

COLORADO

**Department of Human Services
Office of Child and Family Services
Division of Child Welfare**



Child and Family Services Review Program Improvement Plan Quarterly Report

**October 10, 2003 through December 31, 2003
Submitted January 30, 2004**

**Program Improvement Plan
Report of Progress and Status
October-December 2003**

Overview

This is Colorado's first quarterly report of progress on the State Program Improvement Plan. There have been many accomplishments, challenges and opportunities related to the implementation of the Program Improvement Plan. This report provides a narrative regarding Colorado's performance with regard to the National data indicators, information regarding performance from the statewide data collected from reviews by the Administrative Review Division, information about the county PIP process, and a matrix

National Data Indicators

- Recurrence of Maltreatment – Colorado continues to be in compliance with the National Standard. The point in time data shows that only 3.7% of Colorado's children have another substantiated report of neglect or maltreatment within a six-month period.
- Incidence of Abuse or Neglect in Foster Care – At the time of the review, .75% of the children in foster care had experienced an incident of abuse or neglect. With this report the percentage has improved to .59%. This is still not within the standard, however, it shows a marked improvement.
- Reunification in less than 12 months from the time of the latest removal - Colorado continues to be in compliance with the National Standard. The point in time data shows that 77.08% of Colorado's children are reunified with their parents or caretakers at the time of discharge from foster care.
- Finalized adoption within 24 months from the time of the latest removal from home – Again Colorado continues to be in compliance with the National Standard. The point in time data shows that finalized adoptions within 24 months of last coming into care occurs for 39.21% of Colorado's adopted children.
- Stability of foster care – Colorado has fallen below the National Standard. The point in time data shows that only 80.45% of children in foster care have had 2 or fewer placement settings within the first 12 months of out-of-home care. Much work is being done statewide to provide training and support for foster parents as well as working with county departments around the recruitment of family foster homes that are within the child's community and available for the provision of extended care.
- Re-entry into foster care – Colorado continues to be out of compliance on this standard. At the time of the review, Colorado had a re-entry rate of 19.3%. The latest point-in-time data indicates that only 13.84% of all children who entered care during the year, re-entered within a 12 month of a prior foster care episode. Again, a marked improvement.

Statewide Data

In order to establish baselines, measures, and progress on the program improvement plan, Colorado has chose to utilize statewide data provided by the Administrative Review Division (ARD) and Trails, the statewide data system. Caseworker practice outcomes - specifically assessment and case planning - are being effectively measured by ARD. Data from Trails provides measures in the areas of safety and permanency. This data from ARD and Trails allows for a comprehensive, statewide picture of where Colorado needs to focus for outcome improvement.

Nineteen ARD and 3 Trails data measures have been identified to track Colorado's performance on the various items that were identified as being out of compliance. This quarter, 14 of those measures indicated that the benchmark or goal had been achieved, while eight of those measures fell below the baselines. Explanations or plans to address the items that fell below the baseline are included in the matrix below.

County Program Improvement Plans

Colorado Child Welfare is state supervised and county administered. As such, each of the 64 counties address the issues of safety, permanency, and child and family well-being from their own perspectives. Each county must also address systemic issues locally, as many of the other public serving agencies and the courts are regionally based.

In order for each county to address their own issues, they are provided with county specific data on the various items included in Colorado's State Program Improvement Plan. From their data, they are asked to address areas that are most out of compliance. Although data is provided for every county, only 21 have been asked to submit formalized county specific program improvement plans. These plans were submitted in December 2003 and final approval occurred in early January 2004. Each of the 21 counties are held accountable to the national data indicators as well as the 24 items tracked by ARD and Trails.

**Child and Family Services Review
Program Improvement Plan
Quarterly Report**

**October 10, 2003 through December 31, 2003
Submitted January 30, 2004**

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	Benchmarks Toward Achieving Goal	Benchmarks Dates of Achievement Goals Projected	Benchmarks Dates of Achievement Goals Actual	Date of Goal Achievement Projected	Date of Goal Achievement Actual	Barriers Or Discussion	Other PIP Related Activities
Outcomes S1 Children are first and foremost protected from abuse and neglect									
Item 1: Timeliness of initiating investigations of reports of maltreatment	85% of report will receive a face-to-face observation of child within assigned timeframe. Baseline 81%.		Statewide County data will indicate attainment of benchmark at 83%	Aug, 2004		Oct, 2005	Dec., 2003 – 85.8%	This is the first quarter that this measure has achieved the goal.	
		1. In order to mandate a face-to-face observance of the child when initiating an investigation on both new referrals and referrals on open cases. a. Submit a rule change request to state board b. Announce the change to counties via agency letter. Susan Ludwig	1a. Rule change approved. 1b. Agency ltr. Sent.	1a.Feb, 2004 1b.March, 2004				To be reported next quarter	
		c. Assure that counties implement this practice change (ARD). Gayle Stack							December 2003 -A question was added to the Quality Assurance Review Instrument in January 2003 and to the Administrative Review Instrument effective January 1, 2004. (PA5) (ROIH & STOOH) Did the investigation document that the child was interviewed/observed face-to-face within the assigned response timeframe?
Incidence of Child Abuse and/or Neglect in Foster Care (Statewide data indicator relating to Item 2)	.57% or less of children in foster care will experience abuse or neglect- Baseline .73%.		Rate for abuse or neglect in foster care will decrease to .61%	Aug, 2004	Dec., 2003 - .59%	Oct, 2005	Dec., 2003 - .59%	This is the first quarter that this measure has achieved the benchmark.	
		1. The 24-hour monitoring team will continue to provide over-sight and technical assistance to facilities that are determined to be at risk or where there has been an allegation of child abuse/neglect in order to correct situations that put children at risk and to increase the level of quality of care. a. receive referrals b. conduct site visits c. document findings and provide to county department and state staff.	1. Completion of assessment, oversight and t/a to facility	1.Ongoing	December, 2003				See attached addendum 1 State PIP Update 24 Hour Monitoring Unit

