

**VIRGINIA DEPARTMENT OF
SOCIAL SERVICES**

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

January 10, 2007

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INTRODUCTION

The Child and Family Services Review (CFSR) is designed to (1) help states improve child welfare services including child protective services (CPS), foster care, adoption, family preservation, and independent living services and (2) show measurable outcomes for children and families. The CFSR assesses a state's performance with regard to seven child welfare outcomes pertaining to children's safety, permanency, and well being, and seven systemic factors relevant to the state's ability to achieve positive outcomes for children who come into contact with the child welfare system.

In July 2003, the Virginia CSFR was conducted with an additional case review for Item 5 (Foster Care Re-Entries) conducted in March 2004. Virginia received the final report in April 2004 (available on-line at: <http://www.dss.state.va.us/family/cfsr>.) The findings were derived from the following documents and data collection procedures:

- the Statewide Assessment, prepared by the Virginia Department of Social Services (VDSS) and available on-line at: <http://www.dss.state.va.us/family/cfsr>;
- the State Data Profile, prepared by the Children's Bureau of the U.S. Department of Health and Human Services, which provides Virginia's child welfare data for the years 1999 through 2001;
- a review of a total of 50 cases (both foster care and in-home services cases) in Fairfax, Norfolk, and Bedford;
- a review of a total of 115 foster care cases for Item 5 in Fairfax, Norfolk, and Bedford; and
- interviews or focus groups (conducted in Fairfax, Norfolk, and Bedford and at the state-level) with stakeholders including, but not limited to, children; parents; foster parents; all levels of child welfare agency personnel; collaborating agency personnel; service providers; court personnel; and attorneys.

While Virginia met the federal standards on several measures, the report identified areas in which improvements are needed in order for the Commonwealth to have a positive impact on services to children and families involved with the child welfare system. This Program Improvement Plan (PIP) has been developed to address the areas that need improvement.

SUMMARY OF VIRGINIA'S REVIEW FINDINGS

A summary of the review findings and Virginia's 2003 data for the national performance indicators are provided in the following table. The table also indicates whether the outcome, item, indicator, or systemic factor needs to be addressed in the PIP.

Performance Indicator	2003 Data	Addressed in PIP	
		Yes	No
Repeat maltreatment (in 6 months)	2.1%		X
Maltreatment of children in foster care	.23%		X
Foster care re-entries (in 12 months)	5.3%		X
Length of time to achieve reunification (in less than 12 months)	72%	X	
Length of time to achieve adoption (in less than 24 months)	18.2%	X	
Stability of foster care placements	85.6%	X	

Outcome or Item	2003 CFSR Finding	Addressed in PIP	
		Yes	No
Safety Outcome 1: Children are first and foremost protected from abuse and neglect	85%	X	
Item 1: Timeliness of initiating investigations of reports of child maltreatment.	74%	X	
Item 2: Repeat maltreatment.	95%		X
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate	81%	X	
Item 3: Services to family to protect child(ren) in home and prevent removal.	88%		X
Item 4: Risk of harm to child.	81%	X	
Permanency Outcome 1: Children have permanency and stability in their living situations	37%	X	
Item 5: Foster care re-entries.	98%		X
Item 6: Stability of foster care placement.	63%	X	
Item 7: Permanency goal for child.	81%	X	
Item 8: Reunification, Guardianship, or Permanent Placement with Relatives.	67%	X	
Item 9: Adoption.	18%	X	
Item 10: Permanency goal of other planned permanent living arrangement.	88%		X
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.	70%	X	
Item 11: Proximity of foster care placement.	94%		X
Item 12: Placement with siblings.	86%		X
Item 13: Visiting with parents and siblings in foster care.	67%	X	
Item 14: Preserving connections.	77%	X	
Item 15: Relative placement.	74%	X	
Item 16: Relationship of child in care with parents.	67%	X	
Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.	66%	X	
Item 17: Needs of services of child, parents, and foster parents.	74%	X	
Item 18: Child and family involvement in case planning.	69%	X	
Item 19: Worker visits with child.	76%	X	
Item 20: Worker visits with parent.	77%	X	
Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.	92%		X
Item 21: Educational needs of the child.	92%		X
Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.	84%	X	
Item 22: Physical health of the child.	95%		X
Item 23: Mental health of the child.	81%	X	

Systemic Factor	2003 CFSR Rating	Addressed in PIP	
		Yes	No
Statewide Information System	Strength		X
Case Review System	ANI	X	
Quality Assurance System	Strength		X
Staff and Provider Training	ANI	X	
Service Array	ANI	X	
Agency Responsiveness to the Community	Strength		X
Foster and Adoptive Home Licensing/Approval/Recruitment	ANI	X	

ANI = Area Needing Improvement

DEVELOPMENT OF VIRGINIA'S PROGRAM IMPROVEMENT PLAN

Virginia sought and received in-depth technical assistance from the National Resource Center for Organizational Improvement in order to plan and conduct statewide and local PIP training sessions. The training and informational sessions took place in August and September 2003. Each local department of social services (LDSS) was asked to participate and to bring a maximum of three participants.

LDSS attending the training sessions were asked to develop a local PIP addressing three areas needing improvement. The local PIPs were submitted to VDSS in November 2003. They were used in the development of the system-wide PIP.

The Child Welfare Advisory Committee began meeting in April 2002 in order to prepare for the CFSR and to provide guidance in the development of the PIP. The Committee included representatives from local departments of social services as well as representatives from partner agencies and external stakeholders.

Then Commissioner Maurice A. Jones was committed to having a system-wide PIP that represents the viewpoints and priorities of VDSS and local service providers. Therefore, he facilitated a video conference in June 2004 with directors, supervisors and child welfare workers to discuss the PIP and receive feedback from local partners. A draft of the PIP was placed on the local agency website and local staffs were encouraged to provide comments.

SYSTEM-WIDE PRIORITIES

VDSS staffs, with input from the Child Welfare Advisory Committee and staff of LDSS, have identified priorities based upon the ability of these areas to have the greatest impact on the needed improvements. The priority areas that have been identified are:

- adoption;
- worker contact with child and parents;
- needs and service assessment/child and parent involvement in case planning;
- court/LDSS/other human service agencies collaboration;
- policies and practice update and a best practice paradigm shift; and,
- foster/adoptive parent recruitment and retention.

STATEWIDE INITIATIVES TO ADDRESS AREAS NEEDING IMPROVEMENT

Several statewide initiatives address various CFSR areas needing improvement, and these initiatives appear throughout Virginia's PIP. A brief summary of initiatives underway to address program improvements related to child and family services follows.

Safety and Permanency: Structured Decision-Making (SDM)

- SDM is a model consisting of a comprehensive set of assessments that guides each critical decision in the child welfare continuum, from screening the child protective services (CPS) report to returning the child home from foster care. The goals of SDM are to
 - reduce subsequent harm to children; and
 - reduce time to permanency.
- SDM will help workers and supervisors identify and structure critical decision points, increase consistency and accuracy in decision making, and target resources to families most at risk. An evaluation of the SDM pilots will be completed after December 2006. The results of the evaluation will determine if SDM is implemented statewide.

Permanency: Concurrent Planning

- Concurrent Planning is a casework practice model that facilitates timely permanency planning for children in foster care. Virginia's model of concurrent planning was developed through consultation with the National Resource Center on Foster Care and Permanency Planning.
- Concurrent planning was initially developed as a type of permanency planning in which reunification services are provided to the family of a child in out-of-home care, but at the same time an alternative permanency plan is made for the child if reunification efforts should fail.
- An evaluation of the concurrent pilots will be completed after December 2006. The results of the evaluation will determine if concurrent planning is implemented statewide. If concurrent planning is implemented statewide, the plan is to use the pilot agencies as mentors for new agencies.

Permanency and Foster/Adoptive Home: Dual Approval of Foster and Adoptive Families

- Agency Approved Provider Standards allow for concurrent approval of new homes as both foster and adoptive homes. This reduces the time spent in duplicate activities and repetitive approval activities and facilitates concurrent planning.

Permanency and Training: CRAFFT (Community Resource, Adoptive, And Foster Family Training)

- CRAFFT provides a uniform system of state-guided training and technical assistance for local departments of social services as they deliver pre- and in-service training to their resource parents, foster parents, and adoptive parents.
- Core pre- and in-service training curriculum will provide consistency throughout the state in both content and minimum requirements, allowing some variation for local differences and needs.

Permanency: Family Group Decision Making (FGDM)

- FGDM is a model of child welfare practice that involves the child, family and other social support network members in service plan development and dispute resolution.
- Also called Family Group Conferencing (New Zealand) and Family Unity Meeting (Oregon), FGDM is a "planned process in which parents/caregivers are joined by family, friends, and providers of community resources (professional and natural helping networks) to decide what is best for the well-being of children who have been maltreated and how to ensure their future safety." Participants are prepared in advance so that they can bring their best thinking and wisdom to a family-centered gathering.

- FGDM is a tool in the social worker's arsenal that increases maintaining children's connection to family and community while accomplishing the goals of safety and permanency. FGDM is viewed as an important tool to enhance effectiveness of concurrent planning.
- A Family Group Decision Making Workgroup will be formed in Virginia to identify a model to pilot. The Workgroup will be made up of public and private, state and local representatives. VISSTA will work with VDSS staff to develop a course specific to the model and training will be provided to pilot agencies.
- An evaluation of the FGDM pilots will be completed after January 2007. The results of the evaluation will determine if FGDM is implemented statewide.

Permanency: Permanency Advisory Committee

- The Permanency Advisory Committee (PAC) counsels with VDSS on foster care and adoption policy and practice issues. The PAC, which meets quarterly, is comprised of representatives from the VDSS' Interstate Compact on the Placement of Children Unit, Permanency Unit and the Division of Licensing. Additional members include: representatives from local departments of social service including Fairfax, Norfolk and Bedford; representatives from private child placing agencies; staff from the Court Improvement Program; members of the Court Appointed Special Advocates (CASAs); guardian ad litem; and LDSS attorneys.

Virginia Institute for Social Services Training Activities (VISSTA)

- VISSTA's goal is to make consistent, quality, competency-based learning opportunities readily available to human service workers in Virginia.
- It is a collaborative effort between VDSS, Virginia Commonwealth University School of Social Work, Area Training Centers, and other partnering agencies and universities.
- VISSTA's educational efforts are designed to increase knowledge, build skills, and improve the effectiveness of social services staff in their day-to-day work.
- VISSTA training supports the policies and philosophy of VDSS in nine programs including Child Welfare.
- VISSTA curricula focus on a range of skill levels – from foundation skills and best service delivery policy to highly specialized skills required to develop an expertise delivering specific program services.
- VISSTA will be used to delivery a number of the training opportunities that are identified in the PIP.

Online Automated Services Information System (OASIS)

- VDSS utilizes OASIS to provide an online case record, available statewide to authorized local departments of social services and State Office users, of information related to child welfare cases.
- OASIS is a primary tool in the day-to-day business of local department social workers.
- It is also a primary source of data for federal, state, and local child welfare agencies for reporting and planning.
- Data will be obtained from OASIS to report on Virginia's progress in meeting certain strategies identified in the PIP.

PROGRAM IMPROVEMENT PLAN NARRATIVE**SAFETY OUTCOME 1**

Children are, first and foremost, protected from abuse and neglect

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

Goal: Establish a baseline for responding to allegations of maltreatment by January 2007. The baseline will be determined by reviewing each local department's guidelines and comparing it to the OASIS data to come up with a statewide average on the response time for different priority levels by January 2007.

Action Steps:

1. Determine local departments of social services response time to CPS reports.

Benchmarks:

- *Forty-five percent of the local departments of social services will develop and implement local response time guidelines and submit them to the State Office by December 2005.*
 - *Seventy-five percent of the local departments of social services will develop and implement local response time guidelines and submit them to the State Office by July 2006.*
 - *Evaluate local response time guidelines and establish a statewide baseline for responding to reports of child abuse and neglect by January 2007.*
2. Implement in 30 pilot agencies policies and tools related to the acceptance, prioritization, and response time of reports of maltreatment through a contract with the Children's Research Center (CRC) for a Structured Decision Making (SDM) model.

Benchmarks:

- *Select and train local departments of social services that will serve as pilot agencies for SDM by February 2005.*
- *Implement SDM in 30 pilot agencies by February 2005.*
- *Review a random sample of cases from pilot agencies to assess the consistency and compliance with response time as indicated in SDM policy by December 2005.*
- *Evaluate information from pilot agencies regarding possible changes to SDM tools and/or state policy by March 2006.*
- *Provide additional training and technical assistance to pilot agencies in implementing SDM by September 2006.*

SAFETY OUTCOME 2

Children are safely maintained in their homes whenever possible and appropriate

Item 4: Risk of harm to children

Goal: *Decrease the risk of harm to children living in their own homes in 84 percent of the cases by January 2007. (Virginia's CFSR baseline is 81 percent.)*

Action Steps:

1. *Develop and implement training for local CPS and foster care workers and supervisors on the knowledge and skills needed to effectively engage families in safety and risk assessment and reassessment to ensure that child welfare workers and supervisors look beyond immediate, identified problems.*

Benchmarks:

- *Make the "Engaging Families" course available statewide starting in February 2005. The "Engaging Families" course introduces child welfare workers and supervisors to strength-based interviewing techniques that engage families to assess their service needs and determine safety. Different techniques that are appropriate at the different stages of change are introduced.*
 - *300 child welfare workers and supervisors will attend the "Engaging Families" course by January 2007. Including the "Engaging Families" course as part of the ongoing in-service training will be considered when the requirements for the mandated in-service training are established.*
2. *Improve the assessment of risk of harm to children living in their own homes in SDM pilot agencies.*

Benchmarks:

- *Provide technical assistance to supervisors in SDM pilot agencies on how to assess the level of risk in open cases by July 2005.*
 - **Add a button to the SDM tools that will allow supervisors to approve the risk reassessments that must be completed every three months on ongoing CPS cases in SDM pilots by January 2007. Approval of the risk reassessment will show that the supervisor has reviewed the case to determine if risk is decreasing through the provision of services or take appropriate action to ensure that the worker helps the family obtain services that will decrease the risk of harm to children living in their own home.**
 - *Conduct a case review in pilot agencies to determine if cases are being re-assessed and services modified based on the risk assessment as a result of agency conformity to SDM policy by December 2006.*
 - *Disseminate best practice strategies related to risk reassessment as a result of information gathered from SDM pilots by January 2007.*
3. *Clarify policy related to the management of CPS in-home (ongoing) cases, including intensity of service provision and worker contacts based on risk.*

Benchmarks:

- *Evaluate through a case review the implementation of the CPS policy related to the handling of new reports of maltreatment in ongoing CPS cases and the intensity of service provision based on risk level by September 2006.*

- Provide technical assistance to those local departments identified during the evaluation as needing assistance in the implementation of state policy related to handling of new reports of maltreatment in ongoing CPS cases and the intensity of service provision based on risk level by January 2007.

PERMANENCY OUTCOME 1*Children have permanency and stability in their living situations***Item 6: Stability of the foster care placement****Goal: Increase the percentage of children who have two or fewer foster care placements in the first year of their latest removal from 84.5 percent to 86.4 percent by January 2007.****Action Steps:**

1. *Mandate pre-service training for resource parents, foster parents, and adoptive parents to prepare families to meet the needs of children entering foster care.*

Benchmarks:

- *Submit proposed regulation mandating pre-service training for resource parents, foster parents, and adoptive parents to the State Board of Social Services requesting approval for publication for a 60 day public comment period by February 2006.*
2. *Ensure statewide consistency in mandated pre-service training of resource parents, foster parents, and adoptive parents.*

Benchmarks:

- *Establish a workgroup to identify minimum competencies and requirements for resource parent, foster parent, and adoptive parent pre-service training by June 2005.*
 - *Identify minimum training competencies and requirements for mandated pre-service training by August 2005.*
 - *Integrate the minimum training competencies and requirements for mandated pre-service training into the proposed regulations for Resource, Foster and Adoptive Home Approval Standards by February 2006.*
 - *Establish an on-going workgroup to advise VDSS in developing requirements and a process for assessing if local departments of social services resource, foster, and adoptive parent training curricula meet the established competencies by March 2006.*
3. *Mandate in-service training for resource parents and foster parents to prepare families to meet the on-going needs of children in foster care.*

Benchmarks:

- *Establish a workgroup to identify minimum requirements for resource parent and foster parent on-going training by June 2005.*
- *Identify minimum on-going training requirements by August 2005.*
- *Integrate the minimum requirements for mandated on-going training into the proposed regulations for Resource, Foster and Adoptive Home Approval Standards by February 2006.*
- *Establish an on-going workgroup to advise VDSS in developing requirements and a process for assessing if local departments of social services resource, foster, and adoptive parent training curricula meet the established competencies by March 2006.*

4. Develop and implement strategies to strengthen the screening and assessment of children's needs.

Benchmarks:

- Provide training to local child welfare workers in the 30 SDM pilot agencies on using the Family Strengths and Needs Assessment and the Family Reunification tools in SDM by September 2006.

