

OKLAHOMA

Department of Human Services



Child and Family Services Review Program Improvement Plan

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INTRODUCTION

The Oklahoma Department of Human Services (OKDHS) is the state agency designated to administer title IV-B and IV-E programs, the Child Abuse Prevention and Treatment Act (CAPTA), and the Chafee Foster Care Independence Program. OKDHS was established by the state legislature in 1936 and is an umbrella agency which currently includes the following state programs: Children and Family Services (Child Welfare), Family Support Services (TANF, Medicaid, food stamps), Developmental Disabilities Services, Child Care Licensing, Child Support Enforcement, and Aging Services. Services are provided statewide through offices serving all 77 counties. Oklahoma's child welfare program is accredited by the Council on Accreditation of Services for Families and Children, Inc. (COA).

This Program Improvement Plan (PIP) describes goals, objectives, strategies, steps and timetables for improving the responsiveness and effectiveness of Child Welfare services. Oklahoma's *Child and Family Services Review, Summary of Findings* (March 2002) as well as the *Statewide Assessment* (January 2002) served as primary resources for the identification of systemic strengths and needs. This plan addresses opportunities for improvement revealed by both assessments through a range of initiatives being undertaken by OKDHS and our service partners.

OKDHS ORGANIZATIONAL STRUCTURE

Child Welfare services are provided through two divisions of OKDHS, the Children and Family Services Division (CFSD) and the Field Operations Division (FOD). Both operate under the direction of the Department's Chief Operating Officer.

The CFSD is responsible for planning, program and policy development, training and all other child welfare administrative and management functions at the state level. The CFSD also directly supervises adoption field staff and manages the adoption program in the counties. CFSD responsibilities are carried out by State Office staff assigned to one of six program units as follow:

- **Administrative Services Unit (AS):** The AS Unit is responsible for the basic administrative support of the division including personnel and budget, contracts, benefits, fingerprinting, coordination

of services with Title XIX and Social Security and coordination of child welfare fiscal programs with the DHS Finance Division.

- **Adoptions, Research & Technology Unit (ART):** The ART Unit includes Adoption Services and Adoption Assistance, Building Analytical Capacity and Web Based Training for Supervisors Grants, and management of the child welfare information system (KIDS) including system development and maintenance, KIDS help desk, computer training, management reports and web support.
- **Continuous Quality Improvement Unit (CQI):** The CQI Unit is responsible for continuous quality improvement functions including program planning, policy development, child and family services reviews, title IV-E monitoring, provider training, staff development, scholarship programs and Department coordination with the Department of Education's Sooner Start early childhood intervention program.
- **Protection and Permanency Services Unit (PPS):** The PPS Unit is responsible for protection, prevention, treatment and permanency services, CPS appeals and management of the state's CAPTA plan.
- **Resource Unit (RU):** The Resource Unit is responsible for developing and maintaining placement resources including foster homes, shelters and community based residential services. The Resource Unit also coordinates residential and mental health placements.

The FOD is responsible for the delivery of OKDHS services in local communities. In addition to Child Welfare services, this includes eligibility determination, case planning and on-going support related to income, nutritional and housing assistance as well as adult protective services. The state is divided into six geographic regions which are administered by Area Directors (ADs). Within each Area are multiple County Offices managed by County Directors (CDs). Each Area has several Field Liaisons who are experts in Child Welfare policy and practice. These staff provide support and guidance to an assigned group of County offices on service delivery as well as personnel issues.

SUMMARY OF STATEWIDE ASSESSMENT

Oklahoma completed a comprehensive assessment of Child Welfare services during 2001 which was published in the *Child and Family Services Review Statewide Assessment*, dated January, 2002. The assessment integrated findings from over 75 site reviews assessing child and family realization of valued outcomes, interviews with over 1200 internal and external stakeholders in Child Welfare services, management reports generated by Oklahoma's statewide information system (KIDS) and numerous other information sources. This information was reviewed by Oklahoma's Child and Family Services Committee who assisted in the prioritization of needs and identified many recommendations for service improvement. This plan reflects their continued contributions to service refinement goals and strategies.

The Child and Family Services Committee identified the following *strengths* in Oklahoma's Child Welfare services:

- ◆ **Adoption Services:** Introduction of the "Swift" adoption program in January 1999 improved placements timeliness and increased the number of children realizing permanence through adoption by 250%. Contracted adoption supports (i.e. resource family assessments) are

considered to be of high quality. Adoption Subsidies have created options for many children and families for whom additional support was needed.

- ◆ **Continuous Quality Improvement:** Oklahoma has made a firm commitment to the ongoing improvement of child welfare services. The state implemented an outcome based assessment process incorporating many features of the federal CFSR in January 2001. Reviews are conducted in all 77 counties annually. Surveys assessing child, family providers and stakeholder experience and opinion regarding outcome realization are being distributed and used in service refinement. Data have been used as a focus of local and statewide service improvement activities.
- ◆ **Coordination of Services:** Stakeholders across the state uniformly indicate that the DHS county offices serve as a focal point of service planning; facilitating good communication and collaboration among local service partners.
- ◆ **Information System:** Oklahoma's State Administered Child Welfare Information System (KIDS) was the first SACWIS to be certified in the nation. It is a comprehensive electronic record developed and continually refined with the participation of Child Welfare staff.
- ◆ **Policy:** The State of Oklahoma has a strong policy base which integrates Child Welfare regulatory requirements with many best practices. Current policy is available to Child Welfare staff in all offices via the DHS Infonet and to citizens through the Internet at OKDHS.org.
- ◆ **Reunification Services:** Nearly 80% of children in out of home care achieve reunification within 12 months from removal from their home. The length of stay for custody children in care more than 10 days has been reduced by nearly 33% over the past 3 years.
- ◆ **Statewide Services:** The state's Child Welfare program is state administered. Standards and performance evaluations are consistent across all jurisdictions.
- ◆ **Training:** The DHS training program provides a comprehensive array of basic and advanced training for Child Welfare staff. It includes a CORE training program for new workers, academy training for new supervisors, and advanced training in specific areas of child welfare specialization for both supervisors and workers.

The Child and Family Services Committee identified the following *opportunities to improve Oklahoma Child Welfare services.*

- ◆ **Child Centered Focus:** An obstacle to the timely realization of permanence identified during the statewide assessment involved the continued persistence of reunification when families have not responded to treatment and continue to lack the capacity or resources essential to parenting. Several District Courts have expressed significant reservations regarding termination of parental rights, placing great emphasis on the rights of families. Gaining a statewide consensus to focus on the welfare of the child is viewed as a need that must be addressed if safety is to be ensured and permanence is to occur in a timely manner.
- ◆ **Child Death Rate:** Oklahoma is committed to the protection of all children in the state. The event of any child death from possible abuse and neglect is a matter of great concern. Oklahoma investigates all possible occurrences as a matter of child protection. The resulting child death rate (47 in SFY99; 48 in SFY00) is troubling, especially as compared to other states. Research indicates that Oklahoma's confirmation standards are significantly lower than other jurisdictions, contributing to an increased rate of finding.
- ◆ **Child Welfare Staff Retention:** Staff retention is identified as a primary need affecting many of the statewide assessment outcomes and systemic factors. Fifty percent of Child Welfare staff

have less than 2 years experience in the field with 23% having less than one. Achieving greater worker longevity is a critical component of future service improvement activities.

- ◆ **Collaboration with Stakeholders:** Oklahoma has, during the past year, implemented many activities to involve stakeholders in Child Welfare service assessment and planning. Stakeholder participation in state administered CFSR's, surveys and the Child and Family Services Committee has enriched the value and outcome of each activity. During the next year, the role of the CFSC will evolve to include a more active focus on planning for service improvement through participation in the review and refinement of the state's Child and Family Services Plan and Program Improvement Plan.
- ◆ **Coordination between Child Welfare and the Judiciary:** It is critical that gains continue to be realized in the collaborations between Child Welfare and the judiciary. Family connections and permanency are influenced significantly by the actions of the juvenile judges. Improved coordination of activities and expectations between Child Welfare staff and judges in several jurisdictions regarding child safety, timely realization of permanency and conformance with ICWA are urgent needs.
- ◆ **Effectiveness of Prevention Services:** Studies have revealed the need to significantly improve the effectiveness of prevention services. This need is being addressed through reassignment of case management responsibilities to private providers as well as clarified contractual expectations.
- ◆ **Engaging Families in Service Planning:** Families must be fully involved in all aspects of assessment and treatment planning to assure identification of factors contributing to presenting problems and to plan for their resolution. Parental attitudes toward intervention often present challenges that must be overcome to increase the responsiveness of services.
- ◆ **Health, Dental and Mental Health Services:** Access to health, dental and mental health services has consistently been identified as a significant need in state administered CFSR's as well as surveys. Physicians, dentists and mental health clinicians are not readily available in many locales across the state. Travel to geographically remote providers has been a great burden for families and providers. While reimbursement rates have been raised in recent years, the problem of locally available service providers persists.
- ◆ **ICWA Compliance and Tribal Relationships:** While Oklahoma has a long history of constructive relationships with the Tribes, there is an identified need to significantly improve the state's ICWA conformance. The Statewide Assessment identified inconsistent practices with regard to the early identification of Native American status, Tribal notification of hearings or the results of court proceedings, and efforts to secure culturally appropriate services. The Tribes have offered many constructive recommendations included in this report and in supplemental planning initiatives.
- ◆ **Parent Child Visitation:** The Statewide Assessment revealed many occasions in which family visitation had been limited to monthly supervised contacts as a result of work load constraints rather than family need. It is recognized that such occurrences create a significant emotional hardship as well as a barrier to reunification. Innovative options for promoting increased family contact have been prioritized as a need in program improvement activities.
- ◆ **Quality and Timeliness of Case Plans:** Many judges and families have expressed concern that services, goals, and responsibilities are not readily understandable in the current treatment plan format. The state's service improvement efforts will include a renewed focus on improving the clarity, responsiveness and timeliness of case plans.