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		d. provide oversight and technical assistance Michael Gallegos							
		2. Statewide training will be provided for county staff and child placement agency staff on Confirming Safe Environment (assessing safety of the foster home prior to and during placement). Janet Motz	2a Training started 2b. Training completed		2a Aug, 2003	2b. June, 2004		To be reported next quarter	
		3. Statewide foster parent training curriculum (Core and Advanced) will provide information and suggestions to ensure that needs and behaviors of special needs children are addressed to prevent inappropriate or abusive treatment. a. Review and revise curriculum. b. Begin delivery of revised curricula. c. Assess training effectiveness via evaluation. Art Atwell	3a. Review and revision 3b. Deliver training. 3c. Evaluation	3b. Dec, 2003 and ongoing 3c. April 2004 and ongoing	3a Sept, 2003 3b Dec. 2003	3a Sept 2003 3b Dec 2003			
		4. Foster Family Assessment training will be provided to county and CPA staff to improve their ability to assess and certify appropriate foster homes. Janet Motz	4a. Training started. 4b. Training completed		4a. Aug, 2003	4b. Oct, 2004		To be reported next quarter	
Outcome S2 Children are safely maintained in their homes whenever possible and appropriate									
Item 3: Services to family to protect child(ren) and prevent removal.	95% of Family Services Plans (FSP) contain a description of specific services that address the needs of the child(ren). Baseline 95%.		Maintenance of 95% statewide compliance	Jan, 2004		Oct, 2005		The quarterly measure for this item has fallen 4.8% below the baseline. There were very few cases reviewed at the time that baselines were established and this measure might be more reflective of the state baseline. The use of services to keep children safely n their homes will be monitored closely.	
		1. In order to insure that appropriate services are provided, County Department's will conduct reliable assessments of families open to child welfare to provide them an appropriate array of prevention, support and Core services to protect children in their own homes and prevent removal	1a .Counties notified. 1b. T/A started and ongoing	1a April 2003	1b June 2003	1b. June, 2004	1a. April, 2003	1a. Child Welfare published the Desk Top Trails User Guide in April 2003 that includes the CAC instruments among the required fields.	January, 2004 – Meeting of approx. 80 Pueblo DSS staff to discuss the effective use of the CAC and provide Trails data on Pueblo's use to date of

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	Benchmarks Toward Achieving Goal	Benchmarks Dates of Achievement Goals <i>Projected</i>	Benchmarks Dates of Achievement Goals <i>Actual</i>	Date of Goal Achievement <i>Projected</i>	Date of Goal Achievement <i>Actual</i>	Barriers Or Discussion	Other PIP Related Activities
		a. Counties have been notified that the use of the Colorado Assessment Continuum (CAC) is now required in Trails. b. State will provide technical assistance to counties on the use of the CAC upon request. Carol Wahlgren						1b. Pueblo County's request for T.A. regarding the CAC scheduled for October 2003 was rescheduled to January 15, 2004.	the CAC. January, 2004 - Meeting is scheduled with the relevant CAC staff and consultants to plan for the next 2 Colorado sites to receive t.a. re. the CAC.
		2. Use of Team Decision Making (TDM) to consider removal decisions will be expanded beyond Denver and El Paso Counties a. Present Family to Family strategies (including use of TDM) to Metro Child Welfare Administrators and County Directors b. Conduct statewide forum to provide information regarding implementation and support for Family to Family strategies c. Additional counties self-select to implement these strategies (Projected: three additional counties) d. The State will provide technical assistance and support to counties as they implement TDM for this purpose. Susan Ludwig	2a. Presentations made. 2b. Forum conducted. 2c Counties self-selected. 2d. T/A started and ongoing.	2c. March, 2004 2d March 2004	2a Aug, 2003 2b. Oct, 2003	2c. June, 2004 2d. Dec, 2004		To be reported next quarter	
Item 4: Risk of harm to child(ren)	75% of Safety plans will address the issues identified in the safety assessment Baseline 71%.		Statewide county data will indicate that attainment of goal at 73%	Aug, 2004		Oct, 2005	Dec., 2003 - 84.8/%	This is the first quarter that this measure has achieved the goal.	
		Core Caseworker Statewide training will provide training on how to incorporate the Safety Assessment into a Safety Plan. a. Review and revise curriculum. b. Deliver revised curriculum. c. Assess training effectiveness via evaluation and/or supervisor surveys. Art Atwell	a. Review and revision. b. Deliver training. c. Evaluation	c. Jan, 2004 and ongoing	a. July, 2003 b. Sept, 2003 & ongoing				
Outcome P1: Children have permanency and stability in their living situations									
Item 5: Foster care re-entries	No more than 17% of children will experience re-entry into foster care within a 12-month period Baseline was		Re-entry rate will decrease to 18%	Aug, 2004		Oct, 2005	Dec., 2003 – 13.84%	This is the first quarter that this measure has achieved the goal.	

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
	19.3%.								
		1. Post re-unification services will be available for families statewide: a. County departments submit Core Services and PSSF plans that address the post-reunification needs of a family. Diane Skufca, Melinda Cox	1. Plans submitted and reviewed	1. Dec 2003	1. PSSF plans were submitted, reviewed and implementation beginning in October 2003	1. June, 2004			In January 2004, Counties will be educated as to how reunification services can be included in their Core Services Plan for SFY, 2005
		2. Family to Family practice of Team Decision Making (TDM) will occur in Denver and El Paso Counties. Susan Ludwig	2. TDM will be completed in 75% of the cases where a child returns home	2. Dec, 2004				To be reported next quarter	
		a. Denver and El Paso counties expand the use of TDM to include delivering a TEM meeting prior to return of a child home. These TDMS will address post-reunification needs of the family. The current staff in these county TDM units will manage this expansion b. Additional counties will be identified to deliver TDM meetings when a child returns home (refer to Item 3 Action steps for a description of this process. c. The state will provide technical support to the additional counties and the counties will implement TDM> Susan Ludwig	2b. Solicit county participation. 2c. T/A started & ongoing	2a. Dec, 2003 2b March 2004 2c March 2004		2a June, 2004 2b. June, 2004 2c. Dec, 2004		To be reported next quarter	
		3. NCFAS-R's two validated reunification domains will be increasingly used in counties to assist with determining when it is safe/appropriate to return children/youth home a. use of NCFAS-R will be expanded beyond the three pilot counties (Denver, Mesa, and Morgan) to assist with determining when it is safe/appropriate to return children/youth home. b. State will provide technical assistance with counties re: effective use of NCFAS-r. c. State will submit a request for the two new reunification domains to be integrated into Trails. d. NCFAS-R integrated into Trails. Carol Wahlgren	3a. Additional counties identified 3b. T/A started and ongoing 3c. Request submitted. 3d. NCFAS-R in trails	3a. Jan, 2004 3b. Jan- 2004	3c. Sept 2003	3b Nov, 2004 3d. Nov, 2004		3c. The request was submitted in writing. Relevant CAC staff in Child Welfare will check in January 04 regarding where this request is on the priority list for Trails changes.	3a and b. Pueblo will be trained on and encouraged to start using e NCFAS-R during the CAC t.a. provided at Pueblo County DSS on January 15, 2003. A recommended visitation protocol is being developed by the CPS Expert Consultants in collaboration with relevant Child Welfare staff. The protocol will include how to effectively use the NCFAS-R in

