

TABLES OF CONTENT

NARRATIVE

	Page
INTRODUCTION	2
PREPARATION STAGE: THE CONTEXT	2
1 Vision	
2 Mission	
3 Guiding Principles	
4 Assessment Planning Process	
THE PLANNING STAGE	5
THE PROGRAM IMPROVEMENT PLAN	5
1 The Strategic Goals	
2 The Focus of the PIP	
o The Three Critical Areas Needing Improvement	
3 Quality Assurance, Training and Information System Capacity	
o What Puerto Rico Wants to Accomplish	
o How to get there in two years	
o Strategic Goal QA Goals and Major Actions	
4 Information System Capacity Goals and Major Actions	
o What Puerto Rico wants to accomplish	
o How to get there in two years	
o Strategic Goal ISC Goals and Major Action	
5 Training	
o What Puerto Rico wants to accomplish	
o How to get there in two years	
o Strategic Goal Training Goals and Major Actions	
6 Other Strategic Goals	
7 Strengthen The Family to Prevent Removal and Expedite Permanency for Children	
8 Increase Agency Community – Based Services to the Family	
THE IMPLEMENTATION OF THE PIP	39
• Communication of the Plan	
• Managing the Plan	
• Monitoring the Process and Reporting Mechanics	
THE MATRIX	42

PUERTO RICO CFSR
PROGRAM IMPROVEMENT PLAN
OCTOBER 2004-2006

NARRATIVE

INTRODUCTION

Puerto Rico is pleased to submit the Program Improvement Plan for Child and Family Services Review.

This document represents the continuation of improvements and refinements to the Child Welfare System already underway in the Island and the Agency responses to the findings of the CFSR. We look forward to working with a unified and comprehensive plan to guide our efforts and assist in continuous self-evaluation.

The strategic approach to strengthening many of the systemic needs has been worked around three critical overarching areas needing improvement: Quality Assurance, Training and Development and Information Systems Capacity.

The Department of the Family has utilized and will continue to seek technical assistance and consultation in a number of areas. In addition to those listed under specific activities, further assistance will also be requested from the National Resource Center on Organizational Improvement and the National Resource Center on Child Welfare Data Systems to help in expanding our capacity to use data and to measure our programs through integrating quality assurance indicators and review processes with those of CFSR.

The ADFAN Planning and Outcomes Assessment Assistant Administrator will play a critical role in supporting assessment monitoring in regional and local sites and providing specific focus to conducting reviews in regions where national standards were not met. The scheduling of sustainability reviews for the calendar year 2004 and beyond will generally be based on PIP benchmarks.

PREPARATION STAGE: THE CONTEXT

The Statewide Assessment (SWA) and the Child and Family Services Review (CFSR) process furnished a comprehensive assessment of our agency strengths and needs focused on seven specific outcomes and the seven systemic factors. A Child and Family Services Planning Group composed by Child Welfare Assistant Administrators, the Deputy Administrator and the Training Director was appointed by ADFAN Administrator to: (1) analyze the final report and the specific areas needing improvement to reach substantial conformity with federal standards, (2) to set up a process by which the PIP will be developed in response to CFSR findings and (3) select and describe how systemic improvements will be carried out.

The PIP was developed with the active involvement of the regional and local staff, agency managers, central office leadership, external stakeholders, courts personnel,

judges and service providers. Many of these participants had already been part of the group in the statewide assessment and on-site phases of the CFSR. The commitment and support of these persons was outstanding.

In addition, the Administration for Families and Children is working closely with the office of Courts Administration to facilitate and promote quick solution of cases and controversies. The Coordinator of the Court Improvement Projects has participated actively in the PIP meetings. As a matter of fact, the CIP Strategic Plan was a feeding document in the elaboration of the PIP. Joint reform efforts will focus on: measuring timeliness of adoption and phases of legal processes to assure compliance with the law and collaboration in the collection of data to measure progress in the solution of specific local problems and barriers causing delays in adoptions

Vision and Mission

The agency revisited both its mission and vision as part of a reengineering process that took place in July 2003 followed by changes in structure and functions and realignments of services. The revised mission and vision for ADFAN follows:

1 Vision

A leading, expedient, sensitive and facilitating agency in the provision and promotion of services of excellence to families and communities with human, fiscal and technological resources to achieve social justice.

2 Mission

We are facilitators in the provision of preventive supportive and remedial services for families and communities to develop their strengths, capacities and self-sufficiency and enable them to be an integrated component of the Puerto Rico society.

The guiding principles to achieve the mission include:

- 1 Implement an integrated service delivery system organized around the needs of the family
- 2 Build community capacity and develop partnerships to serve families
- 3 Emphasize prevention and early intervention both at home and in the community
- 4 Integrate and coordinate services effectively across systems
- 5 Strengthen organizational and professional competence of the Agency

The basic values and beliefs to support child welfare practices were also identified. These are:

- 1 **Safety** – Children have the right to live in an environment free from harm and/or sense on impending harm.

- 2 **Permanency** – Children have the right to live in a permanent family setting with the opportunity to form lifetime relationships.
- 3 **Well Being**- Children have the right to be reared by primary caretakers who display sincere, dedicated responsiveness to the child’s educational developmental, psychological and physical needs.

The Agency will use the mission, principles and values to focus planning efforts in developing and implementing the Program Improvement Plan (PIP) to attain a: **COMPETENT AGENCY WITH A BROAD ARRAY OF SERVICES WITH CLIENT’S AND COMMUNITY MEMBERS FULLY ENGAGED IN PURSUING CHILD WELFARE BEST PRACTICES AND OUTCOMES FOR CHILDREN AND FAMILIES.**

Assessment and Planning Processes

The Statewide Assessment process helped the agency to identify strengths, weaknesses, challenges and opportunities to enhance functioning and promote growth. At the organizational level there was not a stable resource base from which to launch process improvement nor reliable and accessible performance data. On the other hand, training and supervision processes across the agency call for in- depth and consistent revision and implementation to meet the requirements of new evidenced-based practices and high staff productivity.

A major strategy used to supplement the Statewide Assessment was to consult broadly with regions and local offices. Regional directors were briefed about CFS review findings and feedback was solicited on specific issues in the assessment. Regions helped complete the assessment by sharing information about innovative practices and challenges and barriers in their regions. A wide range of stakeholders was engaged in the process, which was presented as an opportunity for the Island to make program improvements by identifying the real needs of the system and by discussing how these needs could be addressed in preparation for developing a plan.

With the help of regional facilitators and the leadership of the ADFAN, Child Welfare, Assistant Administrators, (Community Prevention, Emergency Services, Family Preservation and Foster Care Adoption), workgroups documented their regional conclusions and presented the priorities they identified for program improvements to the larger group. These were then synthesized into a report that was used as the basis for the PIP and assisted the agency in development of:

- 1 2004 Program Improvement Plan (PIP)
- 2 State Plan 2004-2009
- 3 FY 2004-2005 P.R. ADFAN Budget Request

THE PLANNING STAGE:

ADFAN's Child Welfare senior management team led in the strategic planning process for the agency and they continue to serve as the core decision-making body for planning. The Child and Family Service Planning Group (CFSPG) along with agency leadership developed a basic planning structure.

- 1 Two primary groups would develop and manage the plan:
 - o A Core Group comprised of agency key decision makers and essential agency staff is ultimately responsible for developing and implementing the plan.
 - The CFSPG, comprised of community stakeholders, external partners, service providers and agency staff serves as primary advisory planning group.

There will be three subcommittees or workgroups around the PIP Critical Areas identified as key priorities for the two year period: Quality Assurance, Information System Capacity and Training. These committees will be coordinated by the State Plan and Program Improvement Program Coordinator. Each sub-committee has a leader to facilitate the specific work activities and responsibilities.

- 1 Additional committees or workgroups may be developed on an as needed basis. ADFAN Administrator has lead responsibility for the PIP and required federal reporting.

The Agency's Child Welfare Management team leadership agreed upon six common strategies for implementation and monitoring of the PIP.

- 1 Prioritize key areas for implementation
- 2 Strive for a realistic "doable" plan
- 3 Engage local staff and stakeholders in the plan
- 4 Establish new review processes that focus CFSR items and outcomes
- 5 Provide real-time data on performance on outcomes that is user friendly
- 6 Integrate PIP to other plans

THE PROGRAM IMPROVEMENT PLAN

In responding to the CFSR report we were faced with an agenda crowded with items that needed improvement. The reasons why we choose a strategic targeted approach, rather than one that is all-encompassing checklist are three-fold. First, not all the areas needing improvement are equally egregious in their weaknesses, second, because each element of Child Welfare is so integrally related to other elements, focus on one priority outcome necessarily has effects on other parts of the system and third, choosing and limiting priorities for program improvement allows Puerto Rico to emphasize the real bottom line, the well being of children for whom the Child Welfare System has responsibility.

As Puerto Rico went through the Child and Family Services Review, the agency was also working with the Legislation to enact the Commonwealth of Puerto Rico Public Law 177 – Comprehensive Child Well-being Protection Act-and launching a strategic planning process to develop its 5 year State Plan. Puerto Rico aimed to link the PIP development with these other planning processes and involved a broad range of staff and stakeholders that, through broader planning groups, identified the key priorities for the two-year period and developed strategic goals for the PIP.

The Focus of the PIP

The CFSPG identified and decided upon three critical areas needing improvement as key priorities for the two-year period: **Development and Quality Assurance (QA), Staff Training (T) and Information Systems Capacity (ISC)**. These three areas are crosscutting and have lots of potential to affect all the outcomes: Safety, Permanency and Well Being.

In crafting the PIP, workgroup participants identified the following five strategic goals that key agency managers have taken responsibility for overseeing:

Strategic Goals

- 1 CREATE AND DEVELOP A CULTURE OF ASSESSMENT AND QUALITY IMPROVEMENT THROUGH A QA SYSTEM THAT WILL USE THREE PRIMARY STRATEGIES QA CASE REVIEWS, ADMINISTRATIVE REPORTS AND MIS DATA
- 2 ENHANCE ORGANIZATIONAL AND PROFESSIONAL COMPETENCE OF THE AGENCY
- 3 DEVELOP INFORMATION SYSTEMS CAPACITY IN ORDER TO IMPROVE DECISION MAKING PROCESSES, POLICY AND SERVICES
- 4 STRENGTHEN FAMILIES TO PREVENT REMOVAL AND EXPEDITE PERMANENCY FOR CHILDREN
- 5 INCREASE AGENCY AND COMMUNITY-BASED SERVICES TO FAMILIES

The following sections relate the five strategic goals, to the three critical areas targeted in the PIP and to the Outcomes or Systemic Factors that will be impacted by the goals.