- ◆ **Recruitment and Retention of Foster Parents:** In order to improve the stability and proximity of out of home placements, significant gains must be realized in foster parent recruitment and retention. Particular attention must be directed to expanding the racial and ethnic diversity of foster homes.

SUMMARY OF FEDERAL CFSR

Oklahoma participated in a Child and Family Service Review conducted in partnership with the U.S. Department of Health and Human Services Administration on Children and Families the week of March 18, 2002. The CFSR assessed outcomes realized by a random sample of 50 children and families located in three sites, Oklahoma County, Pottawatomie County and Cherokee County. The review also included an examination of systemic factors supporting the effectiveness of Child Welfare services. While OKDHS served as host, the CFSR assessed the impact of all Oklahoma stakeholders with a role in investigating, adjudicating and serving children and families regarding allegations of abuse and neglect.

The Federal CFSR affirmed findings of Oklahoma's Statewide Assessment; identifying both systemic strengths and opportunities for improvement. Oklahoma was found to fully conform with systemic factors related to statewide information systems, quality assurance, staff and provider training, community responsiveness and foster care licensing, recruitment and retention. The CFSR affirmed opportunities to improve case review practices as well as the array of services available to children and families.

Conformance findings for each CFSR outcome were:

- Children are first and foremost protected from abuse and neglect (80%).
- Children are safely maintained in their homes whenever possible (82%).
- Children have permanency and stability in their living situations (64%).
- The continuity of family relationships and connections is preserved (88%).
- Families have enhanced capacity to provide for their children's needs (70%).
- Children receive appropriate services to meet their educational needs (81%).
- Children receive adequate services to meet their physical and mental health needs(71%).

The following sections identify goals, objectives, strategies, steps and timetables for service improvement. These sections are inter-related. Identified goals correspond to CFSR outcomes while objectives relate to CFSR items. Strategies are service improvement initiatives undertaken to achieve improvements in outcome realization defined by goals. Timetables anticipate the intervals for various phases of activity implementation.

SERVICE OUTCOMES, GOALS and OBJECTIVES

OKDHS has collaborated with a wide variety of community partners to identify aggressive and obtainable targets for service improvement. The following reflects anticipated achievements within the next two years based on projected resources and service capacity. Conformance is influenced in some cases by plans for heightened standards (e.g. at S1 this plan anticipates introduction of revised policy expediting the completion of investigations and assessments regarding allegations of mistreatment while achieving improved conformance with timeliness guidelines). Each objective’s performance target integrates a stabilization period of six to twelve months, significantly affecting the scope of change achievable within the 2 year interval of the PIP.

Goals for service improvement are identified by bold font in shaded cells. Goals targeting improvement in safety outcomes are identified by the prefix “S”, goals promoting enhanced permanency outcomes are identified by the prefix “P”, well-being goals are identified by “WB” and goals promoting better systemic factor performance are identified by the prefix “SF”. Baseline data reports performance thresholds assessed during the federal CFSR conducted in March, 2002 when applicable to an objective unless otherwise indicated. Data Source identifies the origin of information that will be used to assess progress.

SAFETY

Goal	Objective	Goal	Objective	2002 Baseline	Data Source
Goal S1		By January 1, 2005, Oklahoma will achieve 84% conformance with the CFSR outcome “Children are first and foremost, protected from abuse and neglect”		80%	State CFSR
	Objective S1.1		By January 1, 2005, at least 75% investigations of reports of child maltreatment will be initiated timely.	71%	KIDS
	Objective S1.2		By January 1, 2005, no more than 9% of children with a previous confirmation will experience repeat maltreatment.	9.8%	KIDS
	Objective S1.3		By January 1, 2005, child abuse and neglect by foster care providers will occur with a prevalence of no more than 1%.	1.4%	KIDS
Goal S2		By January 1, 2005, Oklahoma will achieve 86% conformance with the CFSR outcome “Children are maintained in their own homes whenever possible and appropriate”		82%	State CFSR
	Objective S2.1		By January 1, 2005, at least 89% of families referred for OCS voluntary services will be contacted within 10 calendar days of intake staffing.	88%	Provider Reports

Objective S2.2	By January 1, 2005, the risk of harm will identified and addressed for at least 85% of children who remain in their own home following confirmation of maltreatment.	82%	State CFSR
Objective S2.3	By January 1, 2005, the risk of harm will be appropriately identified and addressed for at least 85% of children served.	82%	State CFSR

PERMANENCY

Goal	Objective	Goal	Objective	2002 Baseline	Data Source
Goal P1		By January 1, 2005, Oklahoma will achieve 70% conformance with the CFSR outcome “Children will have permanency and stability in their living situations”.		64%	State CFSR
Objective P1.1		By January 1, 2005, reentry into out of home placement will occur for no more than 12% of children reunified within the previous 12 months.		13.5%	KIDS
Objective P1.2		By January 1, 2005, 78% of children in out of home care for 12 months or less will have no more than two placement settings in the current out of home placement episode.		73.8%	KIDS
Objective P1.3		By January 1, 2005, TPR will be filed or an exception documented by the end of the 15th month of any 22 month interval of out of home care for at least 82% of children.		80%	KIDS
Objective P1.4		By January 1, 2005, at least 79% of children reunified will do so within 12 months of removal.		78.6%	KIDS
Objective P1.5		By January 1, 2005, 27% of children achieving a finalized adoption will have done so within 24 months of the latest removal.		25.5%	KIDS
Objective P1.6		By January 1, 2005, the average length of stay for children remaining in out-of-home care will be 23.0 months.*		24.2 months* (KIDS)	KIDS
Goal P2		By January 1, 2005, Oklahoma will achieve 90% conformance with the CFSR outcome “The continuity of family relationships and connections will be preserved for children”.		88%	State CFSR
Objective P2.1		By January 1, 2005, 94% of children in need of out of home care will be placed in close proximity to parents.		94%	State CFSR
Objective P2.2		By January 1, 2005, 95% of children will be placed with one or more siblings unless contrary to their needs or preferences.		95%	State CFSR
Objective P2.3		By January 1, 2005, 92% of children in out of home placement will visit their mother according to policy.		90%	State CFSR

Objective P2.4	By January 1, 2005, 30% of children in out of home placement will visit their father according to policy.	24%	State CFSR
Objective P2.5	By January 1, 2005, 75% of children in out of home placement will visit their siblings according to policy.	Not Available	State CFSR
Objective P2.6	By January 1, 2005, the connections of children to relatives, friends and cultural practices will be preserved for at least 85% of children in out of home placement.	83%	State CFSR
Objective P2.7	By January 1, 2005, reunification with the non-custodial parent will be considered for at least 35% of the children in out of home placement.	Not Available	State CFSR
Objective P2.8	By January 1, 2005, reunification with the maternal relatives will be considered for at least 77% of the children in out of home placement.	72%	State CFSR
Objective P2.9	By January 1, 2005, reunification with the paternal relatives will be considered for at least 35% of the children in out of home placement.	Not Available	State CFSR

*State definition excludes short term removals; Federal measure is median length of stay.

WELL-BEING

Goal	Objective	Goal	Objective	2002 Baseline	Data Source
Goal WB1		By January 1, 2005, Oklahoma will achieve 75% conformance with the CFSR outcome “Families will have enhanced capacity to provide for their children’s needs”		70%	State CFSR
	Objective WB1.1		By January 1, 2005, the needs of at least 80% of children and families will be appropriately assessed, identified and addressed.	78%	State CFSR
	Objective WB1.2		By January 1, 2005, at least 70% of children and families will be actively involved in case planning.	60%	State CFSR
	Objective WB1.3		By January 1, 2005, at least 84% of children will participate in visits with their worker focused on case planning, safety and well-being on a schedule consistent with policy and the child’s needs.	82%	State CFSR
	Objective WB1.4		By January 1, 2005, at least 80% of mothers will participate in visits with their worker focused on case planning, safety and well-being on a schedule consistent with policy and the mother’s needs.	78%	State CFSR

Objective WB1.5	By January 1, 2005, at least 30% of fathers will participate in visits with their worker focused on case planning, safety and well-being on a schedule consistent with policy and the father's needs.	Not Available	State CFSR
Goal WB2	By January 1, 2005, Oklahoma will achieve 84% conformance with the CFSR outcome "Children will receive appropriate services to meet their educational needs".	81%	State CFSR
Objective WB2.1	By January 1, 2005, the educational needs of at least 84% of children served will be appropriately addressed.	81%	State CFSR
Goal WB3	By January 1, 2005, Oklahoma will achieve 75% conformance with the CFSR outcome "Children will receive adequate services to meet their physical and mental health needs".	71%	State CFSR
Objective WB3.1	By January 1, 2005, the physical health needs of at least 80% of children served will be assessed and addressed.	77%	State CFSR
Objective WB3.2	By January 1, 2005, the mental health needs of at least 76% of children served will be assessed and addressed.	74%	State CFSR