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
									conjunction with the recommended visitation protocol. Pilot sites for use of the visitation protocol and NCFAS-R will be requested. It is hoped that the distribution of the visitation protocol will occur by May 2004.
Foster Care Re-entries (Statewide data indicator relating to Item 5)	17% of children will experience re-entry into foster care within a 12-month period Baseline 19.3%.	See Item 5 for action steps to address this indicator.	Re-entry rate will decrease to 18%	Aug, 2004		Oct, 2005	Dec., 2003 13.84%	This is the first quarter that this measure has achieved the goal.	
Item 6: Stability of Foster Care	For 76% of children who experience change of placement, the change will be directly related to helping the child achieve his/her goals in the case plan. Baseline from July-Aug data was 72%.		Increase to 74%	Aug, 2004		Oct, 2005		The quarterly measure for this item has fallen .04% below the baseline. Essentially this measure has stayed the same. The baseline was set with minimal numbers. This report reflects a much larger picture.	
		1. Training and technical assistance in Family Group Decision Making and Team Decision Making to plan for each move made by a child in foster care will be expanded to other counties. Susan Ludwig	1. Other counties identified.	1. Jan, 2004		1. Dec, 2004			
		2. Recruitment and retention of foster parents will be community- based to better meet the needs of children in their neighborhood home environment. a. Family to Family Counties will develop and implement community recruitment strategies. b. Strategies will be documented and shared with other counties. Cheryl Jacobson	2b. Report documenting strategies produced and distributed.	2b. June, 2004				To be reported next quarter	
		3. Partner with CO State Foster Parent Association (CSFPA) to provide mentoring and supportive services to foster families to minimize the likelihood of placement	3a. Info. to foster parents. 3b. Survey distributed.	3a Dec, 2003 3c Feb, 2004	3b Oct, 2003	3d. Dec, 2004		3a CDHS and the CSFPA maintain ongoing and monthly contact and partnership. The CSFPA is in the process of developing a	

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		<p>disruption.</p> <p>a. Inform foster parents of process for requesting a mentor.</p> <p>b. Develop survey to distribute to sample of foster parents to determine adequacy/quality of services.</p> <p>c. Analyze data and provide feedback.</p> <p>d. Identify specific service needs and work with FPA and counties to locate resources/services</p> <p>Mary Griffin</p>	3c. Analysis and feedback					<p>more formal definition of their mentoring program and the support they will provide. CDHS will work with CSFPA to disseminate information in the manner recommended by the CSFPA. Information about the CSFPA has been shared at FC/Kin Coordinator meetings. We are evaluating information that is provided to new foster parents at the Core FP training.</p> <p>3b The Colorado Foster Family Survey was available for foster parents to complete at the CSFPA Annual Conference. Approximately 100 of 122 foster parents attending the conference completed it. The results are currently being analyzed</p>	
		<p>4. Denver and El Paso Counties will decrease the use of congregate care for children and increase the use of family kinship and family foster homes.</p> <p>a. Counties will utilize TDM practices and safety planning.</p> <p>b. Child Welfare will provide t/a and support around use of TDM.</p> <p>Susan Ludwig</p>			4a. Jan, 2003	4. Dec, 2003		To be reported next quarter	
		<p>5. Best practices for recruitment, retention and support for placement stability that were identified in the 14 county foster care review will be shared statewide.</p> <p>a. Information shared at statewide conferences and meetings of county directors.</p> <p>b. Information will be posted on the Child Welfare Website</p> <p>c. Bi-monthly foster care coordinator meeting will highlight best practices and identify barriers to implementation.</p> <p>Mary Griffin</p>	<p>5a. Presentations made.</p> <p>5b. Web posting.</p> <p>5c. FC Coord. Mtg.</p>		<p>5a June, 2003</p> <p>5b Oct, 2003</p> <p>5c Oct, 2003</p>			<p>5a: Presentations were made at the CW Conference in May 2003, and at the County Directors' conference in August 2003, and at the Colorado State Foster Parent Association (CSFPA) in October 2003. Presentations will be ongoing.</p> <p>5b. The CW webpage has a site for best practices found during county foster care program reviews as well as nationally.</p> <p>5c. Bi-monthly Foster/Kin Coordinator meetings are scheduled as well as a joint</p>	

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
								foster/kin coordinator-adoption supervisor-recruiters meeting that is held twice annually to integrate practice between foster care and adoptions. The last one was Sept 2003.	
Item 7: Permanency goal for Child	1. 96% of children in foster care will have an appropriate permanency goal. Baseline 95%. 2. 50% of children in foster care will have a permanency goal established in a timely manner Baseline 14%.		1. Baseline is maintained. 2. 30% of children in care will have timely permanency goal.	1. Aug, 2004 2. Aug., 2004	1. Dec., 2003 – 95.8% 2. Dec., 2003 – 45.95%	1. Oct, 2005 2. Oct., 2005		1. This is the first quarter that this measure has achieved the benchmark. 2. This is the first quarter that this measure has achieved the benchmark.	
		1. Ensure that Statewide Core Caseworker training includes the need to establish an appropriate permanency goal in a timely manner and to consider use of concurrent planning when appropriate. a. review/revise curriculum. b. deliver revised curriculum. c. assess training effectiveness via evaluation and/or supervisor survey. Art Atwell	1a. Review and revise 1b. Deliver training 1c. Evaluation	1b. Dec, 2003 and ongoing 1c. April 2004 and ongoing	1a review Sept, 2003 1a revise. Dec, 2003	1b. Jan, 2004 and ongoing	1a review Sept, 2003 1a revise. Dec, 2003		
		2. Judges and magistrates will participate in “Stepping Up To Juvenile Court” – a training on the proper handling of Dependency and Neglect cases (including the timeliness of permanency determination) Daniel Gallagher	2a. Begin training 2b Training completed	2a. Feb, 2004		2b. Oct, 2005		To be reported next quarter	
		3. Agency letter will be sent to reinforce timelines for establishing permanency goal. Meg Williams, Carol Wahlgren	3. Ltr. sent	3. Nov, 2003					
Item 9: Adoption		1. Statewide Caseworker Core and ongoing training on adoption issues/practice will emphasize timelines and efforts to find adoptive homes for all children with a goal of adoption. a. review/revise curriculum. b. deliver revised curriculum. c. assess training effectiveness via evaluation and/or supervisor survey. Art Atwell	1a Review and revise 1b. Deliver training 1c. Evaluation	1b. Dec, 2003 & ongoing 1c. April 2004 & ongoing	1a Sept, 2003 1b. Dec, 2003		1a Sept, 2003 1b. Dec, 2003		