Item 7: Permanency goal for the child

Goal: *Increase the percentage of children in care with appropriate permanency goals to 84 percent by January 2007. (Virginia's CFSR baseline is 81 percent.)*

Action Steps:

1. Implement concurrent planning to ensure appropriate permanency goals are selected for children in a timely manner.

Benchmarks:

- *Pilot concurrent planning in 20 LDSS starting in July 2005.*
 - *Pilot agencies will collaborate with VDSS to develop a concurrent planning handbook based on the Virginia model that was developed with assistance from the National Resource Center for Foster Care and Permanency Planning by October 2005.*
 - *VDSS will require foster care and adoption staff in the pilot agencies to attend the VISSTA concurrent planning course in fiscal years 2005 and 2006.*
 - **Additional technical assistance will be sought from the National Resource Centers to support the Fourth Statewide Best Practice Court Conference by November 2006.**
2. *File petitions for termination of parental rights (TPR) simultaneously with the petitions for the initial permanency planning hearing to change the goal to adoption or document in OASIS the reasons for not pursuing termination.*

Benchmarks:

- *Collaborate with LDSS and the Court Improvement Program (CIP) to develop and disseminate guidance on filing the petition for TPR simultaneously with the petition for the initial permanency planning hearing to change the goal to adoption. This guidance should be distributed to LDSS, juvenile and domestic relations courts, guardian ad litems, CASAs, and LDSS attorneys by September 2005.*
- *Notify OASIS staff about the need to save all petitions dates within the web based system. Request that during the programming of e-OASIS a report be developed, by locality, that will indicate the percentage of cases that have petitions for termination of parental rights filed simultaneously with the petitions for the initial permanency planning hearing to change the goal to adoption or document in OASIS the reasons for not pursuing termination by May 2006.*

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

Goal: *Increase the percentage of children who reunify with their family within 12 months of entering foster care from 70.7 percent to 73.12 percent by January 2007.*

Action Steps:

1. Implement Structured Decision Making (SDM) tools in the decision-making process for reunification in 30 pilot localities.

Benchmarks:

- *Select and train local departments of social services that will serve as pilot agencies for SDM by February 2005.*
 - *Implement SDM in 30 pilot agencies by February 2005.*
 - *Provide training to local workers in the 30 SDM pilot agencies on using the Family Strengths and Needs Assessment and the Family Reunification tools in SDM by September 2006.*
 - *Evaluate information from pilot agencies regarding possible changes to SDM tools and/or state policy by March 2006.*
 - *Provide additional training and technical assistance to pilot agencies in implementing SDM by September 2006.*
2. Provide guidelines and tools to local departments of social services on mental health screening of children entering foster care and children and families receiving ongoing CPS services.

Benchmarks:

- *Provide information to all LDSS through the foster care and adoption regional specialists on the CSA sponsored "Child and Adolescent Functional Assessment Scale (CAFAS)" Train-the-Trainer sessions by April 2006.*
 - *With representatives of LDSS, participate in a joint meeting of the Virginia Secretary of Health and Human Resources' State Executive Council and its advisory group, the State/Local Advisory Team, to address outcomes (including mental health) for children and families with technical assistance from Mark Frieden in May 2006.*
 - *Disseminate information to LDSS from the Department of Mental Health, Mental Retardation and Substance Abuse Services' "Children and Families Behavioral Health Policy and Planning" subcommittee focusing on the role of public mental health facilities for children and adolescents in the Commonwealth beginning in July 2006.*
 - *Inform all LDSS of the Virginia Commission on Youth's second edition of evidence-based mental health treatments by September 2006.*
 - *Include guidance on the purpose of, and how to access, the Bright Futures Mental Health Screening tools in the Best Practice section of the foster care policy manual by September 2006.*
 - *Collaborate with the Virginia Commission on Youth in planning for their statewide conference on mental health and evidence-based practices by October 2006.*
 - *Provide information to all LDSS on the first annual VA-INFO conference in October 2006 to educate families about committees, advisory councils, parent resource centers, and opportunities for families to connect at local, regional, state, and national levels regarding the mental health needs of children by November 2006.*
 - *Provide information to all LDSS on the Bright Futures mental health screening tools by January 2007.*
3. Develop and utilize a "relative identifier" form to expedite the identification and location of relatives as placement options for children entering foster care. The form should be used to collect such information on relatives as name, address, telephone number, and relationship to child. This information should be obtained on non custodial parents, paternal relatives, and maternal relatives.

Benchmarks:

- Collaborate with the CIP staff and LDSS currently using relative identifier forms to develop a standardized form by September 2005.
 - **Revise the foster care procedural manual and submit new foster care policy to address relative searches, emphasizing both maternal and paternal relatives, to VISSTA for incorporation into the VISSTA Foster Care New Worker Policy Training course by January 2007.**
 - Provide training to the regional specialists on the relative identifier form so they can answer questions from local workers by July 2006.
 - **Disseminate the relative identifier form and procedural guidance to LDSS by January 2007. Emphasize the importance of obtaining this information as early as possible and the need to have the judge assist the LDSS in obtaining the information.**
 - Collaborate with the CIP to educate judges on the importance of obtaining information about relatives during the first court hearing by July 2006.
 - Identify models of automated relative locator services and disseminate the information to LDSS by March 2006.
4. Support permanency with relatives by providing subsidized custody to relative caregivers through a Title IV-E waiver.

Benchmarks:

- Respond to programmatic questions raised by the federal government on VDSS' application for the waiver by February 2005.
- Respond to evaluation questions raised by the federal government on VDSS' application for the waiver within 90 days of receiving the questions.

Item 9: Adoption

Goal: Increase the percentage of children who are adopted within 24 months of entering foster care from 20.2 percent to 23.1 percent by January 2007.

Action Steps:

1. Implement concurrent planning to expedite adoption of children in foster care when appropriate.

Benchmarks:

- Implement the action step related to concurrent planning in the Permanency Goal for the Child Section (Item 7, Action Step 1).
2. Promulgate regulations and develop policy that allow for dual approval of resource parents, foster parents, and adoptive parents.

Benchmarks:

- Submit proposed regulation allowing for dual approval of resource parents, foster parents, and adoptive parents to the State Board of Social Services requesting approval for publication for a 60 day public comment period by February 2006.
3. Utilize "Progress to Excellence" reports as a management tool for assessing efforts to expedite adoptions and ensure timely documentation of final orders of adoption and other actions.

Benchmarks:

- *Develop a quarterly “Progress to Excellence” report which will include the number of children leaving care through adoption within 24 months of entering care by April 2005. The “Progress to Excellence” report will provide LDSS data on the national performance indicators.*
 - *Program specialists will review the results of the “Progress to Excellence” reports at least quarterly and provide technical assistance to those local departments of social services who need to improve their results starting in April 2005.*
4. *Support efforts of the Office of the Supreme Court of Virginia regarding Dispute Resolution for Child Dependency Mediation. The mediation should help facilitate timely permanency for children in foster care.*

Benchmarks:

- *Work with staff of the Office of the Supreme Court of Virginia to identify and notify local departments of social services of potential funding sources for the purchase of mediation services by October 2005.*
5. Collaborate with the Court Improvement Program to identify and educate on child welfare best practices and issues influencing timely permanency for children in foster care

Benchmarks:

- **Permanency Unit staff will participate in the CIP Program Advisory Committee to ensure collaboration and communication between both groups on child welfare related issues that affect training of workers and judges and policy development by April 2005.**
- **VDSS will support the CIP initiative to educate attorneys and judges on best practices by allowing the use of technical assistance days from National Resource Centers by November 2006.**
- **CIP staff will be informed of the quarterly meetings of the VDSS’ Permanency Advisory Committee and will be provided with information from these meetings by January 2007.**

PERMANENCY OUTCOME 2

The continuity of family relationships and connections is preserved for children

Item 13: Visitation with parents and siblings**Action Steps:**

1. Establish guidelines for parent(s) and sibling visitation with children and youth in foster care.

Benchmarks:

- *Obtain information on other states' policy and practices concerning visitation between foster children and their parents and siblings from the National Resource Center by July 2006.*
 - *Obtain reports from OASIS to determine the current frequency of visits between parent(s) and foster child and between foster child and siblings by July 2006.*
 - *Establish guidelines concerning the optimum frequency of parent(s) and sibling visitations with children and youth in foster care by September 2006.*
 - *Provide training to LDSS on guidelines and best practices for parent(s) and siblings visitation with foster children through regional training sessions by September 2006.*
2. Increase the involvement of resource parents, foster parents, and adoptive parents in facilitating contact between children in care and their parent(s) and siblings.

Benchmarks:

- *Provide technical assistance and consultation on "Bridging the Gap" between biological and resource/foster families for concurrent planning pilot agencies starting in July 2005.*
- *Implement the action step related to concurrent planning in the Permanency Goal for the Child Section (Item 7, Action Step 1).*
- *In the concurrent planning pilots, identify barriers to increasing involvement of resource parents and foster parents in facilitating contact between children and their parent(s) by December 2005.*
- *Develop and implement a plan in the concurrent planning pilots to overcome these barriers by October 2006.*
- *Disseminate best practices learned by the concurrent planning pilots about barriers and successes in developing a relationship between birth and resource families through the VDSS web site by September 2006.*
- *Provide a "Visitation Tool Kit" that includes items and information that support resource and foster families in facilitating contact between children in care and their parent(s) and siblings to new resource parents, foster parents, and adoptive parents in concurrent planning pilots by July 2006.*
- **Establish guidelines and submit the guidelines on resource parents' and foster parents' roles in facilitating contact between children in care and their parent(s) and siblings to VISSTA for incorporation into the VISSTA Foster Care New Worker Policy Training course by January 2007.**

Item 14: Preserving connections**Action Steps:**

1. *Strengthen statewide use of Life Books to preserve connections.*

Benchmarks:

- *Incorporate in foster care policy guidance on the development and use of Life Books by June 2006.*
 - *Integrate the foster care policy guidance on Life Books into VISSTA courses by December 2005.*
 - **Provide the Foster Parent Association with information on Life Books that will be distributed to resource parents, foster parents, and adoptive parents by January 2007.**
 - *Update VDSS' inter- and intra- net websites on Best Practices with information concerning Life Books by December 2005.*
2. Assist LDSS in their recruitment of resource parents, foster parents, and adoptive parents that reflect the ethnic and racial diversity of children in foster care.

Benchmarks:

- Implement the action step for increasing the State's efforts in recruitment of prospective resource parents, foster parents, and adoptive parents in the Foster Home and Adoption Licensing, Recruitment and Retention Section (Item 44).
 - *Develop multilingual brochures on foster care for dissemination to the public by October 2005.*
3. Strengthen policy and practice on preserving connections for children in foster care to ensure the child remains connected to extended family, heritage, culture, religion, friends, neighborhood, community, etc.

Benchmarks:

- *Revise foster care policy to emphasize the importance of preserving connections between the child in foster care and their extended family, heritage, culture, religion, friends, neighborhood, community, etc. and disseminate the policy to the LDSS by July 2005.*
- Promote in the VDSS annual announcement of available child welfare funding the use of foster family homes where siblings reside as "respite providers" for siblings placed in separate foster family homes by July 2005.

Item 15: Relative placement**Action Steps:**

1. Develop and utilize a "relative identifier" form to expedite the identification and location of relatives as placement options for children entering foster care. The form should be used to collect such information on relatives as name, address, telephone number, and relationship to child. This information should be obtained on non custodial parents, paternal relatives, and maternal relatives.

Benchmarks:

- Implement the action step for developing and utilizing a "relative identifier" form in the Reunification and Placement with Relatives Section (Item 8, Action Step 3).

Item 16: Relationship of child in care with parents**Action Steps:**

1. Implement guidelines and best practice strategies for visits between the child in care and parent(s) and siblings to facilitate visitation that is responsive to the needs of the child, parent(s) and siblings.

Benchmarks:

- Implement the action step on establishing guidelines for parent(s) and sibling visitation with children and youth in foster care in the Visitation with Parents and Siblings Section (Item 13, Action Step 1).
2. Collaborate with VDSS' Division of Licensing Programs (DOLP) to implement methods in addition to structured visitation for children in foster care and their parents to maintain contact.

Benchmarks:

- *Develop state guidance instructing public and private child care agencies to develop policy and procedures to institute additional and regular forms of contact such as email, letters, phone calls, etc. between parents and child in out of home placements by September 2005.*
- **Communicate the expectation for greater contact between children in out of home care and their parents through public and private provider meetings held by DOLP in November 2005.**

WELL-BEING OUTCOME 1

Families have enhanced capacity to provide for their children's needs

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

Goal: *Increase the percentage of cases in which there is an adequate assessment of the needs and provision of the identified services for children, parents and foster parents to 77 percent by January 2007. (Virginia's CFSR baseline is 74 percent.)*

Action Steps:

1. Develop and implement strategies to strengthen screening and assessment of needs for children and parents.

Benchmarks:

- Provide training to local child welfare workers in the 30 SDM pilot agencies on using the Family Strengths and Needs Assessment and the Family Reunification tools in SDM by September 2006.
 - *In collaboration with the Permanency Advisory Committee (PAC) strengthen foster care policy regarding screening and assessment of needs focusing on best practices currently in use throughout the state by July 2005.*
 - *Provide training to LDSS on the revised foster care policy regarding screening and needs assessments by September 2005.*
 - *Require the completion of the Personal Development Plan by child welfare workers and supervisors so that the need for training on how to complete assessments can be determined by July 2005.*
 - *Establish a benchmark on the number of child welfare supervisors and workers needing training on how to complete assessments by September 2005. The benchmark will be established using data obtained from the Personal Development Plans completed by child welfare workers and supervisors.*
2. *Develop and implement strategies to strengthen service planning for children, parents and resource parents, foster parents, and adoptive parents.*

Benchmarks:

- *In collaboration with PAC, strengthen foster care policy regarding using the needs assessment to determine and document specific services needed by July 2005.*
- *Provide training to LDSS on the policy revisions by September 2005.*
- *Include language in the foster care worker policy training curriculum to promote the use of resource parents and foster parents as members of the team and the inclusion of services needed to support resource parents and foster parents in the service plan by December 2005.*
- *Require the completion of the Personal Development Plan by child welfare workers and supervisors so that the need for training on developing service plans can be determined by July 2005.*
- *Establish a benchmark on the number of child welfare supervisors and workers needing training on developing service plans by September 2005. The benchmark will be established using data obtained from the Personal Development Plans completed by child welfare workers and supervisors.*

3. Develop and implement strategies to better address the needs of resource parents, foster parents, and adoptive parents through standardized training that will be made available to resource parents, foster parents, and adoptive parents and through on-going peer support.

Benchmarks:

- Implement the action step for mandating pre-service training of resource parents, foster parents, and adoptive families in the Stability of the Foster Care Placement Section (Item 6, Action Step 1).
- Implement the action step for ensuring consistency in mandated pre-service training of resource parents, foster parents, and adoptive parents in the Stability of the Foster Care Placement Section (Item 6, Action Step 2).
- Implement the action step for mandating in-service training of resource parents and foster parents in the Stability of the Foster Care Placement Section (Item 6, Action Step 3).
- *Issue a Request for Application (RFA) to carry out activities of Executive Director to develop a state association and regional and local associations; develop forums for learning opportunities; and develop and implement strategies to support resource parents, foster parents, and adoptive parents by February 2005.*
- *Award a contract to the most qualified bidder and implement contract activities by June 2005.*

Item 18: Child and family involvement in case planning

Goal: *Increase the percentage of cases in which there is an involvement of children and parents in the case planning process to 72 percent by January 2007. (Virginia's CFSR baseline is 69 percent.)*

Action Steps:

1. Develop and implement strategies to actively involve children and families in service planning.

Benchmarks:

- *Make the "Engaging Families" course available statewide starting in February 2005. The "Engaging Families" course introduces child welfare workers and supervisors to strength-based interviewing techniques that engage families to assess their service needs and determine safety. Different techniques that are appropriate at the different stages of change are introduced.*
- *In collaboration with the PAC, strengthen foster care policy regarding child and family involvement in service planning adopting best practices in use by LDSS by July 2005.*
- *Provide training to the LDSS on the policy revisions regarding child and family involvement in service planning by October 2005.*
- *Implement the action step for concurrent planning in the Permanency Goal for the Child Section (Item 7, Action Step 1).*
- *Evaluate the implementation of new CPS and foster care policies regarding the involvement of children and parents in service planning by December 2005.*
- *300 child welfare workers and supervisors will attend the "Engaging Families" course by January 2007. Including the "Engaging Families" course as part of the ongoing in-service training will be considered when the requirements for the mandated in-service training are established.*
- *Provide technical assistance to those local departments identified in the evaluation as needing assistance in the implementation of the CPS and foster care policies related to the involvement of children and parents in service planning by January 2007.*

Item 19: Worker visits with child**Item 20: Worker visits with parents**

Goal: Increase the frequency of visits between caseworkers and children and caseworkers and parents to be sufficient to ensure adequate monitoring of the child's safety and well-being. Workers visits will focus on issues related to case planning, service delivery and goal attainment in 79 percent of the cases by October 2006. *The frequency and quality of visits between caseworkers and parents will be sufficient to promote attainment of case goals and/or ensure the children's safety and well being in 80 percent of cases by January 2007. (Virginia's CFSR baseline is 76 percent for worker-child contact and 77 percent for worker-parent contact.)*

Action Steps:

1. Develop and implement policies to increase worker contacts with children and parents.

Benchmarks:

- *Contact other states to obtain information on their policies concerning worker contacts with children in foster care and their families. Analyze the polices by March 2006.*
- *Obtain reports from OASIS to determine the current frequency of visits between worker and child and worker and family by July 2006.*
- *Provide technical assistance to local workers on the importance of worker contacts with children in foster care and their families being frequent enough to meet the needs of the children and their families starting in August 2006.*

2. Develop and implement strategies to improve the quality of worker contacts with children.

Benchmarks:

- *Develop, in collaboration with the PAC, a tool to guide workers during their contacts with children by July 2006.*
- *Provide training on how to use the tool and implement usage of the tool by October 2006.*

WELL-BEING OUTCOME 3

Children receive appropriate services to meet their physical and mental health needs.

Item 23: Mental health of the child**Action Steps:**

1. Provide guidelines and tools to local departments of social services on mental health screening of children entering foster care and children and families receiving ongoing CPS services.