SYSTEMIC FACTORS

Goal	Objective	Goal	Objective	2002 Baseline	Data Source
Goal SF1		Procedural safeguards assure timely completion of case planning with families, periodic review by the court, and timely realization of permanence.		Does Not Conform	
Objective SF1.1		By January 1, 2005, a permanency hearing will be documented annually for at least 90% of children in custody for one year or more.		Not Available	KIDS
Objective SF1.2		By January 1, 2005, at least 75% of foster and pre-adoptive parents and relative care givers will receive timely notice of court hearings.		Not Available	Customer Survey
Goal SF2		Staff have skills necessary for their jobs.		Conforms	
Objective SF2.1		By January 1, 2005, 60 % of Child Welfare Specialists will have 2 or more years of experience in the field.		50% (OKDHS KIDS data)	KIDS
Goal SF3		Needed services are accessible to children and families.		Does Not Conform	
Objective SF3.1		By January 1, 2005, proximity will not be a barrier to the availability of any service identified in the Individual Service Plan of at least 70% of families.		Not Available	State CFSR

Goal SF4	The heritage and needs of Native Americans are addressed through the coordinated support of OKDHS and their tribe(s).	Conforms	
Objective SF4.1	By January 1, 2005, at least 75% of tribal representatives surveyed will report satisfaction with their partnership with OKDHS.	Not Available	Tribal Survey
Goal SF5	A diverse array of foster and adoptive care resources are readily available to children.	Conforms	
Objective SF5.1	By January 1, 2005, there will exist a ratio of 1 foster home for every 1.5 children needing foster care placement.	Not Available	KIDS
Objective SF5.2	By January 1, 2005, the number of resource families available to provide foster care or adoption services will increase to 5266.	Not Available	KIDS
Objective SF5.3	By January 1, 2005, at least 40% of resource families will identify themselves as a racial identity other than white.	36% (OKDHS KIDS data)	KIDS
Objective SF5.4	By January 1, 2005, at least 18% of resource families will identify themselves as Native American.	14% (OKDHS KIDS data)	KIDS
Objective SF5.5	By January 1, 2005, at least 3% of resource families will be fluent in Spanish.	Not Available	KIDS
Objective SF5.6	By January 1, 2005, at least 65% of non-kin foster parents who have had at least one child placed during the previous 12 months will have been approved for 2 or more years.	Not Available	KIDS

SERVICE IMPROVEMENT STRATEGIES

The following strategies and steps are being implemented on a statewide basis to improve service responsiveness. Strategies describe broad initiatives to improve service quality. Their intended affect is identified in the right column. Strategies typically impact multiple objectives. Those anticipated to be most influenced are identified in the corresponding column. The implementation date of each strategy is identified in the relevant column as the latest of the dates identified for initiation of it's related activities. Information pertaining to strategies appears in bold text in shaded cells.

Steps are specific actions taken to achieve a strategy. Offices responsible for implementing various phases of each activity are identified in the right column. The referenced Unit Administrator will serve as the primary contact for activities. They, as well as other staff involved in PIP implementation, appear in OKDHS and CFSD organizational charts included as the final elements of this plan. The projected implementation date of each activity is identified in the corresponding column. Information related to activities appears in clear cells in italicized font. Activities are identified in alphabetic sequence under the headings of safety, permanency, well-being and systemic factors.

Seven activities have been identified as critical to the improvement of Child Welfare services. These steps are identified by bold italicized script and include:

- *revising policies and practices for screening allegations of maltreatment,*
- *revising policies and procedures related to prioritizing allegations of maltreatment and investigating complaints,*
- *simplifying the individual service plan and implementing protocols to increase family involvement in plan development,*
- *implementing protocols to increase family (especially absent fathers) and tribal involvement in all aspects of service delivery,*
- *developing and implementing a supervisory case review protocol incorporating CFSR values and expectations,*
- *developing and implementing a peer case review which integrates the expectations of the supervisory review, and*
- *developing and implementing county specific plans to increase resource availability.*

SAFETY

Strategies	Steps	Impacts Objectives	Projected Implementation	Intended Effects	Responsible Party
Increase the consistency of prioritization and response to allegations of maltreatment.		S1.1, 2	October 1, 2003	Increase timeliness and thoroughness of response to reports of maltreatment through appropriate prioritization of need and resources. Revised protocols will influence child safety in all services.	
<i>a</i>	<i>Review, revise, train, implement and monitor protocols relating to acceptance of reports of maltreatment.</i>		<i>October 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, PPS Unit, Protective Services (review, revise, train and monitor)</i> • <i>NRC on Child Maltreatment (consult)</i> • <i>FOD, Child Welfare Staff (implement)</i> 	
<i>b</i>	<i>Review, revise, train, implement and monitor policy and protocols relating to prioritization of reports of maltreatment and response time frames.</i>		<i>October 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, PPS Unit, Protective Services (review, revise, train, monitor)</i> • <i>NRC on Child Maltreatment (consult)</i> • <i>CFSD, CQI Unit, Training Services (train)</i> • <i>CFSD, ARTU, Technology Services (KIDS enhancements)</i> • <i>FOD, CW staff (review, revise, implement)</i> 	
Increase the consistency of findings of maltreatment by foster care providers and identify actions that can lower the risk.		S1.3	October 1, 2003	More accurately differentiate contractual violations from findings of maltreatment; identify and address potential risk to children. Procedures will promote child safety and the continuity of placements.	

c	<i>Research past years confirmations of foster parent maltreatment and, as appropriate, train staff conducting investigations on procedures to appropriately distinguish contractual infractions from findings of abuse or neglect.</i>		<i>October 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, PPS Unit, Protective Services (research, train)</i> • <i>CFSD, RU, Foster Care Services (research)</i> • <i>FOD, CW Staff (implement)</i>
Increase the consistency and use of safety assessment protocols, safety planning and voluntary service referrals for children in their own homes.		S2.1-3 WB1.1	March 1, 2004	Increase safety and provide services that address risk and reduce repeat maltreatment through coordinated prevention services. Safety protocols will influence the quality and success of in-home services. Transfer of prevention service responsibility will promote child safety through contractor increased visitation requirements and structured intervention. OKDHS staff reallocation will enhance service capacity.
d	<i>Implement and monitor the transfer of voluntary services responsibility to Oklahoma Children's Services (OCS) contractors.</i>		<i>January 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, PPS Unit, OCS Services (contract)</i> • <i>FOD, CW Staff (monitor)</i> • <i>OCS Providers (implement)</i>
e	<i>Review, revise, train, implement, and monitor Risk/Safety Assessment and Safety Planning instruments and procedures.</i>		<i>March 1, 2004</i>	<ul style="list-style-type: none"> • <i>CFSD, PPS Unit, Protective Services (review, revise, train, monitor)</i> • <i>NRC on Child Maltreatment (consult)</i> • <i>CFSD, CQI Unit, Training Services (train)</i> • <i>CFSD, ARTU, Technology Services (software enhancements)</i> • <i>FOD, Area and County Staff (implement)</i> • <i>CFSD, CQI Unit, Service Evaluation (evaluate)</i>

PERMANENCY

Strategies	Steps	Impacts Objectives	Projected Implementation	Intended Effects	Responsible Party
Increase successful reunification of families.		S1.2 P1.1, 4, 6 P2.6, 7 WB1.1, 2	March 1, 2004	Increase CW staff and provider capacity to identify, address and resolve potential risks to the safety, permanency and well-being of children in order to avoid initial or repeat maltreatment. Reunification protocols will influence the quality and success of in-home services.	
<i>a</i>	<i>Pilot, refine, train, implement, and continually assess, through family and stakeholder involvement, a reunification protocol which includes risk and safety assessment, provision of services, and monitoring of the family.</i>		<i>March 1, 2004</i>	<ul style="list-style-type: none"> • <i>CFSD, PPS Unit, Permanency Services (refine, train, assess)</i> • <i>CFSD, CQI Unit, Training Services (train)</i> • <i>FOD, CW Staff (pilot, implement, assess)</i> 	
<i>b</i>	<i>Examine and refine contractual expectations for non-voluntary reunification services, train contract and liaison staff, implement and continually assess outcomes for families.</i>		<i>September 1, 2003</i>	<ul style="list-style-type: none"> • <i>NRC, Foster Care and Permanency Planning Services (consult)</i> • <i>CFSD, PPS Unit, OCS Services (train, support, modify)</i> • <i>FOD, CW Staff (implement and assess)</i> 	
<i>c</i>	<i>Pilot, refine, train, implement and continually evaluate, (through input from contractors, Child Welfare staff, families receiving services and enhanced data collection) a new OCS model of service provision, the ecobehavioral model.</i>		<i>July 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, PPS Unit, Permanency Services (train, support, refine)</i> • <i>OCS Independent Evaluation Team (assess)</i> • <i>FOD, CW Staff (implement, assess)</i> 	