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		2. Adoptive families will be informed on the process for negotiation of subsidies a. Handouts and website links regarding the negotiation of subsidies will be provided to adoptive families Barb Killmore	2a. Handouts and website info will be developed.	2a. Jan, 2004		2a June, 2004		To be reported next quarter	
		3. Adoption caseworkers will be trained on resolving challenging issues including; working with children refusing adoption and children being labeled as "unadoptable." a. State child welfare will request technical assistance/training from National Resource Center or AdoptUSKids. b. State will work in partnership with above-listed entities to provide training on working with children refusing adoption. Barb Killmore	3a. Training and t.a. request approved. 3b. Training started and completed.	3a. Jan., 2004 3b. June, 2004		3b Dec, 2004		To be reported next quarter	
		4. ARD will establish a measure to determine effectiveness of county adoption efforts. a. Review questions will be added to Q/A instruments. b. Baseline will be established. c. Goal will be negotiated with RO. Gayle Stack	4a. Instrument modified. 4b. Baseline established. 4c. Goal approval by RO.	4a. Jan, 2004 4b. May, 2004 4c. June, 2004					December, 2003 A question was added to the Administrative Review Instrument effective January 1, 2004. For a child who is legally free for adoption, has an adoptive family been identified?
Item 10: Permanency goal of other planned permanent living arrangement.	1. 18% of cases will have OPPLA as a permanency goal Baseline 22%. 2. 93% of the IL cases will reflect diligent efforts to prepare youth for emancipation Baseline 89%.		1. 20% of cases will have OPPLA as a permanency goal. 2. ARD report will indicate achievement of benchmark at 91%	Aug, 2004		Oct, 2005	Dec., 2003 – 14.71%	1. This is the first quarter that this measure has achieved the goal. 2. The quarterly measure for this item has fallen 2.4% below the baseline. The critical issue in this area appears to be a lack of adequate IL plans in the FSP.	
		1. State staff will form a cross-system Child Welfare Child Placement Advisory workgroup to assist in gaining insight into current practices regarding permanency with children/youth. a. Cross System workgroup will review AFCARS Data and the use of and the processes that counties follow before use of OPPLA.	1a. Review completed	1a. Dec, 2003		1. Sept, 2004 Oct, 2003 & ongoing		To be reported next quarter	

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		<p>b. If needed, Focus groups will be held statewide to gain information on barriers in securing permanency, barriers in maintaining permanency, the role of termination of parental rights in permanency, policy issues which create barriers and practice issues which create barriers.</p> <p>c. State policies that have been identified as barriers will be reviewed and if possible revised to meet the outcome of maintaining permanency</p> <p>d. TTT that focuses on preparing children and youth for permanency and adoption will be provided to state and county staff (especially focusing on those Counties with high use of OPPLA goals or high numbers of children/youth awaiting adoption)</p> <p>e. A written document outlining the CDHS policy regarding permanency and the use of OPPLA, barriers to achieving permanency and revisions made to state policy that creates barriers to permanency will be drafted and distributed to state, county and local agencies Meg Williams/Jean Abrams</p>	<p>1b. Focus groups held. (if needed)</p> <p>1c. State policy review.</p> <p>1d. Training provided</p> <p>1e. Doc produced and distributed. If appropriate, policy change initiated</p>	<p>1b. Feb, 2004</p> <p>1c. March, 2004</p> <p>1d June, 2004</p> <p>1e. July, 2004</p>					
		<p>2. Best practices learned from Adolescent Connections Project for establishing life-long connections for youth in care will be shared statewide</p> <p>a. Information shared at statewide conferences and meetings</p> <p>b. Information will be posted on Child Welfare Website Cheryl Jacobson</p>	<p>2a. Presentations made.</p> <p>2b. Website posting.</p>	<p>2a. March, 2004</p> <p>2b March, 2004</p>					Presented at County Adolescent Supervisors meeting, Child Placement Advisory Group, ARD staff meeting and wrote article for CPA provider newsletter "Whimsperation",
		<p>3. Diligent search will be improved to better connect youth with paternal side of their family</p> <p>a. State/county workgroup formed.</p> <p>b. Request for funding for training.</p> <p>c. Design and delivery of video/teleconference statewide training. Cheryl Jacobson</p>	<p>3a. Workgroup formed.</p> <p>3b Funding requested</p> <p>3c Training developed and provided</p>	<p>3c June, 2004</p>	<p>3a. Sept, 2003</p> <p>3b. July, 2003</p>		3b July, 2003		Training has been adapted to provide in regional sessions as part of joint foster care coordinators, recruiters, and supervisors meetings. Sessions have been done in Montrose and Pueblo.
		<p>4. In order to make diligent efforts to prepare youth for emancipation,:</p> <p>a. Review the county on-site review reports</p>	<p>4a. Review of reports</p> <p>4b. T/A provided as needed</p>	<p>4a June, 2004</p> <p>4b. June, 2004</p> <p>4c Beginning</p>	<p>4a. Oct, 2003</p>		4a Oct., 2003		

