



Pennsylvania Office of Children, Youth, and Families

Child and Family Services Review

Program Improvement Plan

June 2010

I. PIP General Information												
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State: Pennsylvania												
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State PIP Team Members* (name, title, organization) Listed below are the members of the PIP Leadership Team which is comprised of OCYF Leadership and the facilitators, and chairs for each of the PIP development subcommittees. The entire subcommittee that helped to develop the PIP includes over 200 stakeholders from across Pennsylvania.												
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10. Helaine Hornby, Vice-President, Hornby-Zeller Associates
11. Helen Cahalane, Principal Investigator, PA CWTP
12. Chuck Songer, Director, Pennsylvania Children and Youth Administrators Association
13. Brenda Lawrence, SWAN Program Administrator
14. Sandra Moore, Administrator, Administrative Office of Pennsylvania Courts
15. Maryrose McCarthy, Director, PA CWTP
16. Deb Mock, Practice Improvement Specialist, PA CWTP
17. Raheemah Shamsid-Deen Hampton, OCYF Southeast Regional Director
18. Jana Hitchcock, Curriculum Development, PA CWTP
19. Lisa Wilcox, Administrator, Sullivan County Children and Youth Services
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21. Wendy Unger, Practice Improvement Unit Lead, PA CWTP
22. James Biesecker, SWAN Senior Program Manager
23. William Browning, Administrator, Lackawanna County Children and Youth Services
24. Kerry Kimmick-Holmes, Court and Community Services Dir., Lackawanna CYS
25. Christina Fatzinger, Central Regional Team Supervisor, PA CWTP
26. David Mattern, Supervisor, Dauphin County Children and Youth Services
27. Annette Gross, MSW, Director of Placement Services, Wesley Spectrum Services
28. William Shutt, Assistant Executive Director, Family Care for Children and Youth, Inc.
29. Jennifer Caruso, Practice Improvement Specialist, PA CWTP
30. Bernadette Bianchi, Exec. Dir., PA Council of Child, Youth and Family Services
31. Mark Davis, Supervisor, SE OCYF Regional Office
32. Hope Rohde, Special Services Mgr, Dauphin County Children and Youth Services
33. Jeanne Schott, Program Development Specialist, PA CWTP
34. Terry Clark, Director of Division of Operations, Bureau of Policy, Programs, and Operations, OCYF

II. PIP Agreement Form (see previous PIP submission)

III. PIP Narrative

Plan Overview

Pennsylvania (PA) is committed to achieving lasting and positive change in the Child Welfare System. In an effort to do so, we evaluated the plan and approach that was used during the first round of the Child and Family Services Review (CFSR). While we successfully completed our first Program Improvement Plan (PIP), many of the findings from round one were the same in round two. While the round one PIP primarily focused on policy development and built an infrastructure for programming, we have taken a broader approach to addressing the areas of concern in the round two PIP. Our plan focuses on shifting the evaluation of practice from being compliance driven to focusing on continuous quality improvement through the implementation of established outcome-based indicators to measure progress. Furthermore, our self assessment findings, validated by the onsite review, revealed a clear and pressing need to make connections among the vast array of initiatives, programs, and models that are in place across the Commonwealth. Thus, many of our strategies build upon existing, promising approaches currently being implemented across the state. In the following sections, we will describe our approach to connecting these efforts to improve effectiveness and better utilization of available resources.

As indicated by the statewide self assessment and the findings from round two, PA's Child Welfare System has considerable strengths and has improved in significant ways since the last CFSR review in 2002; from the rapid expansion of county-driven quality improvement efforts to the increase of evidence-based practices and state supported initiatives. As a state, PA will continue to build upon its strengths, but this improvement plan will focus on implementation of change at the local level; an enhanced challenge to a county-administered, state-supervised Child Welfare System. We also recognize that sustaining positive and lasting change takes time. Therefore, many of the PIP strategies we are implementing will be carried over into PA's five-year plan so that we remain focused on continuing our efforts and monitoring the impact of these strategies on our outcomes. We worked to develop the PIP and five-year plan simultaneously with our stakeholders who were asked to identify strategies and actions steps that may carry over from the PIP to the five-year plan.

Historically, PA has rolled out a variety of statewide initiatives in the hopes of improving practice. PA's approach in this PIP implementation will include offering a variety of statewide initiatives that are available to all CCYAs. Examples of these statewide initiatives include the Safety Assessment and Management Process, Family Finding and roundtables for sharing best practice ideas. Due to the fact that CCYAs, just like families, have their own individual strengths, needs and dynamics, PA is encouraging counties to implement these statewide initiatives via an individualized approach that is most effective for each particular county. To support the counties implementation of such quality-based initiatives, PA has developed a new Continuous Quality Improvement (CQI) process, which will be one of the primary vehicles to drive change in PA. This CQI process will allow CCYAs to tailor their approach to incorporating statewide initiatives into practice, similar to how child welfare professionals, in

conjunction with the child/family, should tailor each individual child/family's plan. PA is voluntarily choosing to establish a process which is designed to connect existing discrete processes because it is believed that making these connections is necessary to sustaining positive change and a continuous quality improvement process will better allow us to monitor the effectiveness of all the strategies outlined in the PIP and even beyond PIP implementation.

PIP Implementation

Pennsylvania's approach to ensuring complete implementation of the PIP demonstrates our commitment to collaboration by utilizing the statewide Quality Improvement Committee to oversee the plan. Broad representation of statewide and local stakeholders makes up the membership of this committee. This approach will help ensure ownership of the plan and help maintain the necessary momentum to move change forward. Subcommittees will be established in all key areas to develop and manage solutions throughout the life of this plan.

This PIP is highlighted by several themes, which will frame our work as we move forward with implementation. These themes include: Quality Practice; Sustaining Change; Child, Youth and Family Engagement; Collaboration; Enhancing Assessments; and Timely Permanence. We developed the PIP matrix utilizing a logic model to help ensure strong connections between findings and desired outcomes. Pennsylvania used the seven CFSR outcomes related to Safety, Permanency, and Well-Being, as well as the Systemic Factors to center our strategies and link them to the findings. This approach acknowledged that adjustments to policy and training are only part of the solution. We have a full array of strategies and action steps related to each theme. The PIP matrix lists strategies related to each outcome, section by section, to better allow for measurement of how each strategy impacts the improvement of the corresponding outcome; yet, the strategies and action steps are interconnected and often build upon one another in an effort to lead to sustainable change. Therefore, many of the action steps included within one particular strategy, impact strategies within other sections of the PIP matrix. It is important to acknowledge the interconnectivity of these strategies, as one strategy's effectiveness can impact the effectiveness of other strategies. Our approach to improving outcomes through sustainable efforts should better assure our ability in improving outcomes for children, youth and families.

In addition to the utilization of the Quality Service Review (QSR) tool, part of PA's measurement of the effectiveness of specific statewide strategies and actions steps outlined in our PIP will be monitored through ongoing licensure of County Children and Youth Agencies (CCYAs). The required licensure inspection will occur annually, but there is the ability to conduct more frequent licensure reviews as needed. The licensure process allows CCYAs to develop a corrective action plan for those areas identified as needing improvement. CCYAs will be offered and encouraged to seek out technical assistance from the collaborative pool of technical assistance providers who are available to offer support, education and guidance. These corrective action plans will be utilized as part of an individual county's plan for monitoring their system's performance in improving outcomes for the children, youth and families that they serve.

In addition, the corrective actions plans will be monitored from a statewide perspective to determine trends related to those practice performance areas that need to improve statewide.

Pennsylvania will submit quarterly updates to the PIP matrix, as well as, semi-annual data reports during the two year PIP implementation period.

Quality Practice

Our foundational strategy for quality practice is implementation of the PA practice model. The practice model establishes the foundation for our continuous quality improvement efforts. These values and principles were developed through an extensive and collaborative process and will become the cornerstone of our efforts to improve outcomes for PA's children, youth, and families. Our child welfare values are:

Service Excellence: Continual efforts will be made to ensure all services and practices are of the highest quality;

Honesty: Showing integrity and principled behaviors, rooted in a shared mission, vision, values, in the way you treat others while recognizing our own biases and challenges;

Accountability: Working proactively to accept and promote responsibility for achieving positive outcomes for children, youth, and families;

Respect: Acknowledging the worth of every person, treating each with dignity, regard and consideration;

Engagement: Involvement of stakeholders, including youth and families throughout all phases of the Child Welfare System, from policy planning to case-related; and

Diversity: To acknowledge and embrace differences as a beneficial tool when engaging others.

These values are the foundation to our approach in working with children, youth, and families in PA. We will promote and celebrate these values in our continual efforts to improve safety, permanency, and well-being for PA's children, youth, and families. We believe how we do our work is as important as the work we do. As such, these values will be demonstrated in our practice principles. Our collaborative group of stakeholders will continue to further define our practice principles over the course of the next few months. Currently, PA's practice principles are outlined as the following:

Child, Youth, and Family Engagement

- We believe children, youth, and families are experts on themselves.
- We will ensure children, youth, and families are fully engaged/involved in all decisions impacting their life.
- We believe children, youth, and family input is vitally important and will be treated with respect and value.
- We will maintain and promote lifelong connections.
- We will ensure system planning and reforms are driven by children, youth, and families.

Strength-Based Approach

- We believe that every child, youth, and family has strengths and the capacity to change, grow and prosper.
- We believe that all children, youth, and families have intrinsic worth and we will assist them in utilizing their strengths to meet their needs.
- We believe all challenges have solutions grounded in family and community strengths.
- We believe every community has strengths and resources for children, youth, and families.
- We believe every child and youth deserves a safe, permanent, and nurturing family.

Collaboration/Integration

- We believe children, youth, and families are best served by agencies working together to provide a single, coordinated delivery system.
- We believe children, youth, and families are best served by agencies that create partnerships to guarantee the best possible, and most effective services to achieve optimal outcomes.
- We believe children, youth, and families are best served by a system that demonstrates a commitment to teamwork through inclusion and meaningful collaboration.

Cultural Awareness/Responsiveness

- We believe that cultures, beliefs and traditions are important and will be respected, valued, and celebrated.
- We will continue to pursue cultural competence for our work with children, youth, and families and ensure services are culturally relevant.
- We believe children, youth, and families are best served by a system that not only works with, but also respects and enhances their diversity.
- We will ensure community connections are maintained and all work with children, youth, and families is developmentally appropriate.

Staff Development

- We believe staff are a precious commodity and valuable resource.
- We believe children, youth, and families are best served by staff that are provided with the necessary resources, and opportunities for professional development.
- Staff who are competent, confident, and committed to families and their profession are more effective.
- We believe improving staff retention is essential to improving outcomes for children, youth, and families.
- We will ensure staff are prepared to work effectively with children, youth, and families in a solution-focused manner.

Organizational Commitment

- Organizations who model these principles and values achieve better outcomes for children, youth and families.
- We affirm that leadership must demonstrate a commitment to actualizing these values and principles.

- We believe systems must be inclusive and rely extensively on input from children, youth, and families.

These values and practice principles will provide the framework that supports quality practice in PA; and, therefore will be the foundation of how we evaluate our ability to improve outcomes for children, youth, families and communities through our Quality Service Reviews (QSRs) as part of our continuous quality improvement process. We believe that skilled child welfare professionals who exhibit the values outlined in our practice model will be better equipped and therefore better able to work with families.

Sustaining Change

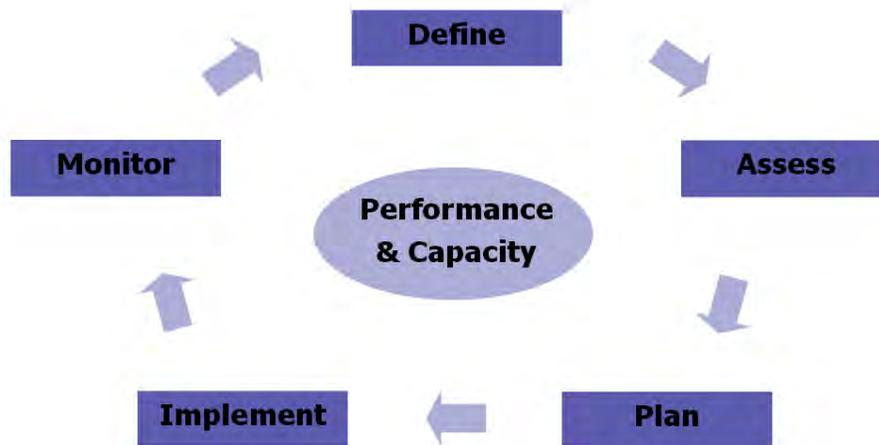
The CQI process will be foundationally based on our practice model and standards which define quality practice. Defining quality practice is a key component in shifting PA's quality improvement efforts away from compliance based requirements. We have learned that if quality practice isn't defined, it is too easy to fall back into a compliance based way of evaluating practice. Furthermore, we have learned that "true CQI goes beyond basic compliance and focuses on continuous learning about practice and outcomes" (Casey Family Programs, 2005). For quality practice to be internalized and exhibited at the local level, organizations will need to create an environment in which quality practice is supported. All organizational levels within the Child Welfare System, including state, county and private providers, will need to be committed to improving outcomes for children, youth and families and we must create a system to support this work. We believe that the CQI process being developed in PA will support staff in improving their practice which will ultimately lead to healthy children, youth and families.

Pennsylvania's efforts to implement a statewide CQI process represents a multi-year effort that is reflected in both the two year PIP and the five year IV-B plan. The development of a coherent, effective CQI process at the state and local level began with the Sustaining Change Workgroup who consulted with key state stakeholders and are receiving technical assistance from the Child Welfare Policy and Practice Group (CWPPG) to aid in the development of the CQI process, QSR tool, and how best to implement PA's practice model. Further aid in development of a PA-specific approach includes evaluation of other State's processes and tools. Key stakeholders traveled to Utah to participate in Utah's Quality Case Review to begin to identify which components of the process and of the case review tool would be considered for the development of PA's CQI process. Additionally, we are working with Human Systems and Outcomes, Inc. (HSO) and have conducted a pilot of the case review tool that HSO developed for Indiana and are receiving technical assistance to develop the PA-specific QSR tool which will also be piloted prior to Phase One of CQI.

Additional technical assistance is being requested from the National Resource Center on Organizational Improvement (NRCOI) to assist in implementing change at the local level and PA will also apply the technical assistance being provided by American Public Human Services Association's (APHSA) surrounding organizational effectiveness, which will guide the establishment of a "systematic and systemic approach to continuously improving an organization's performance, performance capacity and client

outcomes.”¹ Our CQI process will be strengthened by applying concepts outlined in APHSA’s DAPIM™ model. APHSA’s DAPIM™ model outlines five main steps: Define; Assess; Plan; Implement; and Monitor.

The *DAPIM*™ Model: A “Flywheel”



The DAPIM™ model visually depicted above will be the primary vehicle to effect positive change at the local level.

We will now outline how the Sustaining Change Workgroup has begun to define and support this systemic change by outlining PA’s approach to Continuous Quality Improvement process. Defining what a system seeks to improve in operational terms means engaging key stakeholders in discussion to strategically identify specific and meaningful issues that system partners are interested in improving. Once those issues are defined, the system then proceeds in assessing the current and desired state or situation. This requires the system to engage in thoughtful discussion about the current strengths and gaps the system has in order to reach the desired state. The locally driven assessment process will therefore be an inclusive process, as we have learned that the achievement of positive outcomes will only be realized when the full resources of a community is garnered. Through formal and informal means, the Commonwealth will support the counties’ ability to utilize existing data and other forms of assessment. This does not require the creation of additional assessments for counties, but rather streamlines existing forms of assessment that will better inform strategic decision-making and planning.

¹ American Public Human Services Association’s (APHSA) 2009 Organizational Effectiveness Handbook. 8/3/2010

The assessment process will lead to the planning process, which will also be an inclusive process, culminating in the completion of each county's County Improvement Plan (CIP), which will drive the Needs Based Plan and Budget (NBPB). The counties will be developing their own improvement plan based on mutually identified needs of the agency, community and system partners by engaging in a discussion to explore the root causes and possible remedies for the identified gaps. The discussion should lead to the development of commitments and plans that result in the desired improvements to address both rapid and long-term progress.

Successful implementation of these plans will require the county agency to engage key internal and external stakeholders who will actively support the implementation of both quick win action steps as well as the long term plans. Internal strategies will focus on enhancing overall quality assurance while emphasizing the role of the child welfare supervisor in improving outcomes. Externally, the counties will be supported during the implementation of their plan(s) through coordinated efforts of all those external entities providing technical assistance to the county. Work within the Sustaining Change Workgroup has already begun to better define how these technical assistance efforts can become more coordinated and there will continue to be state and local strategic planning sessions surrounding enhancing the coordination of these efforts.

Monitoring plan progress for accountability and on-going adjustments assists the county in determining the impact of the improvement effort. Re-adjustments of action steps and plans can also be developed as needed.² During this phase, the county will engage in monitoring activities that allow for evaluation and measurement of progress and impact. The evaluative process will be driven by both internal and external quality reviews. Externally, a PA-specific Quality Service Review (QSR) tool will be utilized to drive the evaluative process. Just as the federal review is a shared process between the state and federal governments, PA's QSR process will be an equally shared process between the state and the local community. Information gathered from the QSR process will include data that will then be applied to improve case specific outcomes while also providing data about agencies systemic issues. The external evaluative processes will validate and complement the internal quality improvement efforts. Internal quality improvement efforts will focus on integrating the evaluative results into daily practice in addition to building capacity to self evaluate. This improved structure and format will enhance the county's ability to support and manage systemic change resulting from the locally driven CQI processes.

In January 2010, a Quality Service Review pilot was conducted using the Indiana Department of Child Service's QSR instrument, an instrument developed in conjunction with HSO. The pilot of the Indiana Tool (March 2007 version) took place in Washington, York, and Philadelphia counties to assist PA in determining the strengths and areas needing refinement regarding both the process and the review tool. As a result of this pilot and the ongoing work of the Sustaining Change Workgroup and the Practice

² American Public Human Services Association's (APHSA) 2009 Organizational Effectiveness Handbook. 8/3/2010

Standards Committee, a PA specific tool will be developed in collaboration with HSO. The development of this tool will include a crosswalk of HSO's QSR design, the existing PA QSR and the CFSR tool. The draft PA specific QSR tool will then be piloted in Allegheny and Venango counties in May 2010. Following the pilot and in conjunction with ACF, PA will finalize the PA specific tool as well as the plan for the phased in statewide roll-out of the CQI process.