Strategic Goal	Critical Overarching Areas (PIP)	Outcome/Systemic Factor (SF) Impacted by the Goal
----------------	----------------------------------	---

1. Create and develop a culture of assessment and quality improvement through a QA System that will use QA case reviews, administrative reports and MIS data	QA Information Systems Capacity, Training,	Outcome S1- Children are, first and foremost, protected from abuse and neglect. Outcomes S2- Children are safely maintained in their homes whenever possible and appropriate. Outcome P1- Children have permanency and stability in their living situations. Outcome P2 – The continuity of family relationships and connections is preserved for children
2.Enhance organizational and professional competence of the agency	2. QA, Training and I.S.C	Outcome P. I. – SF Case Review; Item 5-10 Item 5 – Foster Care re-entries Item 6 – Stability of foster care placements Item 7 – Permanency goal for children Item 8 – Reunification, guardianship, or permanent placement with relatives Item 9 – Adoption Item 10 – Permanency goal of other planned permanent living arrangement
3. Develop Information System Capacity	3. QA, Training and I.S.C	Outcome WBI, WB2, WB3 SF Services Array SF Agency Responsiveness WB1 – Families have enhanced capacity to provide for their children’s needs WB2 – Children receive appropriate services to meet their educational needs WB3 – Children receive adequate services to meet their physical and mental health needs.
4. Strengthen the family to prevent removal and expedite permanency for children	4. QA, Training and I.S.C	Outcome SI Training; Item 1-4 Item 1 – Timeliness of initiating investigations of reports of child maltreatment Item 2 – Repeat maltreatment Item 3 -Services to family protect child(ren) in home and prevent removal Item 4 – Risk of harm to child(ren) SF Quality Assurance SF1 Licensing Foster and Adoptive Parents
5. Promote agency and community based services to the families.	5. QA, Training and I.S.C	QA, SF Case Review, Training

Critical Overarching Areas Needing Improvement

Quality Assurance

Strategic Goal: Create and develop a culture of assessment and quality improvement through a QA system that will use QA case reviews, administrative reports and MIS data.

What Puerto Rico wants to accomplish

Our first step in building an ongoing quality improvement system has been to incorporate the main child welfare outcomes and indicators into the agency five-year plan and create a QA structure within ADFAN to facilitate the achievement of these outcomes and indicators.

Our next step will be creating a culture of assessment and quality throughout the agency that supports quality improvement. This process will require frequent, clear and consistent communication about the agency expectations for performance on outcomes and compliance with practice expectations. The creation of this culture begins with top management (Secretary, Administrator and Assistant Administrators) commitment to quality assurance and improvement.

The first major action step toward this end will be the establishment of a QA unit within the Auxiliary Administration for Planning and Outcome Assessment. As a matter of fact a new structure has been approved for ADFAN by the Office of Management and Budget of the Commonwealth of Puerto Rico. The new structure includes: an Assistant Administration for Planning and Outcomes Assessment that responds directly to the Administrator, a Director for Quality Assurance and Quality Improvement that oversees the quality improvement process along with the Program Assistant Administrators and five QA Monitors. Three of the QA monitors will conduct agency case reviews and the other two will monitor contracted service providers. A Program Specialist has been appointed as the PIP and State Plan Coordinator. The new Organizational Chart is included. Attachment.

How we will get there in two years

The primary strategy for the Puerto Rico QA system will be case review process by a QA unit established separately from programs. Cases will be reviewed by a QA staff to monitor the extent of compliance with requirements applying the standardized case review instrument utilized by the CFSR that specifies the items to be reviewed. Puerto Rico will use a comprehensive approach to assess the quality of services at the 106 local offices rather than examining cases in selected regions or localities.

Cases will be read on an on-going basis at a rate of 10 cases per year per local office for a total of 1,060 cases each year. Interviews with stakeholders will not be performed during the first two years for two main reason: (1) qualitative reviews take an enormous effort, are disruptive to people's work schedule and take time (2) we choose to concentrate first on having an island-wide picture of the status of the cases and using the information gathered through QA reports to plan and implement improvements that will enhance the quality of services and will result in outcomes for children and families. Nevertheless, we will create feedback loops throughout the agency in a variety of ways: (1) staff at all

levels including caseworkers, supervisors, regional or area managers will receive regular monthly data reports, (2) during case review processes, the QA units will issue case reading analysis and reports that will be provided to program staff at central and regional levels. Central and Regional staff will be responsible for discussing the findings with local staff, develop training and improve policies, (3) regional directors and central level management will receive written reports on QA reviews.

During the implementation stage of our QA unit, we plan to use QA measures internally to assess our progress toward improving the quality of services and/or the outcomes among children and families. We will be happy to share them with federal regional and central offices, however we do not plan to make it part of the regular PIP reporting system for official measurement

The QA reports will be issued every month and shared with the field local offices; the regional level, each of the Programs And The Training Institute.

QA Goal 1. Design and implement a QA structure within ADFAN to assess practices and outcomes for children and families.

Action Steps	Responsible Persons	Completion Date
1. Recruit and appoint new QA personnel	ADFAN Administrator	1 st Quarter
2. Train new personnel on Child Welfare practice processes and outcomes.	ADFAN Administrator	1 st Quarter
3. Define outcomes, practice standards, methodologies, interim benchmarks and time tables for running the QA model	ADFAN Administrator	1 st Quarter
4. Define the format, content and frequency of reports on quality assurance	ADFAN Administrator	1 st Quarter

Integration of Actions:

While the QA model is being developed, the ADFAN Administrator will formally communicate quality expectations throughout the Agency and the broader child Welfare community especially its importance on training for new workers, existing staff, foster parents and service providers.

Geographic Area:

Statewide

QA Goal 2. Gather relevant data and information through QA case reviews.

Action Steps	Responsible person	Completion Date
1. Reviewers start to read and assess a random sample of cases (10 cases per local office) for compliance with Department policies and procedures and casework practice standards	QA Director	1 st Quarter
2. Reviewers share their findings with operations staff (Local level) and discuss them in detail on regional meetings	QA Monitors	At the end of every month
3. Result of reviews are tabulated and reports issued and shared with regional directors, ADFAN associate directors, program administrators, supervisors and training specialist at monthly meetings	QA Director	At the end of every month
4. Meetings are conducted to share and discuss findings	Assistant Administrator and Program Specialists at Central Level Associate Directors at Regional Level	Every month

Integration of Actions:

At the Regional level, the ADFAN Associate Director will be held accountable for responding to the QA report within 30 days to improve the areas where cases did not score well.

QA Goal 3. Quality assurance staff and data analysts will work together to ensure that staff within the agency can understand QA reports and their implications for the quality of services ad/or the outcomes among children and families.

Action Steps	Responsible person	Completion Dates
1. QA reports will focus on agency outcome ; and key practice issues and will allow easy comparison within and among regions and local offices	QA Director	1 st Quarter and monthly thereafter
2. Each report includes a short narrative section "Discussion/Analysis of the Data"	QA Director	1 st Quarter and monthly thereafter

Integration of Actions:

Quality Assurance efforts will include a regular communication piece with updates on quality from QA office to all employees about performance, geared to engage staff in efforts to improve services and create a culture of quality and documentation.

QA Goal 4. Involve stakeholders in examining and improving the quality of care

Action Steps	Responsible Person	Completion Date
1. Review the composition and revise the mission of the P. R. National Council of Stakeholders	ADFAN Administrator	1 st Quarter
2. Stakeholders will be asked to serve in quality improvement committees	PIP Coordinator	2 nd Quarter
3. Stake holder's quarterly meetings will be re-structured to focus on quality issues, review and identification of needed improvements	QA Supervisor	3 rd Quarter

Integration of action:

The ADFAN Administrator will lead this effort and a staff person will be assigned to provide administrative and logistic support to the PR NCS.

TRAINING

Strategic Goal: Enhance organizational and Professional Competence of the Agency

What Puerto Rico wants to accomplish

The Administration for Families and Children has been putting in place diverse efforts geared to establishing systems for monitoring programs, improving the quality of services and assessing outcomes. Concurrently, the Generalist Practice Model – Centered on the Family is being implemented as a means toward: establishing uniformity in procedures, standardizing the intervention processes, and determining the effectiveness of services provided.

This model intends to develop those competencies that would provide the groundwork for an effective intervention based on the following fundamental social work principles:

- 1 Strengthen individual's coping capacities and problem solving skills
- 2 Establish a link between the individual and the systems that provide resources and services
- 3 Promote a humane and effective provision of services
- 4 Contribute to the development and provision of social policies

The levels of staff's knowledge competencies and skills on established protocols, procedures and intervention models are key to the betterment of the whole system. The SWA process made us conclude that, regardless of the Agency efforts during the past years to offer training activities, it has not been able to fulfill this need in an integrated and consistent manner, due to the diverse needs of the specialized staff and other challenges the agency was facing.

Puerto Rico will design, develop, implement and monitor a competency-based, training curriculum. It will be linked to Program needs And Child Welfare outcomes. The Generalist Practice Model will be fully implemented.

How we will get there in two years

The Administration for Children and Families will strengthen child welfare services through a comprehensive staff development and on-going training program, that provides direct service staff, supervisors, trainers, agency attorneys and stakeholders with the knowledge, skills and competencies for referral, investigation and intervention in child and Family services. The agency will assess the level of knowledge, skills and competencies among participants in training activities through pre and post testing.

The first major step toward this end was the creation of an administrative unit to design, develop and field test a training curriculum for staff and service providers. A training Institute was set up and the Training Director has been appointed since, July 2003. The director has already identified, along with the Program administrators, the target populations and major action steps for training.

In addition, the ADFAN Administration has strengthened policies and practices to:

- 1 expand collaborative agreements with higher education institutions and schools of social work in Puerto Rico to provide a formal course on safety and risk evaluation, (particularly on substance abuse cases), domestic violence and children's safety,
- 2 assure accessibility and the availability of training to local and regional offices's personnel,
- 3 require foster parents a minimum of 18 hours of training per year in the area of foster parenting, and
- 4 require social workers a minimum of 24 hours of training per year

The training curriculum will be developed following Malcom Knowles adult education model and Peter Senge learning organizations framework that enhance critical thinking and active learning. It will include content from various disciplines and knowledge bases relevant To Child And Family Services policies, programs and practices.

Level and Scope of Training

The training curriculum will focus on the following levels of training:

1. **Pre-service** All new employees recruited and appointed to Child Welfare Program will be trained in general background information and policy issues related to the Agency and its programs and specific job related responsibilities.
2. **In-service multi level training**
This effort will include core and specialized training. Training modules will be designed and implemented to address staff providers competencies for protection, family preservation and reunification services.

The scope (depth and breath) of the training activities will be finally determined by the needs assessments conducted by each Program, however, the following training topics have been already identified to be included in the training curriculum:

- 1 Family Assessment and Comprehensive Documentation.
- 2 Safety and risk assessments.
- 3 Reasonable efforts to prevent removal.
- 4 Preparation and execution of service plans.
- 5 Practice standards and protocols.
- 6 Safety, Permanency and Well Being Outcomes.
- 7 Community preservation and support.
- 8 Use of data gathering and assessment instruments.
- 9 ASFA, CAPTA, Commonwealth of Puerto Rico, PL177 and other applicable legislation.
- 10 Creative ways to maintain child's connection to family, community, culture, faith and friends while in foster care.
- 11 Independent Living: Inclusion and Exclusion Criteria
- 12 Supervisory skills.