Increase the timeliness of permanency for children.		SF1.1, 2 P1.1, 3, 4, 6 P2.1-9 WB 1.1, 2 WB 2.1 WB 3.1, 2	October 1, 2003	Implement consistent practices in all counties which engage families in assessment, planning and service provision leading to reunification or promoting timely adoption. Efforts to fully engage families in all elements of service planning, implementation and review will improve service effectiveness, reunification time frames and the on-going success of in-home services.
<i>d</i>	<i>Establish, publish and train staff on appropriate time frames for initial consultation, 1st Criteria Staffing, referral to contractor for child profile and resource assessment, submission for adoption authorization and placement, and adoption finalization for foster, relative and kinship adoptions.</i>		<i>May 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, ARTU, Adoption Services (establish, publish, implement)</i> • <i>CFSD, PPS Unit, Permanency Services (establish, publish)</i> • <i>FOD, CW Staff (implement)</i>
<i>e</i>	<i>Identify and resolve barriers to timeliness and documentation of permanency hearings.</i>		<i>July 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, PPS Unit, Permanency Services (identify)</i> • <i>FOD, CW Staff (identify, resolve)</i>
<i>f</i>	<i>Pilot, refine, train, implement and continually assess a simplified version of the individualized service plan and protocols to fully engage families in plan development.</i>		<i>October 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, PPS Unit, Permanency Services (refine, train and assess)</i> • <i>CFSD, CQI Unit, Training Services (train)</i> • <i>FOD CW Staff (pilot, implement, assess)</i>

WELL-BEING

Strategies	<i>Steps</i>	Impacts Objectives	Projected Implementation	Intended Effects	<i>Responsible Party</i>
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<p>Maintain connections and relationships for children through increased involvement of relatives, especially fathers and paternal relatives, and tribes, when applicable.</p>	<p>P1.1, 4 P2.1-9 WB1.1, 2, 4, 5</p>	<p>July 1, 2003</p>	<p>Implement consistent practices which insure that children benefit from the participation of parents (esp. fathers), relatives and tribes (when applicable) in all aspects of visitation, planning and service delivery. Increased involvement of families and tribes will influence the success of in-home, reunification and out-of- home services.</p>	
<p><i>a</i></p>	<p><i>Develop, implement, support and monitor a diligent search capacity (through specialized training, hiring of personnel or contract) to locate relatives, especially fathers.</i></p>		<p><i>April 1, 2003</i></p>	<ul style="list-style-type: none"> • <i>CFSD, PPS Unit, Permanency Services (develop, support, monitor)</i> • <i>FOD, CW Staff (implement)</i>
<p><i>b</i></p>	<p>Create, support, codify and implement recommendations of a task force dedicated to improving the involvement of fathers, relatives and tribes (when applicable).</p>		<p><i>July 1, 2003</i></p>	<ul style="list-style-type: none"> • <i>CFSD, PPS Unit, Permanency Services (create & support task force, codify)</i> • <i>FOD, CW Staff (participate on task force, implement)</i> • <i>Tribes and other Stakeholders (participate on task force)</i> • <i>NRC, Foster Care and Permanency Planning (consult)</i>
<p>Increase the stability and benefit of educational services.</p>	<p>WB 2.1</p>		<p>Promote child participation in and benefit from educational services. Improving the continuity and responsiveness of educational supports will influence the success of all services.</p>	
<p><i>c</i></p>	<p><i>Research and replicate foster parenting practices promoting educational achievement.</i></p>		<p><i>October 1, 2003</i></p>	<ul style="list-style-type: none"> • <i>University of Oklahoma (research)</i> • <i>CFSC, RU, Foster Care Services (assess, revise policies, training)</i> • <i>NRC for Youth Services (train)</i> • <i>Foster Parents (replicate)</i>

d	<i>Clarify roles of OKDHS and Tribal school based service workers and improve collaboration with Child Welfare workers to integrate efforts and enhance educational planning, effect and stability.</i>		<i>April 1, 2003</i>	<ul style="list-style-type: none"> • <i>FOD State Office (assess, train)</i> • <i>FOD CW staff (collaborate, implement)</i>
Increase child and family access to medical, dental and mental health services.		WB3.1, 2	January 1, 2005	Increase availability of professional services to children and families. Improved access will impact the quality and success of in-home and out-of-home services.
e	<i>Inventory and publish an electronic directory of all available medical, dental and mental health providers in each county.</i>		<i>April 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, CQI Unit, Health Services (inventory, publish resource directory)</i> • <i>CFSD, ART Unit, Web support (support web design)</i> • <i>OK Health Care Authority (resource identification)</i> • <i>OK Department of Health (resource identification)</i> • <i>Tribes (resource identification)</i> • <i>FOD, County Director, CW staff (update and use resource directory)</i>
f	<i>Develop, implement and replicate successful procedures for County Directors and staff to recruit health, mental health and dental providers.</i>		<i>June 1, 2003</i>	<ul style="list-style-type: none"> • <i>FOD, State Office (identify expectations and incentives)</i> • <i>FOD, County Directors and staff (recruit resources)</i>
g	<i>Routinely conduct physical and mental health screenings and evaluations of children during intervals of shelter care.</i>		<i>April 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, CQI Unit, Health Services (explore, recommend)</i> • <i>CFSD, RU, Shelter Services (implement)</i>

h	Develop, train and implement procedures for children in out of home placement to receive outpatient behavioral health assessment and counseling.		September 1, 2003	<ul style="list-style-type: none"> • CFSD, RU (identify, inform) • CFSD, PPS Unit, Permanency Services (revise policy) • FOD, CW staff (implement) • OK Foundation for Medical Quality (monitor, prior authorize)
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SYSTEMIC FACTORS

Strategies	Steps	Impacts Objectives	Projected Implementation	Intended Effects	Responsible Party
	Increase the capacity of County offices to identify local strengths and needs, plan for service improvement and assess service outcomes.	All Objectives	June 1, 2003	Expand local capacity to plan for service improvement, implement unique service improvement initiatives and monitor the impact of change activities on an on-going basis. County program improvement actions will influence the quality and success of all services.	
a	Require, develop, review, approve and support a program improvement plan by each county addressing the three most significant barriers to conformance with CFSR expectations.		July 1, 2003	<ul style="list-style-type: none"> • FOD, Director (require) • FOD, CD's (develop) • FOD, AD's (review and approve) • FOD, local CQI Coordinator (support) • CFSD, CQI Unit, Evaluation Services (assist, support) 	

<i>b</i>	Require, train, implement and support standardized supervisory case review incorporating CFSR values and expectations.		<i>April 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, CQI Unit, Evaluation Services (train and support)</i> • <i>FOD, CW Staff (implement, refine practice)</i>
<i>c</i>	Require, train, implement and support standardized peer case review incorporating CFSR values and expectations.		<i>July 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, CQI Unit, Evaluation Services (train and support)</i> • <i>FOD, CW Staff (implement, refine practice)</i>
<i>d</i>	<i>Train local managers and staff (via web) and implement results oriented management</i>		<i>April 1, 2003</i>	<ul style="list-style-type: none"> • <i>KU School of Social Work (curriculum development)</i> • <i>CFSD, CQI Unit, Training Services (training support)</i> • <i>FOD Director and Area Directors (require)</i> • <i>CW Staff (participate)</i>
<i>e</i>	<i>Inform, build relationships and develop incentives with courts and district attorneys to promote proceedings and decisions consistent with title IV-E and the Adoption and Safe Families Act.</i>		<i>July 1, 2003</i>	<ul style="list-style-type: none"> • <i>OKDHS Director and Executive Staff (Inform)</i> • <i>FOD, County Directors, CW staff (build relationships)</i> • <i>NRC on Legal and Judicial Issues (Collaborate re: developing incentives)</i>
<i>f</i>	<i>Develop and implement systems to recognize excellence in County team performance and the contributions of stakeholders.</i>		<i>June 1, 2003</i>	<ul style="list-style-type: none"> • <i>FOD, AD's and CD's (develop, implement)</i>
	Equip staff with values and skills to fully support child and family realization of safety, permanency and well-being.	All Objectives	April 1, 2003	Equip staff with values and skills necessary to protect children and promote the timely realization of permanence. Values and skills influence the quality of all services.

g	<i>Incorporate training on CFSR values and case review procedures in CORE , Supervisor and County Director Academies.</i>		<i>April 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, CQI Unit, Training Services, (Core and Supervisor Training)</i> • <i>FOD, State Office (County Director training)</i> • <i>FOD, CW staff (implement)</i>
Increase foster and adoptive resource home availability and diversity.		S1.3 P1.2 P2.1, 2, 5, 6 WB2.1 SF5.1-5	<i>July 1, 2003</i>	Increase availability of resource homes, ability to maintain siblings together, and capacity to place children in close proximity to their home community. Decrease placement disruptions, length of stay in emergency foster care, use of shelters and occurrence of child maltreatment in foster homes. Expansion of resource home capacity will influence the quality of out-of- home services, and through enhanced contiguity of relationships, the potential success of reunifications.
h	<i>Develop, implement, and monitor county foster care and adoption needs assessments and resource recruitment plans.</i>		<i>July 1, 2003</i>	<ul style="list-style-type: none"> • <i>FOD, CD (develop, implement)</i> • <i>CFSD, ARTU, Swift staff (develop, support, implement)</i>

i	<i>Develop, train staff, implement and analyze data that describes recruitment efforts and outcomes in order to target and replicate best practice initiatives.</i>		<i>April 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, RU, Foster Care Services (develop, train, analyze)</i> • <i>CFSD, ARTU, Adoptions Services (develop, train analyze)</i> • <i>NRC, Special Needs Adoptions (Consult)</i> • <i>NRC, Foster Care & Perm. Planning (Consult)</i> • <i>CFSD, ARTU, Technology Services (software, reports)</i> • <i>FOD, CW Staff (implement)</i> • <i>FOD, Area Recruitment Coordinator (analyze data locally, refine practice)</i>
j	<i>Develop, distribute, train, implement and monitor performance expectations which affirm the respect due foster parents (e.g. time frames to return calls, procedures and contacts for problem resolution, notice of and involvement in events involving children in their care such as service planning and hearings).</i>		<i>July 1, 2003</i>	<ul style="list-style-type: none"> • <i>FOD, CD's (develop, distribute, monitor)</i> • <i>FOD, CW Staff (implement, monitor)</i>
k	<i>Develop and support a foster care association and/or adoption parent support group for each county.</i>		<i>January 1, 2003</i>	<ul style="list-style-type: none"> • <i>FOD, CD's (promote, support, communicate)</i> • <i>CFSD, RU, Foster Care Services (support)</i>
l	<i>Apply for and participate in a best practices resource recruitment and training demonstration sponsored by the Casey Foundation.</i>		<i>October 1, 2002</i>	<ul style="list-style-type: none"> • <i>CFSD, RU, Foster Care Services (submit application, participate)</i> • <i>CFSD, ARTU, Adoption Services (Submit application, participate)</i> • <i>FOD, CW Staff (participate)</i>

