

# **STATE OF LOUISIANA**

# **CHILD AND FAMILY SERVICES REVIEW**

# **PROGRAM IMPROVEMENT PLAN**



September 28, 2004

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## **INTRODUCTION**

Federal Regulation 45CFS 1355 promulgated in January, 2000 in response to the provisions to the Social Security Act authorized the Department of Health and Human Services to review State child and family service programs in order to assure compliance with the State plan requirement of titles IV-B and IV-E of the Act. The Child and Family Service Reviews (CFSR) cover child protective services, foster care, adoption, family preservation, family support, and independent living services. Each review is a multiphase process designed to help individual states improve child welfare services and the outcomes for families and children by identifying the strengths and needs of the various programs administered by the state. Through the identification of a state's strengths and needs, the goals of improved outcomes and systemic changes are defined. From this, each state must develop a comprehensive Program Improvement Plan (PIP) designed to address each outcome and systemic factor identified as needing improvement. Systemic change must focus on the day to day practice, leadership, strategic planning, and continued commitment necessary to effect meaningful improvement for children and their families.

The Louisiana Department of Social Services through the Office of Community Services is the agency designated to administer the Title IV-B and IV-E programs. As such, in 2002 the agency implemented its plan in preparation for the Child and Family Service Review. Preparation began with a statewide assessment, followed by the Child and Family Services On Site Review held in September 2003. The development of this document, Louisiana's Program Improvement Plan, is based upon the findings of those review processes. While the next step in this process is the immediate implementation of the strategies and actions identified in this Program Improvement Plan, it is the ongoing implementation and review of the system and the support and commitment of resources necessary to effect lasting, meaningful change that will assure an effective quality service delivery system to the children and families of Louisiana.

## **STATEWIDE ASSESSMENT**

The Louisiana Statewide Assessment, published July 21, 2003, reflected a comprehensive assessment that examined the statewide network of children's and family services. This network includes services administered by the Department of Social Services, Office of Community Services and the services provided to the juvenile justice population through the Office of Youth Development. This first stage of the Child and Family Services Review process was multifaceted and sought to educate staff, clients, and stakeholders as to the Child and Family Services Review process, gather evaluative material on Louisiana's service delivery system, and seek input on strategies for improvement. This was accomplished through case reviews, interviews, focus groups, quality assurance data, and management reports from the statewide information systems, Tracking Information Payment System (TIPS) and Juvenile

Information Records Management System (JIRMS). This comprehensive assessment identified strengths and needs within the system, provided an evaluation of performance on the six national indicators, and as required, identified the three geographic areas of the state which were to be the locations for the onsite review.

## CHILD AND FAMILY SERVICES REVIEW PROCESS

The Child and Family Service On Site Review sought information on how well Louisiana provides services based on an assessment conducted in three separate areas of the state. Federal guidelines require these reviews to be held in the largest metropolitan area of the state and in two other sites as determined during the statewide assessment process. The reviews were conducted September 8-12, 2003 in the New Orleans, St. Tammany and the Natchitoches-DeSoto parish areas and consisted of case record reviews, client and stakeholder interviews, and focus groups. The process sought to examine how well Louisiana achieves the outcomes of safety, permanence, and well being for children and families served, in addition to evaluating the capacity of Louisiana to achieve positive outcomes for children served by the child welfare system. Outcomes addressed include:

- How well children are first and foremost protected from abuse and neglect;
- How well children are safely maintained in their own homes whenever possible and appropriate;
- The level of permanency and stability in the living situation of children;
- How well is the continuity of family relationships and connections preserved;
- Whether families have an enhanced capacity to provide for their children's needs;
- Whether children receive appropriate services to meet their educational needs; and,
- Whether children are receiving adequate services to meet their physical and mental health needs.

In addition to examining the State's level of achievement on the above identified outcome measures, the review also evaluated the following seven systemic factors:

- The Statewide Information System
- Case Review System

- Quality Assurance System
- Training
- Service Array
- Agency Responsiveness to the Community
- Foster and Adoptive Parent Licensing, Recruitment, and Retention

Finally, the State was evaluated on its' performance on the six outcome measures for which national standards are established. The national data indicators include:

- Of all children who were victims of a substantiated or indicated maltreatment report in the first six months of calendar year 2001, what percent were victims of another substantiated or indicated report within a six month period?

National standard - 6.1% or less

- Of all children who were in foster care in the first nine months of calendar year 2001, what percent experienced maltreatment from foster parents or facility staff members?

National standard - .57% or less

- Of all children who entered foster care in fiscal year 2001, what percent were re-entering care within twelve months of a prior foster care episode?

National standard – 8.6% or less

- Of all children reunified from foster care in fiscal year 2001, what percent were reunified within twelve months of entry into foster care?

National standard – 76.2% or more

- Of all children who were adopted from foster care in fiscal year 2001, what percent were adopted within twenty-four months of their entry into foster care?

National standard – 32% or more

- Of all children in foster care during fiscal year 2001 for less than twelve months, what percent experienced no more than two placement settings?

National standard – 86.7% or more

## CHILD AND FAMILY SERVICES REVIEW FINDINGS

In order to fully examine Louisiana's child welfare system, data from the statewide assessment, the Federal Child and Family Service On Site Review, and the State Data Profile on child welfare data from 1999 through 2001 were utilized to formulate a comprehensive review of the child welfare system in Louisiana. The results of the comprehensive review process were published in the Final Report, Louisiana Child and Family Services Review, February 5, 2004. The findings are based on ratings of substantial conformity or as areas needing improvement. In order to achieve a rating of substantial conformity on any of the seven major outcomes, the review process had to determine that at least 90% of the cases reviewed had achieved the outcome and for those outcomes with a related national data indicator, the national standard for that specific data indicator also had to be met.

Louisiana was found to be in substantial conformity with Permanency Outcome 2; the continuity of family relationships and connections is preserved for children. This was accomplished having achieved a rating of 90% during the on site case review process. As stated in the Final Report, "OCS/DSS was found to make concerted efforts to ensure that children in foster care are placed, when appropriate, in close proximity to their parents or close relatives and with their siblings. DSS/OCS also was found to (1) promote frequent visitation between children in foster care and their parents and siblings, (2) preserve children's connections to their communities and extended families, (3) seek relatives as potential placement resources, and (4) support the bond between children and parents while children are in foster care."

The other six child welfare outcomes present opportunities for Louisiana to further examine its' practices, policies, and resources and develop strategies to improve services to children and their families. Louisiana received the following ratings for these six outcomes:

Safety Outcome 1: Children are first and foremost protected from abuse and neglect – 87.2%. This outcome examines the timeliness of initiating investigations of reports of child maltreatment and also takes into consideration two of the national data indicators addressing repeat maltreatment which are based on the state data profile. The data profile indicated that with a rating of 6.8%, Louisiana did not meet the national standard of 6.1% or less for the percentage of children experiencing more than one substantiated report of abuse/neglect within six months. Additionally, the national standard of .57 % or less for children maltreated while in foster care was not met.

Safety Outcome 2: Children are safely maintained in their homes whenever possible – 83.3%. This outcome focuses on the services provided to families to protect their children and prevent removal and services provided or efforts made to reduce the risk of harm to children.

Permanency Outcome 1: Children have permanency and stability in their living situations – 63.3%. This outcome takes into consideration four national data indicators based upon the state data profiles. Foster Care Re-entries examines the percentage of children who re-enter foster care within twelve months. With a rating of 7.8%, Louisiana met the national standard of 8.6% or less. The next standard, Length of Time to Achieve Reunification presents an opportunity for Louisiana to work toward reducing the amount of time needed to safely re-unify children with their families. Louisiana received a rating of 65% with the national standard at 76.2%. Length of Time to Achieve Adoption is the next standard. This national data indicator examines how quickly adoptions are finalized by looking at all children adopted and determining the percentage who were adopted within twenty-four months of their entry into foster care. This indicator presents Louisiana with a significant rating of nonconformity, receiving a rating of 11.6% against the national standard of 32.0%. The fourth national data indicator addressing permanency issues looks at the stability of foster care placements by calculating the percentage of children in foster care for twelve months or less who experienced no more than two placement settings.

Well Being Outcome 1: Families have enhanced capacity to provide for their children's needs – 68%. This outcome examines whether the State has adequately assessed the needs of children, parents, and foster parents and provided services necessary to meet those needs. It also focuses on efforts to involve children and families in the case planning process, the frequency and quality of worker and child visitation and worker and parent visitation.

Well Being Outcome 2: Children receive appropriate services to meet their educational needs – 78%. This outcome addresses whether children's educational needs are adequately assessed and appropriate services provided.

Well Being Outcome 3: Children receive adequate services to meet their physical and mental health needs – 72.9%. While the assessment and provision of services related to children's physical health needs was found to be a strength in Louisiana, it was determined that children's mental health needs were not consistently being met, particularly as related to difficulty in accessing services, delays in psychiatric evaluations, poor quality psychiatric evaluations, and inadequate on-going assessments and services.

In examination of the seven systemic factors, Louisiana was found to be in substantial conformity with all seven factors. Twenty-two items comprised these seven systemic factors, with nineteen items rated as strengths and only three areas rated needing improvement.

During development and negotiation of the Program Improvement Plan (May 2004), it was mutually agreed upon, that since more recent data had become available since the 2001 Data Profiles utilized in the state's CFSR, the more recent data, the 2003

Data Profiles would be utilized for the five outcome measures not meeting established national standards. Those revised date profiles reflect the re-established baselines as follows:

- Of all children who were reunified with their parents or caretakers at the time of discharge from foster care, what percentage was reunified in less than twelve months from the time of the latest removal from home?

Standard – 76.2% or more; Louisiana baseline – 68.5%.

- Of all children who exited care to a finalized adoption, what percentage exited care in less than twenty-four months from the time of the latest removal from home?

Standard – 32% or more; Louisiana baseline – 18.9%.

- Of all children served who have been in foster care less than twelve months from the time of the latest removal from home, what percentage have had no more than two placement settings?

Standard – 86.7% or more; Louisiana baseline – 80.9%

- Recurrence of Maltreatment: Of all children associated with a “substantiated,” “indicated,” or “alternative response victim” finding of maltreatment during the first six months of the reporting period, what percentage had another “substantiate,” “indicated,” or “alternative response victim” finding of maltreatment within a six-month period.

Standard – 6.1% or less; Louisiana baseline – 8.7%

- Incidence of Child Abuse and/or Neglect in Foster Care: Of all children who were served in foster care during the reporting period, what percentage were found to be victims of maltreatment. A child is counted as having been maltreated in foster care if the perpetrator of the maltreatment was identified as a foster parent or residential facility staff.

Standard - .57% or less; Louisiana baseline – 1.78%

## PROGRAM IMPROVEMENT PLAN DEVELOPMENT

The Child and Family Services Review serves as an assessment of Louisiana’s child welfare system, identifying strengths and needs of the entire service delivery system within the state. The Program Improvement Plan seeks to address those areas of the system wherein lie opportunities for improved service delivery and increased safety,

permanence, and well-being of children. While the Department of Social Services, Office of Community Services (DSS/OCS) has been designated to develop the Program Improvement Plan, it is intended to be a plan of improvement for the entire state, not individual agencies or programs.

The message of commitment to systemic improvement resonated throughout the Child and Family Services Review process with the involvement, collaboration, and participation of local/community stakeholders; parish, regional and state child welfare and juvenile justice system staff; representatives from the judicial system; tribal representatives; and many others. It was deemed absolutely critical that in order for positive changes to occur, all stakeholders had to be involved in the development of the Program Improvement Plan. Stakeholders were included in workgroup meetings (Safety, Permanence, Continuity and Relationships, and Well Being), on the Program Improvement Plan Steering Committee, in collaboration via teleconferences and consultations, and in review and request for comments of the proposed plan. A list of stakeholders and participants is included in Appendix B.

The development of the Program Improvement Plan was an extensive and comprehensive process involving over eighty participants and over forty committee meetings. Four workgroups were charged with the responsibility of developing strategies that included measurable goals of improvement, action steps, and timeframes to address each outcome found not to be in substantial conformity. More specifically, the workgroups addressed each item, as well as the statewide aggregate data that contributed to the nonconformity of each outcome. While some identified strategies and action steps unique to specific outcomes, it was readily apparent that each workgroup identified issues that are overarching and could not be easily addressed within or by any one workgroup.

During the course of their examination of issues related to the child welfare service delivery system and subsequent strategies for improvement, each workgroup was faced with issues focusing on workload, staffing needs, and technological resources. While most action steps included within the Program Improvement Plan focus on practice and policy issues, the need for additional qualified staff and/or improved resources arose in relation to each and every outcome. It is noteworthy to mention that each workgroup found these issues to be critical to the achievement of any sustainable degree of success. Due to the magnitude of these issues and the budgetary considerations involved, it was determined that specific strategies and action steps could not be developed within the time constraints for development and completion of the Program Improvement Plan and these more global issues will be incorporated into Louisiana's five year plan.

As action steps and benchmarks were developed, it was also necessary for the workgroups to identify and examine existing reports, instruments and reviews that would serve as methods of measure for each activity. For many strategies, in order to monitor progress in an accurate and timely manner, new methods of measure are

being developed. The three major methods of measure utilized in this Program Improvement Plan are the use of the Peer Case Review Process (PCR), Quality Assurance System (QA), and the Tracking Information Payment System (TIPS).

**Peer Case Review (PCR):** During preparation for accreditation by the Council on Accreditation, Louisiana developed a comprehensive Peer Case Review system as part of its' Continuous Quality Improvement process. While the process previously in existence assisted in identifying many of the strengths and opportunities for improvement within the system, it was recognized that the internal Peer Case Review process would be more effective if it were to more closely align with the federal process. Louisiana modified its' Peer Case Review process that is now comprised of on-site peer reviews, which include case record reviews, focus groups and data reviews. The Peer Case Review instrument addresses those specific items included in the Program Improvement Plan, mirroring the questions and areas examined in the federal CFSR Case Review instrument.

The Peer Case Review process is comprised of an annual onsite visit to each of the ten regions. Reviewers are peer caseworkers, supervisors, management staff, and stakeholders. Within each region a sample of thirty cases is pulled, including nine foster care cases, three child protection investigation cases, nine in-home family services cases, and nine adoption cases. This results in three hundred cases reviewed annually across the state. Within each region a focus group is held with one of the following stakeholder groups: foster/adoptive parents, biological parents, law enforcement, legal system, children ages 9-13 years, youth ages 13-18 years, child advocates, mental health, educational, medical providers, DSS/OCS staff, and administrative review bodies. Each region selects a different group annually.

