



Region II  
Federal Building  
26 Federal Plaza  
New York, NY 10278

April 14, 2003

Mr. John A. Johnson  
Commissioner  
New York State Office of  
Children and Family Services  
Capital View Office Park  
52 Washington Street  
Rensselaer, New York 12144-2796

Dear Commissioner Johnson:

This is in response to the submittal of the New York State Child Welfare Program Improvement Plan (PIP), which was mandated as a result of the findings from the Child and Family Services Review (CFSR) conducted in New York State during the week of June 18-21, 2001. The initial version was submitted in a timely manner on April 9, 2002. After negotiations with Regional Office staff on several issues, the plan was resubmitted on November 15, 2002 and February 18, 2003. Additional changes were made in the Program Improvement Plan and a final version was submitted to this office on April 11, 2003.

We appreciate the diligence of your staff in working through the intricacies of this process. We have reviewed the NYS PIP Reporting Matrix, as amended on April 11, 2003, and I hereby approve it for the period beginning April 14, 2003 and ending April 13, 2005. The time period for completing the PIP will not exceed 2 years. Child safety issues must receive priority in implementing the PIP. The program improvement period begins on the date that the Administration for Children and Families (ACF) approves the PIP.

In accordance with 45 CFR 1355.35(f) the State must also incorporate elements of the PIP into the goals and objectives of the Child and Family Services Plan (CFSP) and address their progress in implementing the PIP in the Annual Progress and Services Report (ASPR). Evidence of that requirement is expected to appear in the CFSP and the ASPR.

The ACF Regional Office, in collaboration with the State, will evaluate the State's achievements with the terms and conditions of the approved PIP as follows:

- The ACF Regional Office will monitor the State's progress in completing the provisions of the PIP through written (or electronic) status reports on the PIP that the State must submit to the ACF Regional Office no less frequently than quarterly. (45 CFR 1355.35(d)((4)). All reports will be submitted within 30 days from the end of each quarter. The first quarter will begin April 14, 2003 through July 13, 2003.
- The quarterly status reports should include, at a minimum, the following information: (1) a description of progress made during the reporting period, and (2) data about measurable factors and their relationship to the established benchmarks and timeframes. All products and materials that are produced as a result of the implementation of the PIP should be readily available to ACF. (States are strongly encouraged to use the attached PIP matrix to prepare the quarterly status reports.)
- At least annually, the ACF Regional Office and the State must jointly evaluate the State's progress in implementing the PIP. This activity should occur in conjunction with the preparation of the State's APSR, and in collaboration with other members of the child and family services review team. The evaluation should be based on the measures and methods of evaluation specified in the PIP.
- Action steps and goals included in the PIP will be evaluated for completion according to the manner and completion dates specified in the PIP. The ACF Regional Office and State may jointly determine that action steps have been completed and/or goals achieved, before the projected completion dates, based on sufficient evidence. When that occurs, the ACF Regional Office and the State will not be required to further evaluate the goal during the remainder of the PIP implementation process.

Penalties are suspended while a State is implementing a PIP. If the ACF Regional Office determines, however, that the State failed to submit status reports, or that the State is not making satisfactory progress towards achieving the goals and action steps in a timely manner, then the suspension of penalties will cease and withholding will begin. (45 CFR 1355.36(e)(2)(i) & (ii)).

We believe that the Office of Children and Family Services has developed a challenging list of corrective actions, which should have a positive impact on achieving better outcomes for the children and families that are served by the New York State child welfare system.

Implementing the respective strategies and tracking progress and timeframes for completion will require concerted efforts by the Office of Children and Family Services as well as the local child welfare districts. We look forward to working with you over the next two years in achieving program improvement. If we may be of any assistance to you, please let us know. In addition, technical assistance is available through the National Resource Centers.

Enclosed is a copy of the approved PIP and agreement form. The PIP will be made available to the public by ACF. In addition, we want to remind you that Federal regulations, at 45 CFR 1355.37, require that the State make available for public review and inspection all statewide assessments, reports of findings, and PIP developed as a result of a CFSR.