Benchmarks:

- *Provide information to all LDSS through foster care and adoption regional specialists on the CSA sponsored "Child Adolescent Functional Assessment Scale (CAFAS) train-the-trainer sessions by April 2006.*
 - *With representatives of LDSS, participate in a joint meeting of the Virginia Secretary of Health and Human Resources' State Executive Council and its advisory group, the State/Local Advisory Team, to address outcomes (including mental health) for children and families with technical assistance from Mark Frieden by May 2006.*
 - *Disseminate information to LDSS from the Department of Mental Health, Mental Retardation, and Substance Abuse Services' "Children and Families Behavioral Policy and Planning" subcommittee focusing on the role of public health facilities for children and adolescents in the Commonwealth by July 2006.*
 - *Inform all LDSS of the Virginia Commission on Youth's second edition of evidence-based mental health treatments by September 2006.*
 - *Include guidance on the purpose of, and how to access, the Bright Futures Mental Health Screening tools in the Best Practice section of the foster care policy manual by September 2006.*
 - *Collaborate with the Virginia Commission on Youth in planning for their statewide conference on mental health and evidence-based practices by October 2006.*
 - *Provide information to all LDSS on the first annual VA-INFO conference in October 2006 to educate families about committees, advisory councils, parent resource centers, and opportunities for families to connect at local, regional, state, and national levels regarding the mental health needs of children by November 2006.*
 - *Provide information to all LDSS on the Bright Futures mental health screening tools by January 2007.*
2. Implement strategies to increase mental health resources.

Benchmarks:

- *Provide to families participating in the Rural Adoptive Recruitment Initiative mental health services beginning in October 2005.*
- *Implement the action step on increasing mental health and substance abuse services availability and accessibility for children and families involved with the child welfare system in the Service Array Section (Items 35 and 36, Action Step 3).*

CASE REVIEW

Item 25: Provides a process that ensures each child has a written case plan to be developed jointly with the child's parents that includes the required provisions.

Goal: Increase the involvement of children and parents in the case planning process by January 2007.

Action Steps:

1. *Involve parents and children, if appropriate, in the process of assessing needs and developing service plans to meet the identified needs.*

Benchmarks:

- *Make the "Engaging Families" course available statewide starting in February 2005. The "Engaging Families" course introduces child welfare workers and supervisors to strength-based interviewing techniques that engage families to assess their service needs and determine safety. Different techniques that are appropriate at the different stages of change are introduced.*
 - *Develop specific protocols and policies for early involvement of children and parents in the assessment process and service planning in 20 LDSS by January 2006.*
 - *300 child welfare workers and supervisors will attend the "Engaging Families" course by January 2007. Including the "Engaging Families" course as part of the ongoing in-service training will be considered when the requirements for the mandated in-service training are established.*
2. Implement concurrent planning to ensure parents and children are involved in the services planning process.

Benchmarks:

- Implement the action step related to concurrent planning in the Permanency Goal for the Child Section (Item 7, Action Step 1).
3. Design and implement a quality assurance process to monitor written case plans and the inclusion of the child and child's parent(s) in the planning process, when appropriate.

Benchmarks:

- *Design and implement a case review process to be used by the Child and Family Services Review Team to monitor written case plans and the inclusion of the child and child's parent(s) in the planning process by February 2005.*
- *Conduct on-going case reviews by the Child and Family Services Review Team and State staff to monitor written case plans and the inclusion of the child and child's parent(s) in the planning process starting in March 2005.*

Item 26: The State provides a process for the periodic review of the status of each child, no less frequently than once every six months, either by a court or by administrative review.

Goal: Increase the number of administrative panel reviews held in a timely manner and the quality of the administrative panel reviews so that children who are not required to have a court hearing will have a meaningful administrative panel review every six months with all parties involved by January 2007.

Action Steps:

1. *Provide clear policy guidance on timeframes for holding administrative panel reviews, participants to be included and procedures for administrative panel reviews.*

Benchmarks:

- *Update foster care policy to incorporate additional guidance on timely and meaningful administrative panel reviews and notify LDSS of the revisions by May 2005*
 - *Issue a broadcast clarifying policy and procedures for administrative panel reviews by June 2005.*
2. Conduct full administrative panel reviews for children in foster care with the goals of adoption, permanent foster care, and independent living, alternating with court hearings.

Benchmarks:

- Obtain reports from OASIS that indicates if policy is being followed in relationship to the timeliness of administrative panel reviews by July 2006.
- **The Permanency Regional Specialists shall review the reports on a monthly bases and provide technical assistance to local departments of social services who are not meeting policy in relationship to the timeliness of administrative panel reviews starting in September 2006.**

Item 28: Provides a process for termination of parental rights proceedings in accordance with the provisions of the Adoption and Safe Families Act (ASFA).

Goal: Inform local departments of social services that children with the goal of adoption should have a petition for the termination of parental rights (TPR) filed simultaneously with the petition for the initial permanency planning hearing to change the goal to adoption or will have documentation in OASIS as to the reason termination is not being pursued by August 2006.

Action Steps:

1. Implement concurrent planning to facilitate timely completion of termination of parental rights when appropriate.

Benchmarks:

- Implement the action step related to concurrent planning in the Permanency Goal for the Child Section (Item 7, Action Step 1).
2. *Collaborate with the Court Improvement Program to provide a forum for communication between LDSS attorneys to reduce legal barriers to permanency.*

Benchmarks:

- *Develop a workgroup of LDSS attorneys to identify training needs related to legal barriers to permanency by February 2005.*
- *Facilitate one statewide training event for LDSS attorneys by March 2005.*

Item 29: Provides a process for foster parents, pre-adoptive parents, and relative caregivers of children in foster care to be notified of, and have an opportunity to be heard in any review or hearing held with respect to the child.

Goal: *Increase the notification of and the opportunity to participate by resource parents, foster parents, pre-adoptive parents, and relative caregivers in court hearings and administrative panel reviews by January 2007.*

Action Steps:

1. *Provide a process that allows resource parents, foster parents, pre-adoptive parents, and relative caregivers who are unable to attend court hearings to be included in the hearing through a conference call.*

Benchmarks:

- *Collaborate with the Court Improvement Program at the Supreme Court of Virginia to develop policies and procedures to implement conference calls in the courtroom by June 2006.*
 - *Pilot the procedure allowing resource parents, foster parents, pre-adoptive parents, and relative caregivers access to court hearings by conference calls in 10 LDSS by September 2006.*
2. *Strengthen foster care policy guidance on providing resource parents, foster parents, pre-adoptive parents, and relative caregivers with the opportunity to provide input during administrative panel reviews (APRs).*

Benchmarks:

- *Review and revise foster care policy to provide adequate guidance on conducting APRs and providing notification to resource parents, foster parents, pre-adoptive parents, and relative caregivers concerning the APRs and provide notification of the policy revisions to LDSS by July 2005.*
- *Enhance new worker policy training to emphasize providing to resource parents, foster parents, pre-adoptive parents, and relative caregivers adequate notice of APRs and their right to attend and be heard at APRs by October 2005.*

TRAINING

Item 32: The State is operating a staff development and training program that supports the goals and objectives in the CFSP, addresses services provided under titles IV-B and IV-E, and provides initial training for staff who deliver these services.

Goal: New child welfare workers will be informed about core courses that have been identified as being needed by new workers to address the skills and knowledge base needed to carry out their duties by September 2006.

Action Steps:

1. *Mandate integrated training for new child welfare workers through the promulgation of regulations.*

Benchmarks:

- *Submit proposed regulation mandating training for new child welfare workers to the State Board of Social Services requesting approval for publication for a 60 day public comment period by February 2006.*

2. Develop integrated training for new child welfare workers.

Benchmarks:

- *Review mandated training requirements in other states with a structure similar to Virginia's by September 2005.*
- *Finalize minimum training competencies by January 2006.*
- *Identify a group of core courses to comprise an initial minimum training package for new child welfare workers by March 2006.*
- *VISSTA will offer the core courses that have been identified as being needed by new child welfare workers starting in July 2006.*
- *Encourage new child welfare workers to take the core courses offered by VISSTA by August 2006.*

Item 33: The State provides for ongoing training for staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP.

Goal: Child welfare workers, including supervisors, will be informed about core courses that have been identified as the ongoing training package which address the skills and knowledge base needed to carry out their duties by September 2006.

Action Steps:

1. *Mandate in-service training for child welfare workers and supervisors that addresses the skills and knowledge base needed to carry out their duties in working with children and families involved in the child welfare system.*

Benchmarks:

- *Submit proposed regulation mandating in-service training for child welfare workers and supervisors to the State Board of Social Services requesting approval for publication for a 60 day public comment period by February 2006.*

2. Develop in-service mandated training for child welfare workers and supervisors that integrates policy, skills, and automated systems.

Benchmarks:

- Review mandated training requirements for child welfare workers and supervisors in states with a structure similar to Virginia's by September 2005.
- Finalize minimum training competencies by January 2006.
- Identify a group of core courses to comprise an integrated ongoing training package for child welfare workers and supervisors by March 2006.
- VISSTA will offer the core courses that have been identified as the ongoing training package for child welfare workers and supervisors starting in July 2006.
- Encourage child welfare workers and supervisors to take the core courses offered by VISSTA by August 2006.

Item 34: The State provides training for current or prospective resource parents, foster parents, adoptive parents, and staff of State licensed or approved facilities that care for children receiving foster care or adoption assistance under Title IV-E that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children.

Goal: Identify the minimum training competencies needed for pre-service and on-going training of resource parents, foster parents, and adoptive parents and provide the competencies to local departments of social services by September 2006.

Action Steps:

1. Mandate pre-service training for resource parents, foster parents, and adoptive parents to prepare families to meet the needs of children entering foster care.

Benchmarks:

- Implement the action step for mandating pre-service training of resource parents, foster parents, and adoptive families in the Stability of the Foster Care Placement Section (Item 6, Action Step 1).
2. Ensure statewide consistency in mandated pre-service training of resource parents, foster parents, and adoptive parents.

Benchmarks:

- Implement the action step for ensuring statewide consistency in pre-service training of resource parents, foster parents, and adoptive parents in the Stability of the Foster Care Placement Section (Item 6, Action Step 2).
3. Mandate in-service training for resource parents and foster parents to prepare families to meet the on-going needs of children in foster care

Benchmarks:

- Implement the action step for mandating in-service training of resource parents and foster parents in the Stability of the Foster Care Placement Section (Item 6, Action Step 3).

SERVICE ARRAY

Item 35: The State has in place an array of services that assess the strengths and needs of children and families to determine other service needs, address the needs of families in addition to individual children in order to create a safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster and adoptive placements achieve permanency.

Item 36: The services in item 35 are accessible to families and children in all political jurisdictions covered in the State's CFSP.

Goal: Collaborate with other human services agencies to increase the availability and accessibility of critical services for families and children throughout Virginia by January 2007.

Action Steps:

1. Collaborate with public and private agencies to increase access to dental and medical services.

Benchmarks:

- *Meet with the Department of Medical Assistance Services (DMAS) to increase local departments of social services' awareness of DMAS' contractual services for dental care by May 2006.*
- Disseminate information regarding DMAS contracted dental services to all local departments of social services by August 2006.
- Assess if, and how, the Medicaid study in Pulaski/Albemarle/Bedford and Floyd counties could be used to promote enhanced access to services and increases in providers in underserved areas by August 2006.
- Access information from the Institute for Policy Outreach regarding studies on expanding services to underserved populations in other states by August 2006.
- Assess if initiatives from other states are feasible to implement in a pilot group of localities in Virginia by December 2006.

2. Collaborate with public and private agencies to increase mental health services availability and accessibility for children and families involved with the child welfare system.

Benchmarks:

- *Implement the mental health components of the Rural Adoptive Family Initiative to develop adoption competent mental health providers in 20 rural areas of the state beginning October 2005.*
- Participate in meetings of the Secretary of Health and Human Resources' custody relinquishment workgroup to identify service gaps, funding stream barriers, and other policy and practice issues that force parents to relinquish custody of their children to foster care in order to obtain mental and physical health services throughout fiscal years 2005 and 2006.
- Collaborate with state and local agencies on the custody relinquishment workgroup to carry out recommendations approved by the Secretary of Health and Human Resources and the General Assembly to increase service availability and overcome barriers to obtaining mental and physical health services throughout fiscal years 2005 and 2006.
- *Assess current use of the EPSDT mental health screening services for children in CPS and foster care by October 2005.*
- Educate localities, as necessary, on the availability of mental health screening services through EPSDT by April 2006.

- Participate in existing DMHMRSAS workgroups (such as the “Integrated Policy and Plan to Provide and Improve Access to MH/MR/SA Services for Children and Adolescents” Workgroup) to develop a collaborative state level plan identifying resources to help address gaps in mental health services by January 2007.
 - *With representatives of LDSS, participate in a joint meeting of the Virginia Secretary of Health and Human Resources’ State Executive Council and its advisory group, the State/Local Advisory Team, to address outcomes (including mental health) for children and families with technical assistance from Mark Frieden by May 2006.*
 - Inform all LDSS of the Virginia Commission on Youth’s second edition of evidence-based mental health treatments by September 2006.
 - Collaborate with the Virginia Commission on Youth in planning for their statewide conference on mental health and evidence-based practices by October 2006.
 - *Provide information to all LDSS on the first annual VA-INFO conference in October 2006 to educate families about committees, advisory councils, parent resource centers, and opportunities for families to connect at local, regional, state, and national levels regarding the mental health needs of children by November 2006.*
 - Provide information to all LDSS on the Bright Futures mental health screening tools by January 2007.
 - Inform resource parents, foster parents, and adoptive parents about mental health services for children by January 2007.
3. Increase substance abuse services availability and accessibility for families and children throughout Virginia who are involved with the child welfare system.

Benchmarks:

- Monitor the implementation of the Memorandum of Understanding and strategic plan developed with DMHMRSAS and the Office of the Executive Secretary of the Supreme Court of Virginia to improve outcomes for families affected by substance use who are involved in Virginia’s child welfare system and juvenile and domestic relation courts by October 2005.
 - **Implement uniform substance abuse during pregnancy guidelines for screening by health care providers and child welfare practitioner by January 2007**
4. *Collaborate with public and private partners to increase access to services for juveniles displaying sexually aggressive or reactive behaviors.*

Benchmarks:

- *Collaborate with the Department of Juvenile Justice (DJJ) and the Department of Criminal Justice Services (DCJS) through participation in the Juvenile Justice and Delinquency Prevention Advisory Committee to develop and support the DJJ three year strategic plan and components relating to service delivery and availability for sexually aggressive adolescents throughout fiscal year 2005.*
 - *Establish a public/private planning group to address and provide recommendations for the community-based treatment, funding, and placement needs of youth in foster care who are sexually reactive or aggressive by December 2005.*
5. *Develop and implement strategies to strengthen service planning for children and parents.*

Benchmarks:

- *Implement the action step for strengthening service planning for child in the Needs and Services of Child, Parent, and Foster Parent Section (Item 17, Action Step 2).*

6. *Expand partnerships with LDSS, other government agencies, and community organizations to improve the accessibility, availability, and delivery of services to older youth transitioning out of foster care.*

Benchmarks:

- *Provide technical assistance to 10 LDSS for using their Independent Living basic allocation (up to 30 percent) for room and board for eligible youth, ages 18-21, transitioning out of foster care by July 2005.*
- *Provide technical assistance to two LDSS for developing a demonstration project offering transitional housing services by July 2005.*
- *Develop a Memorandum of Understanding with the Department of Housing and Urban Development concerning vouchers for housing former foster care youth that can serve as a collaboration model for localities to adapt and adopt by January 2006.*

FOSTER HOME AND ADOPTION LICENSING, RECRUITMENT AND RETENTION

Item 41: *The State has implemented standards for foster family homes and child care institutions which are reasonably in accord with recommended national standards.*

Item 42: *The standards are applied to all licensed or approved foster family homes or child care institutions.*

Goal: *Establish standards for resource parents, foster parents, and adoptive parents that are consistent between public and private child-placing agencies and in reasonable accord with Child Welfare League of America standards by January 2007.*

Action Steps:

1. *Promulgate regulations that establish consistent standards for resource parents, foster parents, and adoptive parents who are approved by local departments of social services or licensed by a private child-placing agency.*

Benchmarks:

- *Collaborate with VDSS' Division of Licensing to identify and rectify any areas of inconsistency in public and private agency regulations for approving resource homes, foster homes, and adoptive homes by March 2005.*
 - *Submit proposed private agency regulations to the State Board of Social Services by December 2005.*
 - *Submit proposed regulation containing standards for resource parents, foster parents, and adoptive parents who are approved by local departments of social services to the State Board of Social Services requesting approval for publication for a 60 day public comment period by February 2006.*
2. *Implement dual approval of resource parents, foster parents, and adoptive parents.*

Benchmarks:

- *Implement the action step for dual approval of resource parents, foster parents, and adoptive parents in the Adoption Section (Item 9, Action Step 2).*

Item 44: Recruitment of potential foster and adoptive families that reflect the racial and ethnic diversity of children in the state for whom foster and adoptive homes are needed.

Goal: *Develop and implement a statewide recruitment plan in collaboration with local departments of social services and private agencies to ensure the diligent recruitment of potential resource parents, foster parents, and adoptive parents that reflect the ethnic and racial diversity of children in foster care by January 2007.*

Action Steps:

1. *Increase the State's efforts in recruitment of prospective resource parents, foster parents, and adoptive parents.*

Benchmarks:

- *Issue a Request for Applications (RFA) to carry out activities of an Executive Director to develop a state resource parents, foster parents, and adoptive parents association and regional and local associations by June 2005.*
- *Award a contract to the most qualified applicant to carry out the prescribed activities by January 2006.*
- *Under the direction of the individual(s) contracted with to develop a Virginia Foster and Adoptive Parent Association, develop forums for regular learning opportunities for resource parents, foster parents, and adoptive parents through the state and regional associations beginning January 2007.*
- *Under the direction of the individual(s) contracted with to develop a Virginia Foster and Adoptive Parent Association, and in collaboration with CRAFFT, develop and implement a plan for using regional and local foster parents associations as recruitment resources by September 2006.*
- *Develop and implement strategies to support families who assist in recruitment of new resource parents, foster parents, and adoptive parents by January 2007.*
- *Monitor the progress of the recruitment effort on a quarterly basis starting in January 2007.*

EVALUATION PLAN

Measuring the success of Virginia's Program Improvement Plan (PIP) will be accomplished through two types of assessments, analysis of OASIS data and a review of a sample of foster care and ongoing CPS cases. Results will be combined in completing federal quarterly reports on the progress that is being made on accomplishing the goals of the PIP.

