2
4.2 (d) Train Supervisors in the use of MT ROM on accessing data and using that data for measuring outcomes	Central office	Dates of training	Q2
4.2 (e) Work with NRC/FCPPP to develop a ongoing clinical supervision training for supervisors that will be presented at quarterly supervisors meetings and monthly WEB-X meetings	PIG Management Team CDC and SDS	Training Curriculum	Q3
4.2 (f) Work with NRC/FCPPP to develop an in-service training program for new supervisors	PIG Management Team CDC and SDS	Training Curriculum	Q8
Action Step #4.3: Identify and address delays to achieving timely permanency for children			
4.3 (a) Work with Court Assessment Program and Northrop- Grumman to collect data (to the extent possible) to determine where delays in timely achievement of permanency occur (court continuances or agency practices).	PIG / Court Assessment Program / Northrop-Grumman	Results of Analysis of Data Collected	Q2

4.3 (b) For data that implies delays occur due to agency practices, develop and implement changes in policy and practice to support more timely achievement of permanency for children	PIG	Policy Changes	Q3
4.3 (c) For data that implies delays occur due to court continuances, share findings with the court assessment program to collaborate on ways to improve permanency outcomes for children	PIG / CAP	Summary of findings	Q3
Action Step #4.4: Improve quality of data output			
4.4 (a) Exception reports will be developed for NCANDS and AFCARS data.	Northrop-Grumman and Central Office	Completion of Reports	Q1
4.4 (b) Central Office will disseminate exception reports to the RAs with a completion date for clean-up prior to data reports being submitted	Central Office / RA's	Re-run of exception report to evaluate changes completed	Q1
4.4 (c) Monitor occurrence of re-entry after reunification to determine reasons for high rate of re-entry, and create strategies to address issues that contribute to re-entry	Program Bureau and Supervisors	Improved rate of re-entry	Q2
4.4 (d) Change control committee will review and prioritize changes to the data base that will eliminate or minimize data errors	CAPS Change Control Committee	Priority List to Northrop Grumman for Implementation	Q4
4.4 (e) Re-occurring data entry errors will be analyzed and training developed to address specific corrections for the errors.	Central Office / RA's	Implementation of Corrections in database	Q4