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	Benchmarks Toward Achieving Goal	Benchmarks Dates of Achievement Goals <i>Projected</i>	Benchmarks Dates of Achievement Goals <i>Actual</i>	Date of Goal Achievement <i>Projected</i>	Date of Goal Achievement <i>Actual</i>	Barriers Or Discussion	Other PIP Related Activities
		from ARD to ascertain that cases are compliant in the following areas: 1) Does FSP contain adequate IL Plan 2) Are IL services being provided sufficient to address youth's IL needs? 3) Are there any indications that the youth has been involved in IL planning? b. State staff will provide TA to county departments found not in compliance. c. State staff will participate in ARD quarterly forum to discuss data and implications Val Jenkins	4c. Quarterly review in county	June, 2004					
Outcome P2: The continuity of family relationships and connections is preserved for children.									
Item 13: Visiting with parents and siblings in foster care	94% of visitation plans address permanency goal and are of sufficient frequency with each parent Baseline 90%.		92% of visitation plans will address permanency goal and be of sufficient frequency with each parent.	Aug, 2004		Oct, 2005		The quarterly measure for this item has fallen 1.1% below the baseline. More effort must be made for adequate visitation with fathers and the paternal side of the family. Training is being planned in this area.	
		1. Statewide Core and ongoing caseworker training will provide opportunities to increase knowledge and understanding regarding familial contact, including: - developing visitation plans that take into account the child's permanency needs. - assuring parent's visitation plans are of sufficient frequency. - maintaining parent/sibling contact - the importance of parent/sibling contacts including after Termination of Parental Rights. a. review and revise curriculum b. deliver revised curriculum c. measure training effectiveness via evaluation and/or supervisor survey Art Atwell	1a. Review and revision 1b. Training delivered 1c. Evaluation	1a. Revision Jan 2004 1b. Nov, 2003 & ongoing 1c. March 2004 & ongoing	1a. Review Aug, 2003 1b. Nov, 2003		1a. Review Aug, 2003 1b. Nov, 2003		
		2. Joint training (via video conferencing) will be provided for judges and child welfare staff regarding visitation issues (including frequency of contact) for children in foster care Daniel Gallagher	2a. Curriculum developed. 2b. Trainings started 2c. Training completed	2a Oct, 2004 2b.Oct, 2004		2c. Oct, 2005		To be reported next quarter	

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
Item 14: Preserving connections	96% of case records address maintaining familial and cultural connections Baseline 95%.		Maintain baseline	Aug, 2004		Oct, 2005		The quarterly measure for this item has fallen 1.2% below the baseline. The use of community partners and local family foster care is being emphasized. The span of cultural connections is also being addressed in training.	
		1. Family Service Plans, as well as services delivered, will take into account the child's cultural and family connections a. Rule change to clarify state policy and expectation. b. Agency letter distributed advising of rule change. Mary Griffin	1a. rule change approved. 1b. agency letter distributed.	1a. Dec, 2003 1b. Jan, 2004	1a. The rule took effect on January 1, 2004. The rule expands the areas of a child's life that should be considered related to cultural connections.				
		2. Statewide Caseworker Core and ongoing training will emphasize the importance of maintaining connections in all areas such as neighborhood, community, faith, family, friends, school, and sports activities a. Review and revise curricula as needed b. Begin delivery of revised curricula c. Assess training effectiveness via evaluation and/or supervisor survey. Art Atwell	2a. Review and revision. 2b. Training delivered. 2c Evaluation	2a. Dec, 2003 2b. Feb, 2004 & ongoing 2c. June, 2004 & ongoing	2b. Jan, 2004	2a. Dec, 2003			
Item 16: Relationship of child in care with parents		1. State CPS expert consultants will provide case-specific technical assistance regarding visitation and family contact issues a. A document regarding consultant availability will be developed and sent to counties via a mass e-mail list of county staff. b. Document will be sent to e-mail list quarterly as a reminder of consultant availability. c. County use of consultants will be monitored. d. Outcomes and satisfaction results will be shared with counties. Carol Wahlgren	1a. Doc and list completed. 1b. Mailing sent.	1b Dec, 2003 1c-d Jan, 2004 and ongoing	1a Sept, 2003	1. Jan, 2004	Sept 2003	1a and 1b were accomplished during the quarter under review. Mass e-mailings that had descriptive and colorful power point shows regarding each identified CPS Expert Consultant attached were completed between September and December 2003.	
		2. Joint training will be provided for judges and child welfare staff to increase understanding children's developmental needs regarding visitation Daniel Gallagher	2a. Curriculum developed 2b. Trainings started 2c Training completed	2a Oct, 2004 2b Oct, 2004 2c Oct 2005		2c Oct 2005		To be reported next quarter	
		3. Caseworkers will be trained on the visitation	3a. CW and CSE	3a. Dec, 2003	3a. Dec, 2003				In February 2004, a

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		rights of fathers. a. Coordinate efforts with Office of Self Sufficiency to provide training. b. Develop a training outline. c. Begin training delivery d. Prepare training proposal to continue training beyond June, 2004 Charles Perez	team formed. 3b. Outline completed. 3c. Training begins. 3d Proposal completed.	3b. March, 2004 3c. June, 2004 3d Nov, 2003	3d. Proposal submitted through CSE, 11/03				team from state CW, CSE Colo. Works and Denver . DHS will be meeting with Annie E. Casey to initiate plan for inclusion of fathers and paternal side of family in CW cases.
Outcome WB!: Families have enhanced capacity to provide for their children's needs.									
Item 17: Needs and services of child, parents, and foster parents.	<p>1a. 95% of the time, mothers' needs as related to the child will be addressed through services. (Baseline 93%)</p> <p>1b. 91% of the time, fathers' needs as related to the child will be addressed through services (Baseline 87%)</p> <p>1c. 95% of the time, children's' needs will be addressed through services. (Baseline 94.5%)</p>		<p>1a. Statewide county data will indicate that attainment of benchmark at 95%</p> <p>1b. Statewide county data will indicate that attainment of benchmark at 89%</p> <p>1c. Baseline maintained.</p>	Aug., 2004		Dec., 2005	<p>1a. Dec., 2003 – 95%</p> <p>1b. Dec. 2003 – 94/1%</p> <p>1c. Dec. 2003 – 95.2%</p>	<p>1.a This is the first quarter that this measure has achieved the goal.</p> <p>1b. This is the first quarter that this measure has achieved the goal.</p> <p>1c. This is the first quarter that this measure has achieved the goal</p>	A guide for parents to understand the significance of ASFA guidelines and how it impacts them has been made available for County Staff to provide for parents in their respective counties. (See addendum 2)
		1. Core caseworker training will emphasize the link between adequate assessment and more successful outcomes for children and families; the value of the CAC instruments in use with families, in court reports, and in working with other professionals; and the importance of communication between protection, foster care, and adoption caseworkers regarding the assessment and resulting treatment plan and services. a. Review and revise curricula as needed b. Begin delivery of revised curricula c. Assess training effectiveness via evaluation and/or supervisor survey Art Atwell	1a. Review and revision 1b. Training delivered 1c. Evaluation	1c. Jan, 2004 & ongoing	1a July, 2003 1b Sept 2003 & ongoing	1b Jan 2004 1c Mar 2004	1a. Dec 2003		