- 13 Termination of Parental Rights.
- 14 Technology, literacy and system's applications
- 15 QA indicators and assessment processes.
- 16 Responsibilities and skills of Foster Parents.
- 17 Appellative Procedures

The target populations to receive training have been identified as:

- 1 Central and regional offices staff
- 2 Local staff, (supervisors and case workers)
- 3 Agency attorneys
- 4 Judicial System Personnel
- 5 Permanency Planning Review Boards
- 6 Foster and Adoptive Parents
- 7 QA monitors
- 8 Stakeholders
- 9 Regional Directors
- 10 Local community agencies
- 11 System Coordinators
- 12 Drivers and service assistants
- 13 Children Legal Advocate

The Coordination and Implementation of the Training Curriculum

The Training Director in coordination with the Program's Assistant Administrator will be responsible for developing a Catalogue of Training Modules, which includes: description of the training sessions, duration, learning objectives and expected outcomes (competencies to be developed), location (where the training session will be offered) and the name of the trainer (resource person). Each training module will have a pre and post test and an evaluation form. The trainer will be in charge of developing the pre and post

tests. The Training Director will also prepare bimonthly itineraries of the training sessions to be offered and will coordinate with the Regional Directors to rotate training among ADFAN regions. There will be an effective coordination with the Court Improvement Program for the training and re-training of judicial system personnel (judges, district attorneys, social workers) on ASFA, CAPTA and other applicable legislation.

Furthermore, the institutions of higher education and schools of Social Work in Puerto Rico will play a pivotal role in the implementation of the training curriculum by sharing research-based practices in social work, as well as effective learning and teaching strategies for adult learners.

The Assessment of Training Curriculum

ADFAN will develop training standards, as reference checkpoints to assess the effectiveness of the training curriculum and will gather data on a monthly basis for monitoring the Training component of the PIP. The following data indicators have been identified:

- 1 Contact hours of training by employee.
- 2 Workers and staff trained by Program and region.
- 3 New Employees trained (pre-service).
- 4 Rate of participation by region in training activities.
- 5 Rate of completion of training modules.
- 6 Number of training events coordinated with other agencies.
- 7 CIP training offered and completed by judicial and agency personnel.
- 8 Pre and Post test content analysis.
- 9 Number of modules designed by topic and Program area.
- 10 Participant's ratings on the effectiveness of the training session.

T - Goal 1 Design and pilot test a competency-based Training Curriculum that addresses pre-service and core specialized training (in service) identified

needs, of ADFAN personnel and stakeholders.

Action Steps	Responsible Person	Completion Date
1. Conduct need's assessments to identify areas in which changes are needed.	Program Administrators Training Directors	1 st Quarter
2. Develop RFP's for Curriculum Design and Contract Service. (Pre-service and care specialized)	Training Director/Program Administrators	1 st Quarter
3. Design Curriculum and Training Modules linked to CFSP outcomes.	Training Director/Program Administrators	1 st Quarter
4. Field Test Curriculum (pilot test).	Training Director/Program Administrators	3 rd Quarter
5. Revise and Adopt Curriculum.	Training Director/Program Administrators	3 rd Quarter

Integration of Actions:

The training curriculum will be implemented in stages for CPS investigation, supervisory and intervention personnel. The effort will be coordinated through the ADFAN Training Institute who will set and monitor targets for numbers of staff trained within certain periods of time.

T - Goal 2 Implement a competency-based training curriculum that provides

on-going training modules that support the goals and objectives of the CFSP and Addresses services provided under Title IVB and IVE.

Action Steps	Responsible Person	Completion Date
1. Develop a Catalogue of Training Modules, which includes description, learning objectives, level and scope of the training and target populations.	Training Director	2 nd Quarter
2. Contract Curriculum facilitators (trainers).	Program Administrators	1 st Quarter
3. Prepare and disseminate bimonthly itinerary of training sessions that provides for the diverse needs of staff.	Training Director	1 st Quarter
4. Coordinate with Regional Directors, staff and stakeholders, the attendance and selection of trainers.	Training Director	1 st Quarter
5. Coordinate with CIP to schedule training on identified needs to judges, agency attorneys and other court personnel.	Training Director Court Improvement Assistant Administrator for Family Preservation Services and Foster Care	2 nd Quarter

Integration of Actions

ADFAN has established collaborations with the office of Courts Administration and the Court Improvement Program for joint training initiatives. ADFAN and CIP personnel will integrate efforts to address barriers to timely permanency that are both Court and agency related.

T – Goal 3 Evaluate the effectiveness of the Training Curriculum by means of training standards and quality indicators

Action Steps	Responsible Person	Completion Date
1. Design and implement pre and post tests for each training module.	Trainers Training Director	1 st Quarter
2. Design and implement evaluation forms to assess participant's satisfaction with training.	Training Director	1 st Quarter
3. Prepare monthly reports on attendance and completion of trainings by target audiences.	Training Director	After each training section starting on February, 2005
4. Evaluate facilitators (trainers) performance using pre and post tests data and satisfaction of participants.	Training Director	After each training section starting on January 2005

Integration of Actions

These efforts will be channeled through the ADFAN Training Institute

INFORMATION SYSTEMS CAPACITY

Strategic Goal: Develop information systems capacity to improve decision-making processes, policy and services

What Puerto Rico wants to accomplish

The Department of the Family – Administration for Families and Children does not have an automated statewide child welfare information system. The data gathering is mainly a manual process that suffers a number of intractable deficiencies.

Because the Administration's systems are virtually stand-alone applications that lack the functionality needed by caseworkers at local offices, the first step will be to develop and implement a comprehensive, integrated, statewide information infrastructure that provides connectivity to the 106 local offices. The technological infrastructure will be enhanced and the System will incorporate Central Registry Database, Basic Eligibility

Data (Title IV-E), regulatory time frames and services provided. The system will also allow linkages to AFCARS and overall case management.

How we will get there in two years

The agency will fine-tune its policies, processes and service protocols, implement a Safety Model, develop a Case Management System, incorporate QA measures to pilot the system and provide training to users and staff. Toward these ends, the Assistant Administrator for Protective Services, along with the Assistant Administrators for Family Preservation and Foster Care and the Information Systems Task Force have taken the lead in enhancing the web-enabled system that the Child Protective Services unit implemented in July 2002. This team also has the task identifying the steps to be completed in the next two years as part of the Program Improvement Plan.

The Agency has already allocated funds for setting up the telecommunications infrastructure for local, regional and central level offices, evaluated the physical infrastructure at all levels, developed a form FN-81 that contains the necessary data from the initial intervention and services provided. The agency has also developed a Safety Model to identify the threat of serious harm to children. The implementation of an effective automated information system will allow staff to monitor and report reliable data for new an active cases and assess effectiveness in preventing recurrence of maltreatment.

The System will be enhanced to extract required data indicators for reports, to analyze and compare data entry accuracy across regions, local offices and staff and to produce periodical reports in timely and accurate ways. Training efforts will ensure that all users and staff learn to use the systems applications. Technical Assistance will be sought from the National Resource Center in Information Technologies and Organizational Development.

IS Goal 1 Provide web access to the local and regional offices to fully integrate communication systems within the ADFAN Administration.

Action Steps	Responsible Person	Completion Date
1. Purchase Equipment (hardware and software) for ADFAN, regional and local offices.	Assistant Administrator for Administrative Affairs Director of Information Systems	1 st Quarter
2. Contract equipment installation for ADFAN, regional and local offices.	ADFAN Administrator	1 st Quarter
3. Install equipment at ADFAN, regional and local offices.	Director of Information Systems	1 st Quarter
4. Provide passwords to users, define security accesses and perform testing.	Director of Information Systems	1 st Quarter
5. Train users at ADFAN, regional and local offices.	Director of Training	2 nd Quarter

Integration Actions

Physical Planning has been conducted and financial resources have been allocated for the purchase and configuration of the telecommunications infrastructure at ADFAN's central, regional and local offices.

1S Goal 2: Implement a comprehensive information system that incorporates and fully integrates Central Registry database and case management systems to allow staff to monitor and report NCANDS data

Action Steps	Responsible Person	Completion Date
1. Elicit RFP's for; the development of the Case Management System (CMS) and Training with the capacity to integrate all phases in the life of the case and to interface with other systems.	ADFAN Administrator and Assistant Administrators for Services	1 st Quarter
2. Implement and Develop the Case Management System (C.M.S).	Director of Information Systems External Consultants	8 th Quarter
3. Debug and Testing of the System.	Director of Information Systems External Consultants	8 th Quarter
4. Implement training modules for staff at regional and local offices.	Director of Information Systems Assistant Administrators	8 th Quarter

Integration Actions

The implementation of the Central Registry database through FN-81 to readily identify the status, demographic characteristics, location, permanency goals to measure recurrence, identify cases that show characteristics associated with recurrence and to include reports and results on institutional maltreatment, is a project already assigned to the ADFAN Information Systems.

1S Goal 3: Enhance the Information Systems Capacity by implementing a Safety Model that enable workers to identify the threat of serious harm and develop a plan for the Safety of the Children throughout the time the case is opened.

Action Steps	Responsible Person	Completion Date
1. Pilot and Debug the Safety Model	Assistant Administrator for Family Preservation Services and Foster Care	1 st Quarter
2. Training of 1,100 supervisory and direct service personnel in the Safety Model	Training Director	3 rd Quarter
3. Monitor implementation of Safety Module through case reviews	Program Specialists and local supervisors	1 st Quarter
4. Conduct experience-based impact evaluation to assess effectiveness of the Safety Model	Assistant Administrator for Family Preservation Services and Foster Care External Evaluator	2 nd Quarter
5. Fine tune training modules on the Safety Model and implement training modules for staff at regional and local offices	Training Director Assistant Administrator for Family Preservation Services and Foster Care	8 th Quarter

Integration of Actions

ADFAN Personnel has been actively involved in developing a Safety Model with the Technical Assistance of the NRC. All professional interventions in referrals and protection of children will be conducted within the framework of the Safety Model

1S GOAL 4: Integrate QA measures for piloting the various components of the system and monitor data

Action Steps	Responsible Person	Completion Date
1. Integrate into the system regular QA reports on elements of the PIP and State Plan.	Director of Information Systems PIP and State Plan Coordinator	8 th Quarter
2. Integrate QA measures into the system to monitor key data elements of CFSP at regional and local offices.	Director of Information Systems	6 th Quarter

3. Integrate user friendly and customizable reports that will facilitate the analysis of child welfare data indicators	Director of Information Systems	7 th Quarter
--	---------------------------------	-------------------------

Strategic Goals for Data Indicators that did not meet the National Standards

The PIP planning group is convinced that through the creation of a culture of quality assurance and documentation, the implementation of a comprehensive, systematic and competency-based curriculum and the support of an integrated Information System performance on Safety, Permanency and Well-Being outcomes will be substantially improved by 2006. However, Puerto Rico will also pursue two strategic goals supported by our vision to attain a competent agency with a broad array of services, with clients and community members fully engaged in pursuing best practices and outcomes for children and families.