Full implementation of CQI will be conducted utilizing a phased-in approach across the Commonwealth over multiple years, beginning in October 2010. Implementation will be individualized for each county in collaboration with the regional OCYF staff and technical assistance providers/collaborators that support the county. Although the desired state of CQI is still being defined, implementation will likely have components of training surrounding the practice model, readiness reviews, and technical assistance to move counties and their statewide/regional collaborators through the phases of CQI. To better prepare for more collaborative work amongst various state agencies working with individual counties, there will be training provided to regional teams (inclusive of regionally based representatives from OCYF, CWTP, SWAN, AOPC, ABA, etc.) surrounding PA's practice model, strength-based solution focused interventions and organizational effectiveness efforts utilizing the DAPIM™ approach. In addition to the ongoing discussions that have been and will continue to occur with key stakeholders surrounding the development and implementation of PA's CQI process, OCYF will be disseminating guidance surrounding the CQI process.

Implementation of Phase One and part of Phase Two of the CQI process will occur during this two year PIP implementation. There will be six to eight counties, including Philadelphia County, included in Phase One. These six to eight counties will utilize the PA specific QSR tool to establish PA's PIP baseline during the first year of PIP implementation. Based on the analysis conducted by Hornby Zeller and Associates (HZA), a stratified sample of approximately 100 cases, with approximately 25% of the cases reviews occurring in Philadelphia, will be utilized to establish PA's PIP baseline. The six to eight counties in Phase One will not only provide the foundational data of the PIP baseline, but they will also be the counties we will report on throughout PIP implementation to show how the strategies and actions steps in PA's Program Improvement Plan have enhanced those areas needing improvement. In addition to monitoring the improvements made by the Phase One counties throughout PIP implementation, Phase Two will include the expansion of CQI within six to eight new counties. As outlined above, these six to eight new counties (and all subsequent counties phasing in CQI) will utilize the PA specific QSR based on the stratification of cases established by HZA. Although information gleaned from these QSR findings will be available for ACF review, these findings will not be applied to the measurements associated with the PIP baseline.

Pennsylvania is committed to taking a more comprehensive look at practice within the Child Welfare System by examining the assurance of both compliance and quality. Therefore, a crosswalk of the current compliance based licensing tools and the PA specific QSR tool will be completed to determine how the current licensing process can

be applied more effectively as a resource to improve outcomes for children, youth and families. The crosswalk of these tools and the finalization of a more streamlined compliance tool will be developed in conjunction with collaborative partners, including Phase One counties, with the ultimate sanctioning being completed by the DPW's Office of General Counsel. In addition to this crosswalk, public and private children and youth administrative regulations that need to be revised based on current CFSR findings will also be considered for incorporation, as needed, into the updated licensing tool.

Child, Youth and Family Engagement

Pennsylvania believes meaningful child, youth and family engagement throughout the time of involvement with the family is vital to improving child, youth and family outcomes. At the front end, an improved approach to include more meaningful family involvement through targeted assessments of strengths and needs should better result in more effective in-home service delivery leading to more improved identification of underlying issues and more meaningful service agreements that are owned by families and youth. Our overarching strategy will be rooted in our practice principle of child, youth and family engagement, that families are experts on themselves and meaningful involvement of the child, youth and family lends itself to more effective in-home service delivery. This should result in fewer children entering care, but when placement is necessary, that permanency is achieved in a timelier manner. Improved identification of the underlying issues and root causes of maltreatment will also reduce repeat maltreatment and the cyclical involvement of families with the Child Welfare System. Specific efforts to locate relatives and permanent connections through family finding techniques will be beneficial for all children, not just those children that are in placement.

Our strategies surrounding child, youth and family engagement are intended to provide a significant increase in the number of children, youth and families experiencing meaningful engagement throughout their involvement with the Child Welfare System. Furthermore, this principle supports the location of kin for children, youth, and families so that children and families can have life-long and lasting connections.

We recognize that there are a variety of approaches to engaging children, youth and families throughout the life of a case and we further acknowledge that engagement should be individualized based on each family's needs; therefore, counties will not be required to utilize a specific family engagement strategy as doing so would prescribe what each family needs instead of interventions/services being family-driven. Family engagement strategies, such as Family Group Decision Making, will be encouraged and counties will be expected to select and implement one of the many family engagement models which best meets the needs of the families in their local communities. PA will also develop and adopt its approach to engagement by further defining and building each professional's skills surrounding a teaming approach. In an attempt to better enhance our child/family engagement skills, PA will establish a teaming approach in which all parties providing support and services to a child/youth/family will meet regularly with the child, youth and family so that there can be collaborative discussions in which all parties can share ideas, develop strategies, and work collectively to plan

how to most effectively achieve outcomes to improve family functioning while also monitoring the effectiveness of the plan(s) to improve outcomes.

The establishment of a teaming approach will include an expectation that counties will need to ensure that they are regularly and meaningfully engaging key individuals who are providing support and services for a child and family, including the child and family, to form a working team that meets and plans together to support the family through a change process. In addition, the practice principle of the child, youth and family engagement will be a thread throughout all foundational curricula offered to child welfare professionals. Engagement is a key practice principle which is foundational to our practice model implementation and will therefore be evaluated through the QSR process.

While the majority of our engagement actions steps are included within the well-being section of the PIP matrix, child, youth and family engagement is further supported by the integral part that child/youth/family engagement plays in PA's Safety Assessment and Management Process, which requires the utilization of engagement practices throughout the life of a case. In conclusion, it is important to point out that all of the safety, permanency and well-being outcomes will be impacted through the utilization of positive and meaningful engagement.

Collaboration

Pennsylvania recognizes that successful collaboration requires successful communication. Successful collaboration, as outlined by Child Welfare League of America (CWLA), includes: 1) a willingness to have difficult conversations and hear critical feedback; 2) making room in the conversation for all parties; 3) a willingness to acknowledge and understand the power differential in conversations; 4) a willingness and ability to make change happen; 5) an ability to demonstrate those changes and sustain them over time; 6) a continuous inclusion of new members and broadening of the mission; 7) leading by example; 8) continuous self-reflection and interactive goal-setting; and 9) continuous commitment to the goal. These factors associated with successful collaboration will be applied in working with our key stakeholders and will be supported by our efforts for continuous quality improvement.

One of our key areas of focus will be sustaining our continued collaboration with the Courts. Much work is being done to solidify a strong, comprehensive and substantive administrative collaboration between the judicial and legislative branches that impact abused/neglected children. This collaboration is best demonstrated by PA's Children's Roundtable Initiative, the communication and planning structure for all Dependency Court Improvement efforts. At all levels of the Children's Roundtable Initiative, child welfare professionals and legal professionals are working to enhance the overall experience of children and families they serve by implementing strength-based, solution focused system change.

The State Roundtable identified two key documents needed to memorialize the commitment of the PA Courts to the children, families and community they serve along

with specific social service and court related practice reforms. The documents include the Mission and Guiding Principles for PA's Child Dependency System and the PA Judicial Dependency Benchbook. The practice reforms are crystallized in the ongoing PA Permanency Practice Initiative (PPI). Both documents, as well as the PPI, are consistent with PA's Practice Model.

The PA Judicial Dependency Benchbook will support many of the PIP strategies including, but not limited to, front-loading services, considerations for placement to ensure that siblings are placed together (and review of why siblings are unable to be placed together if so warranted), consideration for the least restrictive environment, compelling reasons, and consideration of kin to be identified as the most ideal placement resource. Specific items outlined in the Benchbook include: the Safety Assessment and Management Process; permanency and concurrent planning; Family Group Decision Making; siblings being placed together; children/youth remaining in their home school district whenever possible when in the child/youth's best interest; and expedited case reviews. The PA Judicial Dependency Benchbook will provide a comprehensive resource for Juvenile Dependency Court judges.

The PA Permanency Practice Initiative (PPI), which began with the implementation of Phase One in March 2009, also supports collaboration, as well as several of the strategies outlined within the permanency section of the PIP matrix. Components of PPI, which are strategies meant to improve timely permanence and reduce re-entry, include: Three month court reviews, Children's Roundtables (local leadership and oversight team), Common Pleas Case Management System Dependency Module, Family Finding, Family Group Decision Making, and Family Development Credentialing. PPI county staff, including the Dependency Court Judge and Child Welfare Administrator, are required to receive training in all practice areas of the initiative to better understand and in so doing, better lead local reform. PPI Phase One counties include: Allegheny, Blair, Butler, Carbon, Chester, Dauphin, Jefferson, Lackawanna, Lehigh, Northampton, Snyder, Venango, Washington and York. Phase Two of PPI is currently being implemented in the following counties: Forest, Warren, Armstrong, Cumberland, Adams, Indiana, Franklin, Fulton, Tioga, Bucks, Luzerne, Clinton and Montgomery. Phase Three of the PPI is anticipated to begin in late 2010, with counties yet to be selected, but PA is committed to continuing the dialogue that is already occurring to determine if Philadelphia County will be part of Phase Three.

In addition to the PPI efforts, the state roundtable is also looking at the need to engage all family members, especially fathers. A committee of the state roundtable will begin to explore best practices surrounding the need to improve efforts to engage fathers. The subcommittee will identify both national and statewide best practices and then provide a written report of recommendations to be shared with the state roundtable. At which time, best practices will be approved and disseminated to leadership roundtables to be shared with all county children and youth agencies (CCYAs) and local roundtables.

Another significant strategy outlined in the PIP matrix to address timely permanence will include a training plan for Guardian Ad Litem, which will be implemented and led by

the AOPC. Again, selected as a priority by the State Roundtable, a GAL training development committee is being assembled with the overarching goal of creating and implementing a comprehensive training curriculum for new and current GALs. This committee includes current GALs, Dependency Court Judges, and child welfare professionals and will rely heavily upon the pending Judicial Dependency Bench Book.

Another example of collaboration, in addition to those that have been outlined specific to the Courts, includes teaming with the Educational and Juvenile Law Centers regarding the development of a screening tool to assist in assessing whether the educational needs for children and youth are being met. OCYF will continue to meet with the PA Department of Education (PDE) on reviewing and resolving educational concerns. The Statewide Adoption and Permanency Network (SWAN) will also collaborate to provide web-based/videotaped training surrounding the Fostering Connections to Increasing Success and Adoptions Act, in the hopes of ensuring that local education agencies and child welfare professionals are working to collaboratively support the educational needs of children and youth.

Counties across the state currently demonstrate varying degrees of coordination between the child serving systems of child welfare and juvenile probation and therefore have different strengths and barriers to implementation of shared case responsibility. The Shared Case Responsibility bulletin, which details the roles and responsibilities of the partnership and management of shared cases, will be issued in order to improve collaboration between CCYAs and Juvenile Probation Offices (JPO). Regional conference calls will be held to identify county-specific needs, which will guide the technical assistance that will be provided.

In addition to the collaboration with AOPC, the Educational and Juvenile Law Centers, and JPOs, PA also plans to embark on the establishment of a more coordinated network of technical assistance providers. Pennsylvania is committed to enhancing the collaboration amongst: OCYF, CWTP, SWAN, AOPC and ABA. By establishing more coordinated communications and interventions amongst these entities, counties will receive a more comprehensive support network that will better allow them to enhance their practice. Establishment of this network of collaboration will begin with the gathering of statewide representatives from the above-referenced technical assistance providers in July 2010. The focus of this meeting will be to assess how best to plan for and implement a coordinated approach to providing technical assistance, surrounding our continuous quality improvement efforts, so that we can improve practice and sustain positive change in improving outcomes for children, youth, families and communities.

Additionally, Pennsylvania has a well established tradition of strong county-based, categorical human service programs. The mental health, child welfare, and juvenile justice systems have developed sophisticated and complex programs and many use state of the art practices. However, the systems invariably struggle to meet the needs of youth that are involved in multiple systems. Youth and their families have told us that they want the systems to work together, and to be genuine partners in their own treatment.

Collaboration with cross systems partners will be enhanced by the Pennsylvania System of Care Partnership which will develop systems of care in fifteen counties over the next six years to serve youth age 8-18 that have serious mental health needs and are involved in child welfare or juvenile justice, especially those that are in or at risk for residential placement. The System of Care Partnership will transform the current categorical and fragmented service delivery approach into a comprehensive community-oriented delivery system.

A State Leadership Team comprised equally of youth and family representatives and top officials from Mental Health, Child Welfare, Juvenile Justice, and the Governor's Commission on Youth and Families, will be responsible for the Pennsylvania System of Care Partnership. The Pennsylvania System of Care Partnership is a financing partnership as well as a structural and program partnership. Funds from the mental health, child welfare, and juvenile justice systems, as well as local resources, will be brought together to better serve and support multi-system youth and their families.

Equal youth, family and professional governance structures will also be established in the Partner Counties. The Youth and Family Training Institute will support, monitor, and evaluate the System of Care development in the counties. Fifteen counties will be identified over the six year grant period on the basis of need, commitment, and readiness and will establish the infrastructure to build systems that work together with the youth and family, integrate professional services, and utilize the natural supports that exist in the families and communities throughout Pennsylvania.

Enhancing Assessments

Our foundational strategy for enhancing assessments is to expand upon our state mandated assessments by providing resources and support to improve the quality of our assessment skills so that we can better assess underlying issues that are present with the children, youth and families involved with the Child Welfare System. Key action steps related to this theme can be found in the Safety and Well-being sections of the PIP matrix. The main strategies include: the release of the assessment and planning toolkit and facilitated discussion guide so that agencies can facilitate quality assessments of underlying issues when working with families and children; evaluating our early intervention screening for children 3 and under; the development of an educational screening tool to be used statewide that will be utilized to assess whether children/youth's educational needs are being met; and ongoing work with the National Resource Centers to assist with the implementation of the Safety Assessment and Management Process (SAMP).

The PA Safety Assessment and Management Process (SAMP) was developed in collaboration with the Action for Child Protection, Inc., National Resource Center for Child Protective Services (NRCCPS). The process will help move PA beyond incident-focused investigations, require greater engagement of all family members, and guide assessment of safety threats and caregiver protective capacities to improve safety planning. This process is grounded in our child welfare values and principles. With the

implementation of this new process comes a paradigm shift in safety assessment practice. Some of these paradigm shifts include: a shift from allegation-based investigation/assessment to an information-based, analytical approach; a shift from compliance-based Family Services Plans to change-based, individualized, behavioral-specific plans; and understanding that safety is the responsibility of all staff regardless of their role and function within an agency – that is, safety concepts and practice provide the focus for all interventions.

The purpose of SAMP is to assure that children are protected from harm. Safety assessments, conducted by child welfare professionals, are completed throughout the entire case process beginning with Child Protective Services (CPS) and/or General Protective Services (GPS) investigations/assessments through to case closure. The primary purpose of this process is to ensure that caregivers have the necessary protective capacity to protect the children in their care. The implementation of SAMP has been divided into four phases: In Home Safety Assessments, Out-of-Home Safety Assessments, Congregate Care Assessments and Older Youth Assessments.

In Home Safety Assessments are currently completed at every contact in conjunction with other assessments, including risk assessments. While risk assessments focus on the likelihood (chance, potential, or prospect) of future child maltreatment, In Home Safety Assessments focus on threats that are occurring now or in the near future. When conducting an In Home Safety Assessment, child welfare professionals gather information to determine whether or not there are active present or impending danger safety threats. Information that is gathered to inform safety threat identification is centralized around six assessment domains: type of maltreatment; nature of maltreatment – surrounding circumstances; child functioning; adult functioning; general parenting; and parenting discipline. Once threats are identified, child welfare professionals determine what protective capacities, which are currently either diminished or absent, need to be enhanced through services (detailed on the Family Service Plan) in order to mitigate the identified safety threats. Child welfare professionals then analyze the existing safety threats and protective capacities to determine the level of intervention needed to control the safety threats and to inform the safety decision. There are three safety decisions associated with the In Home Safety Assessment: Safe, Safe with a Comprehensive Safety Plan and Unsafe. The latter two decisions require the development of a safety plan inclusive of specific interventions that are available and immediately accessible to control identified threats. Once a safety plan is developed it is necessary to continue to monitor the plan for its effectiveness. When a child is determined to be unsafe in their own home, child welfare professionals are required to petition the court for custody and placement in an out-of-home setting.

The Out-of-Home Safety Assessment and Management Process was developed by the Out-of-Home Care Committee, a partnership between county caseworkers and supervisors, staff from OCYF and the CWTP, private provider representatives, and Action for Child Protection, Inc. NRCCPS. The counties and private provider representatives involved with the development and who are the most familiar with the

process will also serve as our innovation zones. These innovation zones (Elk, Philadelphia, Montgomery, Bucks, Berks, Chester, Cambria, and Crawford counties) will not only test the effectiveness of the process but also aid in any necessary clarification of policy and practice guidelines which have been created to support Out-of-Home Safety Assessments. Following the efforts with the innovation zone counties, focus will shift to preparing and training the remaining county safety leads. The training of county safety leads will be provided by CWTP with the support of OCYF and the Out-of-Home Care Committee. County safety leads, as with the implementation of the In Home Safety Assessment process, will then train all of the direct service professionals. This implementation model works to ensure that the expertise is contained within the county.

When a child is placed in an out-of-home setting, it is still necessary to assess safety. Out-of-Home Safety Assessments, also conducted at every contact, are completed to determine if the child is safe in the out-of-home setting. The process of completing an Out-of-Home Safety Assessment parallels In Home Safety Assessments. Child welfare professionals gather information on four of the six information domains: child functioning, adult functioning, general parenting and parenting discipline. When information is gathered effectively there should not be any information pertaining to the other two information domains; type of maltreatment and nature of maltreatment. As opposed to safety threats, the Out-of-Home Safety Assessment includes safety indicators. Child welfare professionals assess whether or not each indicator is positive, concerning or negative and then completes an analysis of information to reach one of two safety decisions: safe or unsafe. The analysis also helps to determine if additional supports may be needed for the child or out-of-home caregiver/family members.