1. Analysis of OASIS data

PIP progress will be assessed through analysis of various reports from OASIS. Any item of the PIP that can be measured through the automated system will be analyzed and reported as a part of the PIP quarterly progress reports. OASIS reports will provide indicators of progress by LDSS and statewide, and will help to identify performance problems and technical assistance needs of LDSS. The data for the stability, reunification, and adoption measures connected to the national standards will be calculated using an approach consistent with the approach used in the development of the Children's Bureau generated data profile.

Specific data to be analyzed using OASIS data include:

- rate of abuse/neglect recurrence;
- rate of abuse/neglect in foster care;
- re-unification within 12 months of entering care;
- adoption finalized within 24 months of entering care;
- no more than two placements in first 12 months of care;
- re-entry within 12 months of exiting foster care;
- date of administrative panel review; and
- date of court hearing.

2. Case Review

Virginia Polytechnic Institute and State University (VA Tech) has entered into an interagency agreement with VDSS to conduct case reviews in local departments of social services. These onsite reviews will examine outcomes for a sample of children and families involved with the child welfare system. The onsite reviews will be used to address specific outcomes through a focus on the quality of services and practices unique to that local department. The case reviews will include child-specific performance indicators that correspond to certain statewide aggregate data, such as timeliness of reunification and adoptions, and stability of foster care placements. Data for other indicators that cannot be reported in aggregate form through OASIS, such as the risk of harm to children and the nature of the relationship between children in care and their parents, will be obtained during these reviews. Through the combination of aggregate data analyzed through reports from OASIS and case-specific information gathered on site, the review team will be able to evaluate outcome achievement within programs and identify areas where technical assistance is needed to make improvements. Specific recommendations will be developed by the review team in conjunction with VDSS program staff to help ensure that outcomes are substantially achieved.

For local departments whose onsite review will be conducted between January 1, 2005, and June 30, 2005, the foster care sampling method will coincide with the six-month AFCARS submission period from January 1, 2004, to June 30, 2004. The in home services sampling period will be the eight-month period from January 1, 2004, to August 30, 2004. For local departments whose onsite review will be conducted between July 1, 2005 and December 31, 2005, the sampling method will coincide

with the six-month AFCARS submission period from July 1, 2004 and December 31, 2004. The in-home services sampling period will be the eight-month period from July 1, 2004 to February 29, 2005

The total population size has been computed based on monthly OASIS caseload trends. The population for the Year One review is as follows:

Population by Case Type			
CPS Cases	Dual CPS and Foster Care Cases	Foster Care Cases	Total Population
3914	417	7989	12737

The case sample at each local department will be stratified and proportionally representative according to type. Accordingly, the statewide aggregate sample will include approximately 31 percent CPS cases, 63 percent Foster Care cases, and 3 percent Dual CPS and Foster Care cases.

The sample sizes from each local department are dependent upon the total number of CPS, Foster Care, and Dual category cases at each agency, as well as available human resources. The table below shows the minimal sample size that will be drawn from each local department's case population.

Sample Size Determination by Total Caseload	
Total Number of Agency Cases	Sample Size
500 Cases or Greater	30 Sample Cases
200 – 499 Cases	22 Sample Cases
100 – 199 Cases	15 Sample Cases
50 – 99 Cases	10 Sample Cases
11 – 49 Cases	7 Sample Cases
10 Cases or Less	All Cases

VA Tech will hire a team of reviewers that will review cases in all LDSS designated as Class III and above. (A local department's class designation is determined by the number of workers in the agency. A Class I agency is the smallest with a Class VI agency being the largest.) VDSS will be responsible for reviewing all Class I and Class II agencies. Using inferential statistics and a previously conducted random moment study, we anticipate reviewing between 1,200 and 1,488 cases per year based on the case distribution among the local departments. This range represents approximately 10-11 percent of the total state population ($p < .05$; $STE = + 2.68$). The results of the reviews conducted by VA Tech and VDSS will be combined when reporting the results. Each quarter a combination of different size local departments will be reviewed.

An important component of the onsite review will be the development of post review recommendations. A report will be provided to each local department upon completion of the initial review and follow-up review that will include determinations of substantial conformity for each of the seven outcomes and items within the outcomes. Systemic factors that impact the seven outcomes will also be addressed. The local department will also receive information about best practices that might be helpful in improving its performance in areas determined to not be in substantial conformity. These reports will be shared with the appropriate program staff members so technical assistance can be provided to the local departments.

The reviews will start in January 2005. Prior to the review, the reviewers will receive training on the instrument from the National Resource Center on Organizational Improvement. To ensure consistency, the lead analyst will pull a sample of cases from each reviewer to review. VA Tech will prepare a progress report quarterly on local departments reviewed with a compilation of all data

regarding outcome achievement and the impact of those data on the statewide aggregate data. This report will also include an analysis of problem areas identified within the reviews as well as an evaluation of “best practices” that can be communicated to other local departments. The first report will be submitted to the Children’s Bureau in April 2005. It is recognized that the results of the case reviews might vary from the results of the CFSR. VDSS staff members will meet with the appropriate federal officials after the completion of the second quarter of reviews to determine if changes need to be made to the baselines contained in the PIP.



**Children's Bureau
Child and Family Services Reviews
Program Improvement Plan Matrix (PIP Matrix)**

State: Virginia

ACF Regional Office: Region III

State contact and telephone: Lynette Isbell 804-726-7082

ACF contact and telephone: Christine Craig 215-861-4065

Date and quarter submitted: January 10, 2007

Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps/Person Responsible for the Action Step	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Status of Progress
	A	N/A					
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.	<input checked="" type="checkbox"/>	<input type="checkbox"/>					
Item 1: Timeliness of initiating investigations of reports of child maltreatment.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Establish a baseline for responding to allegations of maltreatment by January 2007. The baseline will be determined by reviewing each local department's guidelines and comparing it to the OASIS data to come up with a statewide average on the response time for different priority levels by January 2007. Position Responsible: CPS Policy Specialist		OASIS report on response time and local departments of social services response time guidelines		

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		<p>1. Determine local agency response time to CPS reports. Position Responsible: CPS Policy Specialist</p> <p>2. Implement, in 30 pilot agencies, policies and tools related to the acceptance, prioritization, and response time of reports of maltreatment through a contract with the Children's Research Center (CRC) for a Structured Decision Making (SDM) model. Position Responsible: CPS Policy Specialist/ CRC/Family Specialist/OASIS Staff</p>	<p><i>Copies of local response time guidelines submitted to the Home Office</i></p> <p><i>Copies of local response time guidelines submitted to the Home Office</i></p> <p>Evaluation of local response time guidelines Copy of statewide baseline</p> <p><i>List of LDSS that will serve as pilot agencies; Copy of training curricula; roster of those attending the training</i></p> <p><i>List of LDSS that will serve as pilot agencies and implementation date</i></p>	<p><i>a. Forty-five percent of the local departments of social services will develop and implement local response time guidelines and submit them to the State Office. Projected Date: December 2005</i></p> <p><i>b. Seventy five percent of the local departments of social services will develop and implement local response time guidelines and submit them to the State Office. Projected Date: July 2006</i></p> <p><i>c. Evaluate local response time guidelines and establish a statewide baseline for responding to reports of child abuse and neglect. Projected Date: January 2007</i></p> <p><i>a. Select and train local departments of social services that will serve as pilot agencies for SDM. Projected Date: February 2005</i></p> <p><i>b. Implement SDM in 30 pilot agencies. Projected Date: February 2005</i></p>	<p><i>54 local departments of social services developed and implemented local response time guidelines by December 31, 2005.</i></p> <p><i>93 local departments of social services developed and implemented local response time guidelines by July 31, 2006.</i></p> <p><i>30 local departments of social services were selected to be pilots. They received training in Fall 2004</i></p> <p><i>SDM was implemented on December 1, 2004</i></p>

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					<p><i>Copy of case review report</i></p> <p><i>Copy of evaluation of information</i></p> <p>Roster of those attending the training</p>	<p><i>c. Review a random sample of cases from pilot agencies to assess the consistency and compliance with response time as indicated in SDM policy. Projected Date: December 2005</i></p> <p><i>d. Evaluate information from pilot agencies regarding possible changes to SDM tools and/or state policy. Projected Date: March 2006</i></p> <p>e Provide additional training and technical assistance to pilot agencies in implementing SDM. Projected Date: September 2006</p>	<p><i>CRC looked at the response time established by pilot agencies in its management report.</i></p> <p><i>A survey was sent to the CPS and Foster Care Regional Specialists asking for feedback on changes that need to be made to the SDM tools and policy. The responses have been summarized and distributed to the Program Managers</i></p> <p>Meetings to provide additional training and technical assistance on SDM have been held in each of the five regions. (See Item 1)</p>
Item 2: Repeat maltreatment.	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Recurrence of maltreatment. (Statewide data indicator relating to Item 2.)	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Incidence of child abuse and/or neglect in foster care. (Statewide data indicator relating to Item 2.)	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.	<input checked="" type="checkbox"/>	<input type="checkbox"/>					
Item 3: Services to family to protect child(ren)	<input type="checkbox"/>	<input checked="" type="checkbox"/>					

Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps/Person Responsible for the Action Step	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Status of Progress
in home and prevent removal.							
Item 4: Risk of harm to child(ren).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>Decrease the risk of harm to children living in their own homes in 84 percent of the cases by January 2007. (In the 2003 Virginia CFSR, 81 percent of the cases were assigned an overall rating of Strength.)</i>	<i>1. Develop and implement training for local CPS and foster care workers and supervisors on the knowledge and skills needed to effectively engage families in safety and risk assessment and reassessment to ensure that child welfare workers and supervisors look beyond immediate identified problems. Position Responsible: VISSTA</i>	<i>Case Reviews by VDSS staff and Virginia Tech staff. Copy of case review report.</i> <i>Copy of the “Engaging Families” course curricula and dates and locations of where the course will be offered</i> <i>List of child welfare workers and supervisors who have attend the “Engaging Families” course</i>	<i>a. Make the “Engaging Families” course available statewide. The “Engaging Families” course introduces child welfare workers and supervisors to strength-base interviewing techniques that engage families to assess their service needs and determine safety. Different techniques that are appropriate at the different stages of change are introduced. Projected Date: Starting in February 2005</i> <i>b. Three hundred child welfare workers and supervisors will attend the “Engaging Families” course. Including the “engaging Families” course as part of the ongoing in-service training will be considered when the requirements for the mandated in-service training are established.</i>	<i>1st Quarter – 75% 2nd Quarter – 88% 3rd Quarter – 90% 4th Quarter – 92% 1st and 2nd Quarters – 83% 1st, 2nd, and 3rd Quarters – 84% 1st, 2nd, 3rd & 4th Quarters – 89%</i> <i>VISSTA started offering the “Engaging Families” course in February 2005. It is scheduled to be offered 12 times during 2005.</i> <i>During the first quarter that “Engaging Families” was offered, 79 workers attended. Between February and June 2005, 143 workers attended. An additional 99 workers attended the course between July 1 and Sept. 30, 2005. A total of 242 workers have attended the course to date. Between October 1 and December 31, 2005, an</i>

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		<p>2. Improve the assessment of risk of harm to children living in their own homes in SDM pilot agencies. Position Responsible: CRC/Family Specialist/ CPS Policy Specialist</p>	<p><i>List of agencies receiving technical assistance</i></p> <p>Documentation that the button has been added.</p>	<p><i>Projected Date: January 2007</i></p> <p><i>a. Provide technical assistance to supervisors in SDM pilot agencies on how to assess the level of risk in open cases. Projected Date: July 2005</i></p> <p>Add a button to the SDM tools that will allow supervisors to approve the risk reassessments that must be completed every three months on ongoing CPS cases in SDM pilots. Approval of the risk reassessment will show that the supervisor has reviewed the case to determine if risk is decreasing through the provision of services or take appropriate action to ensure that the worker</p>	<p><i>additional 136 workers attended the course. A total of 378 workers have attended the course as of December 31, 2005.</i></p> <p><i>Between January 1 and June 30, 2005, the Children's Research Center provided 6 days of technical assistance to each cluster which included information on risk assessment for open cases and risk assessment to determine whether or not the case should be opened. Case reviews were also conducted to determine how well supervisors understood SDM and to what extent they were identifying mistakes made in the application of the risk assessment tool.</i></p>

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		<p>3. Clarify policy related to the management of CPS in-home (ongoing) cases, including intensity of service provision and worker contacts based on risk. Position Responsible: CPS Family Specialist</p>	<p>A listing of the cases reviewed and a copy of the review instruments.</p> <p>Copy of best practice strategies</p> <p>A list of the cases reviewed and a copy of the review instruments.</p>	<p>helps the family obtain services that will decrease the risk of harm to children living in their own home. Projected Date: January 2007</p> <p>c. Conduct a case review in pilot agencies to determine if cases are being re-assessed and services modified based on the risk assessment as a result of agency conformity to SDM policy. Projected Date: December 2006</p> <p>d. Disseminate best practice strategies related to risk reassessment as a result of information gathered from SDM pilot agencies. Projected Date: January 2007</p> <p>a. Evaluate through a case review the implementation of the CPS policy related to the handling of new reports of maltreatment in ongoing CPS cases and the intensity of service provision bases on risk level. Projected Date: September 2006</p>	<p>The due date for this benchmark needs to be changed to August 2006.</p> <p>The due date for this benchmark needs to be changed to December 2006. (See PIP Matrix Narrative at the end of this matrix)</p> <p>A review of 300 randomly selected in-home CPS cases was conducted to evaluate the implementation of CPS policy related to the handling of new reports of maltreatment in ongoing CPS cases and the intensity of service provision based on risk level. (See Item 4)</p>

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		<p>2. Ensure statewide consistency in the mandated pre-service training for resource parents, foster parents and adoptive parents. Position Responsible: Foster Care Program Manager/Adoption Consultant</p>	<p>Listing of workgroup participant</p> <p>A copy of the identified competencies and requirements</p> <p>A copy of the regulations</p> <p>Listing of workgroup participants</p>	<p>public cement period. Projected Date: February 2006</p> <p>a. Establish a workgroup to identify minimum competencies and requirements for resource parents, foster parents, and adoptive parent pre-service training. Projected Date: June 2005</p> <p>b. Identify minimum training competencies and requirements for mandated pre-service training. Projected Date: August 2005</p> <p>c. Integrate the minimum training competencies and requirements for mandated pre-service training into the proposed regulations for Resource, Foster, and Adoptive Home Approval Standards. Projected Date: February 2006</p> <p>d. Establish an on-going workgroup to advise VDSS in developing requirements and a process for assessing if local departments of social services resource, foster,</p>	<p>A workgroup made up of state and local representatives has been formed. A meeting was held on 6/14/05 and a teleconference was held on 7/28/05.</p> <p>The minimum competencies have been identified.</p> <p>The due date for this benchmark needs to be changed to February 2006. The proposed regulations integrating minimum training competencies and requirement for mandated pre-service training was approved by the State Board for a 60 day public comment period on February 15, 2006.</p> <p>VDSS has established an on-going workgroup to advise it in developing requirements and a process for assessing if local departments of social services training curricula meet the established competencies.</p>

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		<p>3. Mandate in-service training for resource parents and foster parents to prepare families to meet the on-going needs of children in foster care. Position Responsible: Foster Care Manager/Adoptive Consultant</p>	<p>Listing of workgroup participants</p> <p>A copy of the identified requirements</p> <p>A copy of the regulations</p> <p>Listing of workgroup participants</p>	<p>and adoptive parent training curricula meet the established competencies. <i>Projected Date: March 2006</i></p> <p>a. Establish a workgroup to identify minimum requirements for resource parents and foster parents on-going training. <i>Projected Date: June 2005</i></p> <p>b. Identify minimum on-going training requirements. <i>Projected Date: August 2005</i></p> <p>c. Integrate the minimum requirements for mandated on-going training into the proposed regulations for Resource, Foster, and Adoptive Home Approval Standards. <i>Projected Date: February 2006</i></p> <p>d. Establish an on-going workgroup to advise VDSS in developing requirements and a process for assessing if local departments of social services resource, foster, and adoptive parent</p>	<p>A workgroup made up of state and local representatives has been formed. A meeting was held on 6/14/05 and a teleconference was held on 7/28/05.</p> <p>The minimum competencies have been identified.</p> <p>The due date for this benchmark needs to be changed to February 2006.</p> <p>The proposed regulations integrating minimum training requirements for mandated ongoing training was approved by the State Board for a 60 day public comment period on February 15, 2006.</p> <p>VDSS has established an on-going workgroup to advise it in developing requirements and a process for assessing if local departments of social services training curricula meet the established competencies)</p>