Strategic Goal 4 Strengthen the family to prevent removal and expedite permanency

Goal 1

Item 2 – Outcome SI

Repeat Maltreatment

Puerto Rico will implement an effective Automated Information System that will allow staff to monitor and report reliable data for new and active cases and assess effectiveness in preventing recurrence of maltreatment.

Puerto Rico’s goal is to reduce to 8.4% repeat maltreatment.

Baseline: 9.3%. During the First year of the PIP we expect to receive more accurate data and the baseline and goal will be adjusted accordingly.

Action Steps	Responsible Person	Completion Date
1. IS – Goal 3 PIP step 1 and 1S – Goal 4 PIP steps 1 - 3	Assistant Administrator for Family Preservation	8 th Quarter

	Services, Assistant Administrator Foster Care/Adoption Services, Assistant Administrator for CPS. and San Juan Region ADFAN Associate Director Director of Information Systems	
--	---	--

Integration o Actions

The implementation of the 1S – Goals 3 y 4 will allow P.R. to comply with outcome S1

Goal 2

Item 3

Outcome S2

Services to families to protect children in home and prevent removal

Establish at the San Juan Region an intervention protocol so that the families receive services according to: typology, severity, the intensity of time required in the intervention, characteristics of the family and vulnerability factors associated with recurrence.

Geographic Area: San Juan

Action Steps	Responsible Person	Completion Date
1. Implement the “Home Builders” Model (H.B.M.) at the San Juan Region.	Assistant Administrator for Family Preservation Services and Foster Care and San Juan Region ADFAN Associate Director	1 st Quarter
2.Document in the case files, individual and group interventions made by case workers and services providers.	QA Director Assistant Administrator for Family Preservation Services and Foster Care and San Juan Region ADFAN Associate Director	1 st Quarter

3. Devise QA instruments to assess compliance with face to face interactions and case documentation.	Assistant Administrator for Family Preservation Services and Foster Care and San Juan Region ADFAN Associate Director Service Workers	4 th Quarter
--	---	-------------------------

Integration of Actions:

Goal 3

Item 4

Outcome S-2

Risk of harm

Cases reviewed in the San Juan Region will reflect adequate and appropriate safety plans and services will be in place to ensure child safety.

Action Steps	Responsible Person	Completion Date
1. Develop and implement systematic record review processes of child protective services.	ADFAN Administrator and Planning and Outcomes Assessment Administrator and PIP Coordinator	3 rd Quarter
2. Integrate in-puts into the record review process from Regional Staff, Training Units and Stakeholders.	ADFAN Administrator and Planning and Outcomes Assessment Administrator and PIP Coordinator Training Director Stakeholders	5 th Quarter
3. Revise the School for Family Life Model (SFL) to focus on developing parenting skills and prevent repeat maltreatment.	Assistant Administrator for Community Prevention Services	6 th Quarter

Integration of Actions

All regions will be monitored through QA case review processes. This effort will integrate inputs from stakeholders and staff training units.

Goal 4
Item 7 Outcome P1
Permanency goal
For child

Children in care will have appropriate permanency goals established and achieved in a timely manner. Puerto Rico's goal will be 50%. Baseline 45%

Geographic Area: San Juan

Action Steps	Responsible Person	Completion Date
1. Strengthen policies and supervisory processes on permanency planning and goal setting.	Assistant Administrator for Adoption and Foster Care	2 nd Quarter
2. ADFAN and Court Improvement personnel will develop a joint action plan to address barriers to timely permanency.	ADFAN Administrator and Planning and Outcomes Assessment Administrator and PIP Coordinator	2 nd Quarter
3. Recruit eight new attorneys and appoint them at Central and Regional Offices to improve timeliness of legal proceedings.	ADFAN Administrator and Planning and Outcomes Assessment Administrator and PIP Coordinator	2 nd Quarter

Integration of Actions

Policies already exist concerning permanency goals and timeliness but this area must be clarified and strengthened so that the courts and ADFAN's personnel can work jointly in the best interest of children. The CIP will support these efforts.

Goal 5
Item 8 Outcome P1
Reunification,
Guardianship
Or permanent
Placement with relatives

Fifty nine percent (59%) of children in foster care will achieve reunification, guardianship or placement with relatives, within 12 months of entry
 Baseline: 56.16%

Action Steps	Responsible Person	Completion Date
1. Revise Foster Care Service standards to include clear and precise definitions with regard to the implementation of the Generalist Model, genogram and ecomap : service workers duties and responsibilities, performance indicators for measuring caseworkers effectiveness in parental involvement and participation in permanency plan development, steps to be taken during interview process to draft a plan that is appropriate for children’s needs and case circumstances on a timely basis.	Assistant Administrator for Adoption and Foster Care	5 th Quarter
2. Establish effective collaboration and agreements with public and private resources to provide essential services to children and families and expedite permanency	ADFAN Administrator and Planning and Outcomes Assessment Administrator and PIP Coordinator	5 th Quarter
3. Implement procedures for internal review of cases where goals of reunifications have not been achieved within certain timeframes	Assistant Administrator for Adoption and Foster Care	1 st Quarter
4. ADFAN attorneys will appeal judicial determination to extended reasonable efforts beyond twelve months when Child Protection Unit has determined that those efforts are no longer appropriate and/or are against the best interest of the child	Assistant Administrator for Adoption and Foster Care	1 st Quarter

Integration of Actions:

This will serve both the worker and the supervisor as a formal instrument to implement and enforce existing policies.

Goal 6

Item 9 Outcome P1

Adoption

Eighteen percent (18%) of children in Puerto Rico with a goal of adoption will achieve adoption within 24 months of entry into foster care. Baseline: 14.9%

Action Steps	Responsible Person	Completion Date
1. All cases with concurrent plans that include adoption goals will be reviewed with special emphasis to ensure compliance with national standards	Assistant Administrator for Adoption and Foster Care	1 st Quarter
2. Implement provisions to link parents with high potential of reunification with needed services more quickly so that the final goal of adoption can be set and accomplished within 24 months.	Assistant Administrator for Adoption and Foster Care	1 st Quarter
3. The Adoption Unit will set and monitor benchmarks for increasing the number of children adopted by using QA system	Assistant Administrator for Adoption and Foster Care	2 nd Quarter

Integration of Actions

The Adoption unit will report bi-monthly the number of children reunified or placed with guardians or relatives.

Goal 7

Item 10

Outcome S2

Permanency goal and other planned permanent living arrangement

The agency will explore all permanency goals prior to establishing Long Term Foster Care as a permanency goal

Action Steps	Responsible Person	Completion Date
1. The Agency will develop a new policy regarding the use of long term foster care as a permanency goal so that long term foster care will only be allowed with court approval and after all other options are deemed inappropriate for the child	ADFAN Administrator Assistant Administrator for Adoption and Foster Care Director of Legal Services	5 th Quarter
2. Monitor the provisions of Independent Life Services as well as permanency outcomes for teens in foster care through on-site visits and case consultation to ensure they are receiving the services to prepare them to live independently.	Assistant Administrator for Adoption and Foster Care	4 th Quarter
3. Implement as a regular case review system of all cases with "other planned permanency living arrangement" to determine: the on-going appropriateness of goals, the reopening of the case in Court to complete permanency planning and, in applicable cases, termination of parental rights	ADFAN Administrator Assistant Administrator for Adoption and Foster Care	5 th Quarter
4. Train regional and local caseworkers and staff on inclusion and exclusion criteria for independent Living Program according to federal legislation. Create and implement standards procedures manuals and promotional materials accordingly.	Training Director Assistant Administrator for Adoption and Foster Care	4 th Quarter

Integration of actions

ADFAN will require reports of supervisory oversight of placements especially those with other planned permanency goals. The reports will include age of children with these goals and youth eligible for receiving IL services. Follow up in the courts for training of judges and attorneys in permanency plans and timeframes through CIP will also be integrated to this effort.

Goal 8

Item 13

Outcome P2

**Visiting with parents
and siblings in foster
care**

Revise the ISP to include a visitation plan consistent with the permanency goals and concurrent permanency goals

Action Steps	Responsible Person	Completion Date
1. Children in foster care will have their significant connections maintained.	Assistant Administrator for Adoption and Foster Care	3 rd Quarter
2. Streamline the logistics for transportation of clients to meet with families	Assistant Administrator for Adoption and Foster Care	3 rd Quarter

Integration of actions

The Administration will enforce standards for visits and/or contacts with foster parents and siblings as a continuous and systematic support system to keep the siblings together in home or facilities.

Strategic Goal 5

Promote agency and community based services to the families

Goal 1

Item 17

Outcome WB 1

Needs and services of Child, parents, foster Parents

The agency will enhance its capacity to address the needs of the children by implementing and monitoring consistent documentation of the comprehensive family assessment of physical, emotional and educational strengths and needs of the families by means of a standardized assessment instrument

Action Steps	Responsible Person	Completion Date
1. Develop standardized assessment instrument linked to well-being outcomes/indicator.	Assistant Administrator Family Preservation	2 nd Quarter
2. Train program staff, supervisors and caseworkers on comprehensive assessment processes and intervention models that include the relevant domains and addresses all family members needs.	Training Director	5 th Quarter
3. Revise Child Contact Reporting Form to better monitor and document face-to-face contacts between child and parents.	Assistant Administrator Family Preservation	5 th Quarter
4. Maintain and set-up to date electronic directory of available public, private and community services throughout the Island by geographic area and service provider.	Assistant Administrator Social Protective Services	2 nd Quarter
5. Design and implement supervisory case reading process to include monthly monitoring of 5% randomly selected active cases to assess the following:	ADFAN Administrator Assistant Administrator Family Preservation	4 th Quarter

<ul style="list-style-type: none"> •1 Adequacy of the comprehensive family assessment. •2 Availability, appropriates and adequacy of services. •3 Clear and timely documentation. 		
--	--	--

Integration of actions

This effort will require input from the regional staff, program specialists and the QA staff. The supervisory process entails providing recommendations to the worker and following up on corrective measures.

Goal 2

Item 18

WB1

Child and Family involvement in case planning

The agency will elicit clear policy in timeliness for family involvement in case planning and will revise the format of the ISP to provide for the identification of strengths and risks and all services to be provided to satisfy the needs of the family. The format will include: (1) a section for he family’s opinion of the Service Plan; (2) a commitment for active participation and involvement of all members of the family in the ISP. A signed copy of the ISP will be kept for the records.