Even though a child is placed in an out-of-home setting, it is still necessary for child welfare professionals to complete In-Home Safety Assessments. These are completed as if the child was in the home to determine if the conditions that caused the safety threats are still active or if enough change has occurred (e.g. enhanced protective capacities) to eliminate the safety threat or to allow for a in-home safety plan. SAMP reinforces the practice of planned reunification. This practice includes engaging the in home caregivers to understand what needs to happen to have their children returned home and then to identify supports and/or safety interventions that could be put in place to help caregiver's and children once they are returned home. Emphasis on planned reunification should lower the number of children who re-enter care since the underlying causes of the safety threats have been addressed.

An integral part of Out-of-Home SAMP is quality visitation between the child welfare professional and child and the out-of-home caregivers/family. Frequent, quality visits, help the child welfare professional to engage the child and out-of-home caregivers and to gather information needed to ensure the child remains safe and his/her well-being needs are met. The information gathered is also critical to reduce the likelihood that the child will be abused/neglected in the out-of-home setting. Quality visitation action steps are outlined in the Well-being section of the logic model matrix. Key action steps associated with this strategy surround consultation with the NRC regarding identification of evidenced based practices related to quality visitation, surveying counties to gather

information related to caseworker visitation, and the development of a field guide based on these recommended practices. The information related to quality visitation will be rolled out in conjunction with the Out-of-Home Safety Assessment and the monitoring of this implementation will be measured through QSRs. It is also important to note that there will be further development of a field guide to expand the concepts surrounding quality visits with children who remain in their own home with their caregivers.

The final two phases of the implementation of SAMP relate to assessing children and youth in congregate care settings and assessing the safety of older youth. Prior to implementation of these types of assessments, consultation from Action for Child Protection, Inc. NRCCPS and the NRC for Youth Development will take place to determine the best methods for conducting these types of assessments. It is logical that the framework identified in both the In Home and Out-of-Home Safety Assessments (information gathering, assessment, analysis, decision-making and planning) will also apply to congregate care and older youth safety assessments, but during PIP implementation, the strategies pertaining to assessment of children/youth in congregate care and assessment of safety for older youth will include technical assistance consultation to gather recommendations.

Each phase of SAMP is reliant on good social work practice and is congruent with family-centered and strength-based, solution-focused practice. Child welfare professionals need to be able to engage family members and supports, and other systems and community partners. Supervisors play a vital role in SAMP, as they play a critical role in ensuring that enough information is gathered, regardless of the type of assessment, to make informed decisions about child safety, the need for placement, and to determine if a child can be reunified. Supervisors also play a vital role in ensuring that the necessary protective capacities and any moderate or high risk factors are addressed in the Family Service Plan and/or Child's Permanency Plan. This oversight works to guide reunification efforts and other casework decisions. In addition, the supervisor helps to clarify for the worker the policies, procedures, and related intervals provided by OCYF for each component of SAMP. Supervisory support sessions will be held regionally to support supervisors and their workers in the implementation of SAMP, including technical assistance surrounding practice examples shared by supervisors.

In conclusion, it is important to reiterate that PA's SAMP will have a direct correlation to improving our safety outcomes; furthermore, it is believed that SAMP will impact Well-Being outcomes as well, as this practice includes the utilization of engagement strategies, enhanced assessments that focus on reported allegations as well as underlying issues, the caregiver's protective capacities and the safety analysis which leads to a safety decision and ultimately connects to effective service planning and appropriate service interventions to mitigate safety threats.

Due to the implementation of the new SAMP, PA plans to conduct further research and evaluation to assure that the approach to assessing safety supports the current Risk Assessment practice. We are committed to doing an independent review of the

application of SAMP to identify strengths as well as any gaps in the practice of assessing the child's safety (including the information gathering, assessment, analysis, decision making, and/or planning) so that PA can strengthen the quality of the Safety Assessment process. This independent review may take a closer look at the Risk Assessment process and whether based on the new process, Risk Assessment is still something that should be considered, or whether risk assessment is something that is currently engrained in the expanded and revised SAMP.

Pennsylvania is also looking at ways that caseworkers and supervisors can gain greater insight into underlying issues that children, youth and families are facing. Therefore, in addition to the state mandated assessment tools (Safety Assessment, Risk Assessment, and Ages and Stages Screening tools), we will be releasing a variety of supplemental and user-friendly screening tools, that can be utilized throughout the life of a case, which will guide child welfare professionals in gathering additional information about children, youth and families. The hope is that these tools will provide more comprehensive information about the child, youth and family circumstances so that child welfare professionals, in collaboration with the family and other service providers, can more effectively and efficiently plan to address all areas of need so that the family can receive appropriate services that will lead to safe case closure.

Timely Permanence

Our approach to improving the timeliness of permanence relies on the engagement of all stakeholders within the Legal and Child Welfare Systems. We acknowledge that the achievement of positive permanency efforts requires the meaningful collaboration between child welfare agencies in cooperation with other partners including the Courts and the other partners within the child welfare community, as well as the children, youth and families being served. Key action steps outlined in the PIP matrix include: development of training for Guardians ad Litem; county specific increases in the frequency of Court reviews; providing training on Family Finding; expanding the use of paralegals; promoting the effective use of SWAN services; and establishing policy and best practice surrounding permanency planning and concurrent planning.

The approach to establishing timely and appropriate goals and achieving permanence will be supported by strategies that occur throughout the life of a case. For example, reentry is a well-identified area of concern for PA. One of our key strategies to reduce reentry is ensuring that we address the underlying issues of children, youth, and families. The strategy of addressing underlying issues is primarily housed in safety and well-being, but is connected to safely reducing the number of children/youth returning to our system. Furthermore, while the permanency section of the PIP matrix outlines several Court specific strategies surrounding the establishment of timely and appropriate goals, many of the family engagement and assessment strategies outlined in the logic model will also play an integral role in establishing appropriate goals in a timely manner. By engaging families and collaborating with service providers working with the family throughout the life of a case, all key players will partner on a consistent and ongoing basis to identify the safety threats, underlying issues, and service needs

that are present; consequently, the team will be better positioned to identify appropriate goals in a timelier manner.

Concurrent planning is one aspect of strong permanency planning which PA has also built strategies around. While implementation of concurrent planning will be phased in across the state, legal and child welfare professionals will be trained in and expected to follow permanency best practices such as:

- Frontloading services to parents and families;
- Up front action in cases to lay the groundwork for any permanency outcome (such as collecting necessary documents);
- Full disclosure to parents from agency and courts;
- Finding absent parents;
- Working with parents to engage extended family; and
- Training these professionals about their roles and responsibilities to ensure permanency for children.

Our approach to improving timely permanence through effective concurrent planning begins with establishing policy and best practice related to permanency planning and concurrent planning to include statewide training, technical assistance, and transfer of learning. We will be receiving technical assistance from the National Resource Center for Permanency and Family Connections and the National Resource Center on Legal and Judicial Issues to assist in: framing concurrent planning within permanency planning for policy development, reviewing current concurrent planning curriculum and suggesting revisions, providing guidance specific to county implementation of concurrent planning in a state-supervised/county-administered state, assisting in identification of training and implementation strategies that are successful with the courts, and identifying resources and ways to evaluate the effectiveness of the practice.

We will convene a multi-disciplinary workgroup that will begin by surveying stakeholders including public and private child welfare agencies, the courts, youth, birth parents and resource families to determine how concurrent planning is currently being defined and implemented and what barriers exist. The results of the survey and national research will inform our policy development and training revisions. A critical piece of this will be the development and implementation of trainings/TA/TOL for members of the legal system regarding the roles and responsibilities of the Courts in the concurrent planning process. Once the policy and trainings are finalized, we plan to proceed with statewide implementation of Concurrent Planning.

Pennsylvania was one of six states selected to participate in the National Governor's Association Center for Best Practices Policy Academy on Safely Reducing the Number of Children in Foster Care which aims to reduce the number of children in care, decrease the length of stay for those in care, improve permanency outcomes, and create a plan for sustaining these efforts. The Policy Academy offers state teams, made up of representatives from governors' offices, state child welfare agencies, other relevant state and local agencies and stakeholders, the opportunity to work with national

and state experts to improve outcomes for children and youth who come to the attention of the Child Welfare System. Participating states are expected to:

- Improve their understanding of the state's child welfare data trends and what drives those trends (i.e. re-entry rates, timely establishment and achievement of permanency);
- Improve collaboration among mental health, substance abuse, child welfare and other systems;
- Develop a plan that identifies outcomes the system wants to achieve and strategies for achieving them, specific action steps with timelines for moving forward and a plan for tracking progress and measuring success; and
- Identify new, increased or redirected funding to support and sustain this work.

Pennsylvania identified the following goals for NGA: Increase safety, reduce reliance on out-of-home care, improve permanency, and reduce re-entry. The following strategies were identified to achieve these goals: strategic decision-making, Family Group Decision Making, Family Finding, increasing community supports and programs by implementing an ideal service array, and continued partnership with PA courts.

The American Bar Association's (ABA) PA Barriers to Permanency Project continues to work with county judges, hearing masters, solicitors, county administrators and county staff to improve legal outcomes specific to their county. The project assists CCYAs in identifying barriers to timely and successful placement and achievement of court ordered permanency goals. Each participating county agrees to participate in the project for two years and also has the option of requesting an extension of services for up to one year. Of the original 14 counties who agreed to participate in this project, 13 counties have completed the project and have reported improved outcomes from their involvement with the project.

The most significant improvement was an average reduction of the amount of time children spent in foster care in those counties that participated in the project. On average, in the 13 counties that completed the project, length of stay in foster care was reduced by eight months. Other important outcomes that were reported include, but are not limited to, the following:

- a reduction in the number of children who re-enter foster care;
- a reduction in the number of children who re-enter foster care;
- clarification on the identification of appropriate permanency goals for children;
- increased use of diligent search methods; and
- an increase in education and training opportunities for agency staff.

The number of counties involved with the ABA Barriers to Permanency Project will expand during PIP implementation. In addition, there will also be an expansion of the number of counties utilizing paralegals as part of the Legal Services initiative (LSI).

Other strategies outlined in the PIP also include efficient utilization of SWAN units of service to enhance timely permanence. These units of service include:

- Child Profiles – a comprehensive summary of the child’s history based on the review and assessment of the child’s life that is completed to assist in identifying a permanent family, strengths and risk factors, and also offers a collection of information on the history of the child;
- Child Preparation – services to help children work through the difficulties that can often become barriers for them in finding a permanent home;
- Child-Specific Recruitment (CSR) – services to identify adoptive resources for children in the custody of a county agency including all activities used to identify an individual or family who is interested in adopting or providing permanency to a specific child including the development and implementation of the written child preparation plan for the planning and preparation of the child for permanent placement;
- Child Placement – physical relocation of a child into a pre-adoptive living situation;
- Adoption Finalization – services provided to the child, the adopting family and the county agency for finalization of adoption;
- Post-Permanency Services – services to support the child and family after permanency has been achieved (whether adopted from the Child Welfare System or not) These services include families who have provided permanency to children from the Child Welfare System as Permanent Legal Custodians or Kinship Care providers; and
- Family Profiles – services to families interested in providing permanency for children, which is available to all permanent families that now include kinship, permanent legal custodianship and adoption.

Training

The PA Child Welfare Training Program (CWTP) has recently undertaken a strategically planned reorganization of its program. The purpose of the reorganization was to realign the current level of resources to best meet the changing demands of stakeholders and funders. The CWTP, not unlike those it serves, needed to be better positioned for a very dynamic environment to better respond to and produce both products and supports in a timely fashion. The new structure will allow CWTP to measure and demonstrate the impact of interventions in a more meaningful way. The approach to restructuring was grounded in the commitment to examine the strategies employed to achieve desired outcomes. Therefore, both the mission and vision statements were examined.

CWTP has redefined its mission to be a national leader in advocating for an enhanced quality of life for PA’s children, youth and families. In partnership with families, communities, public and private agencies, CWTP’s mission is to prepare and support exceptional child welfare professionals and systems through education, research, and a commitment to best practice. The vision of CWTP is that every child, youth, and family experiences a life rich with positive opportunities, nurturing relationships, and supportive communities. CWTP has adopted the values that are the cornerstone of efforts to improve practice and the new structure will reflect the principles clearly articulated in this PIP and demonstrate a commitment to continuous quality improvement.

The Organizational Effectiveness Department has been reorganized into regional teams and this structure aligns with system partners at the regional OCYF offices, as well as with other regionally structured technical assistance providers. This reorganization will allow for a more coordinated manner of providing support to the counties. The same intention was designed for statewide work being done within the Statewide Quality Improvement Department, which utilizes a project management approach in responding to and connecting separate initiatives. CWTP is committed to measuring outcomes and playing a connected role in the continuous quality improvement process, and will model the continuous quality improvement practice that will be occurring in the counties and at the State. This enables CWTP to utilize all resources focusing on individual's strengths to accomplish our goals.

CWTP and other training and technical assistance providers will take varied approaches for the delivery trainings offered throughout the Commonwealth. The development of training will be geared toward target audiences, but there will be a collaborative discussion amongst training and technical assistance providers about the content pieces that need to be delivered. There will be opportunities to test curricula content through "innovations zones," while at the same time allowing child welfare professionals the opportunity to practice building the skills associated with the content area. In addition to regular classroom training, there will be opportunities to expand the delivery of curricula content via video conferencing, online curricula, and facilitated discussion conducted on-site with child welfare agencies. ENCOMPASS is CWTP's database that will capture information about the training audience and what trainings were held.

CWTP will continue to develop, revise, and evaluate curriculum to assure that the values and practice principles established in our practice model are incorporated. In addition, through the implementation of a quality assurance process, the curricula content will be consistent with current research and relevant to practice. Curricula content will continue to promote knowledge, awareness and skill development associated with the values and practice principles outlined in PA's practice model by supporting casework practice that promotes the safety, permanence, and well-being for children and their families.

Practice Change Agents

Pennsylvania acknowledges and wants to support the critical role that supervisors play as practice change agents as child welfare supervisors are pivotal in identifying and supporting the need for organizational and practice change as well as evaluating progress toward positive outcomes for children, youth and families. This critical position also places supervisors in a role in which they must identify policy issues and needs, while at the same time promoting and advocating for change. It is then leadership within an organization that must support and advocate for positive change. Leadership within child welfare organizations will also need to gather information from their supervisory staff members, who directly observe the degree to which agency systems, services, and operational structures either facilitate or detract from efficient and effective service delivery. Leadership and supervisory teams are therefore in a strategic position to be key change agents who must balance their role of influencing county and state

administration to make change, as well as to influence caseworkers to support organizational and practice change.

Due to the significant role that supervisors play, it will be necessary to provide supervisors, at all levels of experience, with adequate support. Therefore, PA is focusing one of our immediate outcomes within the systemic factors section of the PIP matrix on how we can better increase the skills and knowledge of supervisors. Furthermore, several of our strategies and actions steps throughout the PIP will include a supervisory component in an attempt to further support the supervisors in their role as practice change agents.

Pennsylvania will focus on the enhancement of our foundational curriculum, the Supervisor Training Series (STS), which will incorporate content focused on the transition of a practitioner to a supervisor and be designed to deepen supervisors' knowledge, enhance their problem-solving and assessment skills and address emerging practice, policy and organizational issues. Areas of content will focus on: administrative, educational and supportive supervision; use of data in decision-making; leadership styles; time management and organizational skills; strength-based, solution focused supervision; conflict resolution strategies; managing complex change; managing difficult people; use of progressive disciplinary procedures; monitoring, reviewing, and evaluating performance; and supervising methods focused on quality and compliance.

In addition to the enhancements being made to the foundational curriculum for supervisors, supervisor support sessions will also be held. These forums will provide opportunities for supervisors to receive additional knowledge and support related to various practice issues including practices areas such as SAMP (as outlined in the safety section of the PIP matrix) and concurrent planning (as outlined in the permanency section of the PIP matrix). These educational and supportive sessions will be rooted in our practice model and may include training as well as facilitated discussion centered on practice and policy issues in addition to providing an atmosphere in which supervisors can provide peer support to one another. These practice areas will be more reality and skill based and therefore connected to the overall improvement of outcomes for the individual child and family system as opposed to being general concepts that are initiative-based. These forums will be held regionally at least quarterly and the focus will be developed in conjunction with supervisors from the field. It is believed that offering regionally based sessions will provide a supportive peer network for supervisors within the same region. In addition, statewide supervisory events will also be held regionally and biennially.

Pennsylvania's redefined continuous quality improvement efforts and redesigned Qualitative Service Review (QSRs) process will provide an opportune venue for supervisors to actively take action in their role as practice change agents. Supervisors will be asked to be involved in the QSR process, both as participants and reviewers. The QSR tool and process will be a resource that will allow agencies to take an in-depth look at individualized child/family situations while also evaluating the system's

interactions with that child/family. Consequently, the QSR tool can be a powerful instrument that supports the supervisor's ability to assess staff's frontline practice while also giving supervisors information so that they can address a supervisee's areas of strength as well as areas of practice that need improvement. This will ultimately lead to improved outcomes for children and families. Finally, in an attempt to further support supervisors in their role as practice change agents, a guide for supervisors will be developed to assist them in balancing the regulatory requirements and best practice efforts that are to be supported by supervisors in their case consultation with frontline staff, by focusing on quality-based supervision. This guide will include an array of practice areas, but will connect to those specific areas in which PA needs to show improvement, including: assessment of a child/family's underlying issues; practice surrounding SAMP (In home and Out-of-Home); utilization of family engagement strategies; teaming with all key partners connected to the case; establishment of timely and appropriate goals for children/youth; achievement of timely permanence to include permanency throughout the life of a case (especially at the front end) and utilization of kin as a permanency option; concurrent planning; quality visitation; and establishing and maintaining family relationships and connections.