<i>m</i>	<i>Evaluate and implement incentives for the development of TFC resources in close proximity to family homes.</i>		<i>July 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, RU, TFC Services (evaluate, implement)</i> • <i>TFC Providers (implement)</i>
Outcomes for Native American children and families will be achieved more frequently as a result of improved collaboration between OKDHS and Tribes.		SF4.1	June 1, 2003	Native American children in both state and tribal custody will receive culturally appropriate services and placements in a timely manner. The child's Tribal connections will be preserved. Cultural sensitivity and respect influence the quality and success of all services.
<i>n</i>	<i>Train staff, develop relationships and implement practices which promote a partnership between tribes and OKDHS in all elements of service delivery involving Native American youth.</i>		<i>May 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, RU, ICW services (train, promote relationships)</i> • <i>FOD, CW staff (partner with tribes)</i>
<i>o</i>	<i>Develop, train, implement and support case review systems to assess and influence Tribal performance in supporting realization of CFSR outcomes for children in Tribal custody.</i>		<i>July 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, RU, ICW Services (develop and, implement)</i> • <i>Tribes (participate and refine practice)</i>
<i>p</i>	<i>Develop, train, implement and monitor standardized Tribal reporting systems addressing OKDHS ICWA compliance in service provision to Native American children and families.</i>		<i>May 1, 2003</i>	<ul style="list-style-type: none"> • <i>CFSD, RU, ICW Services (develop, train, monitor)</i> • <i>FOD, CD's and CW Staff (refine practice)</i>
Increase staff retention.		All Objectives	December 1, 2003	Expand the number of workers and supervisors with significant experience and skills in Child Welfare practice. Staff experience and skills impact the quality and success of all services.
<i>q</i>	<i>Initiate, evaluate, refine and replicate, as appropriate, initiatives promoting worker longevity while maintaining productivity (e.g. telecommuting).</i>		<i>July 1, 2003</i>	<ul style="list-style-type: none"> • <i>FOD, AD's and CW staff (pilot)</i> • <i>FOD, Lead Retention Administrator (evaluate, distribute results)</i>

Decrease Child Welfare Specialist and Adoption Specialist workloads		All Objectives		Increase timeliness and responsiveness of services, promote staff retention. Excessive work load assignments impact the quality and success of all services.
<i>r</i>	<i>Submit a legislative budget request for additional FTE based on the results of a Child Welfare workload analysis.</i>		<i>July 1, 2003</i>	<ul style="list-style-type: none"> • <i>Chief Operating Officer (submit)</i> • <i>Legislature (fund)</i> • <i>FOD (allocate, select)</i>

Service Improvement Activity Timetables

The following details the time frames projected to implement service improvement steps referenced in Service Improvement Strategies. The description of each activity is abbreviated from the more complete description appearing in Service Improvement Strategies. Activities are cross referenced through their alphabetic identifiers.

SAFETY

Activities		Jan 03	Feb 03	Mar 03	Apr 03	May 03	Jun 03	Jul 03	Aug 03	Sep 03	Oct 03	Nov 03	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Jul 04	Aug 04	Sep 04	Oct 04	Nov 04	Dec 04												
		<i>a</i>	Revise maltreatment screening protocols	Review →			← Revise →			← Train →			← Implement & Monitor →						← Review & Refine →																		
<i>b</i>	Revise maltreatment prioritization procedures and investigation timelines	Review →			← Revise →			← Train →			← Implement & Monitor →						← Review & Refine →																				
<i>c</i>	Achieve consistency in investigations of alleged foster parent maltreatment	Review →			← Revise →			← Train →			← Implement & Monitor →						← Review & Refine →																				
<i>d</i>	Transfer responsibility for OCS voluntary services to contractors	Develop policy & assess →			← Revise →			← Monitor →																		← Review & Refine →											
<i>e</i>	Revise Risk/Safety Assessment and Safety Planning instruments and procedures	Review →			← Pilot →						← Revise →			← Train →			← Implement & Monitor →																				

PERMANENCY

Activities		Jan 03	Feb 03	Mar 03	Apr 03	May 03	Jun 03	Jul 03	Aug 03	Sep 03	Oct 03	Nov 03	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Jul 04	Aug 04	Sep 04	Oct 04	Nov 04	Dec 04												
		<i>a</i>	Implement a revised reunification protocol	Review →			← Pilot →						← Revise →			← Train →			← Implement →			← Monitor →															
<i>b</i>	Refine contractual expectations and guidance for non-voluntary OCS reunification services	← Refine contract →						← Train →			← Implement →						← Review & Refine →																				
<i>c</i>	Pilot ecobehavioral service model	← Pilot →			← Refine →			← Implement & Monitor →																		← Review & Refine →											
<i>d</i>	Establish and implement adoption benchmarks	← Train →			← Implement & Monitor →																		← Review & Refine →														
<i>e</i>	Resolve barriers to timeliness of permanency hearings	← Develop Plan →			← Train →			← Implement & Monitor →												← Review & Refine →																	
<i>f</i>	Implement simplified ISP and protocols for family involvement	← Pilot →			← Complete KIDS Enhancement / Train →						← Implement & Monitor →						← Review & Refine →																				

WELL-BEING

Activities		Jan 03	Feb 03	Mar 03	Apr 03	May 03	Jun 03	Jul 03	Aug 03	Sep 03	Oct 03	Nov 03	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Jul 04	Aug 04	Sep 04	Oct 04	Nov 04	Dec 04
a	<i>Improve diligent search capacity and procedures</i>	Develop Plan			Implement & Monitor												Review & Refine								
b	Increase family and tribal involvement with children	Develop Plan				Implement & Monitor												Review & Refine							
c	<i>Replicate foster parenting practices promoting educational achievement</i>	Research				Refine Policy & Train		Implement & Monitor						Review & Refine											
d	<i>Clarify roles and collaborate with DHS and Tribal school-based social workers</i>	Clarify Roles		Train and Collaborate												Review & Refine									
e	<i>Inventory and publish electronic directory of health, mental health & dental resources, etc.</i>	Inventory		Publish		Maintain & Update												Review & Refine							
f	<i>Implement incentives for recruitment of health, mental health & dental providers</i>	Develop Incentives				Implement Incentives												Review & Refine							
g	<i>Conduct physical and mental health exams at shelters</i>	Assess Options		Implement & Monitor												Review & Refine									
h	<i>Secure behavioral health services for children in out-of-home care</i>	Identify Resources		Revise Policy & Train				Implement & Monitor						Review & Refine											

Activities		Jan 03	Feb 03	Mar 03	Apr 03	May 03	Jun 03	Jul 03	Aug 03	Sep 03	Oct 03	Nov 03	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Jul 04	Aug 04	Sep 04	Oct 04	Nov 04	Dec 04
a	Develop, implement and monitor county program improvement plans	Develop					Implement & Monitor												Review & Refine						
b	Implement CFSR supervisory case reviews	Pilot		Implement & Monitor												Review & Refine									
c	Implement CFSR peer case reviews	Pilot					Implement & Monitor												Review & Refine						
d	<i>Use results oriented management to guide service delivery</i>	Train		Implement & Monitor												Review & Refine									
e	<i>Increase conformane with title IV-E and ASFA</i>	Inform & Build Relationships		Develop Incentives		Implement Incentives						Review & Refine													
f	<i>Implement systems to recognize outstanding performance by county staff and stakeholders</i>	Develop				Implement												Review & Refine							

SYSTEMIC FACTORS (Continued)

Activities		Jan 03	Feb 03	Mar 03	Apr 03	May 03	Jun 03	Jul 03	Aug 03	Sep 03	Oct 03	Nov 03	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Jul 04	Aug 04	Sep 04	Oct 04	Nov 04	Dec 04
g	<i>Incorporate CFSR training in CORE and Supervisory Academy</i>	Develop Curriculum			Implement												Review & Refine								
h	<i>Develop, implement & monitor county plans to increase foster and adoptive resources</i>	Develop						Implement & Monitor						Review & Revise											
i	<i>Implement standardized resource recruitment reporting system</i>	Train		Implement & Monitor												Review & Refine									
i	<i>Implement county specific expectations for foster care relations</i>	Develop Expectations		Train staff		Implement & Monitor												Review & Refine							
k	<i>Develop a foster care association for each county</i>	Develop & Support												Review & Refine											
l	<i>Participate in Casey Foundation recruitment demonstration</i>	Participate as Approved																							
n	<i>Implement contractual incentives for TFC recruitment of urban resources</i>	Develop						Implement & Monitor												Review & Refine					
n	<i>Develop viable partnerships between OKDHS and Tribes</i>	Develop ICW Plan			Implement and Monitor ICW Partnering Plan												Review & Refine								
o	<i>Assess and influence tribal performance in context of CFSR outcomes</i>	Develop		Train		Implement & Influence												Review & Refine							
o	<i>Implement system for tribes to report and influence OKDHS conformance with ICWA</i>	Develop	Train	Implement & Influence												Review & Refine									
q	<i>Research, field test, implement and support staff retention initiatives</i>	Pilot Telecommuting		Evaluate		Refine, Replicate & Field Test New Initiatives												Review & Refine							
r	<i>Expand staff resources</i>	Submit Request		Respond to Legislature		Allocate and Hire Positions as Funded																			

REPORTING PROGRESS

OKDHS will initially use two principal sources of information to assess and report the impact of PIP implementation on performance outcomes; the State Administered Child Welfare Information System (KIDS) and state administered CFSRs.