If you have any questions regarding this or other related matters, please contact Carolyn S. Baker, Children and Families Program Specialist, at 212-264-2890 x 140.

Sincerely,

/s/

Mary Ann Higgins  
Regional Administrator

cc: Ms. Joan E. Ohl, Commissioner, ACYF  
Ms. Deborah Konopko, Regional Director, HHS  
Ms. Susan Orr, Associate Commissioner, Children's Bureau  
Mr. John Allen, Director, Office of Public Affairs  
Ms. Diann Dawson, Director, Office of Regional Operations  
Mr. Martin J. Dannenfelser, Jr. Deputy Assistant Secretary for Policy  
and External Affairs  
Mr. Larry Brown, Deputy Commissioner, NYS OCFS  
Mr. Jerry Milner, Children's Bureau  
Child Welfare Review Project, c/o Johnson Bassin & Shaw

Enclosure

# **NYS PIP REPORTING MATRIX**

### PIP Agreement Form

The PIP should be signed and dated by the Chief Executive Officer of the State child welfare agency and by the Regional Administrator for the ACF Regional Office responsible for the State. The approved PIP with original signature must be retained in the ACF Regional Office. A hard copy of the approved PIP must be submitted to the following parties immediately upon approval:

- State child welfare agency  
Children’s Bureau (child and family services review staff)  
Child Welfare Review Project, c/o Johnson, Bassin & Shaw, Inc.

#### Agreements

The following Federal and State officials agree to the content and terms of the attached Program Improvement Plan:

Commissioner John A. Johnson	April 14, 2003
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Name of State Executive Officer for Child Welfare Services	Date
Mary Ann Higgins	April 14, 2003
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Name of Regional Administrator, ACF	Date

#### Amendments

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

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

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Name of State Executive Officer for Child Welfare Services	Date
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Name of Regional Administrator, ACF	Date

## PIP REPORTING MATRIX

### INTRODUCTION

The purpose of the Child and Family Service Review (CFSR) Program Improvement Plan (PIP) is to provide HHS/ACF and New York State with a blueprint for New York's continuous improvement efforts in the delivery of child welfare services. Through targeted strategies and action steps, the New York State Office of Children and Family Services (OCFS), in partnership with local social services districts, voluntary agencies, tribes, and other stakeholders, will address the child welfare outcomes and performance indicators found not to be in substantial conformity with the CFSR standards. The CFSR PIP integrates, builds upon, and enhances current State and local department of social services initiatives. It also proposes new and exciting initiatives. New York, long a leader in child welfare, will seek to facilitate the exchange of ideas and expertise among its districts and agencies and build upon the wealth of talent and innovation that it has. In addition, OCFS is asking for assistance from the federally funded National Resource Centers, to the extent that ACF makes this resource available to the State at no expense to the State, to bring the expertise of the nation to bear on New York's challenges.

New York welcomed the opportunity provided by the CFSR process, to place a renewed focus on the continuous improvement efforts that have been underway for a number of years in the State. OCFS embraced the opportunity for partnership with State stakeholders and ACF to improve the outcomes of safety, permanency and well-being for children and families in New York. OCFS, while disputing many of the findings in the Report and the validity and usefulness of the national standards, nonetheless approached the development of the CFSR PIP as an opportunity to build on the strengths present in the State.

**Development of the PIP:** OCFS recognized the importance of being inclusive in the development of the PIP and used three tiers of teams in the development process. In order for the PIP to be a truly functional and living plan, it was necessary that it be developed by and for its users. The OCFS Management Team was formed to provide agency oversight of the PIP development process. The second tier was the Design and Implementation Team who served as the principal architects of the PIP and in an advisory capacity with OCFS. This team consisted of staff from OCFS, local social services districts, voluntary agencies as well as a Family Court judge and various other stakeholders.