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				4. Develop and implement strategies to strengthen the screening and assessment of children's needs. Position Responsible: Foster Care Consultant/Adoption Consultant	List of workers participating in SDM training on Strengths and Needs Assessment and the Family Reunification tools, when and where training was held	<p><i>training curricula meet the established competencies. Projected Date: March 2006</i></p> <p>a. Provide training to local child welfare workers in the 30 SDM pilot agencies on using the Family Strengths and Needs Assessment and the Family Reunification tools in SDM. Projected Date: September 2006</p>	<p>The due date for this benchmark needs to be changed to September 2006.</p> <p>A SDM Training of Trainers was held on May 10, 11 and 12 during which all tools were reviewed. There are also regular meetings in each region during which the tools are reviewed and technical assistance is provided. (See Item 6)</p>
Stability of foster care placement. (Statewide data indicator relating to Item 6.)	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Item 7: Permanency goal for the child.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>Increase the percentage of children in care with appropriate permanency goals to 84 percent by January 2007. (Virginia's CFSR baseline is 81 percent.)</i>	1. Implement concurrent planning to ensure appropriate permanency goals are selected for children in a timely manner. Position Responsible: Foster Care Consultant/ Adoption Consultant	<p><i>Case Reviews by VDSS staff and Virginia Tech staff</i></p> <p><i>List of agencies serving as a pilot for concurrent planning</i></p> <p><i>Concurrent planning handbook</i></p>	<p><i>a. Pilot concurrent planning in 20 LDSS. Projected Date: Starting in July 2005</i></p> <p><i>b. Pilot agencies will collaborate with VDSS to develop a concurrent planning handbook based</i></p>	<p><i>1st Quarter – 72%</i> <i>2nd Quarter – 82%</i> <i>3rd Quarter – 85%</i> <i>4th Quarter – 99%</i> <i>1st and 2nd Quarters – 78%</i> <i>1st, 2nd, and 3rd Quarters – 81%</i> <i>1st, 2nd, 3rd & 4th Quarters – 91%</i></p> <p><i>20 local departments of social services are currently piloting concurrent planning.</i></p> <p><i>A concurrent planning handbook has been developed.</i></p>

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		<p>2. File petitions for termination of parental rights (TPR) simultaneously with the petitions for the initial permanency planning hearing to change the goal to adoption or document in OASIS the reason for not pursuing termination. Position Responsible: Permanency Program Manager</p>	<p>List of foster care and adoption staff that attend concurrent planning course</p> <p>Copy of request for technical assistance days.</p> <p>Guidance document and a listing of who the documents were distributed to.</p>	<p><i>on the Virginia model that was developed with assistance from the National Resource Center for Foster Care and Permanency.</i> <i>Projected Date: October 2005</i></p> <p>c. VDSS will require all foster care and adoption staff in the pilot agencies to attend the VISSTA concurrent planning course. <i>Projected Date: FY 2005 & 2006</i></p> <p>d. Additional technical assistance will be sought from the National Resource Centers to support the Fourth Statewide Best Practice Court Conference. Projected Date: November 2006</p> <p>a. Collaborate with LDSS and the Court Improvement Program (CIP) to develop and disseminate guidance on filing the petition for TPR simultaneously with the petition for the initial permanency planning hearing to change the goal to adoption. This guidance should be distributed to</p>	<p>187 workers from the 20 pilot agencies have attended the course.</p> <p>Guidance was provided to local attorneys at the January 7, 2005, conference. The Code of Virginia currently allows the court to hear a petition of TPR in the same hearing in which the goal of adoption is approved.</p>

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		<p>local departments of social services on mental health screening of children entering foster care and children and families receiving ongoing CPS services Foster Care Program Manger and Local Operations Program Manager</p>	<p>to LDSS</p> <p>Copy of notes from the meeting</p> <p>Copy of the material sent to LDSS</p>	<p>all LDSS through the foster care and adoption regional specialists on the CSA sponsored "Child and Adolescent Functional Assessment Scale (CAFAS)" Train-the-Trainer sessions. Projected Date: April 2006.</p> <p>b. With representatives of LDSS, participate in a joint meeting of the Virginia Secretary of Health and Human Resources' State Executive Council and its advisory group, the State/Local Advisory Team, to address outcomes (including mental health) for children and families with technical assistance from Mark Friedman. Projected Date: May 2006</p> <p>c. Disseminate information to LDSS from the Department of Mental Health, Mental Retardation and Substance Abuse Services' "Children and Families Behavioral Health Policy and Planning" subcommittee focusing on the role of public mental health facilities for children and adolescents in the</p>	<p>concerning CAFAS training was sent on March 12, 2006.</p> <p>Staff attended "Getting From Talk to Action: Improving Results & Performance accountability in Children and Family Services" on May 5, 2006. This training session was lead by Mark Friedman and Jolie Pillsbury.</p> <p>Information from the first annual statewide VA-INFO conference is available to all local departments of social services.</p>

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			<p>Copy of notice sent to LDSS</p> <p>Copy of the Best Practice section of the foster care manual</p> <p>Dates of meetings and minutes from meetings</p> <p>Copy of materials sent to LDSS</p>	<p><i>Commonwealth.</i> <i>Projected Date: July 2006</i></p> <p>d. Inform all LDSS of the Virginia Commission on Youth's second edition of evidence-based mental health treatments. Projected Date: September 2006</p> <p>e. Include guidance on the purpose of, and how to access, the Bright Futures Mental Health Screening tools in the Best Practice section of the foster care policy manual. Projected Date: September 2006</p> <p>f. Collaborate with the Virginia Commission on Youth in planning for their statewide conference on mental health and evidence-based practices. Projected Date: October 2006</p> <p>g. Provide information to all LDSS on the first annual VA-INFO conference in October 2006 to educate families about committees, advisory councils, parent resource centers, and opportunities for families to connect at local, regional, state, and</p>	<p>A broadcast was sent out on October 24, 2006. (See Item 8)</p> <p>Bright Futures Virginia Health Record Card was distributed to all local departments of social services. Information on Bright Futures Virginia was incorporated into the Foster Care Policy Manual. (See Item 8)</p> <p>The Foster Care Program Supervisor has attended a Planning Group meeting and has been assigned to work on the conference budget subcommittee. (See Item 8)</p> <p>The first annual VA-INFO conference was held on July 28-29, 2006. Information from the conference is available to all local departments of social services.</p>

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		<p>3. Develop and utilize a “relative identifier” form to expedite the identification and location of relatives as placement options for children entering foster care. The form should be used to collect such information on relatives such as name, address, telephone number and relationship to child. This information should be obtained on non-custodial parents, paternal relatives and maternal relatives. Position Responsible: Foster Care Program Manager</p>	<p>Copy of materials provided to LDSS</p> <p><i>Documentation of collaboration with CIP staff and LDSS to develop a standardized relative identifier form and a copy of the form</i></p> <p>Copy of revised foster care procedural manual addressing relative searches and emphasizing both maternal and paternal relatives and a copy of the memo send the new policy to VISSTA</p> <p><i>A listing of the training date and who attended the</i></p>	<p><i>national levels regarding the mental health needs of children. Projected Date: November 2006</i></p> <p>h. Provide information to all LDSS on the Bright Futures mental health screening tools. Projected Date: January 2007</p> <p><i>a. Collaborate with the CIP staff and LDSS currently using relative identifier forms to develop a standardized form. Projected Date: September 2005</i></p> <p>b. Revise the foster care procedural manual and submit new foster care policy to address relative searches, emphasizing both maternal and paternal relatives, to VISSTA for incorporation into the VISSTA Foster Care New Worker Policy Training course. Projected Date: January 2007</p> <p><i>c. Provide training to the regional specialists on the</i></p>	<p><i>A standardized form has been developed. A guide was also developed that will help workers understand how to conduct the searches.</i></p> <p>The due date for this benchmark needs to be changed to June 2006.</p> <p>The foster care procedural manual has been revised. The new worker training will be revised in November 2006</p> <p><i>The due date for this benchmark needs to be changed to July</i></p>

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		<p>4. Support permanency with relatives by providing subsidized custody to relative caregivers through a Title IV-E waiver.</p>	<p>training</p> <p>Copy of the relative identifier form and procedural guidance and a listing of who the information was distributed to</p> <p>A copy of the notification to judges concerning the importance of obtaining information about relatives during the first court hearing</p> <p>Listing of models of automated relative locator services that was distributed to LDSS</p> <p>Copy of responses on programmatic questions sent to the federal</p>	<p>relative identifier form so they can answer questions from local workers. Projected Date: July 2006.</p> <p>d. Disseminate the relative identifier form and procedural guidance to LDSS. Emphasize the importance of obtaining this information as early as possible and the need to have the judge assist the LDSS in obtaining this information. Projected Date: January 2007</p> <p>e. Collaborate with the CIP to educate judges on the importance of obtaining information about relatives during the first court hearing. Projected Date: July 2006</p> <p>f. Identify models of automated relative locator services and disseminate the information to LDSS Projected Date: March 2006</p> <p>a. Respond to programmatic questions raised by the federal government on VDSS'</p>	<p>2006.</p> <p>The permanency regional specialists received training on August 4, 2006.</p> <p>The due date for this benchmark needs to be changed to January 2007.</p> <p>The relative identifier form and procedural guidance has been disseminated to LDSS and juvenile and domestic relations courts statewide.</p> <p>The due date for this benchmark needs to be changed to July 2006</p> <p>Training for judges has been completed.</p> <p>A document identifying on-line locator services was sent to LDSS on February 14, 2006.</p> <p>VDSS responded to questions on the Subsidized Custody Demonstration Proposal in</p>

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		<p>3. Utilize "Progress to Excellence" reports as a management tool for assessing efforts to expedite adoptions and ensure timely documentation of final orders of adoption and other actions. Position Responsible: Permanency Program Manager</p>	<p><i>Copy of the "Progress to Excellence" report</i></p> <p>A listing of agencies that receive technical assistance</p>	<p><i>Projected Date: February 2006</i></p> <p>a. Develop a quarterly "Progress to Excellence" report which will include the number of children leaving care through adoption within 24 months of entering care. The "Progress to Excellence" report will provide LDSS data on the national performance indicators. <i>Projected Date: April 2005</i></p> <p>b. Program Specialists will review the results of the "Progress to Excellence" reports at least quarterly and provide technical</p>	<p><i>portions of the regulation. In April 2005, VDSS requested that the proposed regulation be withdrawn and a new "notice of Intended Regulatory Action" be approved. The new proposed regulation will be presented at the October 2005 Board meeting for approval. It will include a provision for the dual approval of home. The due date for this benchmark needs to be changed to February 2006.</i></p> <p><i>The proposed regulation allowing dual approval was approved by the State Board for a 60 day public comment period on February 15, 2006.</i></p> <p><i>The first "Progress to Excellence" report was distributed to local departments in April 2005. A revised report was distributed on May 16, 2005. The report will be produced on a quarterly basis and will be placed on the local agency website</i></p> <p>Program Specialists used the first report to help local departments determine which standard they should target for improvements.</p>

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				<p>assistance to those local departments of social services who need to improve their results Projected Date: Starting in April 2005</p>	<p>Program Specialists provided technical assistance to 40 local departments on ways to improve their results on the 6 national standards between May and July 2005.</p> <p>Program Specialists provided technical assistance to 35 local departments on ways to improve their results on the 6 national standards between August and October 2005.</p> <p>Program Specialists provided technical assistance to 17 local departments on ways to improve their results on the 6 national standards between November 2005 and January 2006.</p> <p>Program Specialists provided technical assistance to 32 local departments on ways to improve their results on the 6 national standards between February 2006 and April 2006.</p> <p>Program Specialists provided technical assistance to 69 local departments on ways to improve their results on the 6 national standards between May 2006 and July 2006.</p> <p>Program Specialists provided technical assistance to 50 local departments on way to improve their results on the 6 national standards between August 2006 and October 2006.</p>

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		<p>4. Support efforts of the Office of the Supreme Court Of Virginia regarding Dispute Resolution for Child Dependency Mediation. The mediation should help facilitate timely permanency for children in foster care. Position Responsible: Permanency Program Manager</p> <p>5. Collaborate with the Court Improvement Program to identify and educate on child welfare best practices and issues influencing timely permanency for children in foster care. Position Responsible: Permanency Program Manager</p>	<p>Documentation of collaboration with the CIP and a copy of the notification of funding sources identified for the purchase of mediation of services to LDSS</p> <p>Documentation of the Permanency Unit staff participation in the CIP Program Advisory Committee</p> <p>Memo requesting approval of the technical assistance days.</p> <p>Copies of documentation of sent to CIP concerning the quarterly meetings of</p>	<p>a. Work with staff of the Office of the Supreme Court of Virginia to identify and notify local departments of social services of potential funding sources for the purchase of mediation services. Projected Date: October 2005</p> <p>a. Permanency Unit staff will participate in the CIP Program Advisory Committee to ensure collaboration and communication between both groups on child welfare related issues that affect training of workers and judges and policy development. Projected Date: April 2005</p> <p>b. VDSS will support the CIP initiative to educate attorneys and judges on best practices by allowing the use of technical assistance days from National Resource Centers. Projected Date: November 2006</p> <p>c. CIP staff will be informed of the quarterly meetings of the VDSS'</p>	<p>This benchmark cannot be accomplished.</p> <p>Permanency Unit staff were involved with the April 12, 2005 CIP Advisory Committee.</p>

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					the VDSS Permanency Advisory Committee.	Permanency Advisory Committee and will be provided with information from these meetings. Projected Date: January 2007	
Length of time to achieve permanency goal of adoption. (Statewide data indicator relating to Item 9.)	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Item 10: Permanency goal of other planned permanent living arrangement.	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.	<input checked="" type="checkbox"/>	<input type="checkbox"/>					
Item 11: Proximity of foster care placement.	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Item 12: Placement with siblings.	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Item 13: Visiting with parents and siblings in foster care.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		1. Establish guidelines for parent(s) and sibling visitation with children and youth in foster care. Position Responsible: Foster Care Program Manager	<p><i>A copy of the information received on visitation policy and practices in other states</i></p> <p><i>A copy of the reports on visitation between the parent(s) and foster child and between the foster child and sibling</i></p> <p>A copy of the guidelines</p>	<p><i>a. Obtain information on other states' policy and practices concerning visitation between foster children and their parents and siblings from the National Resource Center Projected Date: July 2006</i></p> <p><i>b. Obtain reports from OASIS to determine the current frequency of visits between parent(s) and foster child and between foster child and siblings. Projected Date: July 2006</i></p> <p>c. Establish guidelines</p>	<p><i>Information on other states' policy and practices concerning visitation between foster children and their parents and siblings has been obtained.</i></p> <p><i>Reports showing the frequency of visits between foster children and their parents and between foster children and their siblings are produced on a monthly base.</i></p> <p>Foster care policy has been</p>

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		<p>2. Increase the involvement of resource parents, foster parents, and adoptive parents in facilitating contact between children in care and their parent(s) and siblings. Position Responsible: Foster Care Consultant/Adoption Consultant</p>	<p>A listing of the training dates and who attended</p> <p><i>List of agencies receiving technical assistance on "Bridging the Gap"</i></p> <p><i>List of barriers</i></p>	<p>concerning the optimum frequency of Parent(s) and sibling visitation with children and youth in foster care. Projected Date: September 2006</p> <p>d. Provide training to LDSS on guidelines and best practices for parent(s) and siblings visitation with foster children through regional training sessions. Projected Date: September 2006</p> <p><i>a. Provide technical assistance and consultation on "Bridging the Gap" between biological and resource/foster families for concurrent planning pilot agencies. Projected Date: Starting in July 2005</i></p> <p>b. Implement the action step related to concurrent planning in the Permanency Goal for the Child Section (Item 7, Action Step 1).</p> <p><i>c. In the concurrent planning pilots, identify barriers to increasing involvement of resource parents and foster parents</i></p>	<p>revised to include guidelines on how to determine the frequency of visitation. (See item 13)</p> <p>The Regional Specialists conducted trainings on the guidelines. (See item 13)</p> <p><i>Denise Goodman has provided 4 days of training and technical assistance to the 20 concurrent planning pilot agencies to assist with issues related to "Bridging the Gap" between biological and resource/foster families.</i></p> <p><i>The concurrent planning pilots have identified a list of barriers that affect all of concurrent planning.</i></p>

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			<p>Copy of the plan to overcome barriers</p> <p>Documentation of dissemination of best practices learned by the concurrent planning pilots.</p> <p><i>The "Visitation Tool Kit" and a list of persons who received the kit</i></p> <p>A copy of the guidelines and memo to VISSTA</p>	<p><i>in facilitating contact between children and their parent(s). Projected: December 2005</i></p> <p>d. Develop and implement a plan in the concurrent planning pilots to overcome these barriers. Projected Date: October 2006</p> <p>e. Disseminate best practices learned by the concurrent planning pilots about barriers and successes in developing a relationship between birth and resource families through the VDSS web site. Projected Date: September 2006</p> <p><i>f. Provide a "Visitation Tool Kit" that includes items and information that support resource and foster families in facilitating contact between children in care and their parent(s) and siblings to new resource parents, foster parents, and adoptive parents in concurrent planning pilots. Projected Date: July 2006</i></p> <p>g. Establish guidelines and submit the guidelines</p>	<p>The due date for this benchmark needs to be changed to October 2006.</p> <p>A plan has been developed and implemented. (See Item 13)</p> <p>A document has been prepared and posted on the VDSS web site. (See Item 13)</p> <p><i>A Visitation Tool Kit has been developed.</i></p>

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						<p>on resource parents' and foster parents' roles in facilitating contact between children in care and their parent(s) and siblings to VISSTA for incorporation into the VISSTA Foster Care New Worker Policy Training course. Projected Date: January 2007.</p>	
<p>Item 14: Preserving connections.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<p>1. Strengthen statewide use of Life Books to preserve connections. Position Responsible: Foster Care Consultant/Adoption Consultant</p>	<p><i>A copy of the policy on using Life Books</i></p> <p><i>A copy of the curriculum</i></p> <p>A copy of the memo to the Foster Parent Association</p> <p><i>A copy of the information on the inter- and intra-net</i></p>	<p><i>a. Incorporate in foster care policy guidance on the development and use of Life Books. Projected: June 2006</i></p> <p><i>b. Integrate the foster care policy guidance on Life Books into VISSTA courses. Projected: December 2005</i></p> <p>c. Provide the Foster Parent Association with information on Life Books that will be distributed to resource parents, foster parents, and adoptive parents. Projected Date: January 2007</p> <p><i>d. Update the VDSS' inter- and intra-net websites on</i></p>	<p><i>The due date for this benchmark needs to be changed to June 2006.</i></p> <p><i>Policy guidance on the development and use of Life Books has been developed.</i></p> <p><i>Life Book policy guidance has been incorporated into VISSTA courses.</i></p> <p><i>The VDSS' inter- and intra-net websites contain information on</i></p>