Objectives promoting quantitative change (growth or timeliness) typically reference KIDS as the data source to assess progress. State CFSR's serve as a primary information source for objectives related to qualitative improvements in services. The right column of Service Outcomes, Goals and Objectives identifies the data source to be used for each goal and objective.

Oklahoma implemented an outcome-based assessment process paralleling the federal CFSR in January, 2001. State CFSRs are conducted in each Area on a quarterly basis and in each county on an annual basis. Reviewers include staff from the CQI unit of CFSD, child welfare staff and supervisors and internal and external stakeholders. An intensive review of service outcomes, including records reviews and interviews with all parties, is completed for a random sample of 5 cases in each County during each review (100 children statewide per quarter). A focused review of safety outcomes is conducted with an additional 6 cases per County (125 children statewide per quarter). Data is entered in, scored by and aggregated through an electronic data base. Performance information is generated at the sub-item, item and outcome level using federal scoring formulas.

Oklahoma is implementing a supervisory and peer case review protocol as an element of the PIP. This process uses the same measures as state CFSRs. Performance will be assessed through review of KIDS entries. Comprehensive case reviews will assess conformance with all relevant CFSR items. Focused case reviews will assess conformance with CFSR items that relate to the three prioritized areas of service improvement targeted by each County's PIP. Each supervisor will complete a comprehensive review for one randomly selected case per worker per month and a focused case review for four randomly selected cases per worker per month. This schedule will result in the statewide completion of over 900 comprehensive and 3,600 focused case reviews per month.

Information from case reviews will serve as a foundation for supervisory coaching. In addition, data will be aggregated at the worker, supervisor, County, Area and State level on a weekly basis. This information will serve as a basis for assessing the status and results of County PIPs, propelling plan refinement as warranted.

A peer case review process will be introduced following field testing of the supervisory case review. Peer case reviews will be conducted by every Child Welfare worker with one or more years of experience and all Assistant County Directors, County Directors, Area Directors and all program staff in the Children and Family Services Division and Field Operations Division classified as Field Representative or higher. Each peer will complete a comprehensive review on one randomly selected case per quarter. Findings will be forwarded to the relevant worker and supervisor to guide practice. It is believed this process will have the collateral benefit of continually engaging a wide array of staff and managers in the CFSR process.

Oklahoma will continue to conduct state CFSRs following implementation of the supervisor and peer case review process. State CFSRs will assure the consistency of services and case reviews with federal expectations. Oklahoma will use both sources of information to internally assess the impact of

service improvement strategies. It is proposed that the state confer with federal partners in January, 2004 to determine whether there would be significant benefit in substituting case review data for state CFSR information in quarterly reports of progress.

Progress on activities noted in Service Improvement Strategies will also be reported on a quarterly basis. Progress will be benchmarked against the phases of activity completion anticipated in Service Improvement Activity Timetables for a given quarter. A concise narrative statement will describe, for each listed activity, what has occurred in the preceding quarter as well as any adjustments in schedule or strategy that might be required.

OKDHS will file a report describing the status of each uncompleted service improvement activity as well as statewide conformance with each approved PIP goal and objective on a quarterly basis. It is proposed that the quarters be January through March; April through June; July through September; and October through December. Reports will be filed on: May 15, 2003; August 15, 2003; November 17, 2003; February 17, 2004; May 15, 2004; August 15, 2004; November 1, 2004 and February 1, 2005. This schedule anticipates a six week interval for data assimilation following the completion of each designated quarter. OKDHS will cooperate with ACF officials to identify reporting requirements in the quarters immediately preceding the Child and Family Services Review to integrate the content of quarterly filings with that of the Statewide Assessment.

ACKNOWLEDGEMENTS

OKDHS is appreciative of the contributions of the many staff and community stakeholders who have selflessly dedicated their time, energy and talents in planning for and achieving improvement in the responsiveness of Child Welfare services. In particular, members of Oklahoma's Program Improvement Advisory Committee, Oklahoma's Child and Family Services Committee and Tribal representatives participating in the development, review and refinement of this plan are gratefully recognized.

CERTIFICATION

OKDHS certifies intent to implement all activities identified in this Program Improvement Plan and to achieve improvements in service outcomes defined by goals and objectives. OKDHS will advise the Children's Bureau and the Administration on Children and Families of any significant change in strategy and welcomes ongoing collaboration promoting continuous service improvement.

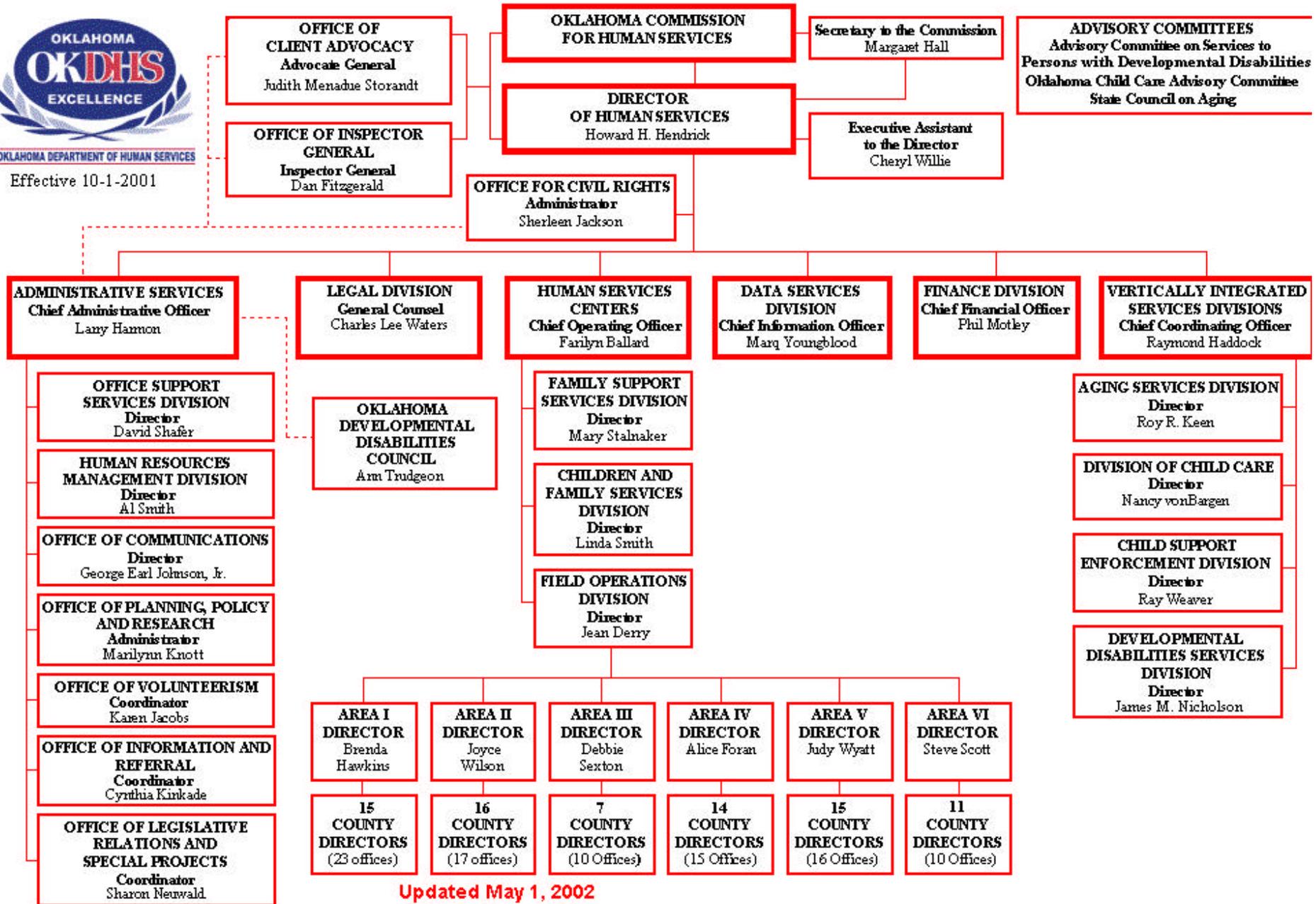
Farilyn Ballard
Chief Operating Officer
Oklahoma Department of Human Services