Action Steps	Responsible Person	Completion Date
1. Design and disseminate policy in timelines for family involvement in case planning.	Assistant Administrator for Family Preservation	3 rd Quarter
2. Implement supervisory case review process in order to (1) track the frequency of case planning meetings with non-custodial parents invited and the number attending to initial case planning meetings, (2) review meetings to up-date the service plan and (3) involvement of age appropriate children in ISP meetings.	Assistant Administrator for Family Preservation and Assistant Administrator for Adoption and Foster Care	2 nd Quarter

<p>3. Design and Implement a brochure on rights and responsibilities of parents, children and caseworkers in the service plan development emphasizing active involvement of the families and children. The brochure will also include ADFAN public policy with regards to parents and children who have been legally declared disabled and the responsibilities of the guardian appointed as provided by law.</p>	<p>Assistant Administrator for Family Preservation</p> <p>Assistant Administrator for Adoption and Foster Care</p>	<p>2nd Quarter</p>
---	--	-------------------------------

Integration of Actions:

This efforts will be part of our policy revisions and development plan

Goal 3

Item 19

WB2

Workers visits with child

ADFAN will revise and redefine the criteria for case assignments taking into account the complexity of the cases, the professional competencies of the workers and the expected outcomes and well. set minimal requirements and issue policy regarding:

- (1) Number of required face-to-face contacts by workers with children in out of home placements.
- (2) Number of required face-to-face contracts by workers with children having in their own homes in open cases.
- (3) Determine what is to be included in face-to-face contacts (what is to occur, the quality, the objectives).
- (4) Where face-to-face contacts should occur.
- (5) Adequate documentations (include developing standards) around how documentation should reflect work done in reading ISP goals.

Action Steps	Responsible Person	Completion Date
<p>1. Establish parameters for caseload assignment based on cased complexity</p>	<p>ADFAN Administrator Assistant Administrator for Family Preservation Services Assistant Administrator</p>	<p>4th Quarter</p>

	for Adoption and Foster Care	
2. Update the Family Service Manual to align it with federal and state regulations and to incorporate standards and procedures for interventions with families and children such as: (1) face-to-face contacts with children, (2) frequency of contacts with the office of origin and the office where the child is placed to ensure continuity of services, and (3) overall visiting standards and periodic evaluations of services provided to children.	Assistant Administrator for Family Preservation Services	4 th Quarter

Integration of Actions:

This is a new step and will be implemented in conjunction with caseload assignment based on case complexity.

**Goal 4
Item 20
Outcome WB2
Workers visits with
Parents**

Workers will visit parents in their caseloads with frequency and quality to ensure safety, permanency and well-being. The Agency will set reasonable minimum requirements and issue policy regarding the following issues:

- a. Numbers of required face-to-face contacts by workers with parents/relatives/foster parents/other caregivers in all new and open cases.
- b. Determine what is to be included in face-to-face contacts (what is to occur, the quality, the objectives, etc)
- c. Adequate documentation (include developing standards around how documentation should reflect work done in reaching ISP goals).

Action Steps	Responsible Person	Completion Date
1. Establish and implement policy	ADFAN Administrator	2 nd Quarter
2. Design a supervisory case review process to track the frequency of face-to-face contacts with parents and children.	Assistant Administrator for Family Preservation Services	4 th Quarter

Integration of Actions:

This is a new step that will be implement in conjunction with caseloads assignment based on case complexity. This effort will require input from ADFAN staff and will be supported by the Family Service Manual.

Goal 5

Item 21

Outcome WB2

Educational needs of Children

Workers will identify educational needs of children in caseloads and provide services to meet the identified needs by implementing an assessment protocol to be used statewide that includes the following:

- a. Interviews with children in the schools
- b. Expectations/role of school personnel in ISP
- c. Expectations/role of ADFAN staff in IEP
- d. Reporting of child abuse and neglect
- e. How ADFAN caseworkers and School Counselors can work together
- f. Notification to school by ADFAN of children with whom ADFAN is involved

Action Steps	Responsible Person	Completion Date
1. Implementation of the interagency agreements with the Department of Education as required under Public Law 177 of August 2003 and Public Law 51 on June 7, 1996 to advance the	Assistant Administrator for Adoption and Foster Care, Assistant Administrator for Social Protective Services, Assistant Administrator	1 st Quarter

provision of services	for Protective Services and Assistant Administrator for Community Prevention Services	
2. Request the Department of Education to authorize that the removed child continue to attend the same school attended before removal, although he/she was placed outside the school zone	Assistant Administrator for Adoption and Foster Care, Assistant Administrator for Social Protective Services, Assistant Administrator for Protective Services and Assistant Administrator for Community Prevention Services	2 nd Quarter
3. Provide parents and foster parents with the available resource bank that satisfy the educational needs of the children's such as Open School Program, tutoring, and special education resources	Assistant Administrator for Adoption and Foster Care, Assistant Administrator for Social Protective Services, Assistant Administrator for Protective Services and Assistant Administrator for Community Prevention Services	5 th Quarter
4. Provide child in foster care and children receiving services in home access to the evaluation services so that their specific needs are identified and the pertinent educational services are streamlined	Assistant Administrator for Adoption and Foster Care, Assistant Administrator for Social Protective Services, Assistant Administrator for Protective Services and Assistant Administrator for Community Prevention Services	5 th Quarter

Integration of Actions:

This step requires a high level of negotiations between ADFAN and the P. R. Department of Education representatives, through the State Council of Stakeholder's Agenda

Goal 6
Item 22
Item 23
Outcome WB2
Physical Health
of the Child and
Mental Health of
The Child

Workers will assess, provide evidence and/or document health services provided through the Early Periodic Screening Diagnosis and Treatment Program (EPSDT) in no less than 60% of applicable cases.

Action Steps	Responsible Person	Completion Date
<p>1. ADFAN will issue guidelines requiring that:</p> <ul style="list-style-type: none"> a. All case records contain a copy of the health cards of family b. All children in foster care and children receiving services in home with identified health needs in the ISP will have a minimum of one annual physical evaluation. A copy of the evaluation will be kept in the case file of the child. c. All children in foster care and children receiving services in home with identified services needs in the ISP will have one annual dental evaluation and dental cleaning every six months. Documentation will be kept in the case file d. Direct service personnel will file complaints on the children's situation at the Patient's Advocate's Office, when physical 	<p>ADFAN Administrator and Assistant Administrator for Family Preservation Services Assistant Administrator for Adoption and Foster Care</p>	<p>5th Quarter</p>

<p>and mental health services are ordered by doctors and not provided</p> <p>e. The revised form “Health History of the Child Placed Outside the Home” be used for all children receiving ADFAN services.</p>		
<p>2. Provide training for direct service personnel and supervisors to enhance their capacity to assess mental health needs and to work with other community sectors and organizations in order to offer support and services to families with multiple mental health needs.</p>	<p>Training Director</p> <p>Assistant Administrator for Family Preservation Services</p>	<p>5th Quarter</p>

Integration of Actions:

ADFAN will track follow up to medical evaluations and record documentation through the QA system being implemented. The Training Institute will coordinate training in close collaboration with the Protective and Preservation Services Staff

The Implementation of the Plan

Communication of the Plan

After the plan is finalized and approved it will be published and shared with everyone who has responsibility for implementing it, including the planning group, the agency staff, the Office of Courts Administration and stakeholders. The strategies that ADFAN will use follows:

- 1 Distribute copies of the PIP to all staff.
- 2 Post the plan on the Department of the Family Website.
- 3 Convene stakeholders meetings to share the Plan.
- 4 Train managers supervisors and staff on contents of Plan.
- 5 Include up-dates and contents of the Plan in meetings with Agency managers.

Ms. Rosa Fuentes will be responsible for coordinating the efforts for implementation of the Program Improvement Plan and the State Plan. The Planning groups that were instrumental in developing the PIP will continue to have a key role in on-going implementation of the Plan. Their roles include the following:

- 1 Conduct comprehensive reviews of progress of the plan
- 2 Assist in developing quarterly and annual reports.
- 3 Monitor progress on the outcomes and measures in the plan.
- 4 Use data or information from assessments to guide revisions to the plan.

Managing the Plan

The ADFAN Administrator will be responsible for implementing and managing the Plan assisted by the PIP Coordinator (Ms. Rosa Fuentes). The Administrator will work actively to assure that: everyone is aware of their responsibilities under the Plan and to monitor implementation.

The ten Regional directors will oversee the implementation and administrators will supervise the work being done on the Plan. Data on its progress will be reviewed and used at the practice level by managers, supervisors and caseworkers. The following steps will be followed:

1. The Plan is “dropped down” so that staff members in charge of implementation are aware of their responsibilities and carry out their assigned roles
2. The Plan is communicated to all staff so that they are aware of the agency’s vision, goals, action steps and their roles in the Plan.
3. Specific work plans will be developed at the regional levels to implement the action steps in the statewide PIP.
4. Data on progress of the Plan will be collected, reviewed and analyzed by regional managers and local supervisors and caseworkers.

Monitoring the Process and Reporting Mechanisms

Puerto Rico will track the implementation of the specific strategies and action steps of the Plan and will monitor the activities that the Agency is implementing in order to accomplish the goals and outcomes.

One of our first steps in approaching the PIP was to start building an ongoing quality improvement system that will provide QA written reports on a monthly basis on key PIP elements. The primary strategy for the P.R. QA system has been to incorporate case reviews to assess compliance with interventions and service standards. The information gathered during local and regional QA reviews will be tabulated, analyzed and shared with regional directors, ADFAN associate directors, supervisors and the training director. Monthly meetings will be held to discuss QA written reports.

ADFAN Associate Directors will respond to the QA reports within 30 days to improve the areas where cases did not score well. The training director will integrate QA findings into in-service training activities. QA reports therefore will be our primary source to monitor the PIP processes.

A Social Work Program Specialist has been appointed full time as PIP Coordinator. She will also coordinate the State Plan implementation. Three senior program administrators/directors will be held responsible for assessing the progress and reporting the outcomes in the three overarching areas of the PIP. There is also a full-time director of Training. The Director of Information Systems will be reporting on Information Systems and the Assistant Administrator for Planning and Outcomes Assessment will report on Quality Assurance. The new QA person has not come on board yet.

The ADFAN Administrator will receive a summary of findings at the end of each month and will call for Quarterly Status Reports (QSR) meetings. The information in QSR will be used to produce regular progress reports to inform ACF of progress in implementing the measures of the Program Improvement Plan.