Statewide Information System

In January of 2008, PA procured vendor services to conduct a Feasibility Study and Alternatives Analysis that would determine how best to move forward with an automated system that would meet federal, state and county business needs. The outcome of this feasibility study and alternatives analysis culminated with the development of a strategic plan for successful implementation of a technology solution that will result in real or near real time statewide data. The implementation of the strategic plan will occur over multiple years using a phased approach, thus extending beyond this two year PIP and into our five year state plan. The initial phase of the plan includes activities that will improve federal reporting, allow for tracking of GPS information across counties, and provide a case management system for all counties while the state procures the necessary services to fully plan for and implement the long term strategy. The procurement activities will occur throughout 2010 and it is estimated that a vendor will begin work in April 2011 to assist us in the long term strategy. These long term activities will be included in a multiple agency Advanced Planning Document to ACF that will request approval for an enterprise approach to meeting the information technology needs of the multiple agencies, including OCYF, within the Department of Public Welfare. Goals of both the long term and short term strategies include leveraging existing technology investments for faster results at lower costs, lowering long term maintenance costs, expediting compliance with federal reporting requirements, and capitalizing on economies of scale.

To gain approval for the "interim" activities that will occur over the next two years PA submitted an Implementation Advanced Planning Document (IAPD) to ACF in March 2010, but this document will be retroactive to January 2010. The activities outlined in the document include:

- Implementation of the Department's Master Client Index (MCI) - OCYF and CCYAs will obtain a unique ID for all children involved in the child welfare programs. OCYF and CCYAs will begin to use the MCI, which will allow us to search for children already known to DPW, or register new children in MCI. The use of the MCI will provide one statewide unique identifier across all counties and will improve our AFCARS and NCANDS reporting. The MCI service will also provide information to counties that identifies if a child has had prior involvement with other DPW agencies or CCYAs, which should improve initial assessments of child safety and service needs.
- Implementation of automated case management systems in all counties - OCYF will support counties in the operation and maintenance of sustainable case management systems that will, as part of the long term strategy, become interoperable with a statewide child welfare database. Counties with unsustainable systems or no system will transition to one of the approved systems over the next two years. The Alternatives Analysis identified the Child Accounting and Profile System (CAPS), a system currently used by 17 counties, as the preferred system for small to medium counties. Allegheny County is in the final stages of implementing a SACWIS transfer system from Washington D.C. that may be considered for larger counties.

One of the first steps in the long term plan will be to develop a statewide data dictionary to establish clear and consistent definitions for shared data elements. This activity will begin in July 2011, approximately three months after the planning and application support vendor comes on board. This vendor will also assist the state in the collection and validation of detailed functional requirements for the long term interoperable system. Although these activities should be completed around the same time as the PIP, this will be dependent upon federal and state approvals of the procurement and project schedule.

CCYAs and other child welfare stakeholders have been included in the governance structure and project activities throughout the Feasibility Study and Alternatives Analysis to ensure that child welfare practice needs are at the forefront of solution identification and planning. This partnership with CCYAs will continue into the next phase of the project through the governance structure and frequent communications. CCYAs are included as stakeholders on the Systems Advisory Team and will be members of a sub-project team that will focus on the county systems maintenance and implementation to ensure alignment with and acceptance of the long term strategic plan. OCYF has joined the CAPS governance team to provide support and direction for current CAPS users and for those counties transitioning to CAPS. As the primary users of the MCI service, CCYAs will participate in project activities such as requirements, implementation planning, and user testing.

Although not all of the steps of our strategic plan, specific to our Statewide Information System, will be accomplished during the two-year PIP, PA is committed to following through with each step as indicated in our five-year plan. During the quarterly PIP

updates that PA submits to ACF, specific action steps contained within the IAPD may be added to the PIP, as needed.

Philadelphia Department of Human Services

Philadelphia encompasses PA's largest metropolitan area and therefore serves the largest population of children, youth and families. Due to the fact that Philadelphia County serves the largest population of children/youth in the state, it is important to target strategies for children/youth served by Philadelphia Department of Human Services (DHS). The PIP matrix includes Philadelphia specific strategies and action steps, based on our statewide self assessment and onsite findings, which were developed through collaboration amongst both internal and external stakeholders. In addition to the Philadelphia specific strategies outlined in the PIP matrix, Philadelphia will also be included as responsible parties whenever CCYAs are listed, as CCYAs reference all 67 counties in the Commonwealth of PA.

Representatives from Philadelphia have been involved throughout the development of the Statewide Self Assessment, the onsite review process and the development of the PIP. Philadelphia DHS' mission is to provide and promote safety, permanency and well-being for children at risk of abuse, neglect and delinquency. DHS is committed to carrying out their mission by empowering families and their communities, improving their performance management and accountability processes, and collaborating with system partners to improve outcomes for the children and families they serve. Major priorities include but are not limited to the following:

- Reduction in out-of-home placements annually;
- Decrease in out-of-state placements;
- Continued utilization of the safety model of practice and DHS' In-Home Services Continuum of Care;
- Expanding the use of Family Group Decision Making (FGDM);
- Carrying out the major initiatives of the Division of Performance Management and Accountability, which include the:
 - Development of a performance management system;
 - Development of random case file review process;
 - Streamlining and integration of agency databases;
 - Development of electronic case management system;
 - Review and reform of provider evaluation instruments and standards;
 - On-going development and refinement of the ChildStat program; and
 - Collaboration with Family Court and the City's Department of Technology with data integration;
- Developing an Education Support Center;
- Continuing the alignment of prevention services;
- Maintaining a partnership with Family Court in an effort to improve service; and delivery and outcomes for children and families through the following initiatives:

The Family Court Children's Roundtable initiative creates an opportunity for close, constructive relationships between the courts and the Children and Youth Division (CYD). The focus is critical to child safety, permanence and well-being. This joint

venture focuses upon developing a collaboration to address issues within the foster care system. The initiative includes involvement from a multitude of individuals and groups including Philadelphia Family Court, Commissioners, Private Providers, Families, Youth, Community members and others. The Roundtable identifies the elements of this initiative and key components for PA's Court Improvement Project. This initiative's focus is to:

- Reduce the number of children/youth adjudicated dependent and in court-ordered placement;
- Enhance permanency;
- Reduce the time children/youth spend in the foster care system;
- Reduce the number of children/youth who re-enter care;
- Reduce the Dependency Court Caseload;
- Reduce the cost of children in care (reduction of placement costs means that funds could be redirected to other services including Phase One supports, prevention, aftercare, adoption, services, etc.);
- Reduce the level of care (i.e. – reduced number/percent of restrictive placements and increase in kinship care, when placement is needed); and
- Increase placement stability (less moves for children).

Achieving Reunification Center (ARC) has a satellite office located at Family Court. Court status reports are provided to the judge and legal counsel for families whose goal is reunification and who receive ARC services to update them on case progress. DHS liaisons also attend "O" Court, which is focused on older youth, to perform outreach.

Regional Truancy Courts represent a multifaceted collaboration between the Department of Human Services, the School District of Philadelphia, Philadelphia Family Court, the Provider network and the community. Community Based Prevention Services (CBPS) Office of Truancy and Delinquency Prevention and Family Court work collaboratively to operate and facilitate Truancy Courts. Through these efforts, families are provided case management, service linkages and home visiting to address truancy and other pre-delinquency issues.

DHS' CBPS leadership has been meeting with representatives of Family Court in an effort to better coordinate CBPS services with the judicial process and ultimately better serve DHS families. An example of this collaboration is evident in the Court's Prevention Services Unit, formerly known as Reasonable Efforts In Assessment, Access & Prevention (REAAP). Family Court in partnership with DHS, offers a variety of individual and family supports that include after-school programs, mentoring, Family Group Decision Making and case management. The program serves youth who come to Family Court's attention for truancy, curfew, incorrigibility, pre-delinquent issues and a wide variety of behavioral issues.

DHS Juvenile Justice Services Division (JJS) attends and actively participates in the weekly Youth Review Meeting, chaired by the Administrative Judge and attended by various other JJS stakeholders. Discussions center on population control at the Youth Study Center, as well as on the identification and resolution of systemic barriers that

prevent youth from moving on to court-ordered placements in a timely manner. Identification of service needs for delinquent youth is also a topic that is frequently discussed. JJS and Family court also convene bimonthly JJS utilization meetings to examine placement data.

In Philadelphia, children in dependent placement continue to receive five month reviews. This is the process in all of the core courtrooms at family court.

**IV. PIP Strategy Summary and TA Plan
State: Pennsylvania**

Primary Strategies	Key Concerns	TA Resources Needed
Child, Youth and Family Engagement	The need for increased family engagement to involve the child, youth and family throughout the case process.	Not Applicable
Collaboration	All outcomes are impacted by the need for increased collaboration among key stakeholders.	Technical Assistance from the National Center on Substance Abuse and Child Welfare (NCSACW) to develop a work plan to address barriers and ways to improve collaboration and information sharing between the courts, drug and alcohol services, and child welfare.
Sustaining Change	Need to implement change at the local level.	Technical Assistance from the National Resource Center for Organizational Improvement related to implementing change at the local level.
Quality Practice	Shift focus from compliance to quality.	Not Applicable
Enhancing Assessments	<p>Assessments should identify and then address underlying issues.</p> <p>Response times were inconsistent.</p>	<p>Technical assistance with Action for Child Protection, Inc., National Resource Center for Child Protective Services (NRCCPS) will include case reviews in selected CCYAs to evaluate the implementation of the Safety Assessment and Management Process and suggest changes, transfer of learning, and help with finalizing bulletin, and evaluation of existing Risk Assessment process.</p> <p>Technical assistance from the National Resource Center for Youth Development to assist in the development of a model for assessing safety of older youth.</p>

Timely Permanence	Concurrent goals are established but casework is being done sequentially. Not establishing timely and appropriate goals for children and youth in Foster Care.	Technical assistance from NRC for Permanency and Family Connections and NRC on Legal and Judicial Issues regarding policy implications and recommendations for procedural changes related to concurrent planning.
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Part V. PIP Matrix

Part A: National Standards Measurement Plan and Quarterly Status Report

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

Part C: Amendments

Part D: Acronym List

Part E: Attachment - Strategy Measurement Plan and Quarterly Status Report - PA PIP Logic Model Matrix

Pennsylvania

Type of Report: PIP

Quarterly Report for Quarter: ____

Part A: National Standards Measurement Plan and Quarterly Status Report

Safety Outcome 1: Absence of Recurrence of Maltreatment												
National Standard	94.6%											
Performance as Measured in Final Report/Source Data Period	97.0 %											
Performance as Measured at Baseline/Source Data Period	N/A											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Safety Outcome 2: Absence of Maltreatment of Children in Foster Care												
National Standard	99.68%											
Performance as Measured in Final Report/Source Data Period	99.76%											
Performance as Measured at Baseline/Source Data Period	N/A											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Timeliness and Permanency of Reunification												
National Standard	122.6											
Performance as Measured in Final Report/Source Data Period	85.2											
Performance as Measured at Baseline/Source Data Period	88.6 (2008ab file)											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 2: Timeliness of Adoptions												
National Standard	106.4											
Performance as Measured in Final Report/Source Data Period	119.9 (2009ab file)											
Performance as Measured at Baseline/Source Data Period	N/A											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 3: Achieving Permanency for Children in Foster Care for Long Periods of Time												
National Standard	121.7											
Performance as Measured in Final Report/Source Data Period	135.5											
Performance as Measured at Baseline/Source Data Period	N/A											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 4: Placement Stability												
National Standard	101.5											
Performance as Measured in Final Report/Source Data Period	102.4											
Performance as Measured at Baseline/Source Data Period	N/A											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

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

Safety Outcome 1: Item 1 Timeliness of initiating investigations of reports of child maltreatment												
Performance as Measured in Final Report	57.7%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Reviews (QSR) case reviews will be conducted and a determination will be made regarding the timeliness of the initiating investigations of reports of child maltreatment using the information collected during the file review and interviews and captured on the QSR roll-up sheet as an area of strength, area needing improvement, or not applicable. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Safety Outcome 2: Item 3 Services to family to protect child(ren) in the home and prevent removal or reentry into foster care												
Performance as Measured in Final Report	67%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding the provision of services. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Safety Outcome 2: Item 4 Risk assessment and safety management												
Performance as Measured in Final Report	69%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding risk assessment and safety management. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Item 7 Permanency goal for child												
Performance as Measured in Final Report	51%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding the appropriateness and timeliness of the permanency goal for the child. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CF SR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Additional supporting information will also be collected on the QSR roll up sheet. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Item 10 Other planned permanent living arrangement												
Performance as Measured in Final Report	83%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding the appropriateness of the goal of OPPLA. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Information will also be collected on the QSR roll up sheet. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well-Being Outcome 1: Item 17 Needs and services of child, parents and foster parents												
Performance as Measured in Final Report	45%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding meeting the needs and providing services for the child, parents and foster parents. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Additional supporting information will also be collected on the QSR roll up sheet. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well-Being Outcome 1: Item 18 Child and family involvement in case planning												
Performance as Measured in Final Report	42%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding child and family involvement in case planning. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Additional supporting information will also be collected on the QSR roll up sheet. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well-Being Outcome 1: Item 19 Caseworker visits with child																									
Performance as Measured in Final Report	75%																								
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.																								
Negotiated Improvement Goal	TBD																								
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding the quality of caseworker visits with child. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFPSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Information regarding the frequency of caseworker visits with child will be collected on the QSR roll up sheet. Results will be compiled semi-annually.																								
Renegotiated Improvement Goal																									
Status (Enter the current quarter measurement for the reported quarter.)	<table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q5</th> <th>Q6</th> <th>Q7</th> <th>Q8</th> <th>Q9</th> <th>Q10</th> <th>Q11</th> <th>Q12</th> </tr> </thead> <tbody> <tr> <td></td> </tr> </tbody> </table>	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12												
Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12														

Well-Being Outcome 1: Item 20 Caseworker visits with parents												
Performance as Measured in Final Report	29%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding the quality of caseworker visits with child. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Information regarding the frequency of caseworker visits with parents will be collected on the QSR roll up sheet. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Part C: Amendments

This section should be completed only in the event of renegotiations regarding the content of the PIP, pursuant to 45 CFR 1355.35(e)(4). Copies of approved, renegotiated PIPs must be retained and distributed as noted above immediately upon completion of the renegotiation process.

The content of the attached PIP was renegotiated on [enter date]. The renegotiated content of the attached PIP has been approved (initialed) by State personnel and the Children's Bureau Regional Office with authority to negotiate such content and is approved by Federal and State officials:

Renegotiated Action Steps, Benchmarks or Improvement Goal	Date	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Approval of State Executive Officer for Child Welfare Services
						Approval Children's Bureau

Part D: Acronyms

ABA – American Bar Association
ACF – Administration for Children and Families
AFCARS – Adoption and Foster Care Analysis and Reporting System
AOPC – Administrative Office of Pennsylvania Courts
APD – Advanced Planning Document
APDU – Advanced Planning Document Update
APHSA – American Public Human Services Association
APPLA – Another Planned Permanent Living Arrangement
ARS – Alternative Response Services
ASFA – Adoption Safe Families Act
BIS – Bureau of Information Systems
BJJS – Bureau of Juvenile Justice Service
CA/N – Child Abuse/Neglect
CAPS – Child Accounting and Profile System
CASA – Court Appointed Special Advocate
CB – Children’s Bureau
CCYA – County Children and Youth Agency
CD – Compact Disc
CFSR – Child and Family Services Review
CHC – Child Health Consultants
CIP – County Improvement Plan
CJA – Children’s Justice Act
COMPASS – Commonwealth of Pennsylvania Access to Social Services
CoP – Communities of Practice
CP – Concurrent Planning
CPCMS – Common Pleas Case Management System

CPP – Child Permanency Plan
CPS – Child Protective Services
CQI – Continuous Quality Improvement
CSL – County Safety Lead
CTC – Charting the Course
CW – Caseworker
CWEB – Child Welfare Education for Baccalaureates
CWEL – Child Welfare Education for Leadership
CWPPG – Child Welfare Policy and Practice Group
CWTP – Child Welfare Training Program
CYD – Children and Youth Division
D&A – Drug and Alcohol
DHS – Department of Human Services
DPW – Department of Public Welfare
DTF – Diversity Task Force
ELC – Educational Law Center
FAQs – Frequently Asked Questions
FAST – Family Advocacy Support Tool
FC – Foster Care
FFY – Federal Fiscal Year
FGDM – Family Group Decision Making
FPLS – Federal Parent Locator Service
FSP – Family Service Plan
FY – Fiscal Year
GAL – Guardian ad litem
GPS – General Protective Services
HMU – Health Management Unit
HSO – Human Systems and Outcomes
HZA – Hornby Zeller Associates
IAPD – Implementation Advanced Planning Document
ICWA – Indian Child Welfare Act

ID – Identification
IDMU – Information Data Management Unit
IHPS – In Home Protective Services
IL – Independent Living
JCJC – Juvenile Court Judges Commission
JJ – Juvenile Justice
JLC – Juvenile Law Center
JPO – Juvenile Probation Office
KYR – Know Your Rights
LIS – Licensing Inspection Summaries
LSI – Legal Services Initiative
MCI – Master Client Index
MDT – Multi-Disciplinary Team
MEPA – Multi-Ethnic Placement Act
MIS – Management Information Systems
NBPB – Needs Based Plan and Budget
NCSACW – National Center on Substance Abuse and Child Welfare
NRC – National Resource Center
NRCCPS – National Resource Center for Child Protective Services
NRCOI – National Resource Center on Organizational Improvement
OCFC – Office of Children and Families in the Courts
OCYF – Office of Children, Youth and Families
OCYF RO – Office of Children, Youth and Families Regional Office
OIM – Office of Income Maintenance
OIT – Office of Information Technology
OMAP – Office of Medical Assistance Programs
OMHSAS – Office of Mental Health and Substance Abuse Services
OPPLA – Other Planned Permanent Living Arrangement
PA – Pennsylvania
PACWTP – The Pennsylvania Child Welfare Training Program
PC – Personal Computer

PCCYFS – Pennsylvania Council of Children, Youth and Family Services
PCYA – Pennsylvania Children and Youth Administrators
PDE – Pennsylvania Department of Education
PIP – Program Improvement Plan
PITT – Pittsburgh
PLC – Permanent Legal Custodian
PMA – Performance Management and Accountability
PPC – Pennsylvania Partnerships for Children
PPI – Permanency Practice Initiative
PRR – Program Revision Request
PSRFA – Pennsylvania State Resource Family Association
QA – Quality Assurance
QAR – Quality Assurance Report
QI – Quality Improvement
QIC – Quality Improvement Commitment
QSR – Quality Service Review
RFP – Request for Proposal
RATF – Risk Assessment Task Force
SAMP – Safety Assessment and Management Process
SE OCYF – Southeast, Office of Children, Youth and Families
SPLC – Subsidized Permanent Legal Custodian
STS – Supervisor Training Series
SWAN – Statewide Adoption and Permanency Network
SWRT – Statewide Round Tables
TA – Technical Assistance
TBD – To Be Determined
TOL – Transfer of Learning
TOC – Training on Content
TPR – Termination of Parental Rights
UNIV – University
YAB – Youth Advisory Board