The third tier, the Design and Implementation workgroups, consisted of members of the Design and Implementation Team, supplemented by expertise from additional representatives from OCFS, local districts, voluntary agencies, university training partners, and staff from National Resource Centers. The workgroups addressed the specific outcomes, case review items and systemic factors where the CFSR found OCFS not in substantial conformity with the federal standards. The workgroups examined the underlying conditions contributing to the current level of performance and identified strategies that would positively impact those conditions. Many of those strategies and related action steps are contained in the Matrix that follows this Introduction.

**Implementation of the PIP:** Since New York is a state supervised, locally administered system, the desired improvements in practice must occur at the local level for the State to achieve the overall required improvements in CFSR outcomes. As described above, local districts, agencies, and key stakeholders were involved in the development of the PIP. Similarly, their participation in the implementation of the PIP is essential. Representatives will be participating on implementation work groups, providing feedback on written documents, and asked to provide consultation at key points in the process. This process will result in the achievement of the action steps described in the Matrix below, including but not limited to: the development of new tools for caseworkers and supervisors; Practice Guidance papers to clarify key issues for the field; a better interface with the Court system where strategies to resolve obstacles to timely permanency can be implemented through a renewed partnership; and new programmatic strategies implemented where appropriate based on local need.

The implementation of the PIP at the local level will occur in districts and agencies across the State and will be responsive to local needs and issues, including those related to capacity and readiness. OCFS is providing leadership by clearly articulating the need for change and the outcomes in which improvement as a State must be achieved. OCFS is not, however, prescribing for districts and agencies the process that must be taken locally to achieve improvements. Rather, through a mutual performance appraisal process with each district, agreement will be reached between the district and its OCFS Regional Office about the performance areas that district most needs to improve on and the strategies the district will use to achieve needed improvements. OCFS will monitor district improvements on CFSR performance areas and negotiate revised agreements with districts as appropriate.

A series of six statewide regional forums were held in October 2002. At those forums, the Deputy Commissioner for OCFS' Division of Development and Prevention Services gave a presentation to local districts and agencies regarding the CFSR process, the outcomes in which New York must improve, the strategies in the PIP for achieving those improvements, and the process of assessment that will be used with districts. The next step is a series of meetings Regional Offices, with data support from the Office of Strategic Planning and Policy Development and outside consultants, are having with districts to begin the CFSR performance appraisal process. Districts bring to those discussions their knowledge of their practices and reasons for their performance results. Regional Office staff bring their knowledge of the district, as well as a newly developed CFSR data package for each district, to the assessment process. The data package includes information about the district's performance on some of the federal CFSR measures, as well as alternative measures that OCFS believes will more accurately reflect actual progress during the two years of the PIP in the area of timely permanency for children. OCFS will produce an updated data package every six months during the PIP period, and distribute them to districts so joint monitoring of improvements can be made and strategies for improvement revised as necessary. It is important to point out that these data packages are the measures OCFS is holding districts accountable for during the two years of the PIP. OCFS is clear that ACF is holding the State accountable on the federal measures, and not the alternative measures, developed for local district use. OCFS hopes to develop data packages for voluntary agencies, but this is under discussion and is dependent upon available resources.

It should be noted that there are several action steps in the Matrix that describe actions that will be taken certain districts and/or agencies in the State" but does not list the names of the districts or agencies. This is purposeful, since it won't be known until the completion of the local assessment process which strategies a particular district will choose to implement. The criteria for selection of districts in which to implement new initiatives is largely driven by the districts themselves, but will include assessment of district/agency readiness, capacity, and demographics.

Wherever possible, these districts/agencies will be geographically located in each region of the State. In the quarterly reporting to ACF, OCFS will identify the names and geographic location of the districts in which that action step has been completed by the date required in the Matrix.

**Measuring Performance:** It is the understanding of OCFS that ACF will hold New York accountable, as a State, for the agreed upon levels of improvement in the 5 national standards for which New York did not meet the national standards as well as all other goals, action steps, methods of measuring improvements, and benchmarks set forth in the PIP Matrix. OCFS will submit data on these indicators using the same point-in-time data definitions used by ACF to compute the indicators.