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Quality Assurance (QA)	Recruit and appoint new QA personnel	Set targets for recruitment of 1. Assistant Administrator for Planning and Outcome Assessment 2. Director of QA 3. 5 QA Monitors 4. PIP and State – Plan Coordinator	QA 1	100% recruitment of new QA personnel	1	ADFAN Administrator and Director of Human Resources Director	1. Cond 2. Sele submit 3. All a will be
Quality Assurance (QA)	Train new personnel on Child Welfare practices process, and outcomes	Create pre and post tests to compare staff knowledge and skills before and after training	QA 1	100% of all new Personnel with attend Training sessions	2	Assistant Administrator for Planning and Outcomes Assessment and Director of Training	1. Desi Curricu 2. Sele 3. Sche conduc session 4. Eval outcom

**PUERTO RICO CFSR MATRIX
OCTOBER 2004-2006**

OCTOBER 2004-2006

PUERTO RICO CFSR MATRIX

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Quality Assurance (QA)	Define outcomes, practice standards, methodologies, interim benchmarks and time tables for running the QA model	The PRQA system will track data twice a year on the following indicators: <ul style="list-style-type: none"> •1 Recurrence of maltreatment •2 Incidence of child abuse and/or neglect in foster care •3 Foster care re-entries •4 Length of time to achieve reunification •5 Length of time to achieve adoption •6 Stability of foster care placements 	QA 1	100%	3	Assistant Administrator For Planning and Outcomes Assessment And Program Assistant Administrators	<ol style="list-style-type: none"> 1. The outcomes practice s defined 2. Assessment methodol selected 3. Quantifi factual in assess the be define 4. Interim will be es 5. Time f selected

PUERTO RICO CFSR MATRIX

OCTOBER 2004- 2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Quality Assurance (QA)	Define the format, content and frequency of reports on quality assurance	Report formats will be developed so that QA data is translated into clear and relevant information on outcomes	QA 1		4	Assistant Administrator for Planning and Outcomes Assessment	1. Define the content of reports 2. Prepare reports which state reports for following: <ul style="list-style-type: none"> •1 F T •2 F n •3 I A i •4 F •5 L a •6 L a •7 S c 3. Timeline areas of: <ul style="list-style-type: none"> •1 I •2 S d •3 F p •4 F 4. Reports on the info developed 5. Reports to the PIP

PUERTO RICO CFSR MATRIX

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Quality Assurance (QA)	Reviewers start to read and assess a random sample of cases (1-2 cases per local office per month) for compliance with Department policies and procedures and casework practice standards	Analyze to data from QA case review reports to determine whether service provision practices, processes and outcomes have improved over time. <ul style="list-style-type: none"> •1 QA monitors will report on case readings every month 	QA2		1	QA Director	1. QA Staff regional offices submit casework Case review calendar 2. QA monitors reviews by instrument basis through regions 3. QA monitors produce n

Quality Assurance (QA)	Reviewers share their findings with operations staff (Local level) and discuss them in detail at Regional meetings	Reports will be produced on time and will follow the approved format and content	QA2		2	QA Monitors	1. QA monitor with case supervisor being reviewed their findings practice is 2. Regional Central level receive QA
Quality Assurance (QA)	Result of reviews are tabulated and reports issue and shared with regional directors, ADFAN associate directors, program administrators, supervisors and training specialist at monthly meetings	Meeting minutes and records of attendance to the meetings	QA2		3	QA Director	1. Monthly discuss QA 2. ADFAN directors with QA reports improve the did not score 3. Training integrated into the in-service Curriculum

OCTOBER 2004-2006

PUERTO RICO CFSR MATRIX

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	
Quality Assurance (QA)	Meetings are conducted to share and discuss findings	Meetings minutes and record of attendance to the meetings	QA2		4	Supervisors at Central Level and Associate Directors at Regional Level	1. A mee pro and 2. M con atte 3. A find prep AD 4. T be i
Quality Assurance (QA)	QA reports will focus on agency outcomes ; and key practice issues and will allow easy comparison within and among regions and local offices	The reports will be checked monthly to assure that include all information categories	QA3		1	QA Director and QA Monitors	1. I serv othe help sup regi to fi adju
Quality Assurance (QA)	Each report includes a short narrative section "Discussion/ Analysis of the Data"	Each report will be check monthly to assure narrative sections are completed	QA3		2	QA Director	1. R the data outc issu sucl whe past 2. A prod doc acti
OCTOBER 2004-2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Quality Assurance (QA)	Review the composition and revise the mission of the P. R. National Council of Stakeholders (PRNCS)	The new members of the PRNCS meet the requirements of the CFSP and CFSR for external stakeholders consultation	QA4		1	ADFAN Administrator	1. The Ag the PRNC 2. Identify stakehold 3. Assure recruited 1 CFSR req

Quality Assurance (QA)	Stakeholders will be asked to serve in quality improvement committees	Stakeholders accept to be part of the three QA Special Committees	QA4		2	PIP and State Plan Coordinator	1. Stakeholders trained to informatics identified improvements 2. Stakeholders assigned to tasks 3. The Agency stakeholders
Quality Assurance (QA)	Stakeholders quarterly meetings will be re-structured to focus on quality issues, review and identification of needed improvements	Quality issues will be the central items of the stakeholders meetings agenda	QA4		3	QA Supervisor	1. Stakeholders charged with data on case services, case time-frame involvement They will in resource policies and will improve

**PUERTO RICO CFSR MATRIX
OCTOBER 2004-2006**

PUERTO RICO CFSR MATRIX

OCTOBER 2004- 2006 Outcome/Sy stemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	Ben
Training (T)	Conduct need assessments to identify areas in which changes are needed	The Training Director the ADFAN Director of Human Resources and Program Administrative will develop matrix to ensure training activities addresses changes that support the goals and objectives of CFSP and addresses services provided under title IV-B and III –E.	T1		1	Training Director And Human Resources Director	1. Identif change. 2. Cross areas of c Child We Outcome 3. Set and targets fo revised tr curriculum
Training (T)	Develop RFP'S for Curriculum Design. (Pre service and case specialized)	Contracts for Curriculum Design will be finalized by October 30, 2004	T1		2	Training Director Program Administrators	1. Set and deadlines developm curriculum 2. Issue le invitation among pro curricular (C.D.) 3. Select a C.D.
Training (T)	Design Curriculum and Training Modules linked to CFSP outcomes	Training Curriculum addresses the skills, knowledge base and competencies needed to carry out their duties with regard to services included in the CSFR.	T1		3	Training Director Program Administrators	1. Enhanc training m include an areas miss needing ir 2. Conven staff to as comprehe quality of

PUERTO RICO CSFR MATRIX

OCTOBER 2004- 2006 Outcome/Sy stemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Training (T)	Field Test Curriculum (Pilot Test)	Develop staff evaluations of the Training Curriculum review and make changes accordingly.	T1		4	Training Director And Human Resources Director	1. Assess objectives and expect training in qualitative 2. Assess of training field-testin participan
Training (T)	Revise and Adopt Curriculum	Training curriculum addresses all goals and objectives outlined in areas identified as “needing change”.	T1		5	Training Director Program Coordinator	1. All revi and sugge incorporat Training C 2. Progran Training I the Traini train: *Central a staff, supe casework *Agency . judicial sy *Permane Review B *Foster ar Parents *QA Mon *Stakehol *Local Cc Agencies Providers *Drivers a assistants *Children

**PUERTO RICO CFSR MATRIX
OCTOBER 2004-2006**

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Training (T)	Develop a Catalogue of Training module, which includes description, learning objectives level and scope of the training, and target population	Training Modules included in the Catalogue satisfy: the pre-service and in-service multi-levels training needs of CFS staff and stakeholders.	T2		1	Training Director	1. Define t Training C 2. Proof re Version o 3. Dissem prospectiv 4. Up-date Catalogue
Training (T)	Contract Curriculum facilitators (trainers)	1. The academic background, and the professional expertise of trainers match the diverse training needs of the populations to be trained.	T2		2	Training Director	1. Set an i training re includes: : profession area of ex experienc training w 2. Select a trainers.

**PUERTO RICO CFSR MATRIX
OCTOBER 2004-2006**

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Training (T)	Prepare and disseminate bi-monthly itineraries of training sessions that provide for the diverse needs of staff	Training Itineraries are issued and distributed continuously 2 months before the training sessions start.	T2		3	Training Director	1.A Master prepared t participati distributic training a
Training (T)	Coordinate with Regional Directors, staff and stakeholders the attendance and selection of trainers	Monthly reports on attendance to training by regions and target populations.	T2		4	Training Director Regional Directors	1. Set and for numbe stakehold during the 2. Require staff and s trained to Directors
Training (T)	Coordinate with CIP to schedule training on identified needs to judges, agency attorneys and other court personnel	The training goals for judges, agency attorneys and other judicial personnel will be developed based on the findings of the CIP-Pilot Project Evaluation.	T2		5	Court Improvement Training Director	1. Analyze the CIP-Pi evaluator training n 2. Develop training ir pursue tin quality of concern safety and

PUERTO RICO CFSR MATRIX

OCTOBER 2004-2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Training (T)	Design and implement pre and post tests for each training module	Create pre/post tests to compare participants knowledge before and after training	T3		1	Training Director and Trainers	1. Require modules to post tests. 2. Develop be used by assess cor after train 3. Evaluate changes a

Training (T)	Design and implement evaluation forms to assess participants satisfaction with training	Create baseline information related to participants satisfaction with training	T3		2	Training Director Consultants Informatics Director	1. Identify to assess e training in •2 I •3 C •4 I •5 F C •6 I tl •7 U •8 F •9 C
--------------	---	--	----	--	---	--	--

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
							2. Develop form and indicators 3. Assess make cha
Training (T)	Prepare monthly reports on attendance, completion of training by targets audiences	Report distribution of staff and stakeholders, attendance, completion and evaluation of training by local, regional and Central offices	T3		3	Training Director And Information System Director	1. Develop application completion of training regional a and Court 2. Issue R distribute Directors, Directors, QA Direct
Training (T)	Evaluate facilitators (trainers) performance using pre and post tests data and satisfaction of participants	Gather data on process outcomes (satisfaction) and learning outcomes (post tests ratings by trainers)	T3		4	Training Director and Human Resources Director	1. Set up a integrate p evaluation pre/post te 2. Analyze 3. Make c according

**PUERTO RICO CFSR MATRIX
OCTOBER 2004-2006**

PUERTO RICO CFSR MATRIX

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Information System (IS)	Purchase Equipment (hardware and software) for ADFAN regional and local offices	By September 30, 2004 100% of equipment pieces (550 computers, cables, software, routers) have been purchased	IS-1		1	Assistant Administrator for Administrative Affairs And Information System Director	1. Develop purchase c 2. Elicit R 3. Select v 4. Purchas software
Information System (IS)	Contract equipment installation for ADFAN regional and local offices	By November 30, 2004 100% of equipment will be installed at all sites	IS-1		2	ADFAN Administrator	1. Elicit R 2. Select v
Information System (IS)	Install equipment at ADFAN, regional and local offices	Connectivity is completed and tested	IS-1		3	Information System Director and Vendor	1. Design the logisti installatio 2. Track p installatio 3. Solicit Regional l on equipm

OCTOBER 2004-2006

**PUERTO RICO CFSR MATRIX
OCTOBER 2004-2006**

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	
Information System (IS)	Provide password to users, define security accesses and perform testing	Information System capabilities are enhanced to permit Web access to regional and local offices within ADFAN network	IS-I		4	Information System Director	1. P ass 2. S wil 3. I cor loc cen
Information System (IS)	Train users at ADFAN, regional and local offices	Key users will be trained by January 2005	IS-1		5	Training Director	1. / mo inf and app nee 2. S ses 3. I
Information System (IS)	Elicit RFP's for the development and implementation of the Case Management System (CMS) and Training what capacity to integrate all phases in the life of the case and to interface with other systems	Vendor is selected and contracted	IS-2		1	ADFAN Administrator	1. I set imp tra 2. I Pro 3. S imp