This revised Peer Case Review process will help to avoid multiple review processes that unnecessarily and negatively impact staff time and will also provide uniformity in reviewing data that more closely addresses the outcomes and standards as determined by the Administration for Children and Families.

**Quality Assurance (QA):** The second primary method of measure utilized by Louisiana to monitor progress is its' quality assurance system. With this review process, data is gathered in a consistent manner, on a consistent basis, providing accurate and reliable information on which to assess improvement. The quality assurance system includes a case record review of a sampling of cases within each program in every region of the state.

The sample represents a review of:

- 10% of child protection investigation cases;
- 100% of foster care cases for ASFA protections;

- 25% of foster care cases for policy compliance; and
- 8 to 9% of in home family services cases.

**Tracking Information Payment System (TIPS):** TIPS will be utilized as a method of measure for some items. The system provides aggregate data, which will be validated with the Louisiana Adoption and Foster Care Analysis and Reporting System (AFCARS) official semi-annual reports.

It is felt that the agency will receive comprehensive and accurate data for measuring progress on achievement of the action steps and goals included within this Program Improvement Plan using the cases reviewed within the Quality Assurance and Peer Case Review processes. During the PIP, DSS/OCS will submit quarterly progress reports to the Administration for Children and Families Region VI Office due no later than forty-five days after the end of each quarter. Joel McLain, Section Administrator of the Planning and Accreditation Section will coordinate the submittal of the quarterly reports.

The collaborative effort, investment and commitment of stakeholders and individuals concerned about the children of Louisiana has resulted in a comprehensive, outcome oriented approach addressing the needs of Louisiana's child welfare system with the goal of improving the quality of services provided to children and their families. It is felt that implementation of this plan, foremost, will have a positive impact on the child welfare service delivery system and its clients. Secondly, implementation will support the achievement of the federally established outcomes and standards, thereby avoiding the potential for significant financial penalty to the State of Louisiana and further reduction of the revenue available to support this most vulnerable population.

In submitting this document, the State of Louisiana commits to supporting the goals of this plan, continuing the collaborative efforts among stakeholders, and advocating for the support and resources necessary to assure adequate and quality services for the children and families in Louisiana.

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Ann Silverberg Williamson, Secretary  
State of Louisiana  
Department of Social Services

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Date

## OUTCOMES, ITEMS, GOALS AND ACTION STEPS

### Safety

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Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

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#### Item 1: Timeliness of initiating investigations of reports of child maltreatment.

CFSR Case Review Finding (Baseline):	69%
Louisiana Data Annual Goal:	70%
Louisiana PIP Data Goal:	70.5%
Achievement Date:	7 <sup>th</sup> Quarter
Method Of Measure:	Quality Assurance Data

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The State of Louisiana's CFSR reviewed sixteen applicable cases, measuring performance of investigation timeliness at 69%. In order to improve performance in this area, several action steps are proposed to concentrate on the collection and distribution of data to first line staff to assist in regional corrective action planning including data on timely initial contact, case closure within sixty days and cases open over six months. In order to clear out the backlog of cases, a monthly report will be sent to each region with a parish-by-parish breakdown of cases open over six months and a quarterly report on case closure within sixty days will be submitted to each region. A monthly report will be developed and submitted to first line staff providing a monthly tracking of initiation of investigations within the policy prescribed time frame. The rationale behind the development of these three reports and the tracking procedure for monitoring compliance is that by clearing up the backlog of cases in the child protection program, staff time will be freed up to initiate investigations in a timelier manner. However, based on preliminary assessment, it appears that as backlogged cases are cleared, the resulting rate of timeliness may actually fall below the baseline. For that reason, it is estimated that the rate of improvement as measured from the CFSR baseline will not appear as a significant increase.

In order to streamline documentation and, thereby, increase the availability of staff to respond timely on new cases, a paperwork reduction project has been initiated and will continue with the goal of statewide implementation of an improved method of documentation. It is anticipated that this will free up worker time to initiate and complete investigations in a more timely manner, increasing the state's compliance on this outcome.

Additionally, quality of intake practice is perceived as a barrier to timeliness of investigation initiation. In order to address deficits in practice, agency policy, practice and training focused on intake will be reviewed and revised.

Finally, staff issues will be studied to enhance child protection practice as it relates to timely initial contact. As in all program areas, the agency will address the identified concerns and seek improvements needed to enhance the performance of staff.

Action Step 1: Reduce the paper work demands for CPI staff.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Convene paperwork reduction workgroup.	1 <sup>st</sup> quarter	CPI/FS Section Administrator	Workgroup Report
2. Develop evaluative measures of paperwork reduction workgroup product.	1 <sup>st</sup> quarter	CPI/FS Section Administrator	Evaluation Report
3. Select 3 pilot sites.	1 <sup>st</sup> quarter	CPI/FS Section Administrator	Workgroup Report
4. Conduct staff training in the pilot sites.	2 <sup>nd</sup> quarter	CPI/FS Section Administrator	Training Curriculum Training Report
5. Implement paperwork reduction pilot in three designated sites.	2 <sup>nd</sup> quarter	CPI/FS Section Administrator	Memo
6. Evaluate pilot effectiveness and interface with ACESSESS.	3 <sup>rd</sup> quarter	CPI/FS Section Administrator	Evaluation Summary
7. Implement statewide if evaluation demonstrates effectiveness and ACESSESS compatibility in pilot sites.	4 <sup>th</sup> quarter	CPI/FS Section Administrator	Policy

Action Step 2: Develop an oversight and tracking system for initial contact to provide feedback on timeliness of investigation initiation.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Work with DSS Information Technology to develop a report that provides information on response time compliance policy concerning time limits on emergency, high priority and non-emergency cases.	2 <sup>nd</sup> quarter	CW Quality Assurance and Research Section Administrator	Report
2. Provide monthly response time reports to Regional Administrators by region, parish and worker.	3 <sup>rd</sup> quarter	DSS TIPS Customer Relations Manager	Report Distribution Log

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
3. Each region below the state performance standard of 85% will develop a corrective action plan within 60 days to improve the rate of timely contact.	4 <sup>th</sup> quarter	Regional Administrator	Corrective Action Plans
4. Evaluate effectiveness of corrective action plans.	6 <sup>th</sup> quarter	Regional Administrator	Report

Action Step 3: Seek funds and positions to establish the intake program in support of emerging integrated service delivery and to support implementation of new CAPTA regulations.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Submit CAPTA compliance assurances.	1 <sup>st</sup> quarter	Planning & Accreditation Section Administrator	State Plan
2. Submit request through budgetary process.	1 <sup>st</sup> quarter	Assistant Secretary	Budget Request
3. Upon receipt of appropriations for this purpose, establish positions.	5 <sup>th</sup> quarter	Field Services Division Director	Budget Appropriation
4. Train staff and implement program.	7 <sup>th</sup> quarter	Field Services Division Director	Policy Training Report

Action Step 4: Strengthen practice and policy related to the intake process.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Assess need and available staffing resources for intake positions.	1 <sup>st</sup> quarter	Field Services Division Director	Staff Utilization Report
2. Research and identify methods to improve the intake process.	2 <sup>nd</sup> quarter	CPI/FS Section Administrator	Report
3. Review and revise policy as necessary to improve intake process.	3 <sup>rd</sup> quarter	Policy Section Administrator	Policy
4. Implement new intake process.	4 <sup>th</sup> quarter	CPI/FS Section Administrator	Training Report
5. Evaluate implementation of new intake process.	6 <sup>th</sup> quarter	CPI/FS Section Administrator	Evaluation Report
6. Enhance professional skills in performing intake functions by providing training in the areas of safety and interviewing.	4 <sup>th</sup> quarter	Training Section Administrator	Training Report

Action Step 5: Develop monitoring process for case closure within 60 days.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Develop and implement a tracking procedure of the percentage of cases closed within 60 days of CPI open date.	1 <sup>st</sup> quarter	CW Quality Assurance and Research Section Administrator	Tracking Report
2. Provide a monthly report by region, parish and worker to regional administrators of the cases not closed within 60 days.	2 <sup>nd</sup> quarter	CW Quality Assurance and Research Section Administrator	Report Distribution Log
3. Each region below the state performance standard of 85% will develop a corrective action plan.	3 <sup>rd</sup> quarter.	Regional Administrators	Corrective Action Plans
4. Evaluate effectiveness of corrective action plans.	6 <sup>th</sup> quarter	Regional Administrator	Report

Action Step 6: Develop a monitoring process for cases open over 6 months.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Develop and implement a tracking procedure of cases open over six months.	1 <sup>st</sup> quarter	CW Quality Assurance and Research Section Administrator	Tracking Report
2. Provide monthly reports by region, parish, and worker to regional administrators of the number of cases open over six months.	1 <sup>st</sup> quarter	CW Quality Assurance and Research Section Administrator	Report Distribution Log
3. Each region with over 50 cases open over 6 months will develop a corrective action plan with staff to reduce the number of cases in their caseload open over 6 months.	3 <sup>rd</sup> quarter	Regional Administrators	Corrective Action Plans
4. Evaluate effectiveness of corrective action plans.	6 <sup>th</sup> quarter	Regional Administrator	Report

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## Item 2a: Repeat maltreatment (Recurrence)

CFSR Case Review Finding:	94%
Data Profile (Baseline):	8.7% (2003)
Louisiana Data Annual Goal:	8.3%
Louisiana PIP Data Goal:	7.8%
Achievement Date:	7 <sup>th</sup> Quarter
Method Of Measure:	Tracking Information Payment System (TIPS) Quarterly Report and NCANDS Data

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Repeat maltreatment was rated as a strength in 94% of the cases reviewed during the CFSR on site review. Forty-seven of the fifty cases were applicable to this item. On the data indicator, recurrence of maltreatment, "Of all children who were victims of a substantiated or indicated maltreatment report in the first six months of calendar year 2003, what percent were victims of another substantiated or indicated report within a 6 month period," the national standard for this outcome is 6.1% or less. Louisiana did not meet this standard with the 2001 data and will utilize 2003 data to establish a new baseline of 8.7%.

In order to reduce the rate of maltreatment recurrence, Louisiana will undertake three action steps. A report will be developed to identify characteristics of cases in which recurrence occurs and will be utilized in developing strategies to reduce the maltreatment rate. The State will seek additional funding to expand promising practices such as Family Group Decision Making and Project LASAFE, in order to improve the effectiveness of its interventions in child welfare cases. Thirdly, the agency has proposed legislative change to the Children's Code, which will allow child welfare staff access to invalid child protection reports. This will enhance staff's ability to conduct risk assessments and plan more effective family interventions.

Action Step 1: Generate reports that provide demographic and geographic data on repeat maltreatment to identify trends and target populations, and develop and implement an intervention protocol with families at risk of repeat maltreatment.

Benchmarks	Projected Achievement Date	Lead	Measure
1. Define cases at risk for repeat maltreatment through the use of technical assistance from NCANDS team on Louisiana NCANDS data file and DSS/OCS analysis of state data.	1 <sup>st</sup> quarter	Child Welfare Quality Assurance and Research Section Administrator	Reports
2. Define reports for potential repeat maltreatment cases.	1 <sup>st</sup> quarter	Child Welfare Quality Assurance and Research Section Administrator	Report
3. Develop screening protocol for potential repeat maltreatment cases.	2 <sup>nd</sup> quarter	CPI/FS Section Administrator	Screening Protocol
4. Conduct review of new screening protocol with supervisory staff.	3 <sup>rd</sup> quarter	CPI District Supervisors	Review Report
5. Implement screening protocol for identification of families at risk of repeat maltreatment.	3 <sup>rd</sup> quarter	CPI/FS Section Administrator	Screening Protocol
6. Develop and disseminate guide for use by supervisors in development of intervention protocol.	3 <sup>rd</sup> quarter	CPI/FS Section Administrator	Supervisory Guide
7. Conduct review of new guide with supervisory staff.	4 <sup>th</sup> quarter	CPI District Supervisors	Review Report
8. Develop and implement intervention protocol for families identified at risk of repeat maltreatment.	4 <sup>th</sup> quarter	Supervisors	Quality Assurance Peer Case Review
9. Evaluate effectiveness of intervention protocol on reducing repeat maltreatment.	7 <sup>th</sup> quarter	CPI/FS Section Administrator	Data Reports
10. Submit data, reports, and recommendations in support of request for additional funding as needed to expand existing or implement new interventions to support protocol.	4 <sup>th</sup> quarter	CPI/FS Section Administrator	Budget Support Report
11. Submit request for additional funds to legislature to expand effective programs and projects such as Family Group Decision Making and Project LASAFE.	6 <sup>th</sup> quarter	Assistant Secretary	Budget Request

Action Step 2: Propose legislation changing the Louisiana Children's Code to allow access to invalid reports to aid more comprehensive assessment.

Benchmarks	Projected Achievement Date	Lead	Measure
1. Draft legislation for introduction during legislative session.	1 <sup>st</sup> quarter	DSS Bureau of General Counsel	Proposed Legislation
2. Upon passage of legislation, draft and implement policy authorizing maintenance, access and intake screening procedures for prior invalid reports.	2 <sup>nd</sup> quarter	Policy Section Administrator	Policy
3. Evaluate compliance with revised policy and effectiveness in reducing repeat maltreatment.	6 <sup>th</sup> quarter	CPI Section Administrator	Quality Assurance Peer Case Review

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## Item 2b: Repeat Maltreatment (Maltreatment of children in foster care)

Data Profile (Baseline):	1.78% (2003 Data)
Louisiana Data Annual Goal:	1.71%
Louisiana PIP Data Goal:	1.64%
Achievement Date:	7 <sup>th</sup> Quarter
Method Of Measure:	Tracking Information Payment System (TIPS) Quarterly Report, NCANDS and AFCARS Data

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At the time of Louisiana's CFSR Final Report, utilizing 2001 data, Louisiana received a rating of .58% on this outcome measure for which the national standard is .57% or less. During review of this data, it was determined that the Louisiana incidence of maltreatment in foster care was higher than reported by the data set sent to the National Child Abuse and Neglect Data System (NCANDS). The cause for under reporting lies with the twenty-year-old mainframe system in which the links to/from child to perpetrator relationships are in non-mandatory fields which cannot be changed to mandatory. These links are problematic and confusing for field staff. In response to this problem, Louisiana developed an approach that resulted in a more accurate data set of the children who are maltreated while in foster care. In consultation with the Administration for Children and Families (ACF), Children's Bureau and Walter R. McDonald, Inc., it was agreed to use the alternate data to set the baseline for the PIP. Louisiana will utilize technical assistance from Walter R. McDonald, Inc. to improve the NCANDS dataset for this variable. If the two data sets are synchronized by the end of the first PIP year, then the NCANDS federal fiscal year 2004 and 2005 submissions will be used to measure the progress on the PIP. If the two datasets are not synchronized, then the NCANDS federal fiscal year 2004 submission will be used to set the baseline and Louisiana will only have to improve by one half of the sampling error by the end of the PIP.