Pennsylvania

Type of Report: PIP

Quarterly Report for Quarter: ____

Part E: Attachment - Strategy Measurement Plan and Quarterly Status Report - PA PIP Logic Model Matrix

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Safety							
Long Term Outcome (Primary Strategy) 1: Children are protected from abuse and neglect.							
Applicable Outcomes/Systemic Factors: Safety Outcome 1, and Statewide Information System							
Applicable CFSR Items: 1, 2, and 24							
Immediate Outcome (Goal): Reports of child maltreatment will be investigated in a timely manner.							
Immediate Outcome (Goal): Reduce repeat maltreatment of children.							
The case reviews identified inconsistent practice in regard to initiating a response to child maltreatment reports and establishing face-to-face contact with children. Response times for Child Protective Services (CPS) cases are detailed in regulation. Response times for General Protective Services (GPS) cases are guided by county policy and may not be applied consistently throughout the state. There seemed to be poor communication and lack of timely transfer between GPS and CPS.	1.1 Provide guidance re: response times for GPS reports, including face to face contacts, and transitioning cases from GPS to CPS	1.1a	Survey 67 CCYAs and States Liaison Officers list serve re: current response times and conduct analysis of their results	Survey monkey results and analysis submitted	Lead: Safety Assessment Committee; CCYAs, OCYF Policy Unit; CWTP	2	
		1.1b	Develop policy utilizing information from analysis of survey results to issue guidelines for alternative response, establish GPS response times, as well as guidelines for transition to CPS	Copy of policy provided	Lead: OCYF Policy Unit; CWTP; CCYAs; Safety Assessment Committee	3	
		1.1c	Develop training on above policy	Copy of training materials provided - handouts/curriculum	Lead:OCYF Policy Unit; CWTP	4	
		1.1d	Deliver training on above policy regionally to CCYAs and OCYF Regional Offices	Training agenda and sign-in sheets provided	Lead:OCYF Policy Unit and Regional Offices; CWTP; CCYAs	5	
		1.1e	Conduct informational sessions for private provider community regarding above policy	Presentation materials; sign in sheets provided	Lead: OCYF Policy Unit; CWTP; PCCYFS	6	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		1.1f	Implement above policy	Annual LIS (Licensing Inspection Summaries)	Lead: CCYAs; OCYF Regional Offices	6 and ongoing	
All GPS data is not tracked at the state level. ChildLine does not capture data pertaining to GPS cases that are referred directly to CCYAs.	1.2 Utilize the DPW Master Client Index (MCI) Service to provide CCYAs with means to search statewide for all children known to child welfare system	1.2a	Modify MCI to capture information on children who are known to the child welfare system	MCI Requirements and Design completed; MCI functionality is tested and accepted	Lead: OCYF IDMU Unit, BIS, CCYAs	2	
		1.2b	Conduct county conversion to MCI to include all children active at the time of conversion	Conversion completed and IDMU validation submitted	Lead: OCYF IDMU Unit, BIS, CCYAs	2	
		1.2c	Train CCYAs on new MCI functionality and business processes	Flowchart of processes; Training agenda, curriculum/handouts, and sign-in sheets provided	Lead: OCYF IDMU Unit, BIS, CCYAs	3	
		1.2d	Perform MCI search on all children to obtain unique id to determine if child was known to other CCYAs	# of MCI searches performed by CCYAs submitted	Lead: CCYAs; OCYF IDMU Unit	3	
		1.2e	Register and obtain new unique id's for children not already having id's	# of new children CCYAs registered submitted	Lead: CCYAs; OCYF IDMU Unit	3	
		1.2f	Monitor implementation to ensure that steps are being followed	Annual LIS; IDMU QA of Quarterly AFCARS report	Lead: OCYF Regional Offices; OCYF IDMU	4	
Results of CPS reports on foster homes (investigated by OCYF) not always communicated back to CCYAs	1.3 Improve communication between OCYF Regions and CCYAs regarding CPS investigations	1.3a	Develop protocol for sharing CPS investigation information with CCYAs by OCYF Regional Offices	Issuance of protocol	Lead: OCYF Policy Unit and Regional Offices	2	
		1.3b	Develop and utilize a CPS investigation checklist which includes provision of a copy of CPS investigation record to CCYAs	Number of records reviewed for adherence to the protocol submitted on a quarterly basis	Lead: OCYF Regional Directors	2 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
	1.4 Ensure that reports of child maltreatment are initiated timely	1.4a	Monitor timeliness of initiating investigations of reports of child maltreatment	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
Renegotiated Action Steps and Benchmarks:							
Long Term Outcome (Primary Strategy) 2: Children are safely maintained in their own home whenever possible and appropriate.							
Applicable Outcomes/Systemic Factors: Safety Outcome 2							
Applicable CFSR Items: 3, 4							
Immediate Outcome (Goal): Risk and safety concerns for children are assessed and appropriate services are provided.							
Risk and Safety Assessments often focus on presenting problem and not underlying issues, resulting in multiple reports. Inconsistency of ongoing and initial risk and safety assessments.(Risk and Safety assessments were not completed prior to reunification and case closure.) Preventing FC reentries within a 12 month period is a challenge for PA. Siblings in juvenile justice cases were generally not assessed for service needs or for safety/risk. GPS cases had a higher frequency of referral back to the agency after previous case closure.	2.1 Implementation of the Safety Assessment and Management Process (SAMP) for In-Home Services Cases	2.1a	Development of Manual and Curriculum; and Training provided	Manual finalized; Curriculum finalized; Training delivered; Results of training delivery will be reported via ENCOMPASS	Lead: CCYAs; CWTP; OCYF Policy Unit and Regional Offices; County Safety Leads	1	
		2.1b	Implementation of SAMP for in-home service cases begins	Annual LIS	Lead: CCYAs; OCYF Regional Offices	1 and ongoing	
		2.1c	Technical Assistance (TA) provided as needed regarding SAMP for in-home services cases to include Regional Supervisory support sessions	# of TA requests submitted; # of regional support sessions held submitted	Lead: CWTP; OCYF Regional Offices; County Safety Leads	3 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		2.1d	Revisions to Charting the Course (CTC) regarding SAMP for In Home cases as needed	Revised CTC curriculum provided (as needed)	Lead: CWTP; OCYF Policy Unit and Regional Offices; County Safety Leads	3 and ongoing	
Risk and Safety Assessments often focus on presenting problem and not underlying issues, resulting in multiple reports. Inconsistency of ongoing and initial risk and safety assessments. (Risk and Safety assessments were not completed prior to reunification and case closure.) Preventing FC reentries within a 12 month period is a challenge for PA. Siblings in juvenile justice cases were generally not assessed for service needs or for safety/risk. GPS cases had a higher frequency of referral back to the agency after previous case closure.	2.2 Implementation of the Safety Assessment and Management Process (SAMP) for Out-Of-Home Care Cases	2.2a	Development of a comprehensive Safety assessment tool for out-of-home care cases	Tool developed and provided	Lead: Out-of-Home Care Safety Assessment Committee and OCYF Policy Office; CWTP; County Safety Leads	1	
		2.2b	Development of curriculum for SAMP for out-of-home care	Curriculum provided	Lead: Out-of-home care Safety Assessment Committee and OCYF Policy Office; CWTP; County Safety Leads; NRCCPS	1	
		2.2c	Conduct 3 trial training sessions for OCYF; CWTP staff; and members of the out-of-home care Safety Assessment Committee to ensure effectiveness of curriculum	Training session agenda, handouts, power point and sign in sheets provided	Lead: Out-of-home care Safety Assessment Committee; NRCCPS	1	
		2.2d	Revise out-of-home care SAMP curriculum, as needed, based on the trial training	Curriculum revised	Lead: Out-of-home care Safety Assessment Committee; NRCCPS	1	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		2.2e	Work with private providers to identify which portions of the curriculum are applicable to private providers. Develop that specific curriculum, if needed	Summary of discussion with Private Providers submitted; Private provider curriculum provided, if needed	Lead: Out-of-home care Safety Assessment Committee and Private Provider representatives; OCYF Policy Unit; CWTP	2	
		2.2f	Identify and work with "Innovation Zone" counties (Elk, Philadelphia, Montgomery, Bucks, Berks, Chester, Cambria, and Crawford Counties) to plan for training and implementation	Meetings held; Innovation Zone County implementation and training plans provided	Lead: Innovation Zone Counties; out-of-home care Safety Assessment Committee; CWTP	1	
		2.2g	Training session on curriculum for Innovation Zone counties	Training session agenda, handouts, power point and sign in sheets provided	Lead: Out-of-home care Safety Assessment Committee and OCYF Policy and Regional Office; CWTP; Innovation Zone Counties;NRCCPS	2	
		2.2h	Innovation zone counties pilot SAMP for out-of-home care cases	Pilot completed	Lead: Innovation Zone Counties	2	
		2.2i	Gather information from innovation zone county pilot and make any necessary revisions to tool and/or curriculum prior to statewide roll-out	Recommendations provided and changes made to tool and/or curriculum as needed	Lead: Safety Assessment Committee and OCYF Policy and Regional Office; CWTP; Innovation Zone CCYAs;NRCCPS	3	
		2.2j	Revisions to manual, as needed, to include SAMP for Out-of-home care	Manual updated	Lead: Out-of-Home Care Safety Assessment Committee, OCYF Policy Office and CWTP;NRCCPS	3	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		2.2k	Identify and work with remaining counties to plan for training and implementation	Meetings held; County implementation and training plans provided	Lead: CCYAs; out-of-home care Safety Assessment Committee; CWTP; OCYF Policy Unit	3	
		2.2l	Train the Trainer training for County Safety Leads and Leadership Teams statewide based on final curriculum	Training session agenda, handouts, power point and sign in sheets provided	Lead: Out-of-Home Care Safety Assessment Committee and OCYF Policy and Regional Offices; CCYAs; CWTP	3	
		2.2m	Conduct train the trainer sessions for private provider leads	Training session agenda, handouts, power point and sign in sheets provided	Lead: Out-of-home care Safety Assessment Committee and Private Provider representatives	4	
		2.2n	Training for County Staff by County Safety Leads and Training for Private provider staff by Private Provider Safety Leads	Training session agenda, handouts, power point and sign in sheets provided	Lead: County Safety Leads and Private Provider Safety Leads	6	
		2.2o	Implementation Out-of-Home Care begins	Annual LIS	Lead: CCYAs; OCYF Regional Offices	7	
		2.2p	Technical Assistance (TA) as needed re: SAMP for out-of-home care cases to include Regional Supervisory support sessions	TA requested and provided; # of regional support sessions held submitted	Lead: CWTP; OCYF Regional Offices; County Safety Leads	7 and ongoing	
		2.2q	Revisions to Charting the Course (CTC) re: SAMP for Out-of-Home Care cases as needed	Revised CTC curriculum provided (as needed)	Lead: CWTP; OCYF Policy Unit and Regional Offices; County Safety Leads	7	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
<p>Risk and Safety Assessments often focus on presenting problem and not underlying issues, resulting in multiple reports. Inconsistency of ongoing and initial risk and safety assessments. (Risk and Safety assessments were not completed prior to reunification and case closure.) Preventing FC reentries within a 12 month period is a challenge for PA. Siblings in juvenile justice cases were generally not assessed for service needs or for safety/risk. GPS cases had a higher frequency of referral back to the agency after previous case closure.</p>	<p>2.3 Begin reviewing and planning for the development of the Safety Assessment and Management Process for Congregate Care Cases</p>	2.3a	<p>Conduct a case review and make recommendations for the development of a new tool for congregate care settings</p>	<p>Review completed and recommendations provided</p>	<p>Lead: Congregate Care Safety Assessment Committee and NRCCPS</p>	8	
	<p>2.4 Begin review and planning for the development of the Safety Assessment and Management Process for Older Youth</p>	2.4a	<p>Technical assistance from the National Resource Center for Youth Development to provide recommendations for assessing safety of older youth</p>	<p>Recommendations from NRC received</p>	<p>Lead: Safety Assessment Committee; CWTP; OCYF Policy Unit; OCYF Regional Offices; CCYAs; NRC for Youth Development</p>	7	
	<p>2.5 Evaluate the quality of the Safety Assessment and Management Process</p>	2.5a	<p>Technical assistance from Action for Child Protection National Resource Center for Child Protective Services (NRCCPS) to provide recommendations for evaluating SAMP</p>	<p>Evaluation completed and any necessary changes to SAMP considered; Recommendations from NRC provided</p>	<p>Lead: Safety Assessment Committee; CWTP; OCYF Policy Unit; OCYF Regional Offices; County Safety Leads; CCYAs; NRCCPS</p>	3 and ongoing	
		2.5b	<p>Develop a review tool that evaluates the quality of Safety Assessments and Plans for In-Home Services cases</p>	<p>Quality Review tool developed and submitted</p>	<p>Lead: Safety Assessment Committee; OCYF Regional Offices; OCYF Policy Unit</p>	3	
		2.5c	<p>Train OCYF Regional Offices and CCYAs on the quality review tool</p>	<p>Agendas and sign in sheets submitted</p>	<p>Lead: Safety Assessment Committee; OCYF Regional Offices; OCYF Policy Unit; CCYAs</p>	4	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		2.5d	Evaluate SAMP using the developed review tool	Annual LIS	Lead: CCYAs; OCYF Regional Offices	4 and ongoing	
		2.5e	Revise and finalize SAMP bulletin to include current phases of Safety Assessment and Management Process	Draft bulletin provided periodically; and final bulletin submitted by Quarter 7	Lead: OCYF Policy Unit; Safety Assessment Committee; CWTP; OCYF Regional offices	7	
see 8.4		2.5f	Monitor agency efforts to assess and address the risk and safety concerns to children in their own homes or while in foster care	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
Risk and Safety Assessments often focus on presenting problem and not underlying issues, resulting in multiple reports. Inconsistency of ongoing and initial risk and safety assessments. (Risk and Safety assessments were not completed prior to reunification and case closure.) Preventing FC reentries within a 12 month period is a challenge for PA. Siblings in juvenile justice cases were generally not assessed for service needs or for safety/risk. GPS cases had a higher frequency of referral back to the agency after previous case closure.	2.6 Improve system partners knowledge of the Safety Assessment and Management Process (SAMP)	2.6a	Develop informational materials about the new Safety Assessment and Management Process (SAMP)	Material provided; Listing of meetings/events in which materials are provided to system partners will be provided	Lead: Safety Assessment Committee; OCYF Policy Unit; OCYF Regional Offices; CWTP; CCYAs; County Safety Leads	2 and ongoing	
		2.6b	Provide information re: SAMP to members of the legal system	OCYF updates will be provided at bi-annual Leadership Roundtables - materials provided	Lead: AOPC; OCYF Policy Unit; Dependency Court Judges; Juvenile Court Judges Commission (JCJC)	2 and ongoing	
		2.6c	Provide information regarding SAMP to the Dependency Judges at the State Trial Court Judges conference	List of attendees and agenda will be provided	Lead: AOPC and OCYF Policy Unit	1	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Immediate Outcome (goal): Children, youth, parents, and resource families will be assessed and provided services to meet their individualized needs.							
Need to ensure assessments identify underlying issues and that assessments are done ongoing through the life of the case. The State is inconsistent in providing services to prevent removal. High number of children reunified but reenter care within 12 months	2.7 Assessments of child/youth/family issues (including safety, permanency, visitation, and educational, physical and behavioral needs) need to be enhanced to identify underlying issues and ensure appropriate services are provided	2.7a	Develop, disseminate, and conduct analysis of a survey to CCYA and Family Center supervisors and case workers which will gather information about screening/assessment tools currently used to identify gaps in practice areas not covered in existing tools	Survey developed; Survey results provided; Analysis and recommendations provided	Lead: Enhancing Assessments Workgroup	2	
		2.7b	Develop recommendations for implementation of screening/assessment tools which address the identified gaps	Workgroup sign in sheets provided; Recommendations provided	Lead: Enhancing Assessments Workgroup	3	
		2.7c	Review and revise the "Compendium of Rapid Assessment Tools" based upon previous survey analysis	Copy of assessment and planning toolkit provided	Lead: Enhancing Assessments Workgroup	4	
		2.7d	Develop a facilitated discussion guide specific to identification of needed assessments for child welfare workers (case workers and supervisors) to utilize during peer collaboration and case consultation	Discussion guide developed	Lead: Enhancing Assessments Workgroup; OCYF Central office, OCYF regional office, PCYA, CWTP; Statewide TA Providers, CCYAs, Private Providers	4	
		2.7e	Release the Assessment and Planning Toolkit and facilitated discussion guide statewide to include targeted release to supervisors	Release provided	Lead: Enhancing Assessments Workgroup; OCYF; CWTP	5	
		2.7f	Evaluate Ages and Stages Developmental Screening	Analysis provided on evaluation of screening tool	Lead: University of Pittsburgh Research department; CWTP; OCYF Policy Unit	3	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		2.7g	Utilize analysis of Ages and Stages Developmental Screening to determine if child is at risk or has delay, whether services match assessment, and whether there are gaps and needs for services recommended and develop a plan to address any areas of concern	Plan submitted	Lead: University of Pittsburgh Research department; CWTP; OCYF Policy Unit	5	
		2.7h	Monitor the use of comprehensive assessments	Annual LIS	Lead: CCYAs; OCYF Regional Offices	5 and ongoing	
see 8.4		2.7i	Monitor services being provided to families to protect children in the home and prevent removal or reentry into foster care	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
see 8.4		2.7j	Monitor the assessment of needs of children, parents and foster parents to identify and provide the appropriate services	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
		2.7k	Request Technical Assistance from the National Center on Substance Abuse and Child Welfare (NCSACW) to assist in development of a work plan to address drug and alcohol-related concerns	Request for TA submitted to NCSACW	Lead: OCYF Central Office; NCSACW	2	
		2.7l	Develop work plan to address barriers and ways to improve collaboration and information sharing between drug and alcohol services and child welfare	Work plan developed and submitted	Lead: OCYF Central Office; NCSACW	4	
		2.7m	Implement and monitor the work plan	Work plan implemented	Lead: OCYF Central Office; NCSACW	5 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Need to ensure assessments identify underlying issues and that assessments are done ongoing through the life of the case. The State is inconsistent in providing services to prevent removal.	2.8 Philadelphia DHS will identify assessment strategies and tools that will enhance assessments throughout the life of a case	2.8a	Philadelphia DHS's contracted providers will administer Ages and Stages to children 5 and under for children in IHPS and Placement. Philadelphia DHS will refer children identified as needing further assessment for recommended services	The number of children with ages and stages completed questionnaire	Lead: Philadelphia DHS CYD/PMA	2 and ongoing	