**PUERTO RICO CSFR MATRIX
OCTOBER 2004-2006**

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	
Information System (IS)	Implement and Develop the Case Management System	The CMS will contained required elements to extract NCANDS data for reports and analyses	IS-2		2	Information System Director and Assistant Administration for Family Preservation	1. Full i the Cen Base int through docume 2. The s enhance requirec and ana 3. Deve initiativ users ar use the applicat
Information System (IS)	Debug and Testing of the System	Develop reports from random monitoring to highlight the strengths and weakness of the system	IS-2		3	Information System Director and QA Director	1. Set d manage monitor 2. Deve random 3. Evalu pitfalls_ make th adjustm

**PUERTO RICO CFRS MATRIX
OCTOBER 2004-2006**

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	
Information System (IS)	Implement training modules for staff at regional and local offices	Training modules addresses all the skills and competencies of staff, needed to implement the CMS	IS-2		4	Training Director and Information System Director Assist. Adm. For Family Preservation Assist. Adm. For Adoption and Foster Care Assist. Adm. For Community Prevention Service	1. Set condu CMS and lo 2. As. of pai effect activi 3. Re adjus
Information System (IS)	Pilot and Debug the Safety Model	Professional interventions in referrals and protection of minors at all stages of (investigation, treatment and closure) are within the framework of the Safety Model.	IS-3		1	Assist. Adm. For Family Preservation Assist. Adm. For Adoption and Foster Care Assist. Adm. For Protective Service and Training Director	1. Set Safet; monit 2. Ev. pitfal make adjus
Information System (IS)	Training of 1,100 supervisory and direct service personnel in the Safety Model	Training modules addresses the skills and competencies needed to implement the Safety Model	IS-3		2	Training Director	1. Set condu Safet; 2. As. of the Safet; effect traini 3. Re neces

**PUERTO RICO CFSR MATRIX
OCTOBER 2004-2006**

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	Ben
Information System (IS)	Monitor Implementation of Safety Model through case reviews	Assess if Safety needs are being adequately address and managed within the framework of the Safety Model	IS-3		3	Program Specialists and local supervisors	1. Develop a and itinerary reviews pro 2. Analyze c review at the Carolina reg 3. Implemen Actions.
Information System (IS)	Conduct “experience-based” impact evaluation to assess effectiveness of the Safety Model	Analyze data on “experience based impact evaluation”	IS-3		4	Asst. Adm. For Family Preservation Services and Foster Care External Evaluator	1. Develop a “experience evaluation in regions and 2. Analyze a findings am local offices 3. Identify k success and training mo
Information System (IS)	Five-tune training modules on the Safety Model and implement training modules for staff at regional and local offices	Revised training modules addresses the skills and competencies of staff needed to effectively implement the Safety Model	IS-3		5	Training Director	1. Set deadli conducting t 2. Assess efi training acti 3. Retrain ar adjustments

**PUERTO RICO CFSR MATRIX
OCTOBER 2004-2006**

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Information System (IS)	Integrate user friendly customizable reports that will facilitate the analysis of Child Welfare data indicators	Key indicators will be easily tracked	IS-4		1	Information System Director and QA Director	1. IS key i the QA D: Director o discuss th 2. Report customize 3. Deadlin set. 4. Final fo produced
Information System (IS)	Integrate into the system regular QS reports on elements of the PIP and State Plan	The IS will produce outcome-based reports	IS-4		2	Information System Director and PIP and State Plan Coordinator	1. Define type of re 2. Establis reports to 3. Meet w develop C 4. Verify : relevance
Information System (IS)	Integrate QA measures into the system to monitor key data elements of CFSP at ADFAN regional and local offices	The IS will produce periodic QA reports to monitor data	IS-4		3	Information System Director and QA Director	1. Define elements t 2. Set dea to be issu 3. Verify : regional a

PUERTO RICO CFSR MATRIX

OCTOBER 2004- 2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Case Review	Please refer to: Outcome S-2 (Item 4) Goal 3, PIP Step 1. Outcome P1 (Item 7) Goal 4, PIP Steps 2, 3. Outcome WB-2 (Item 19) Goal 3, PIP Steps 1, 2.						
Service Array	Please refer to: Outcome PI (Item 8) Goal 5, PIP Step 2. Outcome WB 1 (Item 12) Goal 1, PIP Step 4. Outcome WB-2 (Item 21) Goal 5, PIP Steps 1, 2, 3,4 Outcome WB 3 (Items 22,23) Goal 6 PIP Steps 1, 2						

**PUERTO RICO CFSR MATRIX
OCTOBER 2004-2006**

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	
Outcome S1 (Item 2)	P. R. will implemented and effective automated information system that will allow staff to monitor report reliable data for new and active cases and assess effectiveness in preventing repeat maltreatment	IS – Goal 3 PIP Step 1 IS- Goal 4 PIP Steps 1, 2, 3	1	Goal 8.4% Baseline 9.3% Improvement .90%	1	Assistant Administrator Child Protective Services and Information System Director	1. IS system 2. Monitoring begin. 3. QA report
Outcome S2 (Item 3)	Implement the “Home Builders Model” (HBM) at the San Juan Region	Intervention Protocols will be framed in the HBM	2	Goal 90% Baseline 65% Improvement 25% at the San Juan Region	1	Asst. Adm. For Family Preservation Services and Foster Care And San Juan Region ADFAN Associate Director	1. Proposal approved. 2. Staff with HBM 3. The Model for replication across region

**PUERTO RICO CFSR MATRIX
OCTOBER 2004-2006**

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	
Outcome S2 (Item 3)	Document in the case files individual and group interventions made by caseworkers and service providers	Case Reviews	2		2	Caseworkers and ADFAN Associate Director San Juan Region	1. Stand on the procedure 2. Data implementation document 3. Do case file evaluation
Outcome S2 (Item 3)	Devise QA instruments to assess compliance with face to face interactions and case documentation	Assessment Instruments ready for use	2		3	Asst. Adm. For Family Preservation Services and Foster and QA Director	1. Draft instrument 2. Pilot instrument 3. Implement instrument

**PUERTO RICO CFSR MATRIX
OCTOBER 2004-2006**

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	
Outcome S2 (Item 4)	Develop and implement systematic record review processes of child protective services	QA Reports	3	Goal 60% Baseline 56% Improvement 4%	1	ADFAN Administrator and Planning and Outcomes Assessment Admin	1. Review •1 •2 •3 2. Monitor being addressed. Assess if are being
Outcome S2 (Item 4)	Integrate inputs into the record review process from Regional Staff, Training Unit and Stakeholders	Qualitative case review reports	3		2	PIP Coordinator	1. Set a discussion 2. Identify findings 3. Share casework 4. Integrate learned policies

PUERTO RICO CSFR MATRIX

OCTOBER 2004-2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Outcome S2 (Item 4)	Revise the School and Family Life Model (SFL) to focus on developing parenting skills and prevent repeat maltreatment	The revised model will be ready for implementation	3		3	Assistant Administrator for Community Prevention Services	1. Establish funding discussion training is safety per being out 2. Set up a revision of included in 3. Worksheet revised to develop and factor child safety 4. The SF be implemented based and

							to prevent
Outcome Permanency PI (Item 7)	Strengthen policies and supervisory processes on permanency planning and goal setting	The Agency will show progress in achieving PI	4	Baseline 45% Goal 50% Improvement 5%	1	Assistant Administrator for Adoption and Foster Care	1. Conduct to reinforce policy, con goals and ti supervisors 2. Focus tra *Compellin *Consolida reports sub *Administri implement: Commonw -Public La

PUERTO RICO CFRS MATRIX

OCTOBER 2004-2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	
							3. Establ supervis permane achieved
Outcome P1 (Item 7)	ADFAN and Court Improvement personnel will develop a joint action plan to address barriers to timely permanency	ADFAN and the Court Improvement Project will address barriers to timely permanency. The Agency will show progress in achieving PI	4		2	ADFAN Administrator And Planning and Outcomes Assessment Administrator and PIP Administrator	1. Sched of judici ASFA an applicab Improve 2. ADF/ will stre; which fo guardian and give heard ac

Outcome P1 (Item 7)	Recruit eight new attorneys and appoint them at Central and Regional Offices to cover insufficiency of legal advise to service workers for court proceedings	Compliance with deadlines and the agency will show progress in achieving P1	4		3	ADFAN Administrator	1. Attor appoint regional 2. Attor workers •1 •2 •3 •4 3. Attor punctua ensure deadline
------------------------	--	---	---	--	---	---------------------	---

PUERTO RICO CFSR MATRIX

OCTOBER 2004- 2006 Outcome/Sy stemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	
Outcome P1 (Item 8)	Revise Foster Care Service standards to include clear and precise definitions with regard to the implementation of the General Model, (genogram and ecomap); service workers duties and responsibilities performance indicators for measuring caseworkers effectiveness in parental involvement and participation in permanency plan development, steps to be taken during interview process to draft a plan that is appropriate for children's needs and case circumstances on a timely basis	Use Case Review to assess quality of permanency plans and ISP AFCARS	5	Goal 59% Baseline 56.16% Improvement 3%	1	Assistance Administrator for Adoption and Foster Care	1. Set up revising service develop indicate the Mar 2. Set a deadline 3. Pilot and pro 4. Imple standar
Outcome P1 (Item 8)	Establish effective collaboration and agreements with public and private resources to provide essential services to children and	Collaborative Efforts are effective and working	5		2	ADFAN Administrator and Planning and Outcomes Assessment Assistant Administrator	1. Enha services through 2. Nego Multise provisio

	families and expedite permanency					and PIP Coordinator	as: •1
--	----------------------------------	--	--	--	--	---------------------	-----------

PUERTO RICO CFSR MATRIX

OCTOBER 2004-2006 Outcome/Systemic Factor	Actino Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Outcome P1 (Item 8)	Implement procedures for internal review of cases where goals of reunification have not been achieved within certain timeframes	Conduct surveys of children, families, foster parents and other providers on reasons for changes in placement and evaluate responses	5		3	Assistant Administrator for Adoption Foster Care	1. Supervisor by the F Planning Boards. 2. Case discuss situation Multidisciplinary Professional when go been ac timely r 3. The / seek co in gettir list of re includir the initi
Outcome P1 (Item 8)	ADFAN attorneys will appeal judicial determinations to extended reasonable efforts beyond twelve months when Child Protection Unit has determine that those efforts are no longer appropriate and/or are against the best interest of the child	Monitor frequency of appeals of judicial determinations	5		4	Assistant Administrator for Adoption Foster Care	1. ADF, the Cou manner informa merits c 2. The / pursue : situation: the child perman being.