Subsequent to issuance of Louisiana's CFSR Final Report, it was decided to utilize the most current data available to establish more accurate baselines. With the establishment of the new baseline (1.78%), action steps to improve performance will focus on multiple areas. The agency can be more effective in determining that a child is being abused or neglected or at risk of neglect or abuse by developing tools and training staff to better communicate with foster children. Training of agency and residential care staff, skill building of staff to conduct comprehensive assessments of foster children to include focus on safety and risk of abuse and/or neglect, and examination of ways to increase out-of-home care resources will improve the practice and provide adequate resources and supports to achieve reduction of maltreatment in foster care.

It was also determined that a lack of communication and understanding of each other's roles as foster parents and agency staff contributed to staff's lack of knowledge of the child's care in the home and inability to provide helpful services to prevent abuse and neglect by the foster parents. Many foster children present very

challenging behaviors to foster parents and training of staff and foster parents to deal with these behaviors would be helpful in preventing abuse and neglect.

A lack of appropriate foster homes results in overcrowding and overuse of existing homes that can then result in the maltreatment of foster children. By improving retention of existing homes and recruiting more homes, the pool of available choices for children would expand, reducing the stress on long serving foster parents. Strategies are identified for recruiting, supporting and retaining qualified foster families.

A significant percentage of abuse and neglect of foster children occurs in residential treatment settings. Increasing funding for these facilities and improving the skills of the providers through training would be helpful. Additionally, better training for child protection staff investigating reports within residential treatment settings would also increase the safety and reduce the risk of harm for children in these placements.

Action Step 1: Expand initial and ongoing assessment of children's risk of abuse/neglect in foster care placements.

Benchmarks	Projected Achievement Date	Lead	Measure
1. Modify Foster Parent Reassessment and Evaluation Form 604 to include safety concerns presented by the child.	1 <sup>st</sup> quarter	Policy Section Administrator	Form 604
2. Access technical assistance and consultation from national resource center to develop assessment of risk of harm to children in foster care placements.	2 <sup>nd</sup> quarter	Foster Care Section Administrator	Technical Assistance
3. Administer survey developed through collaboration with Louisiana State University that includes focus on safety issues and concerns.	3 <sup>rd</sup> quarter	LSU School of Social Work	Survey Report
4. Develop a procedure to assess risk of harm to children in foster care at the time of initial placement and on an ongoing basis.	4 <sup>th</sup> quarter	Foster Care Section Administrator	Policy Risk Assessment
5. Train 50% of staff on new procedure and implement risk of harm assessment process.	5 <sup>th</sup> quarter	Training Section Administrator	Training Report
6. Train 100% of staff on new procedure and implement risk of harm assessment process.	6 <sup>th</sup> quarter	Training Section Administrator	Training Report
7. Evaluate effectiveness of risk assessment and use of form 604 in assessing risk of abuse/neglect for children in foster care.	7 <sup>th</sup> quarter	Foster Care Section Administrator	Quality Assurance Peer Case Review

Action Step 2: Conduct joint in-service training for caseworkers, foster parents, and social service directors from the four federally-recognized American Indian tribes to promote safety of children in foster care.

Benchmarks	Projected Achievement Date	Lead	Measure
1. Invite and encourage foster parents and social service directors from the four federally-recognized tribes to participate in adoption exchange meetings with foster/adoptive parents, staff, and private adoption agencies.	1 <sup>st</sup> quarter	Adoption Section Administrator	Invitation
2. Develop policy to solicit input on training needs and safety concerns from foster parents and representatives from the four federally-recognized American Indian tribes.	1 <sup>st</sup> quarter	Foster Care Section Administrator	Policy
3. Conduct training for staff, foster parents and representatives from the four federally-recognized American Indian tribes in 50% of state regions on parenting challenging children and reducing risk of harm to children in foster care.	3 <sup>rd</sup> quarter	Training Section Administrator	Training Curriculum Training Report
4. Conduct training for staff, foster parents and representatives from the four federally-recognized American Indian tribes in 100% of state regions on parenting challenging children and reducing risk of harm to children in foster care.	4 <sup>th</sup> quarter	Training Section Administrator	Training Curriculum Training Report
5. Evaluate effectiveness of training in increasing safety of children in foster care.	5 <sup>th</sup> quarter	Foster Care Section Administrator	Training Evaluations Peer Case Review

Action Step 3: Increase capacity in services continuum of out of home care resources.

Benchmarks	Projected Achievement Date	Lead	Measure
1. Request additional funding for retention of qualified foster families by providing increased foster care board payments utilizing the urban south regional average for a medium family income.	1 <sup>st</sup> quarter	Assistant Secretary	Budget Request
2. Request increased funding for recruitment and retention of appropriately qualified staff in restrictive care facilities.	1 <sup>st</sup> quarter	Assistant Secretary	Budget Request

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
3. Implement increased rate of payment to providers.	2 <sup>nd</sup> quarter	Residential and Private Foster Care Section Administrator	Policy
4. Utilize technical assistance from the national resource centers to assess residential treatment resource needs and develop strategic plan to enhance provider skills.	3 <sup>rd</sup> quarter	Residential and Private Foster Care Section Administrator	Technical Assistance Strategic Plan
5. Implement strategies and evaluate effectiveness in increasing provider skill levels.	5 <sup>th</sup> quarter	Residential and Private Foster Care Section Administrator	Evaluations
6. Train staff on the use of faith based recruitment efforts to expand pool of foster/adoptive parents.	1 <sup>st</sup> quarter	Foster Care/ Adoption Section Administrators	Conference Training Agenda
7. Implement faith based training initiatives to expand pool of foster/adoptive parents.	2 <sup>nd</sup> quarter	Foster Care/ Adoption Section Administrators	Policy Quality Assurance
8. Evaluate effectiveness of faith based initiatives in increasing foster/adoptive applicants.	7 <sup>th</sup> quarter	Foster Care/ Adoption Section Administrators	Provider Enrollment Report

Action Step 4: Collaborate with residential facilities to reduce maltreatment in restrictive care.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Develop data collection process and collect demographic and geographic reports on repeat maltreatment to identify trends and target populations.	2 <sup>nd</sup> quarter	Child Welfare Quality Assurance and Research Section Administrator	TIPS reports
2. Based upon review of data, assess training and technical assistance needs of CPI and residential staff.	4 <sup>th</sup> quarter	Residential and Private Foster Care Section Administrator	Needs Assessment
3. Develop and implement training and technical assistance as needed.	5 <sup>th</sup> quarter	Residential and Private Foster Care Section Administrator	Training Curriculum Training Report
4. Evaluate effectiveness of training in meeting needs of staff and in reducing maltreatment.	7 <sup>th</sup> quarter	Residential and Private Foster Care Section Administrator	Quality Assurance Peer Case Review Training Evaluations

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**Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.**

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**Item 3: Services to family to protect child(ren) in home and prevent removal.**

CFSR Case Review Finding (Baseline):	79%
Louisiana Data Annual Goal:	81%
Louisiana PIP Data Goal:	84%
Achievement Date:	7th Quarter
Method Of Measure:	Peer Cases Review and Quality Assurance Data

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The State of Louisiana's CFSR measured performance on services to prevent removal in twenty-eight of the fifty cases reviewed. In 79% of these applicable cases, services were provided to prevent removal, and/or the children were appropriately removed to ensure their safety, and/or services were provided while children were placed with a relative, and/or services were provided after reunification to prevent re-entry into foster care. In order to improve performance in this area there are four action steps that will be undertaken. Additionally, a review of policy and procedures to assess and increase, as appropriate, the involvement of non-custodial parents in Child Protection Investigation and in-home Family Service cases will be initiated. This will also require the enhancement of staff skills in dealing with cases involving domestic violence, substance abuse and/or parental mental health issues including strengthening comprehensive assessments in Family Services cases.

The agency will also initiate collaborative efforts with the Office of Public Health (OPH) to utilize nursing support services to families identified at risk of removal. The final strategies to be implemented will involve an assessment of services provided by the Family Resource Centers in Louisiana to determine their effectiveness in meeting client service needs. Based upon this finding, modifications to the menu of services being provided by the Resource Centers or method of delivery of these services will be implemented.

Action Step 1: Enhance clinical knowledge of staff pertaining to risk and safety screening of substance abuse, mental health, and domestic violence.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Develop Substance Abuse, Mental Health, and Domestic Violence curriculum in collaboration with community experts and/or national resource centers.	2 <sup>nd</sup> quarter	CPI/FS Section Administrator	Technical Assistance Training Curriculums Policy
2. Review and revise policy and training curriculums with the assistance of national resource centers to include screening of substance abuse, mental health issues, and domestic violence as they pertain to risk and safety of children in their own homes.	2 <sup>nd</sup> quarter	CPI/FS Section Administrator	Policy Training Curriculum Revisions Technical Assistance
3. Train staff on inclusion of Domestic Violence, Mental Health, and Substance Abuse issues in safety and risk assessment process.	4 <sup>th</sup> quarter	Field Services Division Director	Training Report
4. Evaluate staffs' increased knowledge of the role of mental health, domestic violence, and substance issues in safety and risk assessments, as evidenced by compliance with new policy and more comprehensive assessments.	6 <sup>th</sup> quarter	Training Section Administrator	Training Evaluation

Action Step 2: Develop a workgroup comprised of agency and state resource center staff to address effectiveness/accessibility of Louisiana family resource centers.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Convene workgroup to evaluate services provided through the Louisiana Family Resource Centers.	1 <sup>st</sup> quarter	Field Services Liaison Section Administrator	Meeting Notes/Report
2. Provide recommendations to improve services available to families through the Louisiana Family Resource Centers to prevent removal and protect children in their own homes.	2 <sup>nd</sup> quarter	Field Services Liaison Section Administrator	Report
3. Implement approved workgroup recommendations through modifications to service menu of Louisiana Family Resource Centers.	3 <sup>rd</sup> quarter	Field Services Liaison Section Administrator	Contract Revisions and/or Resource Center Brochure
4. Evaluate use of additional services by families.	7 <sup>th</sup> quarter	Field Services Liaison Section Administrator	Contract Monitoring Report

Action Step 3: Strengthen policy and practice on the use of comprehensive assessments throughout the life of a case designed to reduce risk and increase safety.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Incorporate the safety assessment concepts, form, instructions, policy and protocol into the agency training for new workers.	2 <sup>nd</sup> quarter	Training Section Administrator	Basic Training Curriculum
2. Develop an assessment tool in consultation with a national resource center for use in the risk assessment, case decision-making process, and development of service plans.	3 <sup>rd</sup> quarter	Foster Care Section Administrator	Risk Assessment Instrument Technical Assistance
3. Training of staff and implementation of the risk assessment tool, policy, and practice guidelines.	4 <sup>th</sup> quarter	Training Section Administrator	Training Report Policy
4. Evaluate compliance on use of risk assessment tool and its effectiveness in reducing risk and increasing safety to children.	7 <sup>th</sup> quarter	Foster Care Section Administrator	Quality Assurance Peer Case Review

Action Step 4: Provide a more comprehensive assessment and service delivery through inclusion of nursing support services.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Initiate interagency meetings with Office of Public Health (OPH) to develop strategies to improve assessments and/or service delivery to clients in need of nursing support services.	1 <sup>st</sup> quarter	CPI/FS Section Administrator	Strategies
2. Develop Memorandum of Understanding with OPH addressing collaborative efforts of DSS/OCS and OPH staff to provide services to children and families at risk.	3 <sup>rd</sup> quarter	CPI/FS Section Administrator	Memorandum of Understanding
3. Develop policy to utilize Office of Public Health for nursing support services in families with medical needs.	4 <sup>th</sup> quarter	Policy Section Administrator	Policy
4. Train staff in 50% of regions on nursing support services.	5 <sup>th</sup> quarter	Field Services Division Director	Training Report
5. Train staff in 100% of regions on nursing support services.	6 <sup>th</sup> quarter	CPI/FS Section Administrator	Training Report
6. Implement policy utilizing nursing support services.	6 <sup>th</sup> quarter	Field Services Division Director	Peer Case Review
7. Evaluate use of and effectiveness of nursing services in preventing removal.	7 <sup>th</sup> quarter	CPI/FS Section Administrator	Evaluation Report

## PERMANENCY

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Permanency Outcome 1: Children have permanency and stability in their living situation.

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### Item 6: Stability of foster care placement.

CFSR Case Review Finding (Baseline):	90%
Data Profile (Baseline):	80.9% (National Standard 86.7%)
Louisiana Data Annual Goal:	82%
Louisiana PIP Data Goal:	85%
Achievement Date:	7 <sup>th</sup> quarter
Method Of Measure:	Tracking Information Payment System (TIPS) Quarterly Report and AFCARS Data

Stability of foster care placements was determined to be an area needing improvement in the Federal Review. All thirty foster care cases were applicable for this item and in 90% of those cases reviewed, children's placement stability was ensured. Data from the 2001 Data Profile found that only 83.3% of the cases met the national standard of 86.7% or more. Data from 2003 indicates there was a reduction in the stability of placements, with 80.9% of cases experiencing no more than two placements in their first twelve months in foster care. Louisiana will utilize the most recent data available in establishing the baseline for this item. The problems that require attention in order to improve this issue are strengthening support to foster/adoptive families and improving internal communication in the agency.

There is an ongoing need to provide supportive services to certified foster families as the success of child welfare depends greatly on stable foster care placements. The agency plans to identify supportive models for foster parents by working with a national resource center. From this collaboration, training for certified families and DSS/OCS staff will be provided to focus on strengthening communication and skill development. Currently, the regional foster/adoptive resource centers offer a variety of supportive services, but all foster/adoptive families do not take advantage of the services, as they are not aware of them. The centers will develop brochures advertising services and DSS/OCS staff will distribute them to all certified families. Through use of the national and local resource centers, foster parents can obtain more supportive services and, as a result, placements should become more stable.

The agency has consulted with a national resource center to develop a Resource Family Home System. Efforts are being made to develop a procedure to move this initiative forward. This system will work to better prepare foster/adoptive parents to

understand the permanency process and will dually certify all homes for foster care and adoption so that when a child becomes available for adoption, the goal can be achieved timely and not delayed waiting on adoption certification. This action will also assist in improving Item 9, Adoption within twenty-four months.