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		<p>2. Assist LDSS in their recruitment of resource parents, foster parents, and adoptive parents that reflect the ethnic and racial diversity of children in foster care. Position Responsible: Foster Care Consultant/Adoption Consultant</p> <p>3. Strengthen policy and practice on preserving connections for children in foster care to ensure the child remains connected to extended family, heritage, culture, religion, friends, neighborhood, community, etc. Position Responsible: Foster Care Consultant/Adoption Consultant</p>	<p><i>websites related to Life Books</i></p> <p><i>Copies of the multilingual brochures</i></p> <p><i>Copy of the revised policy</i></p> <p>Copy of the annual announcement of available child welfare funding</p>	<p><i>Best Practices with information concerning Life Books. Projected: December 2005</i></p> <p>a. Implement the action step in for increasing the State's efforts in recruitment of prospective resource parents, foster parents, and adoptive parents in the Foster Home and Adoption Licensing, Recruitment and Retention Section (Item 44)</p> <p><i>b. Develop multilingual brochures on foster care for dissemination to the public. Projected Date: October 2005</i></p> <p><i>a. Revise foster care policy to emphasize the importance of preserving connections between the child in foster care and their extended family, heritage, culture, religion, friends, neighborhood, community, etc, and disseminate the policy to LDSS. Projected Date: July 2005</i></p> <p>b. Promote in the VDSS annual announcement of available child welfare funding the use of foster family homes where</p>	<p><i>Life Books.</i></p> <p><i>A foster care prevention brochure and a foster care brochure in English and Spanish have been developed.</i></p> <p><i>Policy on preserving connections for children in foster care is integrated throughout all new policy guidance that was issued on 8/15/05. It is heavily emphasized in the new additions to the policy manual "Appendix C: Best Practices." The revised policy was submitted to the local departments through a transmittal.</i></p> <p>The February 2005 "Respite Care for Foster Families – SFY 2006 Application for Funding" indicated that VDSS was piloting a project that would</p>

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						<p>siblings reside as “respite providers” for siblings placed in separate foster family homes. Projected Date: July 2005</p>	<p>allow localities to designate respite care homes that would accept sibling groups for planned respite weekends. One agency (Loudon) applied for and received funds.</p>
Item 15: Relative placement.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<p>1. Develop and utilize a “relative identifier” form to expedite the identification and location of relatives as placement options for children entering foster care. The form should be used to collect such information on relatives as name, address, telephone number, and relationship to child. This information should be obtained on non-custodial parents, paternal relatives, and maternal relatives. Position Responsible: Foster Care Consultant</p>		<p>a. Implement the action step for developing and utilizing a “relative identifier” form in Reunification and Placement with Relatives Section (Item 8, Action Step3).</p>	
Item 16: Relationship of child in care with parents.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<p>1. Implement guidelines and best practice strategies for visits between the child in care and parent(s) and siblings to facilitate visitation that is responsive to the needs of the child, parent(s) and siblings. Position Responsible: Foster Care Program Manager</p> <p>2. Collaborate with VDSS’ Division of Licensing Programs (DOLP) to implement methods in addition to structured visitation fro children in ouster care and their parents to maintain contact. Position Responsible: Foster Care</p>	<p><i>Copy of revised policy</i></p>	<p>a. Implement the action step on establishing guidelines for parent(s) and sibling visitation with children and youth in foster care in the Visitation with Parents and Siblings Section (Item 13, Action Step 1)</p> <p><i>a. Develop state guidance instructing public and private child care agencies to develop policy and procedures to institute additional and regular forms of contact such as</i></p>	<p><i>Policy guidance on the importance of maintaining contact between the foster child and parents in other forms than visitation was developed.</i></p>

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				Consultant	A copy of the material that was presented	<p><i>email, letters, phone calls, etc. between parents and children in out of home placements.</i> <i>Projected Date: September 2005</i></p> <p>b. Communicate the expectation for greater contact between children in out of home care and their parents through public and private provider meetings held by DOLP. Projected Date: November 2005</p>	Information was presented at two meetings held by DOLP on November 14 and 16 2005.
Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.	<input checked="" type="checkbox"/>	<input type="checkbox"/>					
Item 17: Needs and services of child, parents and foster parents.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>Increase the percentage of cases in which there is an adequate assessment of the needs and provision of the identified services for children, parents, and foster parents to 77 percent by January 2007. (Virginia's baseline is 74 percent.)</i>	1. Develop and implement strategies to strengthen screening and assessment of needs for children and parents. Position Responsible: Assistant to Program Manager/Foster Care Consultant/Adoption Consultant	<i>Case Reviews by VDSS staff and Virginia Tech staff</i> A listing of workers who receive training on Family Strengths and Needs Assessment and Reunification tools	a. Provide training to local child welfare workers in the 30 SDM pilot agencies on using the Family Strengths and Needs Assessment and the Family Reunification tools in SDM. Projected: September 2006	<p><i>1st Quarter – 65%</i> <i>2nd Quarter – 80%</i> <i>3rd Quarter – 88%</i> <i>4th Quarter – 94%</i> <i>1st and 2nd Quarters – 73%</i> <i>1st, 2nd and 3rd Quarters – 76%</i> <i>1st, 2nd, 3rd & 4th Quarters – 86%</i></p> <p>The due date for this benchmark needs to be changed to September 2006.</p> <p>A SDM Training of Trainers was held on May 10, 11 and 12 during which all tools were reviewed. There are also regular meetings in each region during which the tools are reviewed and technical</p>

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			<p><i>Copy of the revised policy and transmittal notice</i></p> <p><i>Listing of workers attending training on screening and needs assessments</i></p> <p><i>Listing of child welfare workers and supervisors completing the Personal Development Plan.</i></p>	<p><i>b. In collaboration with the Permanency Advisory Committee (PAC) strengthen foster care policy regarding screening and assessment of needs focusing on best practices currently in use throughout the state. Projected Date: July 2005</i></p> <p><i>c. Provide training to LDSS on the revised foster care policy regarding screening and needs assessments. Projected: September 2005</i></p> <p><i>d. Require the completion of the Personal Development Plan by child welfare workers and supervisors so that the need for training on how to complete assessments can be determined... Projected Date: July 2005</i></p>	<p>assistance is provided. (See Item 17)</p> <p><i>Foster care policy was revised to strengthen the assessment process. The new "Appendix C" also addresses assessments Both were issued to the field in August 2005.</i></p> <p><i>Training was provided by the regional specialists during October 2005.</i></p> <p><i>VDSS has issued two broadcast asking local workers to complete Personal Development Plans. VISSTA sent a letter to each local agency with a report that indicated which workers had current Plans and which ones did not. VISSTA has identified a problem which might affect the compliance information. VISSTA has produced reports indicating which workers have a Plan that is over 2 years old (some of these workers could have left the system) and which workers have a Plan with only mandated courses in it.</i></p>

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		<p>2. Develop and implement strategies to strengthen service planning for children, parents, and resource parents, foster parents and adoptive parents. Position Responsible: Assistant to Program Manager/Foster Care Consultant/Adoption Consultant</p>	<p>A listing of workers and supervisors who indicated that they needed training on completing assessments and the number that will receive training</p> <p>Copy of the revised policy</p> <p>List of workers attending training</p> <p>Copy of revised policy training curriculum</p>	<p>e. Establish a benchmark on the number of child welfare supervisors and workers needing training on how to complete assessments. The benchmark will be established using data obtained from the Personal Development Plan completed by child welfare workers and supervisors. Projected: September 2005</p> <p>a. In collaboration with PAC, strengthen foster care policy regarding using the needs assessment to determine and document specific services needed. Projected Date: July 2005</p> <p>b Provide training to LDSS on the policy revisions. Projected: September 2005</p> <p>c. Include language in the foster care worker policy training curriculum to promote the use of resource parents and foster parents as members of the team and the inclusion of services needed to support resource parents and foster parents in the service plan. Projected: December 2005</p>	<p>50 workers will take CWS 3031 between June 2006 and January 2007.</p> <p>Foster care policy was modified and "Appendix C" contains best practice guidance on service planning practices. Both were released to the local workers in August 2005.</p> <p>Training was provided by the regional program specialists during October 2005.</p> <p>Language has been included in the Foster Care Worker Policy Training to make sure that resource parents are included as members of the team.</p>

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		<p>3. Develop and implement strategies to better address the needs of resource parents, foster parents, and adoptive parents through standardized training that will be made available to resource parents,</p>	<p><i>Listing of workers and supervisors completing the Personal Development Plan</i></p> <p><i>A listing of workers and supervisors who indicated that they needed training on developing service plans and the number that will receive training.</i></p>	<p><i>d. Require the completion of the Personal Development Plan by child welfare workers and supervisors so that the need for training on developing the service plans can be determined. Projected Date: July 2005</i></p> <p><i>e Establish a benchmark on the number of child welfare supervisors and workers needing training on developing service plans. The benchmark will be established using data obtained from the Personal Development Plans completed by child welfare workers and supervisors. Projected : September 2005</i></p> <p><i>a. Implement the action step for mandating pre-service training of resource parents, foster parents, and adoptive families in the Stability of the Foster Care</i></p>	<p><i>VDSS has issued two broadcast asking local workers to complete Personal Development Plans. VISSTA sent a letter to each local agency with a report that indicated which workers had current Plans and which ones did not. VISSTA has identified a problem which might affect the compliance information. VISSTA has produced reports indicating which workers have a Plan that is over 2 years old (some of these workers could have left the system) and which workers have a Plan with only mandated courses in it.</i></p> <p><i>50 workers will take CWS 3031 between June 2006 and January 2007.</i></p>

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		<p>foster parents, and adoptive parents and through on-going peer support. Position Responsible: Foster Care Consultant/Adoption Consultant</p>	<p><i>A copy of the RFA</i></p> <p><i>A copy of the award notification</i></p>	<p>Placement Section (Item 6, Action Step 1)</p> <p>b. Implement the action step for ensuring consistency in mandated pre-service training of resource parents, foster parents, and adoptive parents in the Stability of the Foster Care Placement (Item 6, Action Step 2)</p> <p>c. Implement the action step for mandating in-service training of resource parents and foster parents in the Stability of the Foster Care Placement Section (Item 6, Action Step 3)</p> <p>d. Issue a Request for Application (RFA) to carry out the activities of Executive Director to develop a state association and regional and local associations; develop forums for learning opportunities; and develop and implement strategies to support resource parents, foster parents, and adoptive parents. <i>Projected Date: February 2005</i></p> <p>e. Award a contract to the most qualified bidder and</p>	<p><i>The RFA process was started. The Division of General services has informed the Division that we must use the RFP process instead of the RFA process. The RFP will be completed prior to the next quarterly report.</i></p> <p><i>The RFP was issued on August 21, 2005.</i></p> <p><i>The contract has not been awarded because the RFP was</i></p>

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						implement contract activities. Projected Date: January 2006	not issued until August 21, 2005. The contract will be awarded as soon after the proposals are received as possible. The due date for this benchmark needs to be changed to January 2006. The contract was awarded on January 25, 2006
Item 18: Child and family involvement in case planning.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increase the percentage of cases in which there is an involvement of children and parents in the case planning process to 72 percent by January 2007. (Virginia's CFSR baseline is 69 percent.)	1. Develop and implement strategies to actively involve children and families in service planning. Position Responsible: Foster Care Consultant/Adoption Consultant	Case Reviews by VDSS staff and Virginia Tech staff A copy of when and where the "Engaging Families" course is offered A copy of the revised policy	a. Make the "Engaging Families" course available statewide. The "Engaging Families" course introduces child welfare workers and supervisors to strength-based interviewing techniques that engage families to assess their service needs and determine safety. Different techniques that are appropriate at the different stages of change are introduced. Projected: Starting in February 2005 b. In collaboration with the	1 st Quarter – 74% 2 nd Quarter – 86% 3 rd Quarter – 91% 4 th Quarter – 93% 1 st and 2 nd Quarters – 80% 1 st , 2 nd , and 3 rd Quarters – 82% 1 st , 2 nd , 3 rd & 4 th Quarters – 89% VISSTA started offering the "Engaging Families course in February 2005. It is scheduled to be offered 12 times during 2005. Foster care policy was revised

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			<p><i>Dates that training was offered and a listing of who attended the training</i></p> <p><i>A copy of the evaluation</i></p> <p><i>A listing of workers and supervisors who attended the "Engaging Families" course</i></p>	<p><i>PAC, strengthen foster care policy regarding child and family involvement in service planning, adopting best practices in use by LDSS. Projected Date: July 2005</i></p> <p><i>c. Provide training to the LDSS on the policy revisions regarding child and family involvement in service planning. Projected Date: October 2005</i></p> <p><i>d. Implement the action step for concurrent planning in the Permanency Goal for the Child Section (Item 7, Action Step 1)</i></p> <p><i>e. Evaluate the implementation of new CPS and foster care policies regarding the involvement of children and parents in service planning. Projected: December 2005</i></p> <p><i>f. 300 child welfare workers and supervisors will attend the "Engaging Families" course. Including the "Engaging Families" course as part</i></p>	<p><i>to focus on who must be involved in the service planning process. "Appendix C" provides best practice guidance on actively involving the appropriate persons in the service planning process. Both were released to the locals in August 2005.</i></p> <p><i>Training was provided by the regional program specialists during October 2005</i></p> <p><i>VA Tech has been looking at the involvement of children and parents in service planning as they have completed reviews.</i></p> <p><i>During the first quarter that "Engaging Families" was offered, 79 workers attended. Between February and June 2005, 143 workers attended. An additional 99 workers</i></p>

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					A listing of the agencies receiving technical assistance	<p><i>of the on-going in-service training will be considered when the requirements for the mandated training are established</i> Projected : January 2007</p> <p>g. Provide technical assistance to those local departments of social services identified in the evaluation as needing assistance in the implementation of the CPS and foster care polices related to the involvement of children and parents in service planning. Projected : January 2007</p>	<p>attended the course between July 1 and Sept. 30, 2005. A total of 242 workers have attended the course to date. Between October 1 and December 31, 2005, an additional 136 workers attended the course. A total of 378 workers have attended the course as of December 31, 2005.</p>
<p>Item 19: Worker visits with child</p> <p>Item 20: Worker visits with parent(s)</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Increase the frequency of visits between caseworkers and children and caseworkers and parents to be sufficient to ensure adequate monitoring of the child's safety and well-being. Workers' visits will focus on issues related to case planning, service delivery and goal attainment in 79 percent of the cases by January 2007. <i>The frequency and quality of visits between caseworkers and parents will be sufficient to promote attainment of case goals and/or ensure the children's safety and well-being in 80 percent of cases by October 2006. (Virginia's CFSR</i></p>		Case Review by State staff and Virginia Tech staff.		<p>1st Quarter Worker/child – 30% Worker/family - 35%</p> <p>2nd Quarter Worker/child – 63% Worker/family – 63%</p> <p>3rd Quarter Worker/child – 66% Worker/family – 65%</p> <p>4th Quarter Worker/child – 72% Worker/family – 78%</p> <p>5th Quarter</p>

Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity		Goal/Negotiated Measure/ Percent of Improvement	Action Steps/Person Responsible for the Action Step	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Status of Progress
		<p><i>baseline is 76 percent for worker-child contact and 77 percent for worker-parent contact.)</i></p>	<p>1. Develop and implement policies to increase worker contacts with children and parents. Position Responsible: Assistant to Program Manager/Foster Care</p>	<p><i>A copy of the policies received from other states</i></p>	<p><i>a. Contact other states to obtain information on their policies concerning worker contacts with children in foster care and their</i></p>	<p>Worker/child – 86% Worker/parent – 89%</p> <p>6th Quarter Worker/child – 73% Worker/parent – 83%</p> <p>7th Quarter Worker/child – 83% (See Items 19 & 20)</p> <p>1st & 2nd Quarters Worker/child – 59% Worker/family – 58%</p> <p>1st, 2nd, & 3rd Quarters Worker/child – 61% Worker/family -60%</p> <p>1st, 2nd, 3rd & 4th Quarters Worker/child – 68% Worker/family – 72%</p> <p>1st Year Worker/child – 68% Worker/family – 72%</p> <p>5th & 6th Quarters Worker/child - 77% Worker/parents – 85%</p> <p>5th, 6th, & 7th Quarters Worker/child – 79% (See Items 19 & 20)</p> <p><i>VDSS contacted other states to obtain a copy of their policies related to worker contacts with children in foster care and their families. Eleven states</i></p>

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						2006	
Well-Being Outcome 2: Children receive appropriate services to meet their education needs.	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Item 21: Educational needs of the child	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Well-Being Outcome 3: Children receive appropriate services to meet their physical and mental health needs.	<input checked="" type="checkbox"/>	<input type="checkbox"/>					
Item 22: Physical health of the child.	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Item 23: Mental health of the child.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		1. Provide guidelines and tools to local departments of social services on mental health screening of children entering foster care and children and families receiving ongoing CPS services. Position Responsible: Foster Care Consultant/Adoption Consultant/CPS Consultant	<i>Copy of information given to LDSS</i> <i>Copy of notes from the meeting</i>	a. Provide information to all LDSS through the foster care and adoption regional specialists on the CSA sponsored "Child and Adolescent Functional Assessment Scale (CAFAS)" Train-the-Trainer sessions. <i>Projected Date: April 2006.</i> b. With representatives of LDSS, participate in a joint meeting of the Virginia Secretary of Health and Human Resources' State Executive Council and its advisory group, the State/Local Advisory Team, to address outcomes (including mental health) for children and families with technical assistance from Mark Friedman. <i>Projected Date: May 2006</i>	<i>An email with information concerning CAFAS training was sent on March 12, 2006.</i> <i>Staff attended "Getting From Talk to Action: Improving Results & Performance accountability in Children and Family Services" on May 5, 2006. This training session was lead by Mark Friedman and Jolie Pillsbury.</i>