PUERTO RICO CFSR MATRIX

OCTOBER 2004- 2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Outcome P1 (Item 9)	All cases with concurrent plans that include adoption goals will be reviewed with special emphasis to ensure compliance with national standards	Use case review system to monitor achievement of adoption	6		1	Assistant Administrator for Adoption Foster Care	1. Implement in foster care adoption & 2. Work with court procedure training. 3. Strengthen requirements and assessments as placement
Outcome P1 (Item 9)	Implement provisions to link parents with high potential or reunification with needed services more quickly in order to resolve permanency issues	AFCARS	6	Goal 18% Baseline 14.9% Improvement 3%	2	Assistant Administrator for Adoption Foster Care	1. Assess parents for 2. Identify critical services 3. Implement
Outcome P1 (Item 9)	The Adoption Unit will set and monitor benchmarks for increasing the number of children adopted or placed with guardians or relatives by using QA system	Use QA reports to measure benchmarks by regions	6		3	Assistant Administrator for Adoption Foster Care	1. Set and by region Adopted, approved increased 2. Monitor concurrent 3. Set benchmarks decreasing

PUERTO RICO CFSR MATRIX

OCTOBER 2004- 2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Outcome P1 (Item 10)	The Agency will develop a new policy regarding the use of long term foster care as a permanency goal so that long term foster care will only be allowed with court approval and after all other options are deemed inappropriate for the child	Use QA system (case review to monitor permanency plan of services)	7		1	ADFAN Administrator Assistant Administrator for Adoption Foster Care And Director of Legal Services	1. Develop 2. Screen implement 3. Evaluate
Outcome P1 (Item 10)	Monitor the provisions of independent Life Services as well as permanency outcomes for teens in foster care through on-site visits and case consultation to ensure they are receiving the services to prepare them to live independently	Case review and QA reports	7		2	Assistant Administrator for Adoption Foster Care	1. Monitor 2. Assess children w 3. Assess children r 4. Assess effectiveness of ILP ser
Outcome P1 (Item 10)	Implement as a regular case review system of all cases with "other planned permanency living arrangement" to determine: the on-going appropriateness of goals, the reopening of the case in court to complete permanency planning and, in applicable cases, termination of parental rights	Case review and QA reports	7		3	Assistant Administrator for Adoption Foster Care	1. Set benchmarks reviews w permanen arrangements 2. Conduct 3. Evaluate

PUERTO RICO CFSR MATRIX

OCTOBER 2004- 2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Outcome P1 (Item 10)	Train regional and local caseworkers and staff on inclusion and exclusion criteria for independent Living Program according to federal legislation. Create and implement standards proceedings manuals and promotional materials accordingly.	Evaluate training by pre-post tests, and evaluation forms	7		4	Training Director and Assistant Administrator for Adoption Foster Care	1. Set target 2. Select caseworkers and staff to be trained 3. Create and implement procedure for promotion
Outcome P2 (Item 13)	Children in foster care will have their significant connections maintained	Visitation plans with parents and siblings	8		1	Training Director and Assistant Administrator for Adoption and Foster Care	1. Set timeline for visitation connection 2. Assess connection with community and friends qualitatively 3. Document
Outcome P2 (Item 13)	Streamline the logistics for transportation of clients to meet with families	Internal transportation system will be reengineered	8		2	Training Director and Assistant Administrator for Adoption and Foster Care	1. Assess transportation services 2. Develop provision services

PUERTO RICO CSFR MATRIX

OCTOBER 2004- 2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Outcome WB 1 (Item 17)	Develop standardized assessment instrument linked to well-being outcomes/indicator.	Assessment instrument will be implemented	1		1	Assistant Administrator Family Preservation	1. Set and implement for implementation 2. Perform validation and implement

Outcome WB 1 (Item 17)	Train program staff, supervisors and caseworkers on comprehensive assessment processes and intervention models that include the relevant domains and addresses all family members needs.	Pre and post test and evaluation of training forms	1		2	Training Director	1. Set and for numbe within cer time 2. Implem monitor th completio case plans
Outcome WB 1 (Item 17)	Revise Child Contact Reporting Form to better monitor and document face-to-face contacts between child and parents.	IS Review of Child Contact Reports	1		3	Assistant Administrator for Family Preservation	1. Set and for reporti 2. Pilot te: the reporti 3. Monito

PUERTO RICO CFSR MATRIX

Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Outcome WB 1 (Item 17)	Maintain and set on up to date electronic directory of available public, private and community services throughout the Island by geographic area and service provider.	Services Directory on-line	1		4	Assistant Administrator Social Protective Services	1. Integrat and comm into an ele 2. Maintai with new : 3. Evaluat
Outcome WB 1 (Item 17)	Design and implement supervisory case reading process to include monthly monitoring of 5% randomly selected active cases to assess the following: **Adequacy of the comprehensive family assessment. **Availability, appropriates and adequacy of services. **Clear and timely documentation.	Case reading reports	1		5	ADFAN Administrator	1. Establis monitor th completio 2. Implem reviews 3. Analyz implemen

Outcome WB 1 (Item 18)	1. Design and disseminate policy in timelines for family involvement in case planning.	Case reading reports	2		1	Assistant Administrator for Family Preservation	1. Set and for imple service pa 2. Imp lem dissemina among pa caseworke
---------------------------	--	----------------------	---	--	---	---	--

OCTOBER 2004-2006

PUERTO RICO CFSR MATRIX

OCTOBER 2004- 2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Outcome WB 1 (Item 18)	Implement supervisory case review process in order to (1) track the frequency of case planning meetings with non-custodial parents invited and the number attending to initial case planning meetings, (2) review meetings to update the service plan and (3) involvement of age appropriate children in ISP meetings	Supervisory case reviews QA reports	2		2	Assistant Administrator for Family Preservation and Assistant Administrator for Adoption and Foster Care	1. Set ben supervison processes 2. Conduc 3. Evaluat
Outcome WB 1 (Item 18)	Design and implement a brochure on rights and responsibilities of parents, children and caseworkers in the service plan development emphasizing active involvement of the families and children. The brochure will also include ADFAN public policy with regards to parents and children who have been legally declared disabled and the responsibilities of the guardian appointed as provided by law	Brochure with ADFAN public is fully implemented	2		3	Assistant Administrator for Family Preservation and Assistant Administrator for Adoption and Foster Care	1. Draft th 2. Align w 3. Fully ir document

PUERTO RICO CFSR MATRIX

OCTOBER 2004- 2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Outcome WB 2 (Item 19)	Establish parameters for caseload assignment based on caseload complexity	New caseload assignment criteria will be fully developed	3		1	ADFAN Administrator Assistant Administrator for Family Preservation and Assistant Administrator for Adoption and Foster Care	1. Seek T 2. Schedu to decide assignment 3. Establis and imple
Outcome WB 2 (Item 19)	Update the Family Service Manual to align it with federal and state regulations and to incorporate standards and procedures for interventions with families and children such as: (1) face-to-face contacts with children, (2) frequency of contacts with the office of origin and the office where the child is placed to ensure continuity of services, and (3) overall visiting standards and periodic evaluations of services provided to children	Family Service Manual is fully implemented	3		2	ADFAN Administrator Assistant Administrator for Family Preservation and Assistant Administrator for Adoption and Foster Care	1. Align tl Manual to regulation 2. Incorp procedure into the M 3. Pilot an Manual

PUERTO RICO CFSR MATRIX

OCTOBER 2004- 2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	B
Outcome WB 2 (Item 20)	Establish and implement policy	New policy will be communicated and fully implemented	4		1	ADAN Administrator	1. The Ag Administr communic 2. Staff ar will be tra policy and document

							to reflect reaching I
Outcome WB 2 (Item 20)	Design a supervisory case review process to track the frequency of face-to-face contacts with parents and children.	Supervisory and QA reports	4		2	Assistant Administrator for Family Preservation Services	1. Establish monitor and face-to-face review 2. Implement review 3. Analyze implement
Outcome WB 2 (Item 21)	Implementation of the interagency agreements with the Department as required under Public Law 177 of August 2003 and Public Law 51 on June 7, 1996 to advance the provision of services	Outcomes Assessment of the Agreement	5		1	Assistant Adm. for Adoption and Foster Care, Assistant Adm. for Social Protective Services, Assistant Adm. for Protective Services and Assistant Adm. for Community Prevention Services	1. Discuss Secretary represents of Stakeholders and outco agreement 2. Inform personnel implement interagency 3. Evaluate outcomes

PUERTO RICO CFRS MATRIX

OCTOBER 2004- 2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	
Outcome WB 2 (Item 21)	Request the Department of Education to authorize that the removed child continue to attend the same school attended before removal, although he/she was placed outside the school zone	Students will continue to attend the same schools	5		2	Assistant Adm. for Adoption and Foster Care, Assistant Adm. for Social Protective Services, Assistant Adm. for Protective Services and Assistant Adm. for Community Prevention Services	1. S auti req nee 2. I out req
Outcome WB 2 (Item 21)	Provide parents and foster parents with the available resource bank that satisfy the educational needs of the children's such as	All children will have access to services	5		3	Assistant Adm. for Adoption and Foster Care, Assistant Adm. for Social Protective Services, Assistant Adm. for Protective Services and	1. E info edu ser par 2. /

	Open School Program, tutoring, and special education resources					Assistant Adm. for Community Prevention Services	acc edu ser
Outcome WB 2 (Item 21)	Provide child in foster care and children receiving services in home access to the evaluation services so that their specific needs are identified and the pertinent educational services are streamlined	Contact case reviews to determine if educational needs are addressed	5		4	Assistant Adm. for Adoption and Foster Care, Assistant Adm. for Social Protective Services, Assistant Adm. for Protective Services and Assistant Adm. for Community Prevention Services	1. S dat the eva chi 2. A and nee

PUERTO RICO CFSR MATRIX

OCTOBER 2004- 2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	
Outcome WB 3 (Item 22 (Item 23)	<p>ADFAN will issue guidelines requiring that:</p> <p>a. All case records contain a copy of the health cards of family</p> <p>b. All children in foster care and children receiving services in home with identified health needs in the ISP will have a minimum of on annual physical evaluation. A copy of the evaluation will be one annual physical evaluation. A copy of the evaluation will be kept in the case file of the child.</p> <p>c. All children in foster care and children receiving services in home with identified services needs in the ISP will have one annual dental evaluation and dental cleaning every six months. Documentation will be kept in the case file</p> <p>d. Direct service personnel will file complaints on the children's situation at the Patient's Advocate's Office, when physical and mental health services are ordered by doctors and not provided</p> <p>e. The revised form "Health History of the Child Placed Outside the Home" be used for all children receiving ADFAN services.</p>	QA reports and case reviews to determine if physical and mental health needs are addressed	6		1	ADFAN Administrator	1. S ach and rep cor and % c tim me exa 2. C rev det phy me nee adc

--	--	--	--	--	--	--	--

PUERTO RICO CFSR MATRIX

OCTOBER 2004- 2006 Outcome/Systemic Factor	Action Step	Measuring Method	Goal	Percent Improvement Goal	PIP Step	Person Assigned	
Outcome WB 3 (Item 22 and Item 23)	Provide training for direct service personnel and supervisors to enhance their capacity to assess mental health needs and to work with other community sectors and organizations in order to offer support and services to families with multiple mental health needs.	Pre and Post Test and Training evaluation reports	6		2	ADFAN Administrator	<ul style="list-style-type: none"> 1. S targ of s wit per 2. C the Ins log trai 3. I imp trai