Date



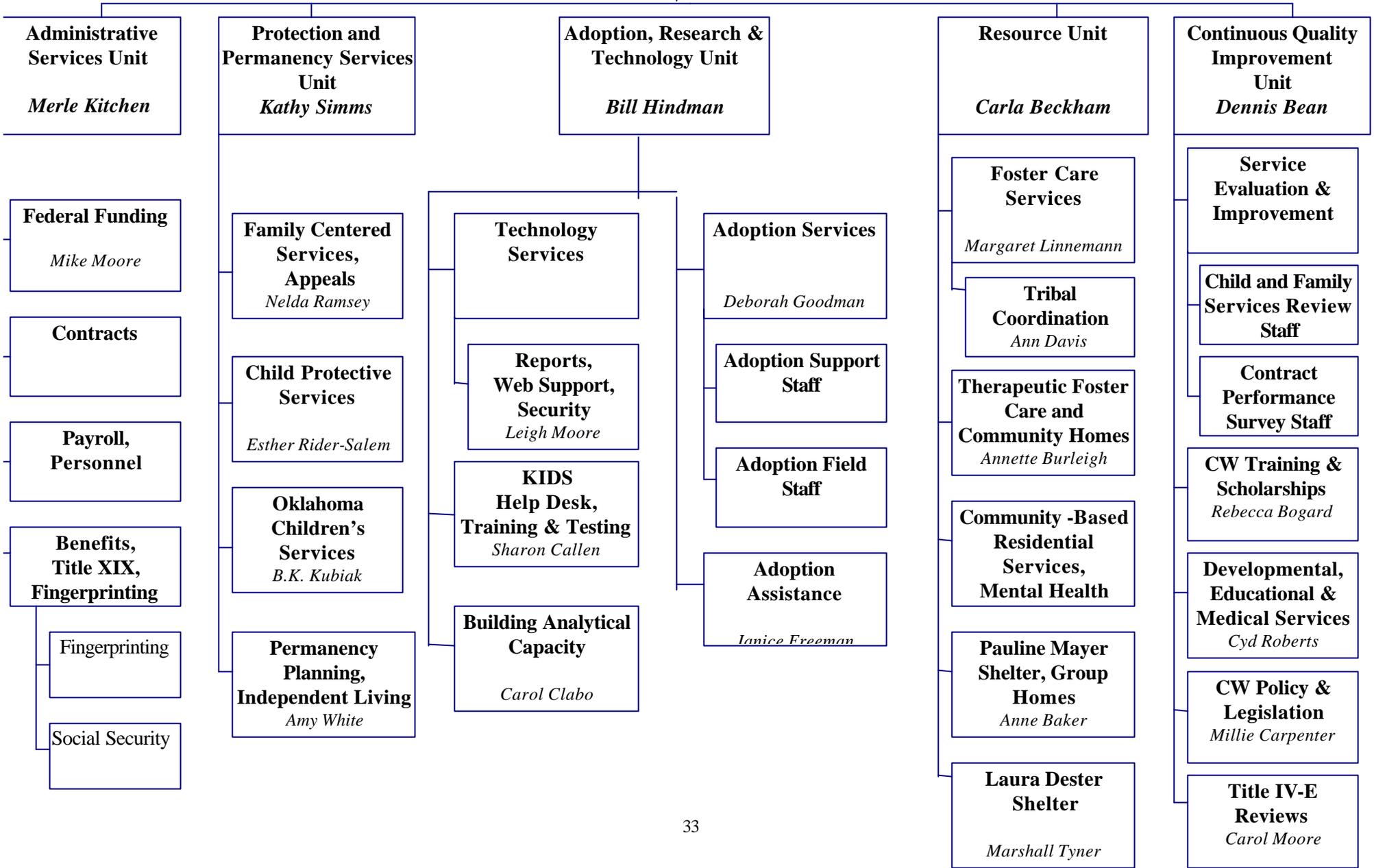
OKLAHOMA DEPARTMENT OF HUMAN SERVICES

Effective 10-1-2001



Updated May 1, 2002

OKDHS
Children and Family Services Division
Linda Smith, Director



OKDHS
Child Welfare
Case Review Overview

January 10, 2003

The Program Improvement Plan includes as a key component, implementation of a Case Review system to guide practice in the context of Child and Family Service Review (CFSR) expectations. This describes measures and procedures for this undertaking.

Instrument

Case Reviews use the State CFSR instrument as a foundation for assessment to promote consistency of effort and inform progress on service refinements anticipated in the PIP.

The State CFSR instrument replicates the outcomes and items of the federal CFSR. In order to promote inter-rater reliability and secure additional detail, an additional array of yes/no inquiries assessing Item conformance is included in the state process. The instrument is scored by entering yes, no or n/a under the relevant response in a program developed by Joe Murray of the CQI unit. The program computes Item and Outcome conformance based on formulas in the federal CFSR. The program also aggregates findings for individual clients into summary reports that “drill up” from discrete to group findings.

Training on the instrument takes approximately 1 day. Instruction has occurred with CW groups across the state since January, 2002. To date, approximately 65% of workers and all supervisors have completed the training. The balance are scheduled to participate in instruction by February, 2003. Training on CFSR values and the case review process is now included as a component of CW Core, CW Supervisory instruction and the County Director Academy.

The CFSR scoring instrument currently exists as a free standing Excel application. Efforts are underway to move the program into a network environment accessible by and through KIDS. This will significantly increase user accessibility as well as enable aggregation of data statewide. It is anticipated that resulting reports will allow analysis of outcome conformance at a levels ranging from an individual worker, supervisory group, county, Area and for the state. It is anticipated that results will be available to staff and managers in real time. Aggregated supervisory review data will serve as a resource for quarterly reporting to federal partners on PIP implementation once inter-rater reliability is achieved.

Procedure

Case Review will occur through two initiatives: Supervisory Review and Peer Review. Both initiatives will use the same instrument to assess and shape practice.

Supervisory Review

Supervisory Reviews are targeted at promoting consistency in the expectations and support provided workers with the goal of improving practice. It is proposed that Supervisory Reviews consist of both comprehensive and focused assessments of practice. Comprehensive reviews will involve the application of all CFSR questions relevant to a child. Focused Reviews will apply only those questions that directly correspond to the relevant County’s PIP. The time commitment for the later reviews is anticipated to be approximately 10 minutes per event.

Application of the full CFSR instrument will occur for 1 child in 1 case for each worker assigned to a supervisor per month. A focused review will occur for 1 child in each of 4 unique cases per worker per month.. Case identification will occur through random selection via KIDS. Supervisors will be notified electronically of each month's assignments.

Case Reviews will serve as a foundation for guiding supervisory support to workers. The CFSR instrument will provide a uniform structure and goal for current and ongoing coaching efforts.

Peer Reviews

Peer Reviews are targeted at increasing worker familiarity with performance expectations through direct participation in service assessment. It is anticipated that this experience will better equip staff with an understanding of practice principles guiding their own practice toward improved outcomes for children and families through evaluation of the work of peers. Peer Reviews will also serve as an administrative point of comparison with Supervisory Review findings. Significant variances will be addressed through independent assessment as determined appropriate.

Peer Reviews will be conducted by CW staff with one year of experience, County Directors, Assistant County Directors, CFSD Program staff and Field Operations staff following completion of training on the CFSR Case Review process. One case will be randomly assigned per quarter via KIDS to each eligible reviewer. A comprehensive review will be completed from the reviewer's desk via KIDS with input occurring through a network based program. Again, this will require the entry of yes, no and NA responses in a comprehensive assessment of client outcomes. Staff and supervisors will be electronically notified of case findings. The supervisor will review findings and coach CW staff as appropriate. It is proposed that peer reviewers be credited with 2 hours of training for each review completed.

Information Sources

Case Reviews be based exclusively on the information contained in KIDS at the time of the review. While this represents a deviation from the CFSR practice of considering evidence secured through interviews, a KIDS based review will serve to expedite each assessment and encourage appropriate case entries. Supervisory case reviews will also include phone contact with the listed placement provider to affirm the child's continued residency.

Affecting Change

It is proposed that Case Reviews serve as a principal structure for Supervisory support. Worker specific findings from peer and supervisory review will serve as foundation for on-going coaching and acknowledgment by their supervisor. In the same vein, findings related to supervisory groups will serve as the focus for goal setting with County Directors.

Implementation

All supervisors and staff will have had the opportunity to complete CFSR instruction by January, 2003. Supervisory Case Review procedures will be field tested outside of the network environment from January to March, 2003. Further field testing will occur through KIDS from April through June, when entries will become part of the permanent record. A work group consisting of Child Welfare Supervisors and program staff will assess field test experiences and address significant barriers. It is anticipated that supervisory reviews will then be fully implemented. The Peer Review process will be field tested immediately thereafter for three months, integrating changes proposed as a result of the Supervisory Review roll out.

OKDHS
County Service Improvement
and Resource Development Plan Overview

January 10, 2003

OKDHS is implementing a comprehensive plan for the improvement of Child Welfare services developed in collaboration with a wide range of stakeholders. The state Program Improvement Plan (PIP) describes goals and strategies for systemic change to increase the responsiveness and effectiveness of services provided children and families. A central component of that plan involves the development and implementation of county plans that are based on the unique strengths, resources and needs of each community. This provides an overview of County PIPs.