Action Step 1: Increase support to foster parents.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Each Child Welfare Family Resource Center and Foster/Adoptive Resource Center will develop a brochure outlining services and DSS/OCS staff will provide to foster/adoptive parents and document distribution.	1 <sup>st</sup> quarter	Field Services Liaison Section Administrator	Brochures
2. Create and circulate to all staff policy regarding regional protocols to communicate information regarding certified homes.	2 <sup>nd</sup> quarter	Policy Section Administrator	Policy
3. Develop training package in consultation with a national resource center for foster parents and DSS/OCS staff to focus on strengthening partnership through communication techniques and support to reduce unplanned disruptions.	5 <sup>th</sup> quarter	Training Section Administrator	Training Curriculum Technical Assistance
4. Implement training statewide.	7 <sup>th</sup> quarter	Training Section Administrator	Training Report

Action Step 2: Develop and implement a Resource Family Home System.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Develop a Resource Family Home System and related policies and procedures.	2 <sup>nd</sup> quarter	FC Section Administrator	Policy
2. Conduct training for home development staff and implement statewide.	4 <sup>th</sup> quarter	FC Section Administrator	Training Curriculum Training Report Implementation Procedure
3. Evaluate effectiveness of Resource Family Home System.	7 <sup>th</sup> quarter	Planning and Accreditation Section Administrator	Home Development Statistics

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### Item 7: Permanency goal for child.

CFSR Case Review Finding (Baseline):	80%
Louisiana Data Annual Goal:	82%
Louisiana PIP Data Goal:	84%
Achievement Date:	7th quarter
Method Of Measure:	Peer Case Review Data

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Establishment of an appropriate permanency goal in a timely manner for child was determined to be an area needing improvement in the Federal Review. In the thirty foster care cases reviewed, this item was rated a strength in 80% of the cases. Concerns include delays in achieving permanency timely and reassessing the appropriateness of goals assigned to children on an on-going basis.

DSS/OCS, Office of Youth Development, and the court system all have their own procedures to achieve permanency, but the procedures are not always coordinated to meet the best interest of the child timely. Education for all parties regarding federal, state, and agency regulations relating to permanency for children and timely achievement will be implemented.

Regional monitoring will be utilized to improve practice in this area. Procedures will be developed and monitored to review permanency goals for all children not in permanent placement.

Action Step 1: Develop and implement a statewide education package for legal stakeholders, DSS/OCS staff, Office of Youth Development staff, and other relevant stakeholders on federal, state and agency regulations regarding permanency and explore establishing standards for legal representation in child welfare proceedings.

Benchmarks	Projected Achievement Date	Lead	Measure
1. Draft and implement standards for legal representation.	3 <sup>rd</sup> quarter	LA Court Improvement Program Coordinator	Draft Standards
2. Convene workgroup and develop education package.	3 <sup>rd</sup> quarter	LA Court Improvement Program Coordinator	Education Package
3. Implement statewide and evaluate effectiveness of education package.	6 <sup>th</sup> quarter	LA Court Improvement Program Coordinator	Evaluation

Action Step 2: Review permanency goals for all children in foster care.

Benchmarks	Projected Achievement Date	Lead	Measure
1. Implement regional procedures for review of permanency goals for all children in foster care.	2 <sup>nd</sup> quarter	Regional CQI Chairpersons	Report
2. Evaluate effectiveness of regional procedures.	6 <sup>th</sup> quarter	Planning and Accreditation Section Administrator	Peer Case Review

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**Item 8: Reunification, guardianship, or permanent placement with relatives.**

CFSR Case Review Finding (Baseline):	100%
Data Profile (Baseline):	68.5% (National Standard 76.2%)
Louisiana Data Annual Goal:	70.5%
Louisiana PIP Data Goal:	72.3%
Achievement Date:	7 <sup>th</sup> Quarter
Methods Of Measure:	Tracking Information Payment System (TIPS) Quarterly Report and AFCARS Data

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This item was applicable for eight of the thirty foster care cases reviewed in the CFSR with 100% of these cases achieving the goals of reunification or permanent placement with relatives in a timely manner or, if the goals had not been achieved, whether the State had made, or was in the process of making, diligent efforts to achieve the goals in a timely manner. Data from the 2001 Data Profiles established that Louisiana did not meet the national standard of 76.2% as in only 65% of the cases did reunification occur within twelve months of entry into foster care. In the most recent 2003 Data Profiles, reunification within twelve months is being achieved in 68.5% of all cases. This most recent figure will be utilized as the baseline.

It was determined that better use of existing resources could assist the agency in returning children to their parents or relatives on a more timely basis. The agency will explore the use of McKinley Vento Act funds for transportation services so that children can return home or be placed with a relative and not have to change schools as workers have traditionally waited until the end of the school term to move children to these placements to avoid their transferring to a new school. The agency will also explore the use of more community resources in order to support the parents and relatives, and specifically services to assist the parents who have substance abuse problems. Expansion of the pilots designed to assist in earlier, safer reunifications such as the Family Group Decision Making and/or Mediation models into other sites is being explored. These pilots, currently existing in two sites, are successful in involving and motivating parents and relatives to focus on the changes that need to be made for the children to safely return home. It was determined that staff did not consistently consider returning children home between the six month intervals between the court hearing and family team conferences. Through use of the Safety Assessment (Form 5), supervisors will be asked to explore, on a more frequent basis, the child's safety when they are returned home. The form documents review of the assessment of safety, shared decision-making and safety plans put into place for children identified at risk. Additionally, the agency identified the need for focusing more intensely on services to the parent during the first few months of the child's stay in foster care as there appears to be a disproportionate amount of staff time and attention focused on the child's needs during that time. This will be achieved by providing support staff to assist in meeting the needs of the child in order that the worker can meet with the parent more frequently. Contracting for intensive services to the parent in the first sixty days is also being explored.

Action Step 1: Expanded utilization of currently available resources and services to achieve and support permanency.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Issue practice pointer to inform staff to contact the local school board to determine if foster children qualify to use McKinley Vento Act funds for the purpose of transportation to school and getting permission for the child to maintain current school placement.	1 <sup>st</sup> quarter	Policy, Planning & Accreditation Division Director	Practice Pointer
2. Incorporate in policy the review of the Form 5 at quarterly Foster Care supervisory staffings to assess safety throughout the life of the case.	1 <sup>st</sup> quarter	Policy Section Administrator	Policy
3. Evaluate compliance and effectiveness of practice pointer and revised policy in increasing and expediting permanency.	4 <sup>th</sup> quarter	FC Section Administrator	Quality Assurance Peer Case Review
4. Seek budget based increase for support staff to complete tasks required during the initial 30 days of a Foster Care case.	3 <sup>rd</sup> quarter	Assistant Secretary	Budget Request

Action Step 2: Explore expansion of resources and services for families to achieve timely permanency.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Develop the statewide 211 information system to enhance knowledge of community resources for information and referral.	1 <sup>st</sup> quarter	Deputy Assistant Secretary	Information System
2. Explore piloting a model through the request of additional funds to contract for individualized parent services during the first sixty days of placement.	2 <sup>nd</sup> quarter	Assistant Secretary	Budget Request
3. Request additional funding to support expansion of Family Group Decision Making and/or mediation project.	2 <sup>nd</sup> quarter	Assistant Secretary	Budget Request
4. Request additional funding to replicate successful substance abuse initiatives such as Project LA-Safe.	5 <sup>th</sup> quarter	Assistant Secretary	Budget Request

Action Step 3: Clarify legal/court issues to reduce barriers to permanency within 12 months.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Develop strategies to engage the court as a resource to overcome barriers to permanency.	1 <sup>st</sup> quarter	SAFE Act Task Force Chairperson	Report
2. Issue practice pointer to staff on the federal performance measure relating to reunification within 12 months.	1 <sup>st</sup> quarter	Policy, Planning & Accreditation Division Director	Practice Pointer
3. Evaluate effectiveness of practice pointer in increasing reunification within 12 months.	4 <sup>th</sup> quarter	FC Section Administrator	Peer Case Review

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## Item 9: Adoption within 24 months.

CFSR Case Review Finding (Baseline):	33%
Data Profile (Baseline):	18.9% (National Standard 32%)
Louisiana Annual Data Goal:	36%; Data Profile – 20.35%
Louisiana PIP Data Goal:	39%; Data Profile – 21.8%
Achievement Date:	7 <sup>th</sup> quarter
Methods Of Measure:	Tracking Information Payment System (TIPS) Quarterly Report and AFCARS Data

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Adoption within twenty-four months was identified as an area needing improvement in the CFSR Review with six of the thirty foster cases applicable to item 9. Additionally, in evaluation of performance with the National Standards, 2001 data indicated that adoption was achieved within twenty-four months in 11.6% of all children adopted. Data from 2003 indicates that percentage rose to 18.9%. As with the other data indicators, the most recent data available will be utilized to establish the baseline.

Delays in finalizing adoption timely are affected by many factors including internal agency and court issues. In Item 7, action steps are listed to educate agency staff and the courts on federal, state, and agency regulations regarding achieving timely permanence and for regular review of goals. This action will also assist in improving Item 9.

In the CSFR and statewide case reviews, the need for on-going relative assessments was identified. The agency's practice has been to search for relatives when a case first comes to the attention of the agency or until relatives are identified. Standard practice has not been to reassess relatives on an on-going basis. This practice may contribute to delays in timely adoption finalization; therefore, it is imperative to strengthen practice in this area. By requesting the court's assistance in relative searches either through a search of court databases or court ordering parents to name relatives, and through agency assessment and reassessment at each Family Team Conference, this practice will be strengthened.

Termination of Parental Rights (TPR) packets are very detailed and time consuming. Delays have been noted in the agency's timely completion of the TPR packet and in the timely filing of the petition. By re-evaluating and prioritizing the items included in the packet, staff can complete the process timely. The education of legal stakeholders referred to in Item 7 will focus on decreasing filing delays.

In statewide case reviews, delays have been noted in foster care staff transferring cases to the adoption unit. Supervisory monitoring will be utilized to improve practice in this area.

The agency will be collaborating with a national resource center to develop strategies to improve the recruitment/retention of foster/adoptive homes. Faith-based initiatives will also be implemented to assist in this area.

Action Step 1: Initial and ongoing search, assessment, and reassessment of relatives throughout the life of the case or until a permanent family is identified.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Submit request to Court Improvement Program to include in Judges' Bench book identification of parents and relatives at the 72 hour and adjudication hearings.	1 <sup>st</sup> quarter	Program Division Director	Written Request
2. Revise and implement policy to request the court's assistance in relative search efforts and require reassessment of relatives at each Family Team Conference.	3 <sup>rd</sup> quarter	FC Section Administrator	Policy Quality Assurance
3. CPI policies and procedures to be revised and implemented to include relative search procedures.	3 <sup>rd</sup> quarter	CPI/FS Section Administrator	Revised Policy and Procedures

Action Step 2: Reduce delays in the Termination of Parental Rights (TPR) process.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Review the TPR packet to re-evaluate and prioritize the items to be included in the packet.	2 <sup>nd</sup> quarter	Regional Administrators	Revised TPR Packet Meeting Notes
2. Implement revised TPR packet.	3 <sup>rd</sup> quarter	Supervisors	Implementation Procedures
3. Supervisors to review compliance with policy in submission of TPR packet to attorney within 30 days of goal change.	4 <sup>th</sup> quarter	Supervisors	Quality Assurance
4. Develop strategies with the Bureau of General Counsel to identify barriers and strategies to expedite the filing of the TPR petition.	6 <sup>th</sup> quarter	Program Division Director	Identified Barriers and Strategies

Action Step 3: Transfer cases from foster care to adoption timely.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Create and circulate to all staff a practice pointer regarding transferring cases from foster care to adoption within 30 days of the child being made available for adoption.	1 <sup>st</sup> quarter	Policy Section Administrator	Practice Pointer

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
2. Supervisors to review cases to be transferred to ensure that all information is included so that the transfer will not be delayed.	2 <sup>nd</sup> quarter	Supervisors	Quality Assurance

Action Step 4: Improve recruitment and retention of foster/adoptive families.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Each region will develop and implement a procedure to maintain contact with prospective foster/adoptive families between intake and MAPP/GPS training.	1 <sup>st</sup> quarter	Regional Administrator	Regional Procedures
2. Collaborate with national resource center and Adopt USKids regarding faith-based initiatives and other strategies for recruitment and retention of foster and adoptive families.	1 <sup>st</sup> quarter	FC Section Administrator	Technical Assistance Recruitment Strategies
3. Integrate faith-based initiatives and other strategies into regional recruitment/retention plans and update annually.	3 <sup>rd</sup> quarter	Regional Home Development Supervisor	Recruitment/Retention Plans
4. Utilize annual foster parent conference to provide training to foster/adoptive families on legal issues, barriers, and post placement services.	1 <sup>st</sup> and 5 <sup>th</sup> quarters	Foster Parent Liaison Section Administrator	Conference Agenda

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**Item 10: Permanency goal of other planned permanent living arrangement.**

CFSR Case Review Finding (Baseline):	69%
Louisiana Data Annual Goal:	72%
Louisiana PIP Data Goal:	74%
Achievement Date:	7 <sup>th</sup> quarter
Methods Of Measure:	Peer Case Review and Quality Assurance Data

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Permanency goal of other planned permanent living arrangement was an identified area needing improvement in the Federal Review. An overall rating of 69% of the cases reviewed indicated that the child was either in a planned permanent living arrangement meeting his or her needs or that services were appropriate to assist the child's transition from foster care to independent living. Sixteen cases were reviewed for their applicability to this item. An issue of concern is that children are aging out of care without an identified permanent placement or contact. Permanency is necessary to assist the child in making a successful transition to independence. In implementing procedures to identify permanent contacts for children in facilities, close attention will have to be given to the location of the contacts as a child may have several workers and reside in different regions throughout their stay in foster care. Consistency will be important. The permanent contact should be available for a child throughout the case and be involved in the case planning process. The agency will work closely to promote visitation with permanent contacts for children in foster care placements and residential facilities. The agency will utilize current faith-based initiatives and Court Appointed Special Advocates (CASA) to recruit contacts for children as well as other recruitment strategies. Also, independent living provider contracts will be reviewed to ensure that delivery of transitional services is provided.

Action Step 1: Identify and support permanent placements and contacts for children.