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			<p>Copy of the material sent to LDSS</p> <p>Copy of notice sent to LDSS</p> <p>Copy of the Best Practice section of the foster care manual</p> <p>Dates of meetings and minutes from meetings</p>	<p>c. Disseminate information to LDSS from the Department of Mental Health, Mental Retardation and Substance Abuse Services' "Children and Families Behavioral Health Policy and Planning" subcommittee focusing on the role of public mental health facilities for children and adolescents in the Commonwealth. Projected Date: July 2006</p> <p>d. Inform all LDSS of the Virginia Commission on Youth's second edition of evidence-based mental health treatments. Projected Date: September 2006</p> <p>e. Include guidance on the purpose of, and how to access, the Bright Futures Mental Health Screening tools in the Best Practice section of the foster care policy manual. Projected Date: September 2006</p> <p>f. Collaborate with the Virginia Commission on Youth in planning for their statewide conference on mental health and evidence-based practices.</p>	<p>Information from the first annual statewide VA-INFO conference is available to all local departments of social services.</p> <p>A broadcast was sent out on October 24, 2006. (See Item 23)</p> <p>Bright Futures Virginia Health Record Card was distributed to all local departments of social services. Information on Bright Futures Virginia was incorporated into the Foster Care Policy Manual. (See Item 23)</p> <p>The Foster Care Program Supervisor has attended a Planning Group meeting and has been assigned to work on the conference budget subcommittee. (See Item 23)</p>

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		<p>2. Implement strategies to increase mental health resources. Position Responsible: Adoption Consultant</p>	<p>Copy of materials sent to LDSS</p> <p>Copy of materials provided to LDSS</p> <p>A listing of families receiving mental health services</p>	<p>Projected Date: October 2006</p> <p><i>g. Provide information to all LDSS on the first annual VA-INFO conference in October 2006 to educate families about committees, advisory councils, parent resource centers, and opportunities for families to connect at local, regional, state, and national levels regarding the mental health needs of children.</i> Projected Date: November 2006</p> <p>h. Provide information to all LDSS on the Bright Futures mental health screening tools. Projected Date: January 2007</p> <p>a. Provide to families participating in the Rural Adoptive Recruitment Initiative mental health services. Projected: Starting in October 2005</p> <p>b. Implement the action step on increasing mental health and substance abuse services availability and accessibility for children and families involved with</p>	<p><i>The first annual VA-INFO conference was held on July 28-29, 2006. Information from the conference is available to all local departments of social services.</i></p> <p>Mental health services has been provided to seven families through the Center for Adoption Support and Education.</p>

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		<p>2. Implement concurrent planning to ensure parents and children are involved in the services planning process. Position Responsible: Foster Care Consultant/Adoption Consultant</p> <p>3. Design and implement a quality assurance process to monitor written case plans and the inclusion of the child and child's parent(s) in the</p>	<p><i>policy for involving children and parents in the case planning process</i></p> <p><i>A listing of workers and supervisors who attended the "Engaging Families" course</i></p> <p><i>A copy of the case review instrument</i></p>	<p><i>protocols and policies for early involvement of children and parents in the assessment process and service planning in 20 LDSS. Projected Date: January 2006</i></p> <p><i>c. 300 child welfare workers and supervisors will attend the "Engaging Families" course. Including the "Engaging Families" course as part of the ongoing in-service training will be considered when the requirements for the mandated in-service training are established. Projected Date: January 2007</i></p> <p><i>a. Implement the action step related to concurrent planning in the Permanency Goal for the Child Section (Item 7, Action Step 1)</i></p> <p><i>a. Design and implement a case review process to be used by the Child and Family Services Review</i></p>	<p><i>asked to shares practices used to engage children and families in assessment and service planning. A document has been produced which will be shared with all local departments.</i></p> <p><i>During the first quarter that "Engaging Families" was offered, 79 workers attended. Between February and June 2005, 143 workers attended. An additional 99 workers attended the course between July 1 and Sept. 30, 2005. A total of 242 workers have attended the course to date. Between October 1 and December 31, 2005, an additional 136 workers attended the course. A total of 378 workers have attended the course as of December 31, 2005.</i></p> <p><i>VDSS has entered into a contract with the Institute for Policy Outreach to conduct child and family services</i></p>

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		<p>planning process, where appropriate. Position Responsible: Virginia Tech Project Manager</p>	<p>Quarterly reports on the number of cases reviewed and the results of the reviews</p>	<p><i>Team to monitor written case plans and the inclusion of the child and child's parent(s) in the planning process.</i> <i>Projected Date: February 2005</i></p> <p>b. Conduct on-going case reviews by the Child and Family Services Review Team and State staff to monitor written case plans and the inclusion of the child and child's parent(s) in the planning process. <i>Projected Date: Starting in March 2005</i></p>	<p><i>reviews. The reviews started in January 2005.</i></p> <p>Between January 10 and April 30, 2005, reviews were conducted in 29 localities. A total of 246 cases were reviewed.</p> <p>Between May 1 and July 31, 2005, reviews were conducted in 26 localities. A total of 279 cases were reviewed.</p> <p>Between August 1 and October 31, 2005, child and family services reviews were conducted in 18 localities. A total of 149 cases were reviewed.</p> <p>Between November 1, 2005 and January 31, 2006, reviews were conducted in 28 localities. A total of 233 cases were reviewed.</p> <p>Between January 10, 2005, and March 31, 2006, first year reviews were conducted in all 120 local departments of social services. A total of 1144 cases were reviewed.</p> <p>Between February 1, 2006, and</p>

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						<p>April 30, 2006, second year reviews were conducted in 22 localities. A total of 167 cases were reviewed.</p> <p>Between April 1, 2006, and July 31, 2006, second year reviews were conducted in 51 localities. A total of 359 cases were reviewed.</p> <p>Between August 1, 2006, and October 31, 2006, second year reviews were conducted in 30 localities. A total of 299 cases were reviewed. (See Item 25)</p> <p>2nd Quarter – 86% involvement in the development of the case plan. 3rd Quarter – 91% involvement 4th Quarter – 93 % involvement 5th Quarter – 97% involvement 6th Quarter – 97% involvement 7th Quarter – 99% involvement (See Item 25) 1st and 2nd Quarter – 80% involvement 1st, 2nd & 3rd Quarters – 82% involvement 1st, 2nd, 3rd & 4th Quarters – 89% involvement 1st Year – 90% involvement 5th and 6th Quarters – 97%</p>

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							involvement 5 th , 6 th , & 7 th Quarters – 98% involvement (See Item 25)
<p>Item 26: The State provides a process for the periodic review of the status of each child, no less frequently than once every six months, either by a court or by administrative review.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Increase the number of administrative panel reviews held in a timely manner and the quality of the administrative panel reviews so that children who are not required to have a court hearing will have a meaningful administrative panel review every six months with all parties involved by January 2007.</p>	<p><i>1. Provide clear policy guidance on timeframes for holding administrative panel reviews, participants to be included and procedures for administrative panel reviews. Position Responsible: Foster Care Consultant</i></p> <p><i>2. Conduct full administrative panel reviews for children in foster care with the goals of adoption, permanent foster care, and independent living, alternating with court hearings. Position Responsible: Foster Care Consultant</i></p>	<p>Case Review by State staff and Virginia Tech staff</p> <p><i>A copy of the revised policy incorporating additional guidance on administrative panel review and a copy of the transmittal</i></p> <p><i>A copy of the broadcast clarifying policy and procedures for administrative panel reviews</i></p> <p>Copy of OASIS report</p>	<p><i>a. Update foster care policy to incorporate additional guidance on timely and meaningful administrative panel reviews and notify LDSS of the revisions. Projected Date: May 2005</i></p> <p><i>b. Issue a broadcast clarifying policy and procedures for administrative panel reviews Projected Date: June 2005</i></p> <p>a. Obtain reports from OASIS that indicates if policy is being followed in relationship to the timeliness of administrative panel reviews. Projected Date: July 2006</p>	<p><i>Foster care policy was revised to clearly identify for whom the APR process must be used and when. The revised policy also clarifies who should be involved in APRs. "Appendix C" provides information on preparing for the APR.</i></p> <p><i>A broadcast was released on 8/19/05.</i></p> <p>This benchmark needs to be modified. A copy of the report is attached</p>

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					Listing of agencies receiving technical assistance	b. The Permanency Regional Specialists shall review the reports on a monthly bases and provide technical assistance to local departments of social services who are not meeting policy in relationship to the timeliness of administrative panel reviews. Projected Date: Starting in September 2006.	Technical assistance was provided to 51 local departments of social services. (See Item 26)
Item 27: Provides a process that ensures that each child in foster care under the supervision of the State has a permanency hearing in a qualifies court or administrative body no longer than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Item 28: Provides a process for termination of parental rights proceedings in accordance with the provisions of the Adoption and Safe Families Act (ASFA).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Inform local departments of social services that children with the goal of adoption should have a petition for the termination of parental rights (TPR) filed simultaneously with the petition for the initial permanency planning hearing to change the goal to adoption or will have documentation in OASIS as to the reasons termination is not being pursued by August 2006.	1. Implement concurrent planning to	Copy of document sent to local agencies	a. Implement the action	A transmittal was sent to local agencies on September 22, 2006, notifying them of the policy change. (See Item 28)

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		<p>facilitate timely completion of termination of parental rights when appropriate. Position Responsible: Foster Care Consultant/Adoption Consultant</p> <p>2. Collaborate with the Court Improvement Program to provide a forum for communication between LDSS attorneys to reduce legal barriers to permanency. Position Responsible: Adoption Consultant</p>	<p>A listing of attorneys on the workgroup</p> <p>A listing of participants and the date of training</p>	<p>step related to concurrent planning in the Permanency Goal for the Child Section (Item 7, Action Step1)</p> <p>a. Develop a workgroup of LDSS attorneys to identify training needs related to legal barriers to permanency. Projected Date: February 2005</p> <p>b. Facilitate one statewide training event for LDSS attorneys. Projected Date: March 2005</p>	<p>A workgroup made up of 12 attorneys representing local departments of social services has been established. They met on April 4 and 25, 2005. Two more meetings are planned. They are helping to plan the 2006 event.</p> <p>A conference call was held on June 15, 2005.</p> <p>A training event was held on January 7, 2005. One hundred and six LDSSs attorneys participated.</p>
<p>Item 29: Provides a process for foster parents, pre-adoptive parents, and relative caregivers of children in foster care to be notified of, and have an opportunity to be heard in any review or hearing held with respect to the child.</p>	<p><input checked="" type="checkbox"/> <input type="checkbox"/></p>	<p>Increase the notification of and the opportunity to participate by resource parents, foster parents, pre-adoptive parents, and relative caregivers in court hearings and administrative panel reviews by January 2007.</p> <p>1. Provide a process that allows resource parents, foster parents, pre-adoptive parents, and relative caregivers who are unable to attend court hearings to be included in the hearing through a conference call. Position Responsible: Foster Care Consultant/Adoption Consultant</p>	<p>Case Reviews by VDSS staff and Virginia Tech staff</p> <p>A copy of the policies and procedures on using conference calls in the courtroom</p>	<p>a. Collaborate with the Court Improvement Program at the Supreme Court of Virginia to develop policies and procedures to implement conference calls in the courtroom. Projected Date: June 2006</p>	<p>Discussions have started with CIP. Potential problems that include the logistics of the court room and how to finance any additional costs have been identified and are being worked on.</p> <p>The Foster Care Program Manager and the Executive</p>

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			<p>2. Strengthen foster care policy guidance on providing resource parents, foster parents, pre-adoptive parents, and relative caregivers with the opportunity to provide input during administrative panel reviews (APRs). Position Responsible: Foster Care Consultant</p>	<p>A listing of the agencies participating in the pilot of allowing conference calls and when the conference calls were used in court hearings</p> <p>A copy of the revised foster care policy on providing notification to resource parents, foster parents, pre-adoptive parents, and relative caregivers and a copy of the transmittal</p>	<p>b. Pilot the procedure allowing resource parents, foster parents, pre-adoptive parents, and relative caregivers access to court hearings by conference calls in 10 LDSS. Projected Date: September 2006</p> <p>a. Review and revise foster care policy to provide adequate guidance on conducting APRs and providing notification to resource parents, foster parents, pre-adoptive parents, and relative caregivers concerning the APRs and provide</p>	<p>Director of the CIP continue to work on the developing policies to implement conference calls in the courtroom.</p> <p>The due date for this benchmark needs to be changed to April 2006.</p> <p>The due date for this benchmark needs to be changed to June 2006.</p> <p>Policies and procedures to implement conference calls in the court room have been developed.</p> <p>11 juvenile and domestic relations courts are piloting allowing resource parents, foster parents, pre-adoptive parents, and relative caregivers access to court hearings by conference calls.</p> <p>Foster care policy was revised to clearly identify for whom the APR process must be used and when. The revised policy also clarifies who should be involved in APRs and provides sample invitation letters to be sent to participants. "Appendix C" also provides some information on preparing for the APR. A</p>

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					<p>A copy of the revised new worker training dealing with the rights of resource parents, fosters parents, pre-adoptive parents, and relative caregivers to be notified of APRs and to participate in them</p>	<p>notification of the policy revisions to LDSS. Projected Date: July 2005</p> <p>b. Enhance new worker policy training to emphasize providing to resource parents, foster parents, pre-adoptive parents, and relative caregivers adequate notice of APRs and their right to attend and be heard at APRs. Projected Date: October 2005</p>	<p>transmittal was sent to local departments on August 15, 2005, notifying them of the revised policy.</p> <p>The new worker policy training has been revised.</p>
<p>Systemic Factor 3: Quality Assurance System</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
<p>Item 30: The State has developed and implemented standards to ensure that children in foster care are provided quality services that protect the safety and health of the children.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
<p>Item 31: The State is operating an identifiable quality assurance system that is in place in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, evaluates the quality of services, identifies strengths and needs of the service delivery system, provides relevant reports, and evaluates program improvement measures implemented.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
<p>Systemic Factor 4: Training</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>					

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<p>Item 32: The State is operating a staff development and training program that supports the goals and objectives in the CFSP, addresses services provided under titles IV-B and IV-E, and provides initial training for staff who delivers these services.</p>	<p><input checked="" type="checkbox"/> <input type="checkbox"/></p> <p>New child welfare workers will be informed about core courses that have been identified as being needed by new workers to address the skills and knowledge base needed to carry out their duties by September 2006.</p>	<p><i>1. Mandate integrated training for new child welfare workers through the promulgation of regulations. Position Responsible: Foster Care Consultant/Adoption Consultant</i></p> <p><i>2. Develop integrated training for new child welfare workers. Position Responsible: Foster Care Consultant/Adoption Consultant</i></p>	<p>Notice sent to local workers</p> <p><i>A copy of the regulation mandating initial training for new child welfare workers</i></p> <p><i>A listing of training requirements in other states</i></p> <p><i>A listing of training competencies</i></p> <p><i>A listing of training courses that are included in the training package for new workers</i></p>	<p><i>a. Submit proposed regulation mandating training for new child welfare workers to the State Board of Social Services requesting approval for publication for a 60 day public cement period. Projected Date: February 2006</i></p> <p><i>a. Review mandated training requirements in other states with a structure similar to Virginia's. Projected Date: September 2005</i></p> <p><i>b. Finalize minimum training competencies Projected Date: January 2006</i></p> <p><i>c. Identify a group of core courses to comprise an initial minimum training package for new child welfare workers Projected Date: March 2006</i></p>	<p>A broadcast was sent out on November 1, 2006, which identified the core courses for new workers. (See Item 32)</p> <p><i>The proposed regulation was approved by the State Board for a 60 day public comment period on February 15, 2006.</i></p> <p><i>Training requirements for California, Colorado, Minnesota, Maryland, Ohio, North Dakota and Pennsylvania were reviewed.</i></p> <p><i>Minimum training competencies have been identified.</i></p> <p><i>VDSS and VISSTA have worked together to determine the courses that need to be taken by new workers and supervisors.</i></p>

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			<p><i>A listing of when the core courses will be offered</i></p> <p>Copy of the notice that is sent to local workers</p>	<p><i>d. VISSTA will offer the core courses that have been identified as being needed by new child welfare workers. Projected Date: July 2006.</i></p> <p>e. Encourage new child welfare workers to take the core courses offered by VISSTA Projected Date: August 2006.</p>	<p><i>All of the core courses for new child welfare workers are being offered by VISSTA between July 20 and December 31, 2006.</i></p> <p>A broadcast was sent out on November 1, 2006, which identified the core courses for new workers. (See Item 32)</p>
<p>Item 33: The State provides for ongoing training for staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP.</p>	<p><input checked="" type="checkbox"/> <input type="checkbox"/></p> <p>Child welfare workers, including supervisors, will be informed about the core courses that have been identified as the ongoing training package which address the skills and knowledge base needed to carry out their duties by September 2006.</p>	<p><i>1. Mandate in-service training for child welfare workers and supervisors that addresses the skills and knowledge base needed to carry out their duties in working with children and families involved in the child welfare system. Position Responsible: Foster Care Consultant/Adoption Consultant</i></p> <p>2. Develop in-service training for child welfare workers and supervisors that integrates policy, skills and automated systems. Position Responsible: Foster Care Consultant/Adoption Consultant</p>	<p>Notice sent to local workers</p> <p><i>A copy of the regulation mandating in-service training</i></p> <p><i>A copy of other states mandated training requirements</i></p>	<p><i>a. Submit proposed regulation mandating in-service training for child welfare workers and supervisors to the State Board of Social Services requesting approval for publication for a 60 day public comment period Projected Date: February 2006</i></p> <p><i>a. Review mandated training requirements for child welfare workers and supervisors in states with a structure similar to Virginia's.</i></p>	<p>A broadcast was sent out on November 1, 2006, which identified the core courses for ongoing workers. (See Item 33)</p> <p><i>The proposed regulation was approved by the State Board for a 60 day public comment period on February 15, 2006.</i></p> <p><i>Training requirements for California, Colorado, Minnesota, Maryland, Ohio, North Dakota and Pennsylvania were reviewed.</i></p>