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	Benchmarks Toward Achieving Goal	Benchmarks Dates of Achievement Goals <i>Projected</i>	Benchmarks Dates of Achievement Goals <i>Actual</i>	Date of Goal Achievement <i>Projected</i>	Date of Goal Achievement <i>Actual</i>	Barriers Or Discussion	Other PIP Related Activities
		2. Counties will use the Child Protection Expert Consultants for case-specific assistance in identifying needs/services for child, parents, and foster parents. a. Reminder sent to counties regarding availability of consultants and process for requesting use of consultant. b. Monitor use of consultant by counties. c. Outcomes from consultant will be documented and advertised for counties. d. Counties will be kept informed of satisfaction rates of use of consultant. Carol Wahlgren	2a. Reminder sent to Counties. 2c/d Outcomes and satisfaction info sent to Counties.	2c/d June, 2004	2a Sept, 2003	2. June, 2005	Sept 2003	2a was accomplished during this quarter. Mass e-mailings with descriptive and colorful power point shows about each identified CPS Expert Consultant attached were completed between September and December 2003.	
		3. County Department records will reflect the use of the Colorado Assessment Continuum in the planning and provision of services for families and children. a. State will provide t/a regarding use of the CAC upon county request. Carol Wahlgren	3a T/A provided			3. June, 2005		To be reported next quarter	
		4. Caseworkers will be trained on the visitation rights of fathers. a. Coordinate efforts with Office of Self Sufficiency to provide training. b. Develop a training outline. c. Begin training delivery d. Prepare training proposal to continue training beyond June, 2004 Charles Perez	4a. CW and CSE team formed. 4b. Outline completed. 4c. Training begins. 4d Proposal completed.	4a. Dec, 2003 4b. March, 2004 4c. June, 2004 4d Nov, 2003	3a. Dec, 2003 3d. Proposal submitted through CSE, 11/03				In February 2004, a team from state CW, CSE Colo. Works and Denver . DHS will be meeting with Annie E. Casey to initiate plan for inclusion of fathers and paternal side of family in CW cases.
		5. Develop a protocol for substance abuse screening, assessment, engagement and retention of families within CW, TANF and court systems. The protocol will become an MOU. a. Conduct needs assessment of AOD, CW and court constituents across state. b. NCSACW issues a monograph on screening, assessment, engagement, and retention. c. Convene regional meetings to share learnings. d. If second year of T/A is requested and approved, identify at least five pilot counties for implementation of protocol/MOU. e. Implementation and monitoring of pilot counties. Carol Wahlgren	5a. Assessment conducted 5b. Monograph issued 5c. Regional meetings held. 5d. T/A approved and pilots identified 5e. Implementation and monitoring	5a. Jan, 2004 5b. Jan, 2004 5c. May, 2004 5d. Sept, 2004 5e. Jan, 2005		5. Jan, 2005		To be reported next quarter	
		6. A measure will be developed to establish a	6a. Revision	6a. Jan 2004					December 2003, A

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		baseline for foster parents needs being met. a. Question added to review instrument b. Baseline established c. Goal and improvement negotiated with RO Gayle Stack	6b. Baseline 6c. Goal approved	6b. May, 2004 6c. June 2004					question was added to the Administrative Review Instrument effective January 1, 2004. Is there any indication through the face-to-face review, or written questionnaire that the needs of the foster parents, as they relate to providing appropriate care and supervision to the child, are being addressed through appropriate services?
Item 18: Child and family involved in case planning.	97% of parents and children interviewed will be involved in case planning Baseline 96%.		Maintain baseline.	Aug, 2004		Oct, 2005	Dec., 2003 – 97.1%	This is the first quarter that this measure has achieved the goal.	
		1. Family Involvement practices will be utilized. a. Denver and El Paso Counties will utilize TDM strategies to involve child and family in case planning. b. Strategies will be documented and shared with other counties. Susan Ludwig	1b. Report documenting strategies produced and distributed	1b. June, 2004	1a Jan, 2003			To be reported next quarter	
		2. Opportunities for training in Family Group Decision Making will be provided for County Departments statewide. a. Counties will be notified of resources available to attend FGDM conferences and trainings. b. County requests will be received and approved by State staff. Susan Ludwig	2a. Notification of county staff.		2a. Aug, 2003	2b. Jan 2005		To be reported next quarter	
Item 19: Worker visits with child.	95% of monthly visits with the child will be face to face. Baseline 92%		94% of visits with the child will be face to face	Aug, 2004		Oct, 2005		The quarterly measure for this item has fallen 5.4% below the baseline A rule change will impact this item. More emphasis will be placed on visitation with children in home.	
		1. Volume 7 rule change that requires agency	1a. Rule approved.	1a. March, 2004				To be reported next quarter	

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		staff to have monthly face-to-face contact with the child in his/her home or in placement. a. Rule change to clarify state policy and expectation. b. Agency letter distributed advising of rule Carol Wahlgren	1b. Agency letter sent.	1b. April, 2004					
		2. After rule change is implemented, CO will negotiate new baseline and goal with R.O. Gayle Stack, Charles Perez		2. July, 2004					December 2003, Questions on the Administrative Review Instrument effective January 1, 2004. Is there a minimum of monthly <u>face-to-face</u> contact by agency personnel with the child/youth? (Exclude certain ICPC cases) Is there documentation of every other month face-to-face contact by agency personnel with the child/youth in the facility where he/she is placed? (Exclude certain ICPC cases) Is there documentation that monthly agency personnel contact with the child/youth focused on issues pertinent to case planning, or service delivery, or goal attainment? (Exclude certain ICPC cases) A Question was added/changed on the Quality Assurance Review Instrument effective January 1, 2004. Is there a minimum of monthly face-to-face contact by agency personnel with the child/youth? (Exclude certain ICPC cases)
		3. Statewide Caseworker Core Training will emphasize the purpose of visitation and effective strategies for workers to use in conducting visits with children. a. Review and revise curricula as needed	1a. Review and revision 1b. Training delivered 1c. Evaluation	3a. Dec, 2003 3b. April, 2004 & ongoing 3c. June, 2004 & ongoing		3a March 2004 3b. May, 2004 & ongoing		Awaiting rule change	