**Quarterly Reporting:** The PIP will be in effect from April 9, 2003 through April 8, 2005 during which time OCFS will submit quarterly reports to ACF regarding the PIP implementation. The quarterly reports will be submitted on the ACF matrix format, as recommended in ACF's Guidelines. The content of the quarterly reports will include, at a minimum, a description of progress made during the reporting period and data about measurable factors and their relationship to the established benchmarks and time frames. All products and materials produced, as a result of the implementation of the PIP should be readily available to ACF. The first quarter of the PIP will begin on the date of ACF approval, and the quarterly report will be submitted following the conclusion of each calendar quarter.

**National Standard: Recurrence of Maltreatment**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-Mark Dates	Goals Dates
Reduce the rate of recurrence of maltreatment, as measured by the National Standard, from 13.47% to 12.6%	<p><u>Action Step 1.1:</u> New York will review current policies regarding the classification of reports of suspected child abuse and maltreatment to aid in identifying true recurrence as opposed to administrative procedures that inflate the recurrence finding. Changes will be made to the CONNECTIONS system to allow local districts to reclassify a “subsequent” report as a “duplicate” report within specific time frames when that report is duplicative of ongoing investigations. Reducing duplicative investigations should enhance the family engagement process and streamline documentation for caseworkers and supervisors. This will be done without compromising child safety.</p>	Semi-Annual State Recurrence Data (from NCANDS)	<p>Design of changes to CONNECTIONS completed.</p> <p>Changes made to CONNECTIONS and implemented in local districts.</p>	<p>End of Quarter 3</p> <p>End of Quarter 4</p>	End of Qtr 6
Reduce the rate of recurrence of maltreatment, as measured by the National Standard, from 13.47% to 12.6%	<p>New York will reduce the rate of recurrence of maltreatment through the development and implementation of a structured decision making model known as Risk Assessment Profile (RAP). The RAP will guide and support caseworkers’ abilities to assess the risk of future abuse and maltreatment to children and to decide whether to open child protective cases for services to reduce risk. Steps include the following:</p> <p><u>Action Step 1.2a</u> OCFS is developing a structured decision-making model for child protective and child welfare cases, known as the Risk Assessment Profile (RAP). The RAP has been piloted in one upstate county and one NYC field office, and an evaluation of the pilot is underway which will inform the statewide roll out plan.</p> <p><u>Action Step 1.2b</u> OCFS will develop an implementation and training plan to support expanded use of RAP.</p>	Semi-Annual State Recurrence Data (from NCANDS)	<p>a. Pilot evaluation completed, and modifications made to model.</p> <p>b. A written implementation and training plan completed.</p>	<p>1.2a End of Quarter 4</p> <p>1.2b. End of Quarter 4</p>	End of Qtr 6

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	<u>Action Step 1.2c</u> Roll out of statewide implementation and training for RAP		c. Benchmarks for implementation and training will be submitted in writing to ACF.  d. Training implemented.	1.2c. End of Quarter 4 d. End of Quarter 6	
Reduce the rate of recurrence of maltreatment, as measured by the National Standard, from 13.47% to 12.6%	New York will reduce the rate of recurrence of maltreatment through ongoing training support for CPS supervisors in overseeing caseworkers' accurate use of the current risk and safety model by:  <u>Action Step 1.3:</u> Providing training to supervisors on the current risk and safety model to support caseworkers' accurate and thorough assessments of safety and risk until such time as RAP is implemented statewide. Building on training provided in 2002, OCFS will deliver at least 3 two-day training sessions for CPS supervisors upstate, and 5 two-day training sessions for CPS supervisors in NYC. As part of the training, a video and related guide will also be provided to supervisors for use with their staff.	Semi-Annual State Recurrence Data (from NCANDS)	a. Training delivered to 50 to 60 supervisors upstate and 70 to 80 supervisors in New York City in the districts and boroughs where the need is identified through the monitoring and technical assistance processes.	a. End of Quarter-4	End of Qtr 6