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					<p>A copy of the minimum training competencies</p> <p>A listing of courses that will comprise the ongoing training package for child welfare workers and supervisors</p> <p>A listing of when the courses will be offered</p> <p>A copy of the notice sent to local child welfare workers and supervisors</p>	<p><i>Projected Date: September 2005</i></p> <p><i>b. Finalize minimum training competencies. Projected Date: January 2006</i></p> <p><i>c. Identify a group of core courses to comprise an integrated ongoing training package for child welfare workers and supervisors. Projected Date: March 2006</i></p> <p><i>d. VISSTA will offer the core courses that have been identified as the ongoing training package for child welfare workers and supervisors. Projected Date: July 2006</i></p> <p><i>e. Encourage child welfare workers and supervisors to take the core courses offered by VISSTA. Projected Date: August 2006</i></p>	<p><i>Minimum training competencies have been identified.</i></p> <p>VDSS and VISSTA have worked together to determine an integrated ongoing training package for child welfare workers and supervisors.</p> <p><i>All of the core courses for ongoing child welfare workers and supervisors are being offered by VISSTA between July 20 and December 31, 2006.</i></p> <p>A broadcast was sent out on November 1, 2006, which identified the core courses for ongoing workers. (See Item 33)</p>
<p>Item 34: The State provides training for current or prospective resource parents, foster parents, adoptive parents and staff of State licensed or approved facilities that care for children receiving foster care or adoption assistance under Title IV-E that addresses the skills and knowledge base needed to carry out</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Identify the minimum training competencies needed for pre-service and on-going training of resource parents, foster parents, and adoptive parents and provide the competencies to local departments of social services by September 2006.</p>		<p>Copy of information sent to the locals</p>		<p>Competencies were sent to the Virginia League of Social Services' Child Welfare Advisory Committee to be discussed at their next meeting. (See Item 34)</p>

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their duties with regard to foster and adopted children.			<p>1. Mandate pre-service training for resource parents, foster parents and adoptive parents to prepare families to meet the needs of children entering foster care. Position Responsible: Foster Care Consultant/Adoption Consultant</p> <p>2. Ensure statewide consistency in mandated pre-service training of resource parents, foster parents, and adoptive parents. Position Responsible: Foster Care Consultant/Adoption Consultant</p> <p>3. Mandate in-service training for resource parents and foster parents to prepare families to meet the ongoing needs of children in foster care. Position Responsible: Foster Care Consultant/Adoption Consultant</p>		<p>a. Implement the action step for mandating pre-service training of resource parents, foster parents, and adoptive families in the Stability of the Foster Care Placement Section (Item 6, Action Step 1)</p> <p>a. Implement the action step for ensuring statewide consistency in pre-service training of resource parents, foster parents, and adoptive parents in the Stability of the Foster Care Placement Section (Item 6, Action Step 2)</p> <p>a. Implement the action step for mandating in-service training of resource parents and foster parents in the Stability of the Foster Care Placement Section (Item 6, Action Step 3)</p>	
Systemic Factor 5: Service Array	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Item 35: The State has in place an array of services that assess the strengths and needs of children and families to determine other service needs, address the needs of families in addition to individual children in order to create a	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Collaborate with other human services agencies to increase the availability and accessibility of critical services for families and children throughout Virginia by January 2007.	A listing of the collaboration activities <i>Copy of minutes from</i>	<i>a. Meet with the</i>	<i>VDSS staff members have met</i>

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<p>safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster and adoptive placements achieve permanency.</p> <p>Item 36: The services in item 35 are accessible to families and children in all political jurisdictions covered in the State's CFSP.</p>		<p>private agencies to increase access to dental and medical services. Position Responsible: Foster Care Consultant/Adoption Consultant</p>	<p><i>meeting with DMAS</i></p> <p>Copy of information that was sent to locals</p> <p>Copy of assessment</p> <p>Copy of information received from the Institute fro Policy Outreach</p>	<p><i>Department of Medical Assistance Services (DMAS) to increase local departments of social services' awareness of DMAS' contractual services for dental care. Projected Date: May 2006</i></p> <p>b. Disseminate information regarding DMAS contracted dental services to all local departments of social services. Projected Date: August 2006</p> <p>c. Assess if, and how, the Medicaid study in Pulaski/Albemarle/Bedford and Floyd counties could be used to promote enhanced access to services and increases in providers in underserved areas. Projected Date: August 2006</p> <p>d. Access information from the Institute for Policy Outreach regarding studies on expanding services to underserved populations in other states. Projected Date: August 2006</p>	<p><i>with staff from DMAS to discuss how local departments awareness of contractual services for dental care could increase. VDSS has also met with others who are working on similar initiatives.</i></p> <p>A memo was sent to all local departments of social services telling them about the "Smile for Children" dental program. They were also given the link for the dental provider manual. (See Items 35 & 36)</p> <p>VDSS representatives reviewed the results of the study. Meetings between Virginia Tech, DMAS and VDSS have occurred. Virginia Tech is seeking a Robert Wood's Johnson Foundation grant to further pilot this project. (See Items 35 & 36)</p> <p>VDSS received the final report from Virginia Tech entitled "Serving Low-Income People with Disabilities: SSI Assistance Research Final Report." This report is focused on using SSI to expand the availability of services to several populations including youth in foster care. The report on the Medicaid study</p>

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		<p>2. Collaborate with public and private agencies to increase mental health services availability and accessibility for children and families involved with the child welfare system. Position Responsible: Foster Care Consultant/Adoption Consultant</p>	<p>Copy of assessment</p> <p><i>A listing of localities where the mental health component is implemented</i></p> <p>Listing of meeting attended and subjects discussed</p> <p>A listing of recommendation</p>	<p>e. Assess if initiatives from other states are feasible to implement in a pilot group of localities in Virginia. Projected Date: December 2006</p> <p><i>a. Implement the mental health component of the Rural Adoptive Family Initiative to develop adoption competent mental health providers in 20 rural areas of the state. Projected Date: Starting in October 2005</i></p> <p>b. Participate in meetings of the Secretary of Health and Human Resources' custody relinquishment workgroup to identify service gaps, funding stream barriers, and other policy and practice issues that force parents to relinquish custody of their children to foster care in order to obtain mental and physical health services. Projected Date: Throughout fiscal year 2005 and 2006.</p> <p>c. Collaborate with state and local agencies on the</p>	<p>conducted by Virginia Tech was also reviewed. (See Items 35 & 36)</p> <p><i>Training has been given to workers from Louisa, Albemarle, Staunton and Loudoun</i></p>

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			<p>implemented to increase service availability and overcome barriers to obtaining mental and physical health services</p> <p><i>The assessment of the usage of the EPSDT mental health screening services</i></p> <p>Copies of disseminated materials to localities regarding the availability of mental health screening through EPSDT</p> <p>A listing of meetings attended and minutes from the meetings</p>	<p>custody relinquishment workgroup to carry out recommendations approved by the Secretary of Health and Human Resources and the General Assembly to increase service availability and overcome barriers to obtaining mental and physical health services. Projected Date: Throughout fiscal years 2005 and 2006.</p> <p><i>d. Assess current use of EPSDT mental health screening services for children in CPS and foster care. Projected Date: October 2005</i></p> <p>e. Educate localities, as necessary, on the availability of mental health screening services through EPSDT. Projected Date: April 2006</p> <p>f. Participate in existing DMHMRSAS workgroups (such as the "Integrated Policy and Plan to Provide and Improve Access to</p>	<p><i>A survey was sent to the local departments of social services concerning their use of EPSDT. The results have been calculated.</i></p> <p>VDSS has worked with DMAS to distribute information on EPSDT to all LDSS. VDSS is also involved in two other initiatives to expand the use of EPSDT.</p>

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			<p><i>Copy of notes from the meeting</i></p> <p>Copy of the material sent to LDSS</p> <p>Dates of meetings and minutes from meetings</p>	<p>MH/MR/SA Services for Children and Adolescents” Workgroup) to develop a collaborative state level plan identifying resources to help address gaps in mental health services. Projected Date: January 2007</p> <p><i>g. With representatives of LDSS, participate in a joint meeting of the Virginia Secretary of Health and Human Resources’ State Executive Council and its advisory group, the State/Local Advisory Team, to address outcomes (including mental health) for children and families with technical assistance from Mark Friedman. Projected Date: May 2006</i></p> <p>h. Inform all LDSS of the Virginia Commission on Youth’s second edition of evidence-based mental health treatments. Projected Date: September 2006</p> <p>i. Collaborate with the Virginia Commission on Youth in planning for their statewide conference on mental health and evidence-based practices.</p>	<p><i>Staff attended “Getting From Talk to Action: Improving Results & Performance accountability in Children and Family Services” on May 5, 2006. This training session was lead by Mark Friedman and Jolie Pillsbury.</i></p> <p>A broadcast was sent out on October 24, 2006. (See items 35 and 36)</p> <p>The Foster Care Program Supervisor has attended a Planning Group meeting and has been assigned to work on the conference budget subcommittee. (See Items 35 &</p>

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		<p>5. Develop and implement strategies to strengthen service planning for children and parents. Position Responsible: Assistant to Program Manager/Foster Care Consultant/Adoption Consultant</p> <p>6. Expand partnerships with LDSS, other government agencies, and community organizations to improve the accessibility, availability, and delivery of services to older youth transitioning out of foster care. Position Responsible: Independent Living Specialist/Foster Care Consultant</p>	<p><i>the planning group and dates the group meets</i></p> <p><i>A listing of the agencies receiving technical assistance</i></p> <p><i>Information on the demonstration project developed by the two agencies</i></p>	<p><i>year 2005</i></p> <p><i>b. Establish a public/private planning group to address and provide recommendations for the community-based treatment, funding, and placement needs of youth in foster care who are sexually reactive or aggressive. Projected Date: December 2005</i></p> <p><i>a. Implement the action step for strengthening service planning for child in the Needs and Services of Child, Parent, and Foster Parent Section (Item 17, Action Step 2)</i></p> <p><i>a. Provide technical assistance to 10 LDSS for using their Independent Living basic allocation (up to 30 percent) for room and board for eligible youth, ages 18-21, transitioning out of foster care. Projected Date: July 2005</i></p> <p><i>b. Provide technical assistance to two LDSS for developing a demonstration project</i></p>	<p><i>A task force was established in 2005.</i></p> <p><i>Technical assistance was provided to 18 workers representing 13 local departments on July 27 -28, 2005. Technical assistance was provided throughout the year on using independent living funds for room and board for the eligible population.</i></p> <p><i>Technical assistance was provided to 3 local departments on developing a demonstration project offering transitional</i></p>

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				A copy of the MOU	<i>offering transitional housing services. Projected Date: July 2005</i> <i>c. Develop a Memorandum of Understanding with the Department of Housing and Urban Development concerning vouchers for housing former foster care youth that can serve as collaboration model for localities to adapt and adopt. Projected Date: January 2006</i>	<i>housing services.</i> <i>A MOU was developed with the Department of Housing and Urban Development.</i>
Item 37: The Services in item 35 can be individualized to meet the unique needs of children and families served by the agency.	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Systemic Factor 6: Agency Responsiveness to the Community.	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Item 38: In implementing the provision of the CFSP, the State engages in ongoing consultation with tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child-and family-serving agencies and includes the major concerns of these representatives in the goals and objectives of CFSP.	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Item 39: The agency develops, in consultation with these representatives, annual reports of progress and services delivered pursuant to the CFSP.	<input type="checkbox"/>	<input checked="" type="checkbox"/>				

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Item 40: The Stat's services under the CFSP are coordinated with services or benefits of other Federal or federally assisted programs serving the same population.	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Systemic Factor 7: Foster and Adoptive Parent Licensing, Recruitment, and Retention	<input checked="" type="checkbox"/>	<input type="checkbox"/>					
<p>Item 41: The State has implemented standards for foster family homes and child care institutions which are reasonably in accord with recommended national standards.</p> <p>Item 42: The standards are applied to all licensed or approved foster family homes or child care institutions.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><i>Establish standards for resource parents, foster parents, and adoptive parents that are consistent between public and private child-placing agencies and in reasonable accord with Child Welfare League of America standards by January 2007.</i></p>	<p><i>1. Promulgate regulations that establish consistent standards for resource parents, foster parents, and adoptive parents who are approved by local departments of social services or licensed by a private child-placing agency. Position Responsible: Foster Care Consultant/Adoption Consultant</i></p>	<p><i>A copy of the standards for public and private child-placing agencies</i></p> <p><i>A listing of inconsistencies in public and private regulations</i></p> <p><i>A copy of the proposed regulation and State Board minutes</i></p>	<p><i>a. Collaborate with VDSS' Division of Licensing to identify and rectify any areas of inconsistency in public and private regulations for approving resource homes, foster homes, and adoptive homes. Projected Date: March 2005</i></p> <p><i>b. Submit proposed private agency regulations to the State Board of Social Services. Projected Date: December 2005</i></p>	<p><i>Six meetings were held between the Division of Licensing Programs and the Division of Family Services to identify the inconsistencies</i></p> <p><i>The Division of Licensing submitted regulations on the minimum standards for licensed child placing agencies to the State Board in August 2005. However, the Secretary of Health and Human Resources pulled the regulations in November 2005.</i></p>

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				<p>2. Implement dual approval of resource parents, foster parents, and adoptive parents. Position Responsible: Foster Care Consultant/Adoption Consultant</p>	<p>A copy of the final regulation and State Board minutes</p>	<p>c. Submit proposed regulation containing standards for resource parents, foster parents, and adoptive parents who are approved by local departments of social services to the State Board of Social Services requesting approval for publication for a 60 day public comment period. Projected Date: February 2006</p> <p>a. Implement the action step for dual approval of resource parents, foster parents, and adoptive parents in the Adoption Section (Item 9, Action Step 2)</p>	<p>The proposed regulation was approved by the State Board for a 60 day public comment period on February 15, 2006.</p>
<p>Item 43: The State complies with Federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provision for addressing the safety of foster care and adoptive placements for children.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
<p>Item 44: Recruitment of potential foster and adoptive families that reflect the racial and ethnic diversity of children in the state for whom foster and adoptive homes are needed.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Develop and implement a statewide recruitment plan in collaboration with local departments of social services and private agencies to ensure the diligent recruitment of potential resource parents, foster parents, and adoptive parents that</p>		<p>A copy of the statewide recruitment plan and a description of how the plan was implemented</p>		

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	reflect the ethnic and racial diversity of children in foster care by January 2007.	1. Increase the State's efforts in recruitment of prospective resource parents, foster parents, and adoptive parents. Position Responsible: Adoption Consultant/Foster Care Consultant	<p><i>A copy of the RFA</i></p> <p><i>A copy of the contract</i></p> <p>A listing of the dates and places of the forums</p> <p>A copy of the plan to use regional and local foster parents associations as recruitment resources and</p>	<p><i>a. Issue a Request for Applications (RFA) to carry out activities of an Executive Director to develop a state resource parents, foster parents and adoptive parents association and regional and local associations. Projected Date: June 2005</i></p> <p><i>b. Award a contract to the most qualified applicant to carry out the prescribed activities. Projected Date: January 2006</i></p> <p>c. Under the direction of the individual(s) contracted with to develop a Virginia Foster and Adoptive Parent Association, develop forums for regular learning opportunities for resources parents, foster parents, and adoptive parents through the state and regional associations. Projected Date: January 2007</p> <p>d. Under the direction of the individual(s) contracted with to develop a Virginia Foster and Adoptive Parent</p>	<p><i>The RFP was issued on August 21, 2005.</i></p> <p><i>The due date for this benchmark needs to be changed to January 2006. The contract was awarded on January 25, 2006.</i></p> <p>The Association has established a subcommittee which will develop a plan for using regional and local foster parents</p>

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					<p>documentation of how the plan was implemented</p> <p>A listing of the strategies to support families who assist in recruitment efforts</p> <p>A copy of the quarterly report</p>	<p>Association, and in collaboration with CRAFFT, develop and implement a plan for using regional and local foster parents associations as recruitment resource. Projected Date: September 2006</p> <p>e. Develop and implement strategies to support families who assist in recruitment of new resource parents, foster parents, and adoptive parent. Projected Date: January 2007</p> <p>f. Monitor the progress of the recruitment effort on a quarterly basis. Projected Date: January 2007</p>	<p>associations to assist in recruitment. (See Item 44)</p>
<p>Item 45: The State has in place a process for the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>					

PIP Matrix Narrative Reporting Form

I. Summarize the reasons why benchmarks and/or goals were not achieved as projected:

II. Provide a description of, and schedule for, the actions that the State will take during the next PIP quarter to meet these projected benchmarks and/or goals:

III. Other Comments:

**Attachment B
Children's Bureau
Child and Family Services Reviews
PIP Quarterly Report Tracking Log
For Use By the
ACF Regional Office Staff**

**PIP
Quarterly Reports
Date Received
(enter date)**

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