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		b. Begin delivery of revised curricula c. Assess training effectiveness via evaluation and/or supervisor survey. Art Atwell				3c. July, 2004 & ongoing			
		4. State Child Welfare has added a new CPS Consultant to be available on case-specific situations to support increased effective communication and engagement with children and their parents. a. Information sent to counties regarding availability of consultant and process for requesting use of consultant. b. Monitor use of consultant by counties. c. Outcomes from consultant will be documented and advertised for counties. d. Counties will be kept informed of satisfaction rates of use of consultant. Carol Wahlgren	4a. Reminder sent to Counties. 4c/d Outcomes and satisfaction info sent to Counties	4c/d Jan, 2004	4a. Sept, 2003		Sept 2003	4a was accomplished during the quarter under review. Mass e-mailings that had descriptive and colorful power point shows regarding each identified CPS Expert Consultant attached were completed between September and December 2003, including this new consultant .	
Item 20: Worker visits with parent(s)	72% of the time, caseworker will meet face to face at least every other month with parent or guardian to whom the child will return. Baseline 68%		Statewide county data will indicate achievement of benchmark at 70%	Aug. 2004		Oct, 2005	Dec., 2003 – 79.2%	This is the first quarter that this measure has achieved the goal.	
		1. Volume 7 rule change that requires face-to-face contact by agency staff at least every other month with parents or guardian to whom child will return. Include expectations if the child is not to return to the parents or guardian. a. Rule change to clarify state policy and expectation. b. Agency letter distributed advising of rule change. Carol Wahlgren	1a. Rule approved. 1b. Agency letter sent.	1a. March, 2004 1b. April, 2004				To be reported next quarter	
		2. After rule change is implemented, CO will negotiate new baseline and goal with R.O. Gayle Stack, Charles Perez		2. July, 2004				December 2003. Questions were added/changed on the Quality Assurance Review Instrument effective January 1, 2004. If the goal is return home, is there documentation of every other month face-to-face contact by agency personnel with the parent to whom the child will return? Is there documentation that	

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	Benchmarks Toward Achieving Goal	Benchmarks Dates of Achievement Goals <i>Projected</i>	Benchmarks Dates of Achievement Goals <i>Actual</i>	Date of Goal Achievement <i>Projected</i>	Date of Goal Achievement <i>Actual</i>	Barriers Or Discussion	Other PIP Related Activities
								monthly agency personnel contact with the parent focused on issues pertinent to case planning, or service delivery, or goal attainment?	
Outcome WB3: Children receive adequate services to meet their physical and mental health needs									
Item 22: Physical health of child	<p>1. 86% of initial health assessments of children in foster care are done in a timely manner. Baseline 82%</p> <p>2. 94% of children in foster care will have health needs identified and services provided Baseline 90%</p>		<p>1. 84% of initial health assessments will be done in a timely manner.</p> <p>2. 92% of children in foster care will have health needs identified and services provided</p>	Aug, 2004				<p>1. The quarterly measure for this item has fallen .03% below the baseline. The issue here seems to be in the documentation that the child received a full dental or medical exam within the prescribed times. This is being addressed through technical assistance.</p> <p>2. This is the first quarter that this measure has achieved the benchmark.</p>	
		<p>1. Statewide Core Training for foster parents will emphasize the importance of scheduling the child's health assessment and dental examination in a timely manner and documenting the dates which these occurred.</p> <p>a. Review and revise curricula as needed</p> <p>b. Begin delivery of revised curricula</p> <p>c. Assess training effectiveness via evaluation and/or supervisor survey.</p> <p>Art Atwell</p>	<p>1a. Review and revision.</p> <p>1b. Training delivered</p> <p>1c. Evaluation</p>	<p>1b. Dec, 2003 & ongoing</p> <p>1c. April 2004 & ongoing</p>	<p>1a. Sept 2003</p> <p>1b. Dec, 2003</p>		<p>1a. Sept 2003</p> <p>1b. Dec, 2003</p>		
		<p>2. State staff will develop an Agency Letter to encourage the use of an assessment continuum, reiterate the requirements regarding the initial health assessment, and timelines for on-going health and dental examinations.</p> <p>Carol Wahlgren, Jean Abrams</p>	2. Agency letter sent.	2. Nov, 2003	Nov, 2003		Nov, 2003		
		<p>3. As a basis for information required in the child's case record, a state/county work group has been formed to revise the "Health Passport" to make it easier to use and understand</p> <p>a. Health Passport will be reviewed and revised.</p> <p>b. Passport will be sent to all counties</p>	<p>3a. Passport revised.</p> <p>3b. Passport sent to all counties.</p>	<p>3a. Dec, 2003</p> <p>3b. Mar, 2004</p>	<p>Passport revised</p> <p>Passport sent to counties</p>		<p>Nov, 2003</p> <p>Dec, 2003</p>		

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	Benchmarks Toward Achieving Goal	Benchmarks Dates of Achievement Goals <i>Projected</i>	Benchmarks Dates of Achievement Goals <i>Actual</i>	Date of Goal Achievement <i>Projected</i>	Date of Goal Achievement <i>Actual</i>	Barriers Or Discussion	Other PIP Related Activities
		Jean Abrams							
		4. Counties will receive current information on community health resources. Child Welfare, in conjunction with Health Care Policy and Finance, will work with community resources to make available to counties a list of EPSDT sites, community health agencies, and other options available to children in need of health care. a. List compiled. b. List distributed to all counties. Jean Abrams	4a. List compiled 4b. List sent to counties	4a. Oct 2004 4b. Nov, 2004				To be reported next quarter	
		5. ARD will develop a baseline of the number of children receiving in-home services who have medical needs identified in Assessment, Safety Plan, or Family Service Plan that are having their physical needs addressed through identified services. a. Review questions will be added to Q/A instrument b. Baseline will be established c. Goal will be negotiated with RO Gayle Stack	5a. Instrument modified. 5b. Baseline established 5c. Goal approval by RO	5a. Jan, 2004 5b. May, 2004 5c. June, 2004					December 2003, Assurance Review Instrument effective January 1, 2004. (All Cases) If medical needs were identified in the assessment, safety plan or Family Services Plan, is there documentation to indicate the medical needs are being addressed?
Item 23: Mental health of the child	84% of children with identified mental health needs will have services provided Baseline 80%		82% of children with identified mental health needs will have services provided	Aug, 2004		Oct, 2005	Dec., 2003 – 95%	This is the first quarter that this measure has achieved the goal.	
		1. Statewide Core training will emphasize the need for the use of NCFAS, CCAR and EPSDT in order to determine and document the need for initial and ongoing mental health services. a. Review and revise curriculum b. Deliver revised curriculum c. Assess training effectiveness via evaluation and/or supervisor survey. Art Atwell	1a. Review and revision. 1b. Training delivered. 1c. Evaluation	1a. Dec, 2003 1b March, 2004 & ongoing 1c. June, 2004 & ongoing	1a. Dec, 2003		1a. Dec, 2003		
		2. Remind counties of the availability of the Child Protection Expert Consultant who specializes in children's mental health issues. a. A letter will be sent to county directors to inform counties of the availability and method to engage a CW consultant in regard to children's MH issues. Carol Wahlgren	2a. Letter drafted and sent to all counties.	2a. Dec, 2003	Dec., 2003				
Systemic Factor 2: Case Review									