Benchmarks	Projected Achievement Date	Lead	Measure
1. Develop and circulate an interim practice pointer to focus on identification of permanent placement or contact for children and involvement of the person in case planning and visitation.	1 <sup>st</sup> quarter	Policy Section Administrator	Practice Pointer
2. Develop and implement policy to guide staff in the identification of permanent placement or contact and to require that agency and independent living provider case plans include this identification.	3 <sup>rd</sup> quarter	FC Section Administrator	Policy

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
3. National resource center to help develop training curriculum to train independent living providers and staff on individualizing case plans and transition plans for youth and permanent contacts.	2 <sup>nd</sup> quarter	Independent Living Program Manager	Technical Assistance Training Curriculum
4. Implement case and transition plan training statewide.	4 <sup>th</sup> quarter	FC Section Administrator	Training Report
5. Development of collaborative agreement or Memorandum of Understanding with state level CASA to assist in identification of permanent contacts or permanent placements for children without a permanent placement.	1 <sup>st</sup> quarter	Program Division Director	Memorandum of Understanding or Formal Agreement
6. Each regional office will develop protocol with local CASA to search for permanent contacts or placements for children without permanent placement.	3 <sup>rd</sup> quarter	Regional Administrators	Meeting Report
7. Assess effectiveness of utilization of CASA in search for permanent contacts and placements for children.	5 <sup>th</sup> quarter	Regional CQI Chairpersons	Report
8. Based upon assessment of effectiveness of CASA search for permanent contacts or relatives, make recommendations for revisions to process and/or continuation of CASA search process.	7 <sup>th</sup> quarter	Regional CQI Chairpersons	CQI Recommendations

Action Step 2: Strengthen services to assist children in the transition to independent living.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Collaborate with Youth Advisory Board and independent living providers to develop a handbook for adolescents in care, which would include independent living and transition to independent living information.	1 <sup>st</sup> quarter	Independent Living Program Manager	Handbook
2. Issue and discuss handbook with all adolescents (15 and older) in care and document distribution.	3 <sup>rd</sup> quarter	Supervisors	Quality Assurance
3. Develop and implement policy regarding timely application for Medicaid waiver and referral of children to services through Office of Citizens with Developmental Disabilities (OCDD).	2 <sup>nd</sup> quarter	Policy Section Administrator	Policy
4. Review independent living provider contracts to ensure transitional services are provided.	4 <sup>th</sup> quarter	Independent Living Program Manager	Contract Review Report

## WELL BEING

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Well Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

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### Item 17: Needs and services of child, parents, foster parents.

CFSR Case Review Finding (Baseline):	72%
Louisiana Data Annual Goal:	74%
Louisiana PIP Data Goal:	76%
Achievement Date:	6 <sup>th</sup> quarter
Method Of Measure:	Peer Case Review and Quality Assurance Data

In the fifty cases reviewed during the on site phase of the CFSR, services provided to children, parents and foster parents were determined to be an area needing improvement. This item is applicable to all services delivered by the agency and it applies to all fifty cases in the review. The agency provides numerous services to children, parents, and foster parents and this was noted in the CFSR Final Report. Agency interventions, and Item 17 as an outcome indicator, are intended to assist families, working within their resources, to have enhanced capacities to provide for their children's needs. This broad item reflects that intent for children, their parents, and the foster parents who temporarily care for the children when in custody. The planned Action Steps seek to address working to strengthen the capacity of the Family Services program staff to perform assessments by lowering the caseload standard for this program area and by taking action to increase assessments through broadening the involvement of foster parents, staff, and American Indian Tribes in service assessments, service planning and service delivery. The service delivery assessment process is altered in the Action Steps, with dual data sources from Peer Case Review data and from quarterly sampled case records, reviewed through supervisory review in each Family Services unit statewide.

Action Step 1: Strengthen Family Services program assessments to better target interventions<sup>1</sup>

Benchmarks	Projected Achievement Date	Lead	Measure
1. Reduce Family Services caseload standard.	1 <sup>st</sup> quarter	Field Services Division Director	Case Standard Memo/Policy
2. In consultation with a National Resource Center, revise assessment process, case plan, and other relevant forms to include substance abuse and domestic violence.	2 <sup>nd</sup> quarter	CPI/FS Section Administrator	Technical Assistance Revised Forms and Policies
3. Train 50% of staff on revised policy.	3 <sup>rd</sup> quarter	Training Section Administrator	Training Curriculum Training Report
4. Train 100% of staff on revised policy.	4 <sup>th</sup> quarter	Training Section Administrator	Training Curriculum Training Report
5. Implement policy revisions.	4 <sup>th</sup> quarter	CPI/FS Section Administrator	Quality Assurance
6. Evaluate the implementation of policy revisions on the identification of client needs and services.	5 <sup>th</sup> quarter	CPI/FS Section Administrator	Peer Case Review

Action Step 2: Assess and strengthen contracted in-home psychotherapy services to prevent foster care placement and to reduce time to reunify.

Benchmarks	Projected Achievement Date	Lead	Measure
1. Assessment of contracted in-home services to identify service gaps.	2 <sup>nd</sup> quarter	Field Services Liaison Section Administrator	Contract Review Report
2. Based on assessment, modification of in-home services contracts to include specific performance outcomes.	3 <sup>rd</sup> quarter	Field Services Liaison Section Administrator	Revised Contracts
3. Assess skills and needs of contract monitors.	1 <sup>st</sup> quarter	Field Services Liaison Section Administrator	Skills Survey Report
4. Develop training to strengthen and expand skills of contract monitors.	3 <sup>rd</sup> quarter	Field Services Liaison Section Administrator	Training Curriculum
5. Train contract monitors.	4 <sup>th</sup> quarter	Training Section Administrator	Training Report

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<sup>1</sup> Intent is to structure increased supports to Family Service staff in acquiring quality assessments and strengthening links to the case plan to better target intervention and services.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
6. Evaluate success of in-home services contracts in the prevention of foster care placement and early reunification.	7 <sup>th</sup> quarter	Field Services Liaison Section Administrator	Performance Outcomes Measures Report

Action Step 3: Develop, conduct, and evaluate joint in-service training for caseworkers, foster parents, and the four federally-recognized American Indian Tribes.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Implement policy requiring participation by agency staff in MAPP/GPS.	1 <sup>st</sup> quarter	FC Section Administrator	Policy Training Report
2. Assess training needs of caseworkers, four federally-recognized American Indian Tribes, and foster parents.	2 <sup>nd</sup> quarter	Regional Administrators	Assessment Report
3. Deliver joint training for staff, foster parents, and the four federally-recognized American Indian Tribes, based on assessed needs.	4 <sup>th</sup> quarter	Regional Administrators	Training Curriculum Training Report
4. Evaluate training with staff, foster parents, and the four federally-recognized American Indian tribes.	5 <sup>th</sup> quarter	Regional Administrators	Evaluation Reports

Action Step 4: Include Social Service Directors of the four federally-recognized American Indian tribes in quarterly CQI Meetings.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Expand CQI Procedures Handbook to include inviting Social Service Directors of the four federally-recognized American Indian Tribes to participate in regional CQI meetings.	1 <sup>st</sup> quarter	Planning & Accreditation Section Administrator	CQI Handbook Revisions
2. Monitor participation of four federally-recognized American Indian Tribes in regional CQI quarterly meetings.	4 <sup>th</sup> quarter	Planning & Accreditation Section Administrator	CQI Sign-in Sheets
3. Follow up contacts with any Social Services Directors of the four federally-recognized American Indian tribes not attending to encourage their attendance and participation in the Regional CQI meetings.	5 <sup>th</sup> quarter	Planning & Accreditation Section Administrator	Reports

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## Item 18: Child and family involvement in case planning.

CFSR Case Review Finding (Baseline):	67%
Louisiana Data Annual Goal:	71%
Louisiana PIP Data Goal:	74%
Achievement Date:	6 <sup>th</sup> Quarter
Methods Of Measure:	Peer Case Review and Quality Assurance Data

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Item 18 was assessed in forty-nine of the fifty cases reviewed in the CFSR with 67% of the cases involving parents and children in the case planning process unless such was contrary to the child's best interest. Findings indicated that adolescents did not feel involved in their case planning. The agency plans to collaborate with the Youth Advisory Board and independent living providers to develop a handbook for youth, which will give them more information concerning foster care, and how they can more actively plan for their future. The expansion of the Family Group Decision Making pilot through its inherent involvement of family and children in its' model will increase results in this area.

It is also necessary to revise policy providing more specific guidance on involvement of parents and children and on better documentation of that involvement in the case records to help staff focus their attention to that issue.

The problem of involving resistant clients, specifically in the in-home Family Services cases, was also identified. These cases have no court involvement and frequently these families maintain levels of anger and hostility toward the state agency, which prevent them from participating in a plan for the safety of their child. The agency will utilize Family Resource Centers, whose staff may have greater success in quickly reducing the family's resistance and focusing on planning for their child in a more timely and constructive manner.

Action Step 1: Educate staff on strategies and policy to improve child and family involvement in case planning.

Benchmarks	Projected Achievement Date	Lead	Measure
1. Collaborate with Youth Advisory Board, and independent living providers to develop handbook for adolescents in care in collaboration with Youth Advisory Board and Independent Living Providers, which would address and explain need for involvement in case planning.	1 <sup>st</sup> quarter	Independent Living Program Manager	Handbook
2. Explore expansion of Family Group Decision Making and/or mediation, including request for additional funding.	2 <sup>nd</sup> quarter	Assistant Secretary	Budget Request

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
3. Review and revise policies and/or issue practice pointers on promoting child and family involvement in case planning and documentation.	1 <sup>st</sup> quarter	Policy, Planning & Accreditation Division Director	Practice Pointers Policy
4. Implement policy changes or practice pointers.	3 <sup>rd</sup> quarter	Supervisors	Policy
5. Evaluate compliance with revised policy and/or practice pointers on family involvement in case planning.	5 <sup>th</sup> quarter	FC Section Administrator	Quality Assurance
6. Evaluate effectiveness of revised policy and/or practice pointers on increasing family involvement in case planning.	5 <sup>th</sup> quarter	Planning & Accreditation Section Administrator	Peer Case Review

Action Step 2: Explore use of community resources via state family resource center staff in engaging resistant clients in Family Services cases.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Family resource center contract workgroup to develop recommendations for expansion of services to include outreach and/or services to engage resistant clients in involvement in case planning.	2 <sup>nd</sup> quarter	Field Services Liaison Section Administrator	Workgroup Recommendations
2. Modify contracts, if necessary, to include expanded services.	4 <sup>th</sup> quarter	Field Services Liaison Section Administrator	Revised Contracts
3. Educate staff on changes in Resource Center services.	4 <sup>th</sup> quarter	Field Services Liaison Section Administrator	Regional Administrator Memo
4. Revise policy to include referrals of resistive clients to family resource centers.	4 <sup>th</sup> quarter	Policy Section Administrator	Policy
5. Evaluate utilization and effectiveness of services provided by Resource Centers in each region.	7 <sup>th</sup> quarter	Regional Program Specialists	Contract Monitoring Report

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## Item 20: Worker visits with parent(s).

CFSR Case Review Finding (Baseline):	80%
Louisiana Data Annual Goal:	82%
Louisiana PIP Data Goal:	85%
Achievement Date:	6 <sup>th</sup> Quarter
Methods Of Measure:	Peer Case Review and Quality Assurance Data

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During the CFSR, forty-one of the fifty cases were assessed to determine whether the caseworker's visits with the children's mothers and fathers was of sufficient frequency and quality to promote attainment of case goals and/or ensure the children's safety and well being. In 80% of the cases reviewed, the visits were of sufficient frequency and quality to do so.

It has been determined that policy clarifications are needed as there are differing interpretations among staff as to the frequency of visitation required based upon the parent's involvement, absence, location, etc. Also, in light of the extensive time workers spend in searching for absent parents, the agency will collaborate with Court Appointed Special Advocates (CASA) in searching for absent parents and extended family members. The state level CASA association has agreed to partner with DSS/OCS in this effort and plans are being developed to implement this strategy on the local level as well. As the confusion and varying expectations related to the search for absent parents extends to the courts and attorneys, the agency will explore codifying search requirements.

Action Step 1: Clarify agency policy impacting worker visits with parents to support parental involvement.

Benchmarks	Projected Achievement Date	Lead	Measure
1. Review and revise policy addressing location, frequency and focus of visits on case planning service delivery and goal attainment.	1 <sup>st</sup> quarter	Policy Section Administrator	Policy
2. Implement policy changes.	2 <sup>nd</sup> quarter	Supervisors	Policy Review
3. Evaluate compliance with policy changes.	4 <sup>th</sup> quarter	FC Section Administrator	Quality Assurance
4. Evaluate effectiveness of policy on improving parental involvement.	6 <sup>th</sup> quarter	FC Section Administrator	Quality Assurance

Action Step 2: Provide consistent efforts statewide in locating absent parents.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Develop Memorandum of Understanding with state level CASA to assist in efforts to identify absent parents, and potential relative resources.	1 <sup>st</sup> quarter	Program Division Director	Memorandum of Understanding
2. Assist staff in completing more comprehensive and timely searches for absent parents via approved Internet searches.	1 <sup>st</sup> quarter	FC Section Administrator	Internet Search Policy
3. Develop local procedures for involvement of CASA in search for absent parents.	4 <sup>th</sup> quarter	Regional Administrator	Procedures Report
4. Request Children's Code Committee to establish a task force to look at implications of codifying search requirements.	2 <sup>nd</sup> quarter	DSS/OCS Children's Code Committee Representative	Legislative Task Force Request

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## Well Being Outcome 2: Children receive appropriate services to meet their educational needs.

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### Item 21: Educational needs of the child.

CFSR Case Review Finding (Baseline):	78%
Louisiana Data Annual Goal:	79.5%
Louisiana PIP Data Goal:	82%
Achievement Date:	7 <sup>th</sup> quarter
Methods of Measure:	Peer Case Review and Quality Assurance Data

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This well-being item concerns whether children receive appropriate services to meet their educational needs. It was applied to forty-one of the fifty cases reviewed. Cases considered not applicable were ones in which the children were not of school age or did not have needs pertaining to education related issues. Reviewers noted whether the children had their educational needs assessed and whether educational services were provided. The reviewers noted difficulties regarding coordinating and providing for the needs of children who required special education services. Provision of these services require caseworkers to collaborate with school representatives, Louisiana Department of Education staff, foster parents, parents, caregivers, regional special education coordinators, and the child. This was noted as an area needing improvement. With the implementation of the Resource Family System and the resulting reduction in placement changes, that strategy will also have a positive impact on reduction in school placement changes. The following proposed action steps outline expectations that involve stressing local level interventions through regional meetings.

Action Step 1: Identify and address critical educational problems and issues for children.