Overview

It is recognized that each community reflects a unique array of resources, relationships and needs. County PIPs build on local strengths, prioritize needs, establish goals and provide a frame work to coordinate the efforts of OKDHS and stakeholders to improve the availability and responsiveness of Child Welfare services. County plans are developed, implemented and monitored through collaboration with local stakeholders. County PIPs address two basic issues; program improvement and resource development. Each plan includes objectives and strategies to improve outcomes for children and families in three domains. Each plan also addresses the most significant resource development need for the community. County PIP objectives relate directly to objectives identified in the state PIP.

Format

County plans are prepared in the attached format. Each plan identifies persons with a significant role in plan design, targets for improvement, strategies to effect change and methods and intervals for review.

Review and Approval

County Directors are responsible for the completion, integrity, implementation, and refinement of the PIP in their county. Training on the principles, methods and expectations for county planning has been provided all County Directors as well as staff they have identified to serve in leadership roles. Ongoing support will be provided by the Children and Family Services Division (CFSD), Continuous Quality Improvement Unit as well as Child Welfare Field Liaisons (CWFLs) to assure the success of this undertaking.

County Plans will be submitted to the relevant Area Office by no later than May 1, 2003 for review and approval. Each plan will in turn be forwarded to the CFSD State Office for distribution to and approval by the Directors of Field Operations and CFSD.

Monitoring and Refinement

Each County Director assesses the impact of the county PIP on a monthly basis to determine whether initiatives are sustainable and are producing targeted results. Progress is summarized for each Calendar Year quarter . Summary data for each objective and strategy is forwarded to the respective Area office within 2 weeks of the conclusion of the respective quarter. CWFLs review findings and provide support when need is indicated. A staff designated by each Area summarizes major initiatives undertaken by the Area during the previous quarter and files this information with the Associate Director of Field Operations by the conclusion of the month following each calendar quarter. This information is in turn integrated in quarterly reports to federal partners regarding the implementation of Oklahoma's PIP.

Instructions for Completion of Child Welfare County Program Improvement and Resource Development Plan

November 19, 2002

Overview

County Plans identify targets and strategies to improve the responsiveness of Child Welfare services and expand resources available to children and families.

County Plans:

- **build on strengths.**
 - resource and practice assets are identified in the planning process and serve as a foundation for change.
- **are based on assessed need.**
 - plans prioritize and address at least three opportunities for program improvement.
 - plans prioritize and address at least one resource need.
- **engage staff and stakeholders in the identification of conditions sustaining current performance and strategies for change.**
 - staff and stakeholder involvement enriches plans and promotes ownership.
 - representatives from all CW units are included.
 - external stakeholders and representatives from other OKDHS Divisions with a role or stake in prioritized issue are involved.
- **identify current and desired performance.**
 - baseline performance information may be secured through County CFSR's, KIDS, Satisfaction Surveys, or other reports.
 - objectives for County service improvement correspond to those established in Oklahoma's Program Improvement Plan.
 - safety is addressed by at least one objective if identified as a need.
 - target performance reflects aggressive but achievable results.
 - change is incremental.
- **are based on "doable" strategies.**
 - essential activities are undertaken by parties to the plan.
 - plan is based on available or achievable resources.
 - plan activities are sustainable.
- **include measures to assess performance**
 - data needs to be available to plan participants on a monthly basis to inform practice.
 - advantages and limitations of various data options are weighted to determine which most effectively assesses targeted practice.
- **identify intervals to assess and refine, as necessary, objectives and strategies.**
 - review and refinement activities fully engage staff and stakeholders party to the plan.
 - quarterly or semi-annual reviews evaluate whether change practices are manageable and produce desired change.

- alternatives for refined practice are considered, tested and implemented as appropriate.

County Plan Format

- **County Core Planning and Review Team** consists of those persons who will serve in a coordinating role for the development and review of Program Improvement and Resource Development initiatives.
- **Comprehensive Review Dates RE: Activities and Results** refers to intervals (typically every 3 or 6 months) set by the county to formally assess whether the initiatives undertaken are manageable and whether they are producing desired results.
- **Primary Plan Monitors** are those people at the county level charged with collecting data for ongoing review. An Area staff (typically a CWFL) is also assigned responsibility to monitor the implementation and results of plan initiatives.
- **Review and Approval** identifies the support of persons responsible for developing and authorizing each County Plan.
- **Program Improvement Objectives** address three prioritized areas of need directed at Program Improvement. Program Improvement Objectives correspond to goals or objectives in the Oklahoma's PIP.
 - County Objective # is the numerical identifier of each County Program Improvement (PI-) Objective.
 - PIP Reference is the identifier of the objective in Oklahoma's PIP corresponding to the County Program Improvement Objective.
 - County Objective is the text of the relevant objective in Oklahoma's PIP modified to include County specific performance targets.
 - County Baseline is the current performance of the County with regard to the Program Improvement Objective.
 - Data Source (Measurement) is the origin of information to be used to assess baseline and objective performance.
- **Program Improvement Strategies and Steps** identifies actions to be undertaken to achieve results identified in County Objectives.
 - Objective PI- identifies the number and text of the objective addressed by a sequence of strategies and steps. A separate series of strategies and steps are completed for each objective.
 - Planning and Review Team includes those staff and external stakeholders who participated in the development of service improvement strategies relevant to each objective and will be involved in their ongoing review and refinement. Staff are identified by their name, title and unit or assignment (CPS, PPS) while external stakeholders are identified by their name and title most relevant to their affiliation with Child Welfare services.
 - Strategies are service improvement or resource development initiatives that require multiple steps for implementation.
 - Steps are specific actions directed at implementing a Strategy.
 - Projected Implementation is the date planned for the completion of strategies and steps.
 - Intended Effects are the expected results of the implementation of a strategy. They answer why we are doing this.
 - Responsible Party identifies the person or persons responsible for completion of a step.
- **Resource Development Objectives** identify the anticipated results of efforts to expand the availability or diversity of foster and adoptive homes.
 - Resource Development Objectives are identified by the prefix "RD".
 - Resource Development Objectives reflect the prioritization of assessed need.

- County Plans identify at least one Resource Development Objective. Resource Development objectives may or may not correspond to objectives in Oklahoma's PIP.
- **Resource Development Strategies and Steps** are presented in the same manner as Service Improvement Strategies and Steps.

County Plan Development, Approval, Review and Reporting Timetable

- The relevant County Director is responsible for the development, integrity, implementation, monitoring and refinement of a County Plan.
- County Plans are submitted to the relevant Area Director by **March 1, 2003** for review, comment and approval
- County Plans are submitted by the Area Director to Judith Atkinson, Field Operations Division, and Dennis Bean, Child and Family Services Division, for distribution, review, comment and approval by each Division Director/ designee by **April 1, 2003**.
- Strategies and steps anticipate implementation of County Plans by **May 1, 2003**.
- Primary Plan Monitors collect data regarding the status of each objective, strategy and step on a **monthly basis**.
- Performance on each objective, strategy and step is reviewed by County Core Planning and Review Teams **every 3 -6 months**.
- Performance on each objective, strategy and step is reported to and reviewed by the Area Plan Monitor **quarterly**.
- The Area Plan Monitor facilitates recognition of successful initiatives and provides support to the County as needed when strategies do not yield anticipated results.
- Each Area office aggregates data and reports results to Judith Atkinson, Field Operations Division and Dennis Bean, Children and Family Services Division, **within one month following the conclusion of each calendar quarter**.
- CFSD aggregates statewide results and files a report relevant to PIP implementation **within two months of the conclusion of each calendar quarter**.
- The County Director resubmits a revised plan to the relevant Area Director when there are changes in objectives or strategies. (Changes in Steps do not require a re-filing of the plan).

Customizing the PIP Form

- To remove unneeded rows: highlight the row(s) to be deleted by left clicking on the first cell in the row (if more than one row is to be removed, drag the pointer to the last cell of the last row to be removed); go to Table in the Word toolbar and select delete rows.
- To add a row: left click on the first cell in the row immediately below the position a row is to be inserted; go to Table in the Word toolbar; select add row. In order to add a row to the bottom of the chart, left click on the first cell in the last row, choose add a row through Table on the toolbar; highlight the last row; choose the cut function on the Word toolbar; move the cursor to the first cell in the newly added row; choose paste from the Word toolbar. The last row will not be available for entry.
- To shade cells in a row to identify a strategy: left click on the first cell in a row and drag to the right to highlight the entire row; select Format from the Word toolbar; Choose Borders and Shading from the drop down menu; select shading from the folder options; select 10% from the shading menu; then accept.

Program Improvement Plan

CY 2003 and 2004

_____ County

County Core Planning and Review Team

Staff:

External Stakeholders:

Comprehensive Review Dates RE: Activities and Results

Program Improvement:

Resource Development:

Primary Plan Monitors

Program Improvement:

County Monitor:

Area Monitor:

Resource Development

County Monitor:

Area Monitor:

Review and Approval

Submitted by:

County Director

Date:

Approved by:

Area Director

Date:

Approved by

CFSD Director

Date:

Approved by

FOD Director

Date:

PROGRAM IMPROVEMENT

Objective RD-2:
Planning and Review Team:

Strategies	<i>Steps</i>	Projected Implementation	Intended Effects	Responsible Party