		2.8b	Implementation of Family Advocacy Support Tool (FAST) used by Alternative Response Services (ARS)	# of FAST tools completed each quarter	Lead: Philadelphia DHS CYD	1 and ongoing	
		2.8c	Provide Interviewing Skills training, which will enhance skill development around assessment, for providers and DHS staff	Training curriculum and sign in sheets provided; Case review to review the quality of the protective capacity assessment	Lead: Philadelphia DHS CYD	2	
		2.8d	Develop implementation plan for protective capacity assessment training for DHS and providers	Provide copy of implementation plan	Lead: Philadelphia DHS CYD	4	
		2.8e	Training of the trainers on protective capacity assessment	Sign in sheets and trainer curriculum	Lead: Philadelphia DHS CYD	5	
		2.8f	Training for providers and DHS staff on Protective Capacity Assessment	Sign in sheets and curriculum provided	Lead: Philadelphia DHS CYD	6	
		2.8g	Random review of safety assessments and case files to determine the quality of the assessments and whether Family Service Plans are reflective and connected to identified issues	Summaries of review provided	Lead: Philadelphia Quality Improvement Department	1 and ongoing	
Renegotiated Action Steps and Benchmarks:							
Permanency							
Long Term Outcome (goal) 1: Children and youth have permanency and stability in their living situations.							
Applicable Outcomes/Systemic Factors: Permanency Outcome 1, Case Review							
Applicable CFSR Items: 5, 6, 7, 8, 9, 10, 28							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Immediate Outcome (goal): Timely and appropriate goals are established for children and youth.							
PA does not consistently establish timely and appropriate goals for children in foster care.	3.1 Provide additional support to members of the Legal System	3.1a	Submit request to PA Juvenile Court Rules Committee to develop guidelines for establishment of timely and appropriate goals for children/youth in the rules that govern Juvenile Court proceedings	Copy of request submitted	Lead: AOPC	1	
		3.1b	Provide information regarding the Judicial Benchbook, GAL training and Concurrent Planning to Dependency Court Judges at the State Trial Court Judges conference	Workshop sign-in sheets provided for Feb	Lead: AOPC and OCYF	1 (Feb 2010)	
		3.1c	Provide overview and issue Benchbook for Dependency Court Judges to improve consistency among PA's courts to each Dependency Court Judge	Overview provided to all Dependency Court Judges during plenary session of State Trial Court Judges conference in July 2010; Benchbook issued and provided to Judges at State Trial Court Judges Conference (either hard copy or CD version)	Lead: AOPC	2 (July 2010)	
PA does not consistently establish timely and appropriate goals for children in foster care.	3.2 Develop a workgroup which will provide recommendations regarding training for GALs in PA	3.2a	Identify workgroup members to address the training needs of GALs in dependency cases	Workgroup formed	Lead: AOPC-OCFC; OCYF Policy and Program Units	1	
		3.2b	Convene the GAL training workgroup	Workgroup meeting sign in sheets and agendas provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	2	
		3.2c	Evaluate current GAL training practices	Current practices collected, reviewed, and evaluated and recommendations made	Lead: AOPC-OCFC; OCYF Policy and Program Units	2	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		3.2d	Identify core training items	Training document created and provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	2	
		3.2e	Identify pre-service requirements	Training document created and provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	2	
		3.2f	Identify training delivery methods	Training document created and provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	2	
		3.2g	Identify trainers	Training document created and provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	3	
		3.2h	Collaborate with Continuing Legal Education Board	Meeting held - agenda and sign in sheet provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	3	
		3.2i	Develop a plan for roll-out of core training statewide	Statewide GAL training plan provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	3	
PA does not consistently establish timely and appropriate goals for children in foster care.	3.3 Agreement and commitment to State level training plan for GALs	3.3a	Report regarding GAL training to Statewide Roundtable	Training plan disseminated to SWRT members; plan adoption	Lead: AOPC-OCFC; OCYF Policy and Program Units	3	
		3.3b	Disseminate information to dependency system legal stakeholders and CCYAs regarding the requirements of training	Adopted statewide training plan disseminated to counties	Lead: AOPC-OCFC; OCYF Policy and Program Units, CCYAs	3	
PA does not consistently establish timely and appropriate goals for children in foster care.	3.4 Pre-service training will be provided to attorneys interested in becoming GALs prior to being assigned new cases; Pre-service training will be available to currently appointed GALs	3.4a	Identify and implement uniform training requirements for GALs in Dependency cases (i.e. Statewide Roundtable consensus, Juvenile Rules, NBPB)	Workgroup meeting sign in sheets provided, uniform requirements document provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	5	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		3.4b	Develop a training plan for ongoing training	Training plan developed and submitted	Lead: AOPC-OCFC; OCYF Policy and Program Units	6	
		3.4c	Deliver training to GALs in accordance with the roll-out plan	Sign in sheets, evaluation forms provided	AOPC-OCFC; OCYF Policy and Program Units; trainers	6	
		3.4d	Confirm that training for GALs has been completed	Training completion form provided	Lead: AOPC-OCFC; OCYF Policy and Program Units; participants	6	
		3.4e	Evaluate GAL training and report to Statewide Round Table	Evaluation report disseminated to Statewide Roundtable members and provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	7	
PA does not consistently establish timely and appropriate goals for children in foster care. See 2.1b; 2.2o; and 3.6	3.5 CCYAs will examine and address barriers to establishing timely and appropriate goals	3.5a	Track trends and root causes surrounding NGA goal of safely reducing the number of children in out of home care	NGA workplans from participating CCYAs submitted; data from NGA participating CCYAs	Lead: NGA participating CCYAs (16); OCYF NGA leads	1 and ongoing	
		3.5b	Monitor the timely establishment of the appropriate permanency goal for children for NGA CCYAs	NGA workplans from participating CCYAs submitted; data from NGA participating CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	1 and ongoing	
		3.5c	Track trends and root causes surrounding establishing timely and appropriate goals during participation with the Permanency Practice Initiative (PPI)	AOPC quarterly PPI reports or CPCMS data	Lead: CCYAs participating in PPI; AOPC; OCYF Central Office	1 and ongoing	
		3.5d	Monitor the timely establishment of the appropriate permanency goals for PPI participating CCYAs	AOPC quarterly PPI reports or CPCMS data	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
see 8.4		3.5e	Monitor the timely establishment of the appropriate permanency goal for children for Phase One CQI CCYAs	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
		3.5f	Request county-specific TA, as needed, from the ABA to address barriers identified through participation in NGA, PPI, or Phase One CQI and monitor through ABA reports/workplans	ABA/CCYA work plans; and monthly ABA reports to OCYF submitted	Lead: ABA; NGA, PPI, Phase One CQI CCYAs; OCYF Program Unit	3 and ongoing	
Immediate Outcome (Goal): Court and agency processes will support timely achievement of permanency for children and youth.							
Pennsylvania is not consistently achieving permanency in a timely manner.	3.6 Support implementation of more frequent case reviews	3.6a	Phase in expedited reviews for appropriate cases in PPI counties as determined by the Courts	AOPC quarterly PPI reports or CPCMS data submitted to show # of expedited reviews held for PPI counties	Lead: CCYAs participating in PPI; PA Dependency Courts; AOPC	1 and ongoing	
		3.6b	Philadelphia to implement the pilot project for targeted cases for which barriers to permanency have been identified	Report number of three month court reviews held in H court; copy of action plan for implementation of 3 month reviews provided	Lead: Philadelphia Courts (H Court); Philadelphia DHS	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Timely and appropriate goals are not achieved consistently. Concurrent planning is not used statewide. Concurrent goals are often identified but implemented consecutively; See 5.1 and 8.5a	3.7 Establish policy and best practice related to permanency planning and concurrent planning	3.7a	Receive TA from NRC for Permanency and Family Connections and NRC on Legal and Judicial Issues regarding concurrent planning that includes: Help with framing CP within permanency planning for policy development; review and revision of current CP curriculum; guidance on implementation of CP in a state-supervised/county-administered state; assistance with training and implementation with the courts; and assistance in identifying resources and evaluation of effectiveness of the practice	TA received - recommendations provided	Lead: Timely Permanence Workgroup	1 and ongoing	
		3.7b	Develop and disseminate surveys to Resource Families, Birth Families, Youth, Public and Private Child Welfare agencies and legal community (i.e. Judges, attorneys, solicitors, GALs) about concurrent planning	Survey results submitted	Lead: Timely Permanence Workgroup	1	
		3.7c	Conduct analysis of survey results and provide recommendations for policy development and training regarding Concurrent Planning	Analysis and recommendations submitted	Lead: Timely Permanence Workgroup	2	
		3.7d	Issue Concurrent Planning policy	Policy Issued	Lead: OCYF Policy Unit	4	
		3.7e	Develop training and TOL on concurrent planning (to include locating permanent resources) based on workgroup's findings and OCYF's policy	Training, TOL developed	Lead: CWTP; OCYF; ABA; SWAN; NRC for Permanency and Family Connections and NRC on Legal and Judicial Issues	5	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		3.7f	Develop training specific to role of Judges in concurrent planning and a plan for delivery of training	Training developed and training plan developed	Lead: Dependency Education Committee; Timely Permanence Workgroup	5	
		3.7g	Develop training specific to role of CASAs in concurrent planning and a plan for delivery of training	Training developed and training plan developed	Lead: Timely Permanence Workgroup	5	
		3.7h	Develop training specific to role of GALs in concurrent planning and a plan for delivery of training	Training developed and training plan developed	Lead: Timely Permanence Workgroup; Legal Representation workgroup	5	
		3.7i	Develop training specific to role of Solicitors in concurrent planning and a plan for delivery of training	Training developed and training plan developed	Lead: Timely Permanence Workgroup; Solicitor's group	5	
		3.7j	Develop training specific to role of resource families in concurrent planning and plan for delivery of training	Training developed and training plan developed	Lead: Timely Permanence Workgroup; PA State Resource Family Association	5	
		3.7k	Develop plan for statewide rollout of concurrent planning	Plan developed	Lead: CWTP; OCYF; ABA; SWAN; NRC for Permanency and Family Connections and NRC on Legal and Judicial Issues	5	
		3.7l	Begin statewide roll-out of Concurrent Planning training	Training roll-out plan submitted; Training sign in sheets provided	Lead: CWTP; OCYF Policy Unit	6 and ongoing	
		3.7m	Monitor concurrent planning	QSR reports and/or county improvement plans from Phase One CQI CCYAs; Annual LIS	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs and OCYF RO - for Annual LIS	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Timely TPR is not filed in accordance with ASFA's requirement when a child is in placement 15 of 22 months. Compelling reasons for not filing a petition to TPR are not documented consistently.	3.8 Reinforce requirements related to timely filing of TPR and documentation of compelling reasons to not file TPR	3.8a	Reissue bulletin on filing for TPR when a child is in placement 15 of 22 months and documentation of compelling reasons to not file TPR	Bulletin reissued	Lead: OCYF Policy Unit	1	
see 8.4		3.8b	Monitor CCYAs adherence to ASFA guidelines for timely filing of petitions	Annual LIS	Lead: CCYAs; OCYF Regional Offices	1 and ongoing	
Pennsylvania is not consistently achieving permanency in a timely manner.	3.9 Utilize available resources to support local courts/legal changes to improving the timeliness of permanency	3.9a	Expand use of paralegals	Legal Services Initiative (LSI) expansion in 2009-2011; # of counties with paralegals increasing from a baseline of 14 cty in 2008 to 50 cty by FFY 09/10; and a projected increase of 60 cty by 10/11; Quarterly outcomes data submitted	Lead: CCYAs; OCYF Program Unit	1 and ongoing	
		3.9b	Increase number of counties receiving support from the ABA Barriers to Permanency Project	Expansion of ABA involvement from 12 to 30 counties by the end of PIP implementation	Lead: ABA and CCYAs; OCYF Program Unit	1 and ongoing	
PA is not consistently meeting ASFA requirements and filing TPR in a timely manner but did meet the national standard for Permanency Composite 3: Permanency for children in FC for extended periods. Compelling reasons for not filing a petition to TPR are not documented consistently.	3.10 Improving timeliness of the Termination of Parental Rights (TPR) and adoption finalization process	3.10a	Develop a Facilitated Discussion Guide based on identified barriers to timely petitioning of TPR and TPR appeals, which will be provided to CCYAs and Courts for use during county roundtables to identify county-specific solutions	Facilitated discussion guide developed	Lead: ABA; OCYF Program Unit; LSI; CCYAs; TA Collaboration workgroup; AOPC	2	
		3.10b	Request county-specific TA from the ABA to address barriers identified through the utilization of the Facilitated Discussion Guide and monitor through ABA reports/workplans	ABA/CCYA work plans; and monthly ABA reports to OCYF submitted	Lead: ABA; CCYAs; OCYF Program Unit	3 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		3.10c	Submit request to PA Juvenile Court Rules Committee to explore the definition of compelling reasons and provide guidance on the implementation on compelling reasons	Request and response submitted	Lead: AOPC	1	
Pennsylvania is not consistently achieving permanency in a timely manner.	3.11 Philadelphia DHS will ensure timely and efficient utilization of SWAN services	3.11a	Philadelphia DHS will collaborate with SWAN to ensure services are provided in the most efficient and timely way possible	Monthly meetings held – sign in sheets provided; reports on services provided submitted	Lead: Philadelphia DHS, SWAN, and OCYF	1 and ongoing	
		3.11b	DHS to provide training on SWAN services to DHS staff	Agenda and minutes of meeting held with SWAN to set up training plan provided; Training plan developed; sign in sheets provided	Lead: Philadelphia DHS CYD	2	
		3.11c	Increase in the number of referrals for SWAN services that support permanency outcomes	Quarterly data collection on SFY 09/10 referrals; Use SFY 08/09 as baseline	Lead: Philadelphia DHS CYD	3	
		3.11d	Provide training for and create a unit that specializes in working with youth that have TPR and a goal of APPLA to help transition them to permanency; Identify the goals of the unit	Unit created and verification of training provided; Goals of unit established and provided	Lead: Philadelphia DHS CYD	5	
		3.11e	Monitor the goals of the unit; Monitor the unit's ability to improve timely permanence for this population	Quarterly reports from the unit	Lead: Philadelphia DHS CYD	6; 7	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		3.11f	Present and discuss data on identifying barriers to timeliness from the point that the child is freed to finalization	Submit data reports presented during monthly meetings; Trend line data for timeliness of cases moving to the Adoptions units once child is freed for adoption is reported out at each month's Child Stat meetings	Lead: Philadelphia DHS CYD/PMA	5	
		3.11g	Finalize recommendations to address the barriers to timeliness	Recommendations provided	Lead: Philadelphia DHS CYD	6	
		3.11h	Develop and implement the improvement plan	Submit improvement plan	Lead: Philadelphia DHS CYD	7	
		3.11i	Identify and develop specific timeliness to permanency measurements	Measures identified and discussed during Child Stat meetings - minutes provided	Lead: Philadelphia DHS- CYD/PMA	8	
		3.11j	Issues surrounding timely petitioning of TPR and barriers to TPR will be placed on the children's roundtable agenda	Agendas; meeting minutes; and recommendations provided	Lead: Philadelphia DHS	2	
Pennsylvania is not consistently achieving permanency in a timely manner.	3.12 Promote utilization of PLC as a permanency option when adoption has been ruled out	3.12a	Revise and reissue Permanent Legal Custodian (PLC)/Subsidized Permanent Legal Custodian (SPLC) bulletin to include standardized subsidy agreement	Bulletin provided	Lead: OCYF Policy and Fiscal Units	2	
		3.12b	Provide training and TA to CCYAs regarding provision of appropriate subsidies and supports to permanent legal custodians	List of attendees and agenda will be provided	Lead: OCYF Program Unit; OCYF Regional Offices; OCYF Fiscal Unit	2	
		3.12c	Monitor adherences to PLC/SPLC bulletin	Annual LIS	Lead: CCYAs; OCYF Regional Offices	2	
Pennsylvania is not consistently achieving permanency in a timely manner.	3.13 Promote utilization of kin as a permanency option	3.13a	Review and reissue kinship and emergency caretaker bulletins	Bulletins provided	Lead: OCYF Policy and Fiscal Units	3	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Reunification services were often terminated when court services were terminated.	3.14 Engage families in planning for services to support and maintain reunification	3.14a	Convene a workgroup to review policies, procedures and practices of other states regarding the provision of post reunification services	Findings compiled and submitted; workgroup meeting minutes and sign in sheets provided	Lead: Reunification Workgroup	3	
		3.14b	Issue policy related to the provision of post reunification services and case closure	Policy developed and issued	Lead: OCYF Policy Unit; Reunification Workgroup	6	
		3.14c	Monitor adherence to policy	Annual LIS	Lead: CCYAs; OCYF Regional Offices	6 and ongoing	
Pennsylvania is not consistently achieving permanency in a timely manner.	3.15 Provide support to CCYAs to enhance timely permanence	3.15a	Monitor provision of technical assistance to CCYAs and affiliates to ensure the effective use of SWAN services	TA contact report provided	Lead: SWAN; CCYAs; SWAN affiliates; OCYF Program Unit	1 and ongoing	
		3.15b	Monitor the timely completion of SWAN services delivered to CCYAs	Monthly reports from SWAN prime contractor provided	Lead: OCYF Program Unit; SWAN	1 and ongoing	
		3.15c	Identify and analyze barriers impacting the timely completion of referrals made by CCYAs to the SWAN prime contractor	Monthly reports from SWAN prime contractor reviewed and provided	Lead: OCYF Program Unit; SWAN	1 and ongoing	
		3.15d	Develop and implement county specific and/or affiliate specific action plans, as needed, to remedy the identified barriers	Summary of implementation of plans provided; Monthly reports from SWAN prime contractor provided	Lead: OCYF Program Unit; SWAN	1 and ongoing	
see 8.4		3.15e	Monitor the achievement of timely permanence	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