Benchmarks	Projected Achievement Date	Lead	Measure
1. Identify critical educational problems and issues for children.	1 <sup>st</sup> quarter	FC Section Administrator	DSS/OCS and DPSC/OYD Staff Survey

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
2. Revise policy and forms to include obtaining educational data through existing assessment forms (include use of DSS/OCS Form 6/referral form, DSS/OCS Form 98-B/ Educational Records, Form 60/Family Services Social Assessment to identify educational services that are being provided).	3 <sup>rd</sup> quarter	Policy Section Administrator	Policy
3. Implementation of revised policy and forms.	4 <sup>th</sup> quarter	Policy Section Administrator	Quality Assurance Peer Case Review
4. Evaluate effectiveness of policy and forms revisions in provision of educational services to family services clients and foster care children.	7 <sup>th</sup> quarter	Program Division Director	Peer Case Review

Action Step 2: Improve communication across service delivery providers.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Identification and discussion of problematic issues between educational system, DPSC/OYD and DSS/OCS at state level.	2 <sup>nd</sup> quarter	Program Division Director	Report
2. Identification and discussion of problematic issues between educational system, DPSC/OYD and DSS/OCS at local level.	2 <sup>nd</sup> quarter	Regional CQI Chairpersons	Report
3. Development of strategies to improve communication between local school boards and child welfare agency.	3 <sup>rd</sup> quarter	Regional CQI Chairpersons	Report
4. Implementation of strategies.	4 <sup>th</sup> quarter	Regional Administrators	Memo Implementation Plan
5. Evaluation of effectiveness of strategies.	7 <sup>th</sup> quarter	Regional CQI Chairpersons	Survey Peer Case Review

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## Well Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

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### Item 23: Mental health needs of the child.

CFSR Case Review Finding (Baseline):	74%
Louisiana Data Annual Goal:	76%
Louisiana PIP Data Goal:	78%
Achievement Date:	7 <sup>th</sup> quarter
Methods of Measurement:	Peer Case Review and Quality Assurance Data

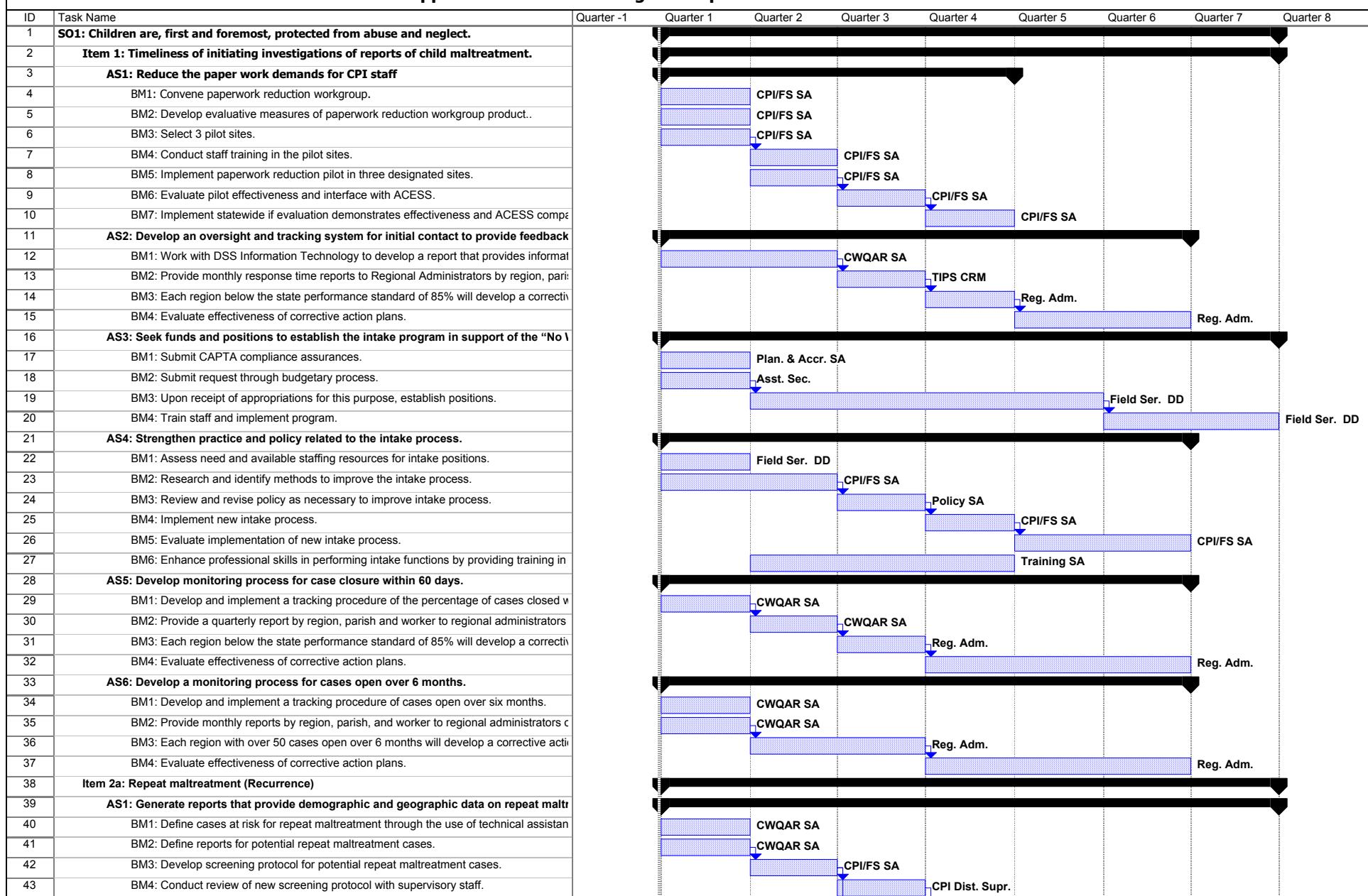
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The intent of this well-being item is for children to receive adequate services to meet their mental health needs. This item was applicable in forty-two of the fifty cases reviewed for the on site CFSR phase. In the review, cases were exempted when the child was considered too young or when mental health needs were not an issue in the case. The keys to review of this Item are (1) whether mental health needs had been appropriately assessed, and (2) whether appropriate services to address assessed needs have been offered or provided to the child and family. The CFSR Final Report indicates that there was a variance in consistency in meeting the mental health needs of children depending on whether the child is in foster care placement with the agency or whether the child remained with their family and the family was receiving in-home services, with the child in placement receiving better mental health assessment and services, according to the review results. It has subsequently been clarified with the Administration for Children and Families that the services provided in in-home cases do not have to be the same as in foster care cases. Innovative programs that are developed and implemented by the agency were noted: Infant Mental Health Team services assess children and their placement opportunities, ChildNet is coordinated with the Department of Education and Department of Health and Hospitals, and Early Periodic Screening Diagnostic and Treatment (EPSDT) services are utilized by the agency. The following action step focuses on strategies designed to correct or improve areas needing improvement as noted in the state's CFSR Final Report.

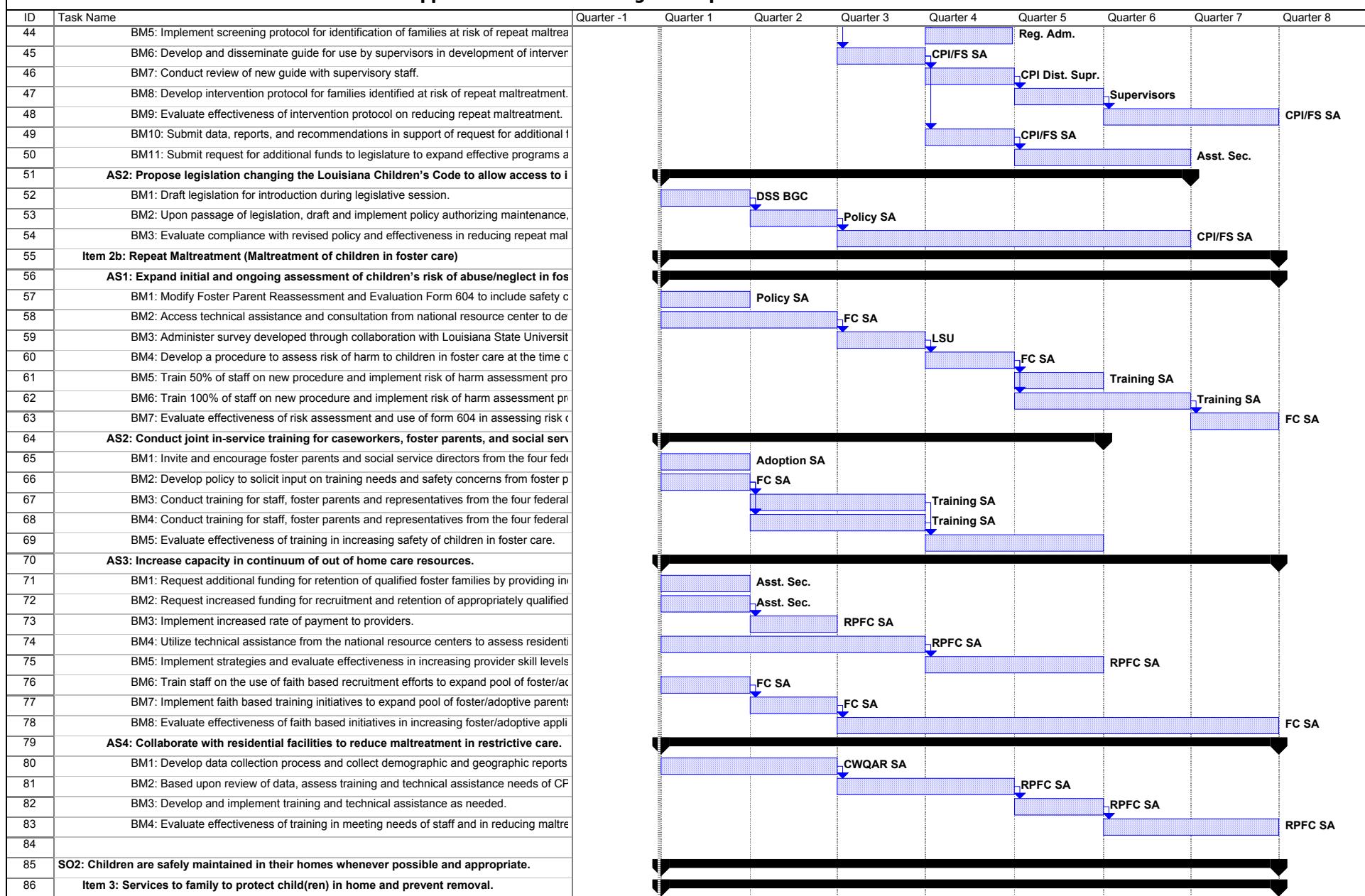
Action Step 1: Maximize service delivery to children to better meet their mental health needs.

<b>Benchmarks</b>	<b>Projected Achievement Date</b>	<b>Lead</b>	<b>Measure</b>
1. Seek additional budgetary support to expand mental health infant team models to additional regions of the state.	1 <sup>st</sup> quarter	Assistant Secretary	Budget Request
2. Revise tools, policies and procedures developed in Clinical Evaluation Program to make assessments and services more targeted to the needs of clients and to also improve management of evaluation and treatment purchases.	1 <sup>st</sup> quarter	Field Services Liaison Section Administrator	Mental Health Assessment and Treatment Policies
3. Line Supervisors/District Managers educate and train staff on changes in policy/forms expectations regarding assessments for mental health needs. (to be done either in groups at the regional level or in supervisory units)	1 <sup>st</sup> quarter	District Managers	Training Report
4. Monitor utilization of tools and compliance with policies.	4 <sup>th</sup> quarter	Program Division Director	Quality Assurance
5. Evaluate current mental health screening and assessment tools, policies, and practices in concert with National Resource Center.	4 <sup>th</sup> quarter	Foster Care Section Administrator	Evaluation Findings
6. Initiate meetings with Department of Health and Hospitals Secretary/Office of Mental Health Assistant Secretary and DPSC/OYD to develop joint agreements to improve mental health assessments and services to children.	2 <sup>nd</sup> quarter	Assistant Secretary	Meeting Minutes Agreements
7. Through assistance from a National Resource Center, develop and provide opportunities for cross-training of Mental Health, DPSC/OYD and DSS/OCS staff to promote better networking and information sharing.	3 <sup>rd</sup> quarter	Training Section Administrator	Technical Assistance Request Training report
8. Evaluate children's receipt of mental health assessment and services.	6 <sup>th</sup> quarter	Program Division Director	Peer Case Review

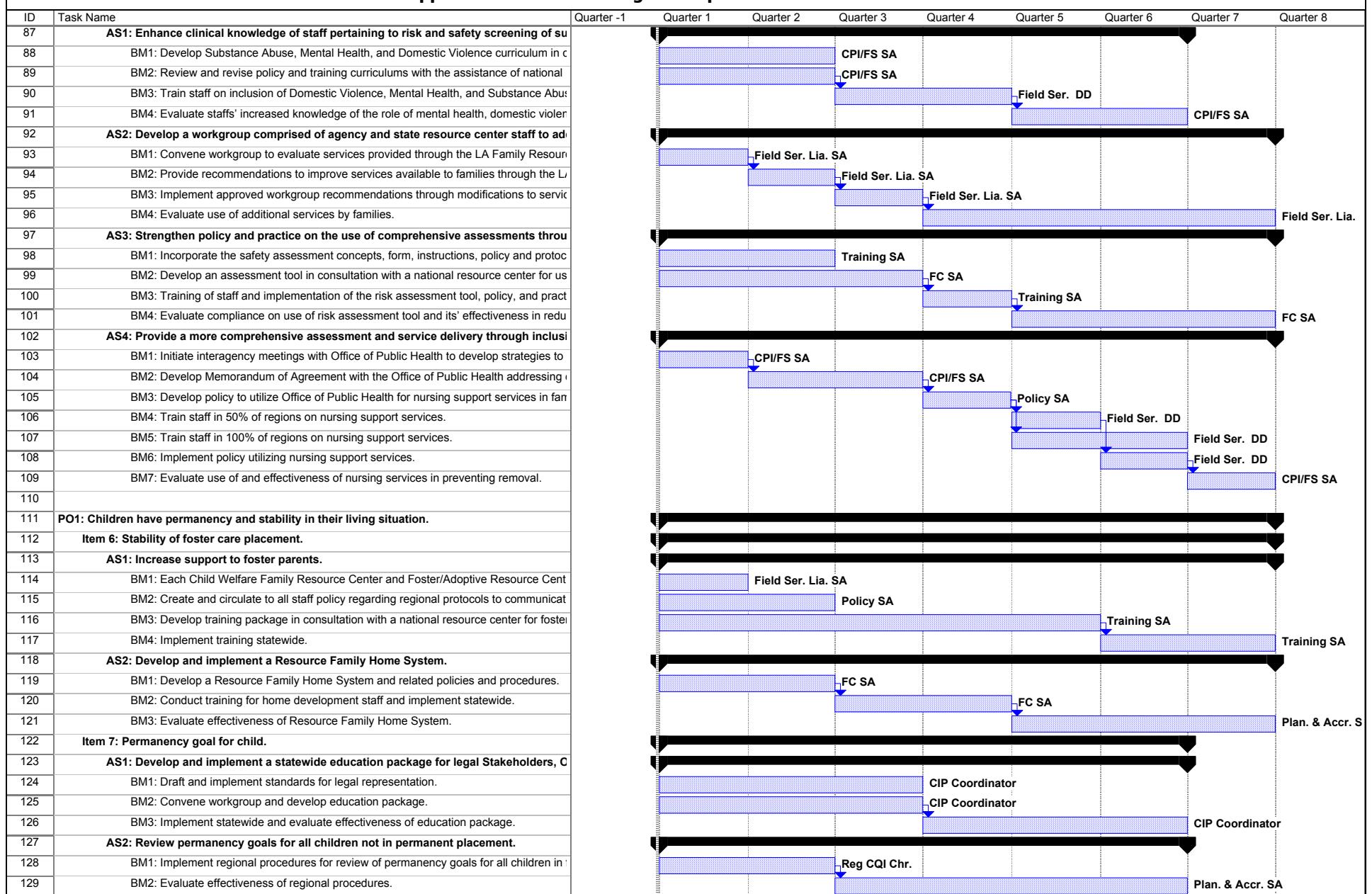
## Appendix A: Louisiana Program Improvement Plan - Gantt Chart