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	Benchmarks Toward Achieving Goal	Benchmarks Dates of Achievement Goals <i>Projected</i>	Benchmarks Dates of Achievement Goals <i>Actual</i>	Date of Goal Achievement <i>Projected</i>	Date of Goal Achievement <i>Actual</i>	Barriers Or Discussion	Other PIP Related Activities
System									
Item 25: Provides a process that ensures that each child has a written case plan to be developed jointly with the child's parent(s) that includes the required provisions.		Refer to Item 18 to address action steps, methods of measurement, benchmarks and dates of achievement for this item.							
Item 27: Provides a process that ensures that each child in foster care under the supervision of the State 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.	88% of the 12-month permanency hearings are held in a timely manner. Baseline 84%		86% of the 12 month permanency hearings are held in a timely manner	Aug, 2004		Oct, 2005	Dec., 2003 – 88.4%	This is the first quarter that this measure has achieved the goal.	
		1. Caseworker Core and ongoing training will emphasize the timeframes of permanency planning and the Dependency and Neglect Court processes. a. Review and revise curriculum b. Deliver revised curriculum c. Assess training effectiveness via evaluation and/or supervisor survey. Art Atwell	1a. Review and revision 1b. Training delivered. 1c. Evaluation	1b. Nov, 2003 & ongoing 1c. March 2004 & ongoing	1a. Aug, 2003 1b. Nov, 2003		1a. Aug, 2003 1b. Nov, 2003		
		2. Judicial officers around the state will be trained regarding appropriate handling of the D&N cases (including timeframes, termination, appropriate development of treatment plans) a. Court Improvement will produce an interactive CD ROM presentation for dissemination to Court facilitators. b. This CD will be viewed under the guidance of the Court Facilitators in each judicial district Daniel Gallagher	2a. CD Rom produced and disseminated. 2b. Video viewing.	2a. April, 2004 2b. Dec 2004				To be reported next quarter	
		3. NYC youth will have a permanency hearing in a qualified court or administrative body no later than 12 months from the date the youth entered foster care a. Waiver submitted and denied b. Reconvene stakeholder group to outline options. c. Submit request for 04 legislation to legislative liaison d. Survey Judicial for workload and fiscal impact. e. Executive director provided information and makes decision on option to pursue f. Paper submitted to Fed Office for approval.	3b. Workgroup will form and begin meeting. 3c. Request submitted 3d. Survey sent 3e. Option chosen 3f. Paper submitted/approved 3g. Legislative change 3h. Rule change 3i. Move of ARD or PH Function	3b. July, 2003 3c. July 2003 3e. Nov 2003 3f. Nov 2003 3g. June 2004 3h. June 2005 3i. Oct 2005	3a. May, 2003 3b. Aug 2003 3c. July 2003 3d. Aug, 2003				1. The Stakeholder group met several times to discuss options. 2. A small representative group of NYC, CW and ARD met and outlined an action plan. ARD submitted proposed legislation to Rosemary Marshall to sponsor. Ms Marshall determined that she

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		g. Legislative change. h. Rule change i. Compliance with Fed requirement of separation. Gayle Stack/Ted Trujillo	3h. Move of ARD division or PH function.						was unable to sponsor the bill. On advise from the executive management team the proposed bill was pulled
Item 28: Provides a process for termination of parental rights proceedings in accordance with the provisions of the Adoption and Safe Families Act.	75% of children who have been in FC 15/22 will either have a TPR filed or compelling reasons documented. Baseline 25%		50% of children who have been in FC 15/22 will either have a TPR filed or compelling reasons documented.	Aug, 2004		Oct, 2005		The quarterly measure for this item has fallen 11% below the baseline. County departments are being advised of the "Motions" screens in the court section of Trails, and asked to complete this screen that indicates Motions for TPR of children 15 of 22. Currently this is not a mandatory screen.	
		1. Data entry requiring TPR according to ASFA guidelines is incomplete. a. CW will request a Trails revision to require entry of TPR-related fields. b. Required Fields Document will be amended to incorporate changes. c. Counties will be advised of requirements change. d. ARD will revise oversight process to address this issue Charles Perez	1a. Request made 1b. Doc. amended 1c. Counties advised 1d. ARD monitoring	1a. Jan, 2004 1b Jan, 2004 1c. Feb, 2004 1d. Jan 2004 and ongoing				To be reported next quarter	
		2.. Refer to Action Step 1 in Item 10 regarding permanency (including TPR) for adolescents.							
		3. Refer to Action Step 2 in Item 27 regarding Judicial training focused on the appropriate handling of D&N cases, including TPR).							
		4. Project Uplift will coordinate with the Court Improvement Project to change the Supreme Court Rule for Procedural Timeframes for Dependency and Neglect cases being heard for appeal. a. Language for proposed change will be written b. Meeting with Court of Appeals c. Statewide symposium to present rule change d. Present rule change to Appellate Rules	4a. Language written 4b. Mt. with Appeals Ct. 4c. Symposium 4d. Rules to committee 4e. Public comment 4f Approval	4c. Feb, 2004 4d. April, 2004 4e. April, 2004 4f. May, 2004	4a. July, 2003 4b July, 2003	4a. February 2004 (Language for the rule change cannot be completed until the symposium has occurred. It is there that	4b. Frequent contact throughout the development of the symposia maintained with the Chief Judge at the COA.		

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <i>Projected</i>	<u>Benchmarks</u> Dates of Achievement Goals <i>Actual</i>	Date of Goal Achievement <i>Projected</i>	Date of Goal Achievement <i>Actual</i>	Barriers Or Discussion	Other PIP Related Activities
		Committee e. Incorporate public comment f. Supreme Ct. Approval Daniel Gallagher				stakeholder investment will be developed	Physical meeting occurred December 15, 2003		