Renegotiated Action Steps and Benchmarks:							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Immediate Outcome (Goal): Older youth in care will receive services toward permanence and permanent connections and will be assisted in their transition to independence.							
Discharge planning and transition planning need to be improved for youth who are aging out of the system.	3.16 Provide guidance and support regarding services to older youth to assist in their transition to independence	3.16a	Issue Independent Living Services bulletin	Bulletin issued	Lead: OCYF Policy and Program Unit	2	
		3.16b	Issue FAQ document in conjunction with the IL Bulletin to facilitate implementation	FAQs provided	Lead: Child, Youth and Family Engagement workgroup	2	
		3.16c	Develop a "Transition Packet" which must be presented to the youth at a youth's final court hearing and includes critical forms including educational and health records	Transition packet developed	Lead: Child, Youth and Family Engagement workgroup; YABs; OCYF Program Unit	2	
		3.16d	Provide training/TA surrounding IL services, Know Your Rights manual, and implementation of IL bulletin to CCYAs, IL providers, and OCYF regional staff	ENCOMPASS; SWAN quarterly and Statewide Meeting sign in sheets; Sign in sheets from Know Your Rights trainings provided to youth by youth trainers; regional office training events sign in sheets and agenda	Lead: CWTP; OCYF Program Unit; Youth Ambassadors; SWAN; KidsVoice; Youth Advisory Board (YAB)	4 and ongoing	
		3.16e	Implement IL bulletin and utilization of Transition Packets	IL Annual Site Visits; QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs; CWTP; OCYF Program Unit- for IL Site Visits	6	
Long Term Outcome (goal) 2: Continuity of Family Relationships and Connections is Preserved							
Applicable Outcomes/Systemic Factors: Permanency Outcome 2							
Applicable CFSR Items: Items 12,13,14							
Immediate Outcome (Goal): Children in care will maintain a relationship with their parents and permanent connections will be preserved.							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Children's visitation with mothers, fathers and siblings was not of sufficient quality to meet the needs of the family. Visits were more likely to occur with siblings and mothers than with fathers. The support of the parent's relationship with their children while the children were in FC was generally inconsistent.	4.1 Improve the quality of visitation between the children/youth and family and children/youth and siblings	4.1a	Provide "Reunification Through Visitation" training	ENCOMPASS	Lead: CWTP; CCYAs; Private Providers	4 and ongoing	
See 6.1d and 6.1g		4.1b	Review the Visitation Manual and develop a field guide version to be utilized by CCYAs as needed	Field Guide for quality visitation between children/youth and their parents	Lead: Quality visitation subcommittee	8	
PA was inconsistent in its efforts to place siblings together. See 8.4	4.2 Provide guidance and monitor the assurance that siblings are placed together as appropriate	4.2a	Develop policy that requires written rationale for not placing siblings together	Policy developed and issued; Annual LIS	Lead: OCYF Policy Unit; CCYAs, Private Providers; OCYF Regional Offices	4	
		4.2b	Collect and analyze data through QSRs to develop county specific solutions regarding siblings being placed together as needed	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	4 and ongoing	
Children's connections with extended family, school, and community were not being consistently maintained.	4.3 Ensure children and youth's cultural and community ties are maintained	4.3a	Reinforce PA's practice standards related to children's connections with extended family, school, and community through Diversity Task Force events	Annual regional diversity task force events; sign in sheets/agendas provided	Lead: Diversity Task Force; Practice Standards subcommittee; Youth Ambassadors/Youth Advisory Board	8	
see 8.4		4.3b	Monitor the continued connection of children and youth's cultural and community ties	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
Renegotiated Action Steps and Benchmarks:							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Well being							
Long Term Outcome (goal) 1: The capacity of families' ability to provide for their children's needs will be enhanced.							
Applicable Outcomes/Systemic Factors: Permanency Outcomes 1 and 2, Well-Being Outcome 1, Case Review							
Applicable CFSR Items: 7,13,15,16,17,18, 25							
Immediate Outcome(goal): Children, parents, and providers will be engaged throughout the life of the case and will therefore be a team responsible for assessing, coordinating, developing and monitoring case plans.							
PA is not consistent in involving parents and children in the case planning process. Mothers and children were more likely to be involved in case planning than fathers. The support of the parent's relationship with their children while the children were in FC was generally inconsistent.	5.1 Implementation of family engagement strategies to ensure child, youth and family involvement throughout the life of a case	5.1a	Provide TA/Training, as needed, to support CCYA's and Private Providers implementation of family engagement processes (ie. Family Group Decision Making, engaging families from a strength-based solution-focused perspective, SAMP, etc.)	ENCOMPASS and sign in sheets; curriculum content/course summaries	Lead: CWTP; SWAN; OCYF; CCYAs; Private Providers	1 and ongoing	
		5.1b	Roll-out and monitoring of new discussion board focused on FGDM and other family engagement strategies	Discussion board developed and posted to CWTP website; list of members provided	Lead: CCYAs, JPO and Private Providers; CWTP, OCYF	1 and ongoing	
see 8.4		5.1c	Monitor child and family involvement in case planning	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
PA is not consistent in involving parents and children in the case planning process.	5.2 Philadelphia DHS will continue to utilize and expand their use of FGDM	5.2a	Implement Family Group Decision Making (FGDM); provide FGDM conferences to targeted population (Children at risk of placement, change in placement level, placement disruption and those being discharged)	Number of family group conferences held for targeted population	Lead: Philadelphia DHS CYD	1 and ongoing	
		5.2b	FGDM Evaluation Subcommittee will review evaluations received from Philadelphia DHS	Review completed of FGDM evaluations from Philadelphia	Lead: FGDM Evaluation Subcommittee	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		5.2c	Develop plan for expansion of FGDM conferences for additional populations	Provide copy of expansion plan	Lead: Philadelphia DHS CYD	4	
Maternal and paternal resources need to be identified and engaged initially and throughout the life of a case. PA is not consistent in diligent efforts to reunify children with parents or relatives. Inconsistent efforts were made to search for maternal and paternal relatives as placement resources for children. Findings show concerns about not engaging non-custodial caregivers - absent parents, particularly fathers, were not assessed for, or provided, services.	5.3 Mothers, fathers (including noncustodial caregivers), paternal and maternal formal and informal kin will be identified early and located throughout the life of a case	5.3a	Develop a draft curriculum based upon Kevin Campbells' Family Finding Training	Draft curriculum provided	Lead: CWTP curriculum dept; AOPC; OCYF Central Office	1	
		5.3b	Conduct pilot of Family Finding training	Pilot completed	Lead: CWTP curriculum dept; AOPC; OCYF Central Office	2	
		5.3c	Finalize Family Finding Training	Curriculum provided	Lead: CWTP curriculum dept; AOPC; OCYF Central Office	2	
		5.3d	Statewide roll-out of the Family Finding training	ENCOMPASS; sign in sheets	Lead: OCYF Central Office; AOPC; CWTP; CCYAs	3 and ongoing	
		5.3e	Utilize available resources (ACCURINT, FPLS, SWAN Diligent Search) to locate noncustodial caregivers initially and ongoing throughout the life of a case	Annual LIS	Lead: CCYAs; OCYF Regional Offices	1 and ongoing	
		5.3f	Monitor implementation of strategies to locate kin/non-kin resources through Family Finding techniques and Diligent Search	Number of family finding searches conducted by 27 PPI counties; Number of diligent searches for LSI (minimum 50) counties	Lead: AOPC and SWAN; OCYF program unit	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
	5.4 Philadelphia DHS will implement Family Finding for youth with a goal of APPLA	5.4a	Provide Family Finding Overview Training primarily for DHS supervisors and others	Provide Sign-in sheets for evidence of # of staff that attended the trainings; presentations and curriculum provided	Lead: Philadelphia DHS CYD	2	
		5.4b	Plan and coordinate train the trainer (TOT) sessions	Training plan provided	Lead: Philadelphia DHS CYD	2	
		5.4c	Conduct train the trainer training	# of staff/sign-in sheets from sessions; curriculum/content provided	Lead: Philadelphia DHS CYD	2	
		5.4d	Establish an implementation plan for Family Finding once TOT training is completed	Provide implementation plan	Lead: Philadelphia DHS CYD	3	
		5.4e	Pilot of Family Finding with Older Youth with a goal of APPLA	DHS will provide quarterly updates for Family Finding usage and outcomes; # of searchers; # of individuals found and connections made	Lead: Philadelphia DHS CYD	5	
		5.4f	Review findings of the pilot of Family Finding with Older Youth with a goal of APPLA	Findings and analysis provided	Lead: Philadelphia DHS CYD	6	
Visits were more likely to occur with siblings and mothers than with fathers. Absent parents, particularly fathers, were not assessed for, or provided, services. The exclusion of fathers from case planning occurred even when whereabouts were known and they were involved with or living with the child. Less attention was given to promoting children's bonds with fathers than mothers.	5.5 Increase engagement efforts to include fathers at all stages of the case	5.5a	Examine the Transfer of Learning (TOL) package on Engaging Fathers and make recommendations for marketing and delivery	Agenda and sign-in sheets from the workgroup provided; Recommendations of the workgroup provided	Lead: Child, Youth and family Engagement workgroup	3	
		5.5b	Develop a state roundtable subcommittee to explore best practices regarding engaging fathers	Subcommittee developed; meeting minutes and sign in sheets provided	Lead: AOPC/OCYF; State roundtable subcommittee	1	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		5.5c	Identify national and statewide best practices regarding engaging fathers	Best practices identified	Lead: AOPC/OCYF; State roundtable subcommittee	1	
		5.5d	Provide a written report of recommendations of best practices to the state roundtable to approve for dissemination to the leadership roundtables	Report submitted	Lead: AOPC/OCYF; State roundtable subcommittee	2 (May 2010)	
		5.5e	Disseminate approved report to Leadership roundtables and CCYAs for their review and consideration at their local children's roundtables	Plan disseminated to leadership roundtables and presentation at PCYA	Lead: AOPC/OCYF; Leadership roundtables	2 (June 2010)	
		5.5f	Discuss at local children's roundtables if family engagement is an issue within their county, and if so, develop a plan to address the issues	Meetings held at local children's roundtable and plans developed provided	Lead: Local children's roundtables	3	
		5.5g	Determine if a request should be made, in partnership with local children's roundtable and family center (if applicable) through the NBPB for a family engagement special grant	Baseline is number of family engagement special grants from 08/09	Lead: CCYAs	4 (8/1/2010)	
see 8.4		5.5h	Monitor the engagement of fathers throughout the life of a case	QSR reports and/or county improvement plans from Phase One CQI CCYAs; Annual LIS	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs and OCYF RO - for Annual LIS	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
		5.5i	Philadelphia DHS will increase number of referrals to Achieving Reunification Center	Increase in the number of referrals	Lead: Philadelphia DHS CYD	4	
Renegotiated Action Steps and Benchmarks:							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
LONG TERM OUTCOME (goal) 2: Staff will have frequent and quality face-to-face contact with children and with parents.							
Applicable Outcomes/Systemic Factors: Well-Being Outcome 1							
Applicable CFSR Items:19,20							
Immediate Outcome (goal): The quality and frequency of caseworker visits with the child, youth, mother, father and foster parents will be improved.							
Need to ensure assessments identify underlying issues and that assessments are completed through the life of the case. PA is not consistently effective in ensuring the quality of caseworker visits with children in FC or receiving in-home services.	6.1 Improve the quality of visitation between the caseworker and child/youth to include a focus on visits needing to be purposeful in discussing assessed needs and reviewing FSP/PPP goals	6.1a	Consult with NRC for Permanency and Family Connections to assist in identifying Evidence-Based practices re: quality visitation	Recommendation from NRC for Permanency and Family Connections provided	Lead: Quality Visitation Proactive Initiative Subcommittee and CWTP	1	
		6.1b	Conduct survey of 67 counties to identify current practices related to caseworker visitation	Survey results provided	Lead: Univ. of Pitt. Researchers in conjunction with the Quality Visitation Practice Initiative Subcommittee	1	
		6.1c	Analyze information gathered along with recommendations from NRC to develop a Field Guide for quality caseworker visitation with children in out of home care	Field Guide for quality visitation provided	Lead: Substitute Care Subcommittee	2	
		6.1d	Revise the field guide to include quality visits of children in their own home and with their caregivers	Expanded Field Guide for quality visitation provided	Lead: Substitute Care Subcommittee	6	
		6.1e	Incorporate concepts of quality visitation into the Out of Home Safety Assessment and Management Process training curriculum	Curriculum developed	Lead: CWTP; Quality Visitation Practice Initiative Subcommittee; Substitute Care Committee	1	
		6.1f	Technical Assistance (TA) as requested re: quality visitation through SAMP	TA requested and provided; regional support sessions held	Lead: CWTP; OCYF Regional Offices; County Safety Leads	7 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
See 3.5e and 8.4		6.1g	Monitor the quality of visitation between caseworkers and children, youth and families	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
PA is not consistently effective in ensuring the frequency of caseworker visits with children in FC or receiving in-home services, or with parents, particularly visits with fathers. See 3.5e	6.2 Improve frequency of caseworker visits with children and youth	6.2a	Monitor frequency of caseworker visitation	Caseworker visitation data submitted by all 67 counties every six months	Lead: OCYF-Information Data Management Unit (IDMU); CCYAs	2 and ongoing	
		6.2b	Develop county specific improvement plans when counties do not visit 90% of children in care monthly	County improvement plans submitted	Lead: CCYAs	2 and ongoing	
		6.2c	Provide technical assistance to CCYAs as needed	Agency service reports from CWTP and tracking form from OCYF will show TA provided	Lead: OCYF Regional Offices;-CWTP and other TA providers; CCYAs	2 and ongoing	
		6.2d	Monitor county specific improvement plans	Annual LIS	Lead: CCYAs; OCYF Regional Offices; CWTP Regional Teams	2and ongoing	
see 8.4		6.2e	Monitor frequency of visitation between caseworkers and children, youth and families	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
Renegotiated Action Steps and Benchmarks:							
Long Term Outcome (Primary Strategy) 3: Children's educational, physical, and behavioral health needs will be met.							
Applicable Outcomes/Systemic Factors: Well Being Outcomes 2 and 3							
Applicable CFSR Items: 21, 22, 23							
Immediate Outcome (goal): Children will have their educational needs assessed and services provided to meet those needs.							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
A key issue indicated by stakeholders is that although there are State standards, there is not a statewide curriculum, which makes transferring between school districts problematic. Children transferring to different school districts because of placement changes often lose credits, thus falling behind in their education. Obtaining school records after a transfer can often be difficult.	7.1 Promote and support children remaining in the same school when in their best interest and whenever possible; and facilitate a seamless education transition for youth who enter care or move between placements	7.1a	Revise the educational stability bulletin to include Fostering Connections requirements	Bulletin revised and provided	Lead: OCYF Policy Unit, Education Law Center, Juvenile Law Center; YABs	4	
		7.1b	Provide informational materials for educational professionals to receive information on supporting improved educational outcomes	Informational materials provided	Lead: SWAN; CWTP; OCYF Policy; Educational professionals; Private providers	4 and ongoing	
		7.1c	Offer web-based/online training content supporting improved educational outcomes	Content of web-based/online training provided	Lead: SWAN; CWTP; OCYF Policy; CCYAs; Private providers	4	
		7.1d	Develop and issue joint correspondence from DPW and Department of Education re: the educational stability bulletin	Joint correspondence issued	Lead: DPW - OCYF Policy Unit, Dept of Education	4	
There was no assessment of educational needs even when there was clear evidence that the child was experiencing school-related problems. Need to ensure assessments identify underlying issues and that assessments are done ongoing through the life of the case; Preventing foster care reentries within a 12 month period is a challenge for PA; See 2.1b; 2.2o; and 5.1a	7.2 Screen all school age children to assess if their educational needs are being met, and if not, take recommended steps to address any identified needs by referring for and coordinating the appropriate services	7.2a	Develop a screening tool to assess if the educational needs of all children actively involved in child welfare system are being met throughout the life of a case	Screening tool developed	Lead: Education Law Center and Juv. Law Center, OCYF Policy Office, CWTP, CCYAs	1	
		7.2b	Develop and issue joint correspondence from DPW and Department of Education re: the use of the educational screening tool	Joint correspondence issued	Lead: OCYF Policy Unit, Education Law Center and Juv. Law Center, Dept of Education	2	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		7.2c	Issue policy bulletin regarding the educational screening tool	Bulletin issued	Lead: OCYF Policy Unit	2	
		7.2d	Develop training on use of the educational screening tool for educational liaisons	Training developed	Lead: Education Law Center and Juv. Law Center, OCYF Policy Office, CWTP	3	
		7.2e	Train the Trainer training for County Education Liaisons	Training session agenda and sign in sheets provided	Lead: CWTP; OCYF Policy and Regional Offices; CCYAs	3	
		7.2f	Training for County Staff by Education Liaisons	Training session agenda and sign in sheets provided	Lead: County Education Liaisons	4 and ongoing	
		7.2g	Implement use of educational screening tool by educational liaisons	Tool implemented	Lead: CCYA educational liaisons	4 and ongoing	
		7.2h	Monitor use of the educational screening tool and the coordination of needed services that were identified	Annual LIS	Lead: CCYAs; OCYF Regional Offices	4 and ongoing	
		7.2i	Monitor the assessment of children's educational needs and the coordination of needed services that were identified	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
Immediate Outcome (goal): Children will have physical, dental, and behavioral health needs assessed and services provided to meet needs.							