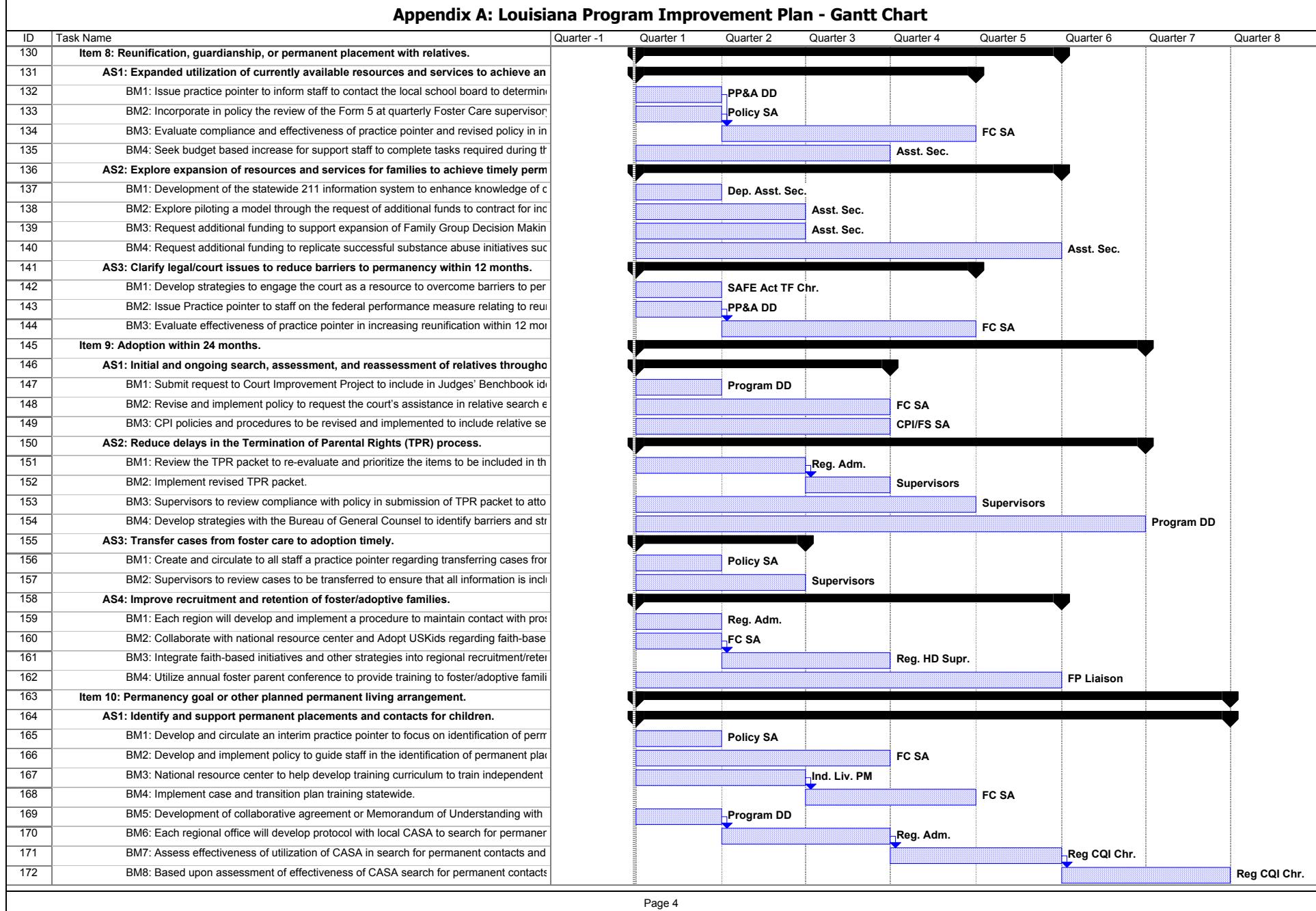
## Appendix A: Louisiana Program Improvement Plan - Gantt Chart



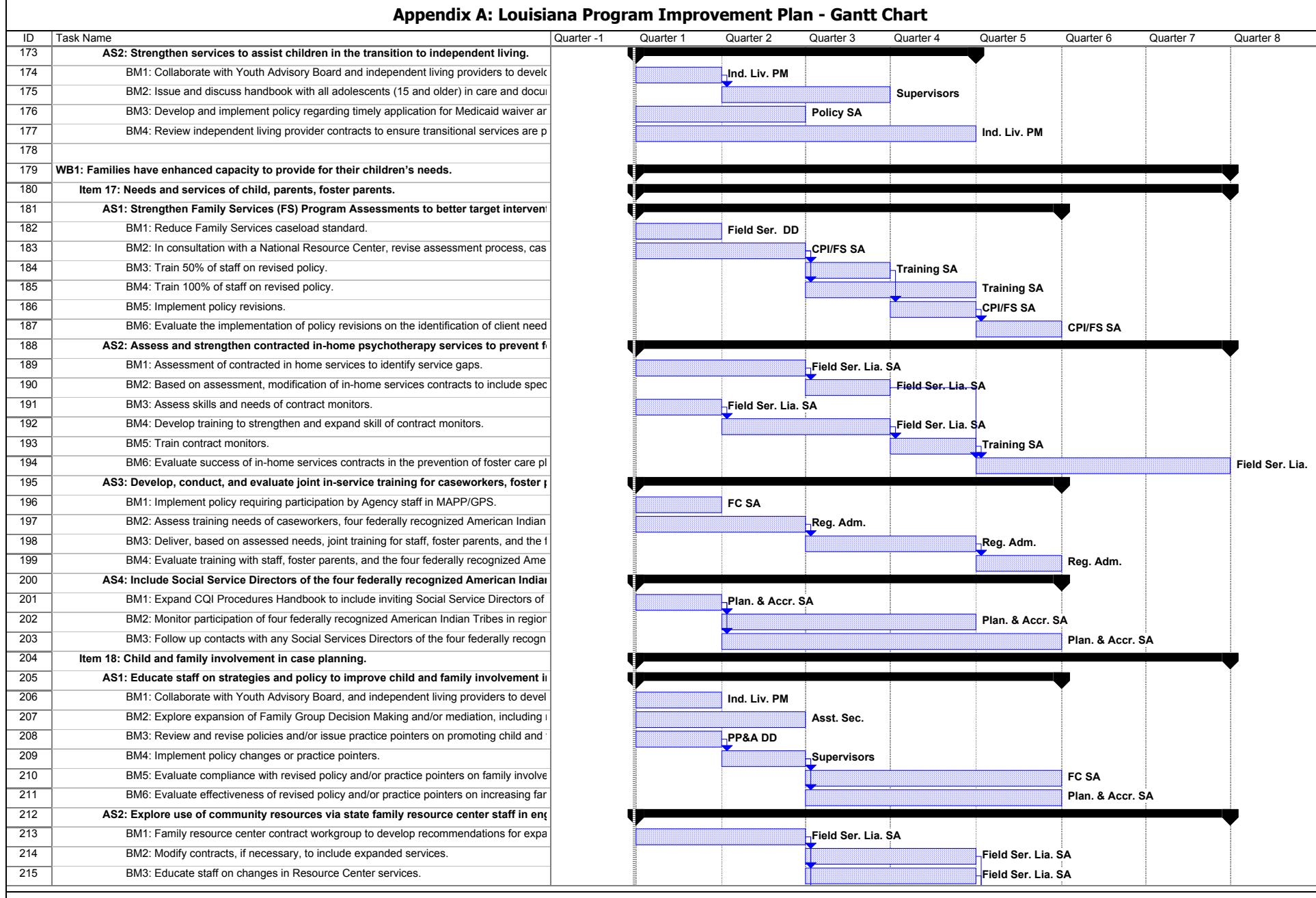
## Appendix A: Louisiana Program Improvement Plan - Gantt Chart



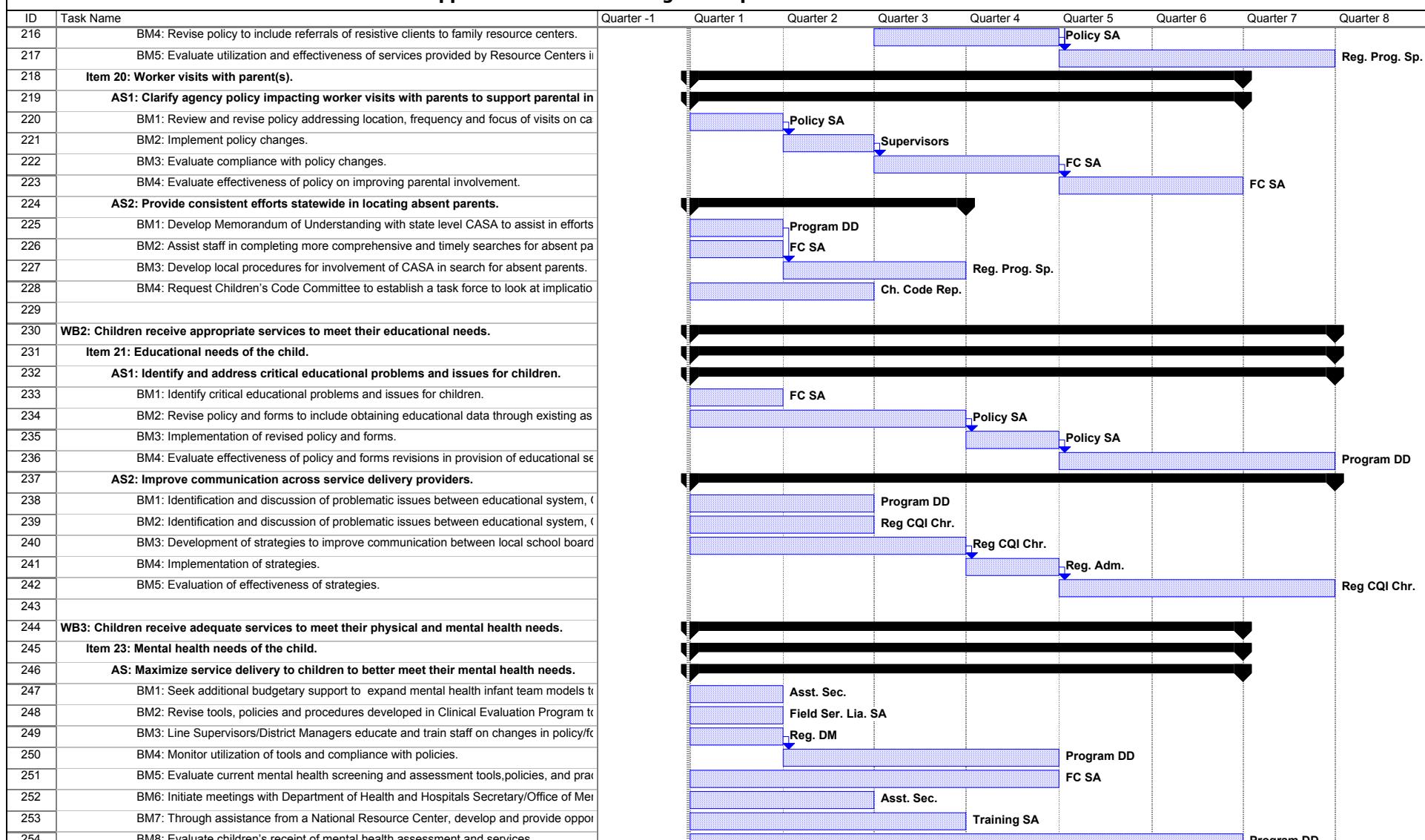
## Appendix A: Louisiana Program Improvement Plan - Gantt Chart



## Appendix A: Louisiana Program Improvement Plan - Gantt Chart



## Appendix A: Louisiana Program Improvement Plan - Gantt Chart



## APPENDIX B

### PROGRAM IMPROVEMENT PLAN WORKGROUP PARTICIPANTS

#### Program Improvement Plan Steering Committee

Keyth Devillier	DSS/OCS Financial Management Division
Kerry Everitt	Court Appointed Special Advocates (CASA)
Marketa Garner Gautreau	DSS/OCS Assistant Secretary
Marty Gibson	DSS/OCS Resource Development and Quality Assurance Division
Mark Harris	LA Supreme Court, Court Improvement Program
Kaaren Hebert, Chair	DSS/OCS Program Division
Debbie Johnson	DSS/OCS Financial Management Division
Joseph Keegan	DSS/OCS Residential and Private Foster Care Section
Judy Mastro	DSS/OCS Field Services Division
Lois Mayho	DSS/OCS Financial Management Division
John McInturf	DSS/OCS Child Welfare Quality Assurance and Research Section
Melba Oubre	Office of Youth Development (OYD)
Connie Wagner	DSS/OCS Field Services Division
Carmen Weisner	DSS/OCS Deputy Assistant Secretary
Ann Silverberg Williamson	DSS Secretary
Martha Wyly	DSS/OCS Policy, Planning and Accreditation Division

#### Program Improvement Plan committee Chairs and Co-Chairs

##### Safety Committee

Chair - Cindy Phillips, DSS/OCS Child Protection Investigation and Family Services Section

##### Permanency Continuity Committee

Chair – Jean Pittman, DSS/OCS Foster Care and Home Development Section

##### Permanency Adoption Committee

Co-Chair – Celeste Skinner, DSS/OCS Foster Care and Home Development Section

Co-Chair – Karla Ventkataram, DSS/OCS Planning and Accreditation Section

##### Well Being Committee

Co-Chair – Joel McLain, DSS/OCS Planning and Accreditation Section

Co-Chair – Brent Villemarette, DSS/OCS Lafayette Region

#### Program Improvement Plan Committee Participants

Jean Allen-Wilson	Tunica/Biloxi Native American Tribe
Claudelle Ancar	DSS/OCS Lafayette
J.R. "Ric" Bassett	Department of Health and Hospitals, Office of Mental Health
Betty Becker	DSS/OCS Independent Living Program
Connie Billiodreau	DSS/OCS Adoption Section
Virginia Collins	DSS/OCS Field Services Liaison Section
Katherine Boudreaux	The Extra Mile, Family Resource Center
Arianne Bruneau	DSS/OCS Child Protection Investigation and Family Services Section
Susan Bueche	DSS/OCS Adoption Section
Valerie Burris	DSS/OCS New Orleans
Toni Buxton	DSS/OCS Policy Section
Bonnie Callahan	Office for Citizens with Developmental Disabilities

Marilee Cash	DSS ACESS Project
Bridget Clark	DSS/OCS Planning Section
Kathy Curtis	DSS/OCS Policy Section
Bruce Daniels	DSS/OCS Adoption Section
Marcia Daniels	DSS/OCS Field Services Liaison Section
Paul St. Dizier	Bureau of General Counsel
Anthony Ellis	DSS/OCS Field Services Liaison Section
Walter Fahr	DSS/OCS Child Protection Investigation and Family Services Section
Miranda R. Ford	DSS ACESS Project
Beth Fuller	DSS ACESS Project
Joan M. Fullilove	Coushatta Social Services, Coushatta Native American Tribe
Laura Ghara	DSS/OCS Training Section
Trudy Gosserand	DSS/OCS Point Coupee
Willene Griffin	DSS/OCS Child Protection Investigation and Family Services Section
Cindy Guitrau	DSS/OCS Residential and Private Foster Care Section
Carolyn Hall	DSS/OCS Interstate Compact Section
Mamye Hall	Department of Education
Thomas Hall	DSS ACESS Project
Charlotte Hawkins	DSS Management and Finance
Rhenda Hodnett	DSS/OCS Child Protection Investigation and Family Services Section
Richard Horner	DSS/OCS Planning Section
Dorie Ivey	DSS/OCS Foster Care and Home Development Section
Gwen Jackson	DSS/OCS Field Services Liaison Section
Patsy Johnson	DSS/OCS Training Section
Peggy Kirby	Louisiana Foster Adoptive Parent Association
Dianne Kirkpatrick	DSS/OCS Foster Care and Home Development Section
Linda Lafield	DSS/OCS Policy Section
Wendi Lemoine	DSS/OCS Livingston
Gail Lewis	DSS/OCS Terribonne
Barbara Mays	DSS/OCS Policy Section
Nancy Miller	DSS/OCS Foster/Adoptive Parent Liaison
Teri Monday	DSS/OCS Policy Section
Roy Ortego	Department of Corrections, Office of Youth Development
Sheila Price-Jones	DSS/OCS Baton Rouge
Linda Rainey	DSS/OCS West Jefferson
Gene Rosby	DSS/OCS Foster Care and Home Development Section
Quinetta L. Rowley	Department of Health and Hospitals, Office of Addictive Disorders
Kellie Senseney	DSS/OCS Covington
Barbara Siemann	DSS/OCS Baton Rouge
Dalene Smith	DSS/OCS Training Section
Rebecca Smith	DSS/OCS West Jefferson
Cheryl Stekley	Department of Education
Deborah Tanner	DSS/OCS New Orleans
Ellen Trahan	DSS/OCS Lafayette
Bill Vincent	DSS/OCS Child Welfare Quality Assurance and Research Section
Patrice Waldrop	DSS/OCS Child Protection Investigation and Family Services
Sherry White	DSS/OCS Child Welfare Quality Assurance and Research Section

**APPENDIX C**  
**PROGRAM IMPROVEMENT PLAN FEDERAL REPORTING FORM**

**Program Improvement Plan**  
**Quarterly and Annual Status Report**  
**LOUISIANA**

Date/ACF Regional Office Mailed Final Report:	02/27/2004
Date/ACF RO Transmitted Courtesy Copy Final Report:	02/09/2004
Due Date/Submission of PIP to ACF Regional Office:	05/10/2004
Date PIP Submitted to ACF Regional Office:	05/07/2004
Date of Regional Office PIP Approval:	____/____/____
Date of PIP Completion:	____/____/____
Current Date of PIP Review:	____/____/____
ACF Regional Office Contact:	T.J. Jones
Children's Bureau Contact:	William Hornsby
OCS/DSS Contact:	Joel McLain

**General Comments**

- Louisiana was determined to be *in substantial conformity* for one outcome (P2) and all systemic factors.
- Louisiana's PIP covers the outcomes for which the State was determined to be *not insubstantial conformity* (S1, S2, WB1, WB2 and WB3)
- Louisiana met one National Standard for foster care re-entries (<= 8.6%) by achieving 7.8%.
- Louisiana did not meet five national standards. The State's performance [ x ] against the following National Standards (y): Repeat Maltreatment [6.8%] (<= 6.1%); Maltreatment in Foster Care [0.58%] (<= 0.57%); Time to Reunification [65.0%] (>/= 76.2%); Time to Adoption [11.6%] (>/= 32.0%); and Stability of Foster Care Placements [83.3%] (>/= 86.7%). Subsequent to the on site CFSR in Sept. 2003, the State's performance was reassessed based upon more recent data: Repeat Maltreatment [8.7%]; Maltreatment in Foster Care [1/78%]; Time to Reunification [68.5%]; Time to Adoption [18.9%]; and Stability of Foster Care Placements [80.9%].

**Quarterly Report (Annual Report Submitted Within 15 Calendar Days of End of Quarter 4 and Quarter 8).** DATE represents the end of quarter due date. DATE RECEIVED represents *date received* in ACF Regional Office.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>DATE:</b>	__/__/__	__/__/__	__/__/__	__/__/__
<b>DATE RECEIVED:</b>	__/__/__	__/__/__	__/__/__	__/__/__

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>DATE:</b>	__/__/__	__/__/__	__/__/__	__/__/__
<b>DATE RECEIVED:</b>	__/__/__	__/__/__	__/__/__	__/__/__

#### **Louisiana Quarterly Summary Comments**

- Progress on National Standards
- Issues/concerns affecting progress on National Standards
- Progress on PIP Outcomes, goals and action steps
- Issues/concerns affecting progress on PIP Outcomes, goals, action steps
- List of goals and action steps that were re-negotiated during the first four quarters

#### **ACF Regional Office Action Items/Comments on Quarterly/Annual Reports**

- Regional Office will

## PROGRESS ON NATIONAL STANDARDS

**REPEAT MALTREATMENT** ( $</= 6.1\%$ )  
**CFSR Finding (Baseline):** 8.7 % (2003)  
**Louisiana's Annual Goal:** 8.3 %  
**Louisiana's PIP Goal:** 7.8 %

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

**MALTREATMENT IN FOSTER CARE** ( $</= 0.57\%$ )  
**CFSR Finding (Baseline):** 1.78 % (2003)  
**Louisiana's Annual Goal:** 1.71 %  
**Louisiana's PIP Goal:** 1.64 %

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

**TIME TO ACHIEVE REUNIFICATION** ( $>/= 76.2 \%$ )

CFSR Finding (Baseline): 68.5 %

Louisiana's Annual Goal: 70.5 %

Louisiana's PIP Goal: 72.3 %

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

**TIME TO ACHIEVE ADOPTION** ( $>/= 32.0 \%$ )

CFSR Finding (Baseline): 18.9 %

Louisiana's Annual Goal: 20.35 %

Louisiana's PIP Goal: 21.8 %

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

**STABILITY OF FOSTER CARE PLACEMENTS** ( $>/= 86.7 \%$ )

CFSR Finding (Baseline): 80.9 %

Louisiana's Annual Goal: 82 %

Louisiana's PIP Goal: 85 %

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

## PROGRESS ON OUTCOMES

### SAFETY OUTCOME 1

CFSR Standard: 90.0 %

CFSR Case Review Finding (Baseline): Not In Substantial Conformity (87.2%)

Louisiana Data Annual Goal: 88.6%

Louisiana PIP Data Goal: 90%

Louisiana did not meet the two applicable National Standards (Repeat Maltreatment; and Maltreatment of Children in Foster Care).

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

### **Item 1 Timeliness of initiating investigations of reports of child maltreatment**

**CFSR Standard:** 85.0 %

**CFSR Case Review Finding (Baseline):** 69%

**Louisiana Data Annual Goal:** 70 %

**Louisiana PIP Data Goal:** 70.5 %

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

### **Item 2 Repeat maltreatment**

**CFSR Standard:** 85.0 %

**CFSR Case Review Finding (Baseline):** Strength (94%)

**Louisiana Annual Goal:**

**Louisiana PIP Goal:**

**Louisiana did not meet National Standard for Repeat Maltreatment.**

**SAFETY OUTCOME 2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES**

CFSR Standard:

90.0 %

CFSR Case Review Finding (Baseline):

Not in Substantial Conformity  
(83.3%)%

Louisiana Data Annual Goal:

85%

Louisiana PIP Data Goal:

87%

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

**Item 3 Services to family to protect child(ren) in home and prevent removal**

CFSR Standard:

85.0 %

CFSR Case Review Finding (Baseline):

79 %

Louisiana Data Annual Goal:

81 %

Louisiana PIP Data Goal:

84 %

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				X

**Item 4 Risk of harm to child(ren)**

CFSR Standard: 85.0 %  
CFSR Case Review Finding (Baseline): Strength (85%)  
Louisiana Annual Goal:  
Louisiana PIP Goal:

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING ARRANGEMENTS**

CFSR Standard: 90.0 %  
CFSR Case Review Finding (Baseline): Not In Substantial Conformity (63.3%)  
Louisiana Annual Goal: 65%  
Louisiana PIP Goal: 68%

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

**Item 5 Foster Care Re-entries**

CFSR Standard: 85.0 %  
CFSR Review Finding (Baseline): Strength (100%)  
Louisiana Annual Goal:  
Louisiana PIP Goal:

## **Item 6 Stability of Foster Care Placements**

<b>CFSR Standard:</b>	85.0 %
<b>CFSR Case Review Finding (Baseline):</b>	80.9 %
<b>Louisiana Data Annual Goal:</b>	82 %
<b>Louisiana PIP Data Goal:</b>	85 %

**Louisiana did not meet National Standard for Stability of Foster Care Placements  
>= 86.7%.**

## **Item 7 Permanency Goal for Child**

<b>CFSR Standard:</b>	85.0 %
<b>CFSR Case Review Finding (Baseline):</b>	80 %
<b>Louisiana Data Annual Goal:</b>	82 %
<b>Louisiana PIP Data Goal:</b>	84 %

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

## **Item 8 Reunification, Guardianship, or Permanent Placement with Relatives**

<b>CFSR Standard:</b>	85.0 %
<b>CFSR Case Review Finding (Baseline):</b>	100%
<b>Louisiana Annual Goal:</b>	
<b>Louisiana PIP Goal:</b>	

**Louisiana did not meet National Standard for Time to Reunification (>= 76.2%)**

### **Item 9 Adoption**

<b>CFSR Standard:</b>	85.0 %
<b>CFSR Case Review Finding (Baseline):</b>	33 %
<b>Louisiana Data Annual Goal:</b>	36 %
<b>Louisiana PIP Data Goal:</b>	39 %

**Louisiana did not meet National Standard for Time to Adoption (>/= 32.0%)**

### **Item 10 Permanency Goal of other planned living arrangement**

<b>CFSR Standard:</b>	85.0 %
<b>CFSR Case Review Finding (Baseline):</b>	69 %
<b>Louisiana Data Annual Goal:</b>	72 %
<b>Louisiana PIP Data Goal:</b>	74 %

	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
<b>GOAL</b>				

	<b>Quarter 5</b>	<b>Quarter 6</b>	<b>Quarter 7</b>	<b>Quarter 8</b>
<b>GOAL</b>				

**WELL BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN'S NEEDS**

CFSR Standard: 90.0 %  
CFSR Case Review Finding (Baseline): Not In Substantial Conformity (68.0%)  
Louisiana Annual Goal: 71%  
Louisiana PIP Goal: 74%

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

**Item 17      Needs and Services of child, Parents, Foster Parents**

CFSR Standard: 85.0 %  
CFSR Case Review Finding (Baseline): 72 %  
Louisiana Data Annual Goal: 74 %  
Louisiana PIP Data Goal: 76 %

**Item 18      Child and Family Involvement in Case Planning**

CFSR Standard: 85.0 %  
CFSR Case Review Finding (Baseline): 67 %  
Louisiana Data Annual Goal: 71 %  
Louisiana PIP Data Goal: 74 %

**Item 20      Worker Visits with Parents**

CFSR Standard: 85.0 %  
CFSR Case Review Finding (Baseline): 80 %  
Louisiana Data Annual Goal: 82 %  
Louisiana PIP Data Goal: 85 %

**WELL BEING OUTCOME 2: CHILDREN RECEIVE APPROPRIATE SERVICES TO MEET THEIR EDUCATIONAL NEEDS**

CFSR Standard: 90.0 %

CFSR Finding (Baseline): Not In Substantial Conformity (78.0%)

Louisiana Annual Goal: 80%

Louisiana PIP Goal: 83%

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

**Item 21      Educational Needs of the Child**

CFSR Standard: 90.0 %

CFSR Case Review Finding (Baseline): 78.0 %

Louisiana Data Annual Goal: 79.5 %

Louisiana PIP Data Goal: 82 %

**WELL BEING OUTCOME 3: CHILDREN RECEIVE ADEQUATE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS**

CFSR Standard: 90.0 %

CFSR Finding (Baseline): Not In Substantial Conformity (72.9%)

Louisiana Annual Goal: 74%

Louisiana PIP Goal: 76%

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				

**Item 23      Mental Health Needs of the Child**

CFSR Standard: 85.0 %

CFSR Case Review Finding (Baseline): 74.0 %

Louisiana Data Annual Goal: 76 %

Louisiana PIP Data Goal: 78 %

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>GOAL</b>				

	Quarter 5	Quarter 6	Quarter 7	Quarter 8
<b>GOAL</b>				