Need to ensure assessments identify underlying issues and that assessments are done ongoing through the life of the case. PA is not consistent in meeting children's physical or behavioral health needs. Preventing foster care reentries within a 12 month period is a challenge for PA. See 2.1b; 2.2o; and 5.1a.	7.3 Improve the assessment and provision of services provided to meet children's physical and behavioral health needs	7.3a	Monitor the provision of services to meet the children/youths identified physical and behavioral health needs	QSR reports and/or county improvement plans from Phase One CQI CCYAs; Annual LIS	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs and OCYF RO - for Annual LIS	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
PA is not consistent in meeting children's physical needs or mental health needs. CCYAs are more consistent in assessing and meeting the medical and mental health needs of children in FC than children receiving in-home services.	7.4 Collaborate with OMAP to expand Medical Assistance provider network including dental services	7.4a	Develop statewide committee to collaborate with and advocate directly to provider community	Committee developed - list of committee members provided; quarterly meeting sign in sheets provided	Lead: Statewide committee comprised of OCYF, Healthcare Providers, Dental School; Department of Health, OMAP, Youth, CCYAs, OMHSAS	3 and ongoing	
Need to ensure assessments identify underlying issues and that assessments are done ongoing through the life of the case. PA is not consistent in meeting children's physical or behavioral health needs	7.5 County Child Welfare Professionals obtain health summaries from child's health care providers following interaction with health care professionals	7.5a	Disseminate a uniform health form to ensure that the state can track children's primary medical health care provider information (DPW Child Health form: CY-51, 09/08)	Forms will be disseminated	Lead: OCYF Policy Unit; CCYAs	2	
		7.5b	Philadelphia DHS will develop a draft Medical Information Form that will be used to secure health information and history from the primary care practitioner of a child who becomes known to the Department	Draft form developed and copy provided	Lead: Philadelphia DHS CYD	1	
		7.5c	Philadelphia DHS to field test the Medical Information form with a ninety day pilot in one section of Philadelphia DHS Intake (two units have been identified as the start-up)	Child Health Consultants (CHC) and Health Management Unit (HMU) will QA the process and evaluate at the end of the first ninety days – results of QA provided	Lead: Philadelphia DHS CYD	1	
		7.5d	Philadelphia DHS will finalize the Medical Information Form that will be used to secure health information and history from the primary care practitioner of a child who becomes known to the Department	Final form submitted	Lead: Philadelphia DHS CYD	4	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
PA is not consistent in meeting children's physical or behavioral health needs.	7.6 Improve cross-systems collaboration regarding access to services to provide behavioral health and drug and alcohol services for children and youth	7.6a	Integrated Children's Services Plans (ICSP) will be submitted which outline local strategies for continuing cross-systems collaboration	County ICSP's submitted	Lead:CCYAs; DPW Secretary's Office	3 and 7	
		7.6b	Referral of complex cross system cases may be referred to a state level review team to determine and identify strategies to enhance local service delivery	# of cases reviewed and update on final determination provided, if applicable	Lead: DPW Secretary's Office; CCYAs; OCYF;OMHSAS; OMAP; ODP	1 and ongoing	
		7.6c	Develop state-level infrastructure and strategic plan to support the PA System of Care Partnership	Copy of strategic plan/logic model provided	Lead: SOC State Leadership Team		2
		7.6d	Develop and issue county application for participation in Phase One of the SOC Partnership	Copy of application provided	Lead: SOC State Leadership Team		2
		7.6e	Select 5 counties for participation of Phase One SOC Partnership	List of selected counties provided	Lead: SOC State Leadership Team		3
		7.6f	Develop and issue county application for participation in Phase Two of the SOC Partnership	Copy of application provided	Lead: SOC State Leadership Team		5
		7.6g	Select 5 counties for participation of Phase Two SOC Partnership	List of selected counties provided	Lead: SOC State Leadership Team		6
		7.6h	Demonstrate provision of services to approximately 15 families from child welfare system	Phase One SOC Partnership Counties	Lead: Phase One SOC Partnership Counties		6
Renegotiated Action Steps and Benchmarks:							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
SYSTEMIC FACTORS							
Long Term Outcome (Primary Strategy) 1: Improved outcomes for Pennsylvania's children and families.							
Applicable Outcomes/Systemic Factors: Quality Assurance System							
Applicable CFSR Items:31							
Immediate Outcome (Goal): Systems are structured to support the achievement of child, youth, and family outcomes.							
Impacting change at the local level requires structural changes at the state level; therefore, PA is establishing a CQI process that will better allow us to monitor the sustainability of improved outcomes at the local level within our state-supervised, county-administered child welfare system.	8.1 Utilize a phased-in approach to the implementation of a statewide continuous quality improvement (CQI) process that builds capacity for local (county) CQI processes that are foundationally built upon the PA Practice Model	8.1a	Develop a CQI process at the state and local level	Meeting agenda, minutes and sign in sheets provided	Lead: Sustaining Change Workgroup	1 and ongoing	
		8.1b	Receive technical assistance and consultation from the Child Welfare Policy and Practice Group (CWPPG) and Human Systems and Outcomes (HSO) to aid in the development of the CQI process. This assistance includes: instrument selection, sample selection, review team composition, frequency of reviews, and practice model development	Work plans submitted	Lead: Sustaining Change Workgroup; CWPPG; HSO	1 and ongoing	
		8.1c	Receive technical Assistance from the National Resource Center on Organizational Improvement (NRCOI) to assist in implementing change at the local level	Copy of request for technical assistance provided	Lead: Sustaining Change Workgroup	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		8.1d	Receive training and technical assistance from American Public Human Services Association (APHS) regarding an Organizational Effectiveness framework	Sign in sheet will be provided; Meeting notes	Lead: CWTP	2	
		8.1e	Observe Utah's QCR process to identify elements for inclusion in the development and implementation of Pennsylvania's QSR process	Staff travel to Utah and summary of their findings/observations submitted	Lead: Sustaining Change Workgroup	1	
		8.1f	Conduct pilot of Indiana's QSR protocol in Philadelphia, York and Washington counties. 12 cases will be reviewed at each site	Pilot completed - Final report of QSR findings provided	Lead: 3 pilot CCYAs; OCYF Regional Offices and Policy Unit; CWTP	1	
		8.1g	Conduct pilot of PA specific QSR tool and process in Allegheny County and Venango County	Pilot completed - Final report of QSR findings provided	Lead: Allegheny and another CCYA; OCYF Regional Offices and Policy Unit; CWTP	2	
		8.1h	Finalize the PA specific QSR tool and process making changes as necessary based upon pilot findings, inclusive of a review of tool by ACF	Provide PA's specific QSR tool and an outline of the process	Lead: Sustaining Change Workgroup	3	
		8.1i	Establish a network for collaboration among TA providers	Agendas, Minutes, Sign in sheets	Lead: OCYF, SWAN, CWTP, ABA, AOPC	1 and ongoing	
		8.1j	Development and finalization of strategic work plan that identifies statewide rollout of CQI over multiple years	Work plan provided	Lead: Sustaining Change Workgroup	3	
		8.1k	Issue parameters to CCYAs re: CQI	Bulletin issued	Lead: OCYF Policy and Fiscal Bureaus	5 (5/1/2011)	
		8.1l	Provide training to regional teams in a phased in approach re: CQI and Practice Model implementation	Trainings conducted; sign in sheets provided	Lead: CWTP; OCYF Central and Regional Offices	3	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		8.1m	Conduct Phase One CQI process with 6-8 counties	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; Regional OCYF offices; CWTP; Statewide TA providers	3- 6 (10/1/10 - 09/30/11)	
		8.1n	Conduct crosswalk of PA QSR tool and Licensing tool to identify which areas are covered within both and could require revisions to Licensing tool	Analysis provided	Lead: Phase One CCYAs; Regional OCYF offices; CWTP; Statewide TA providers	7 (10/1/2011)	
		8.1o	Review of revised licensing tool by DPW legal department	Review of tool by legal department	Lead: DPW Legal Department	7 (10/1/2011)	
		8.1p	Finalize the revised licensing tool	Revised Licensing tool provided	Lead: OCYF Regional Office	7 (10/1/2011)	
		8.1q	Applications from potential Phase Two CQI counties received	Copies of county applications provided	Lead: Phase Two CCYAs; Regional and Central OCYF offices; CWTP	5 (4/1/2011)	
		8.1r	Selection of Phase Two CQI Counties	Provide list of counties involved in Phase Two of CQI implementation	Lead: Phase Two CCYAs; Regional and Central OCYF offices; CWTP	5 (6/1/2011)	
		8.1s	Conduct Phase Two CQI process with 6-8 counties	QSR reports and/or county improvement plans from Phase Two CQI CCYAs	Lead: Phase Two CCYAs; Regional and Central OCYF offices; CWTP; Statewide TA providers	7 and ongoing (10/1/11 - 10/1/12)	
		8.1t	Continuation of Phase One counties implementation	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; Regional and Central OCYF offices; CWTP; Statewide TA providers	7 and ongoing (10/1/11 - 10/1/12)	
Siblings in juvenile justice cases were generally not assessed for service needs or for safety/risk	8.2 Increased coordination and collaboration between CCYAs and JPO	8.2a	Issue Shared Case Responsibility Bulletin	Bulletin provided	Lead: OCYF Policy Unit	1	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		8.2b	Hold regional conference calls with CCYAs and JPOs to identify their county-specific technical assistance needed to implement Shared Case Responsibility	Agendas; participant representation/sign-in sheets and minutes submitted	Lead: OCYF policy unit; CWTP	2	
		8.2c	Provide county-specific technical assistance as needs are identified through regional conference calls	# of technical assistance requests submitted	Lead: OCYF policy unit; CWTP	3	
		8.2d	Implementation started	County policies and plans developed	Lead: CCYAs and JPOs	3	
see 8.4		8.2e	Monitor implementation	Annual LIS; QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs and OCYF RO - for Annual LIS; JPOs	4 and ongoing	
PA is not consistent in involving parents and children in state level planning processes.	8.3 Systems will be structured to foster youth and family engagement at the system level	8.3a	Develop statewide orientation for youth and families about being members on advisory boards	Orientation curriculum provided	Lead: Youth and Parent Ambassadors and Youth Advisory Boards (YABs); CWTP; CCYAs; private providers; PSRFA, SWAN, OCYF	3	
		8.3b	Provide orientation to youth and families	ENCOMPASS	Lead: Youth and Parent Ambassadors and Youth Advisory Boards (YABs); CWTP; CCYAs; private providers; PSRFA, SWAN, OCYF	4 and ongoing	
		8.3c	Utilize youth and families as co-facilitators, panel members, or consultants	ENCOMPASS; sign in sheets	Lead: Youth and Parent Ambassadors; YAB representatives; CWTP	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Renegotiated Action Steps and Benchmarks:							
Immediate Outcome (goal): Increased skill and knowledge at the supervisor level.							
Strength Based Supervision is a balance of regulatory requirements and best practice. Supervisors play a critical role in improving outcomes for children, youth and families.	8.4 Redefine the role of supervisors by focusing on Quality-Based Supervision	8.4a	Develop and implement a guide for supervisors to use during case consultations to support their staff from a quality perspective including a focus on the following practice areas: assessment of a child/family's underlying issues; practice surrounding SAMP (In home and Out-of-Home); utilization of family engagement strategies; teaming with all key partners connected to the case; establishment of timely and appropriate goals for children/youth; achievement of timely permanence to include permanency throughout the life of a case (especially at the front end) and utilization of kin as a permanency option; concurrent planning; quality visitation; and establishing and maintaining family relationships and connections.	Copy of guide provided	Lead: Sustaining Change Workgroup	5 (June 2011)	
		8.4b	Supervisors will be reviewers on QSR team	QSR Review Team lists	Lead: CCYAs	4 and ongoing	
		8.4c	Monitor the utilization of the Supervisor's use and application of the guide to be used during case consultation as well as Supervisors involvement in the QSR process	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs	6 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Pennsylvania recognizes supervisors as primary practice change agents and will dedicate the resources necessary to support them in their work.	8.5 Supervisory forums will be held regionally to support supervisors and their staff	8.5a	Conduct quarterly supervisor forums in each region	Agendas; Participant representation/sign-in sheets and meeting recommendations provided	Lead: CWTP; CCYA Supervisors; OCYF Regional Offices; OCYF Policy Unit	1 and ongoing	
		8.5b	Establish feedback loop to ensure that information gathered from regional forums is shared statewide	Posting on statewide web-site	Lead: CWTP; CCYA Supervisors; OCYF Regional Offices; OCYF Policy Unit	1 and ongoing	
Pennsylvania recognizes supervisors as primary practice change agents and will dedicate the resources necessary to support them in their work.	8.6 Foundational curriculum is current and relevant	8.6a	Revise foundational curriculum for Supervisors	Draft of revised Supervisor Training Series (STS) curriculum provided	Lead: CWTP Curriculum Department	5 (June 2011)	
		8.6b	Pilot revised Supervisory Training Series	Pilot completed	Lead: CWTP Curriculum Department	7 (Dec 11)	
		8.6c	Delivery of final STS curriculum to new supervisors and marketing to all supervisors	Final Supervisor Training Series (STS) curriculum provided; Training sign in sheets provided; ENCOMPASS	Lead: CWTP Curriculum Department	8 (mar 12)	
Renegotiated Action Steps and Benchmarks:							
Long Term Outcome (primary strategy) 2: Counties and the state are able to exchange and share data in real time.							
Applicable Outcomes/Systemic Factors: Statewide Information System							
Applicable CFSR Items: 24							
Immediate Outcome(Goal): A statewide information process will be identified that is capable of providing accurate and useful data to counties and the State.							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Lack of a statewide information system impacts access to information about families across counties and PA is not in substantial conformity with this systemic factor	9.1 Finalize a plan for a statewide information technology solution that will efficiently and effectively support child welfare programs and case management in PA	9.1a	Complete and approve a strategic implementation plan for a statewide information system solution	All necessary state level approvals received: Office of Information Technology (OIT), DPW Secretary and Budget Office, Governor Budget Office. Project strategic plan is adjusted based on total funds approved and allocated to the project for the 2010-2011 budget year	Lead: OCYF IDMU; DPW Bureau of Information Systems (BIS)	2	
		9.1b	Complete an Advanced Planning Document (APD) and any associated Request for Proposal (RFP) documents, if needed, for the planning and implementation of the statewide solution (part of multi-opdiv APD for DPW)	APD and procurement documents are submitted to ACF requesting federal approval and funding for the project	Lead: OCYF IDMU; BIS	2	
		9.1c	Receive federal approval of the APD and procurement method	APD approved by ACF	Lead: ACF	3	
	9.2 Perform the remaining planning activities required to determine the design and development tasks needed to implement a statewide information technology solution, that will efficiently and effectively support child welfare programs and case management in PA using a multi-year approach	9.2a	Complete planning tasks within the timeframes set forth in the approved APD schedule	Weekly project meetings, Weekly review of task plans and schedule, Monthly project calls with ACF, Division of State Systems, Quarterly PIP Updates	Lead: OCYF IDMU; BIS	4 and ongoing (beginning quarter is contingent on ACF approval of APD)	
		9.2b		Completion of requirements for data dictionary	Lead: OCYF IDMU; BIS	7	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		9.2c		Submission and approval of Annual APDU Update (part of multi-opdiv APD for DPW)	Lead: OCYF IDMU; BIS; ACF	7	
	9.3 Perform initial tasks to procure services for the design and development of the information technology solution	9.3a	Identify type of procurement vehicle to use and create procurement documents	Procurement documents completed	Lead: OCYF IDMU; BIS	6 and ongoing	
	9.4 Perform initial tasks to obtain ACF approval for the design and development of the information technology solution	9.4a	Create or update Advanced Planning Document (APD)	APD completed	Lead: OCYF IDMU; BIS	6 and ongoing	
	9.5 Interim Project Work for federal reporting and county case management	9.5a	Complete and submit an Implementation Advanced Planning Document (IAPD) for the Interim Work	APD completed; Submission and approval of IAPD	Lead: OCYF IDMU; BIS; ACF	1	
		9.5b	Complete Annual IAPD Updates	Submit Annual IAPDU and ACF Approval	Lead: OCYF IDMU; BIS; ACF	4 and 8	
		9.5c	Improve AFCARS reporting by obtaining a unique ID for all children in AFCARS (part of MCI work described within Safety section)	Implement Unique AFCARS IDs using the DPW Master Client Index (MCI)	Lead: OCYF IDMU; BIS; CCYAs	3	
		9.5d		Submit an AFCARS file to ACF with 97% of records having an MCI identifier	Lead: OCYF IDMU; BIS; CCYAs	5	
		9.5e	Create Web Portal as communication tool and unified entry point for all child welfare system users	Complete requirements	Lead: OCYF IDMU; BIS; CCYAs	1	
		9.5f		Complete design and development and submit screen shots	Lead: OCYF IDMU; BIS	2	
		9.5g		Complete implementation and submit # of registered users and summary of use	Lead: OCYF IDMU; BIS; CCYAs	3	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Lack of a statewide information system impacts access to information about families across counties	9.6 Increase the number of CCYAs with a sustainable case management system	9.6a	Support CCYAs in implementing a case management system	15 CCYAs currently use CAPS case management information system, by the end of FFY 2010/11 35 CCYAs will be using CAPS	Lead: OCYF IDMU; CCYAs	1 and ongoing	
Preventing foster care reentries within a 12 month period is a challenge for PA.	9.7 Verify the quality of re-entry data	9.7a	Reconvene the data subcommittee of QIC to examine reentry data to ensure that it is accurate	Subcommittee established; meeting minutes and sign in sheets submitted	Lead: QIC data subcommittee; OCYF IDMU; Hornby Zeller Associates (HZA)	3	
		9.7b	Identify data issues and submit recommendations	Recommendations submitted	Lead: QIC data subcommittee; OCYF IDMU; Hornby Zeller Associates (HZA)	5	
		9.7c	Develop consistent re-entry measurement tools	Tools provided	Lead: QIC data subcommittee; OCYF IDMU; Hornby Zeller Associates (HZA)	7	
		9.7d	Philadelphia DHS will continue working to correct the issues regarding the re-enrty data collected within the FACTS system (Philadelphia DHS data collection system)	Verification of changes made in FACTS resulting in proper collection of re-entry data	Lead: Philadelphia DHS; OCYF Central and Regional Offices	2 and ongoing	
Renegotiated Action Steps and Benchmarks:							