**National Standard - Incidence of Child Abuse and/or Neglect in Foster Care**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-mark Dates	Goals Dates
Reduce the rate of the incidence of child abuse and/or neglect in foster care, as measured by the National Standard, from 1.14% to 1%	New York will reduce the incidence of child abuse and neglect in foster homes by developing and distributing a model foster parent manual to local districts and voluntary agencies. Districts and agencies will provide this manual to foster parents to provide clarity regarding the roles, responsibilities, and expectations of foster parents.	Semi-Annual State data regarding the incidence of abuse/neglect in foster care (from NCANDS)	Foster parent manual completed.  Multiple hard copies of the Manual, as well as a CD copy, will be distributed to every local district and voluntary agency. The Manual will also be posted on OCFS' website. Follow-up will be conducted with a sample of 10 districts, New York City, and 15 agencies to verify their distribution of the Manual to foster parents.	End of Quarter 2  End of Quarter 3	

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<p>Reduce the rate of the incidence of child abuse and/or neglect in foster care, as measured by the National Standard, from 1.14% to 1%</p>	<p>New York will enhance the ability of foster parents, including kinship foster parents, to provide safe, stable, permanency focused placements through the following action step:</p> <p><u>Action Step 1.16:</u> Develop a foster parent training and support needs assessment instrument to be distributed to districts and agencies. The completed needs assessment will be reviewed and used as a basis for training and technical assistance resources to be provided to districts, agencies and foster parents to address the needs identified. This will occur in at least one district and one agency in each of the 6 regions (which includes New York City.)</p>	<p>Semi-Annual State data regarding the incidence of abuse/neglect in foster care (from NCANDS)</p>	<p>a. Initial meeting with training partners completed.</p> <p>b. Input from foster parents, local districts and foster care agencies obtained.</p> <p>c. Needs assessment instrument developed and tested.</p> <p>d. Needs assessment completed.</p> <p>e. Training and technical assistance plan developed.</p> <p>f. Training and technical assistance provided to at least one district and one agency in each of the 6 regions (which includes New York City) in addressing the needs identified.</p>	<p>a. End of Quarter 1</p> <p>b. Begin in Quarter 2; Complete by End of Quarter 3</p> <p>c. End of Quarter 4</p> <p>d. End of Quarter 4</p> <p>e. End of Quarter 5</p> <p>f. Begin in Quarter 5; Continue through Quarter 6</p>	<p>End of Qtr 6</p>
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New York State Program Improvement Plan Reporting Matrix

<p>Reduce the rate of the incidence of child abuse and/or neglect in foster care, as measured by the National Standard, from 1.14% to 1%</p>	<p>New York will strengthen the crisis intervention and de-escalation techniques used in congregate care settings to decrease incidence of maltreatment during crisis intervention through the following action steps:</p> <p><u>Action Step 3.1b:</u> OCFS will work through a contractor to deliver training in Therapeutic Crisis Intervention (TCI) (designed to teach crisis intervention and de-escalation techniques) to voluntary agency child care staff and local district group home staff.</p> <p><u>Action Step 3.1c:</u> Working with a contractor, OCFS will develop and provide a new training on single-person restraint techniques, including the circumstances under which this type of restraint is appropriate. This will be a train-the-trainer format.</p>	<p>Semi-Annual State data regarding the incidence of abuse/neglect in foster care (from NCANDS)</p>	<p>a. 10 Five-day train-the-trainer sessions with a total of 100-170 individuals trained.</p> <p>b. 16 two-day training update sessions with a total of 250 - 320 individuals will be held during 2003.</p> <p>c. Curriculum developed.</p> <p>d. A minimum of five one-day training sessions delivered with a total of 40-50 trainers trained.</p>	<p>a. End of Quarter 4</p> <p>b. End of Quarter-4</p> <p>c. Begin in Quarter 1; Complete by end of Quarter 2</p> <p>d. End of Quarter 6</p>	<p>End of Qtr 6</p>
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New York State Program Improvement Plan Reporting Matrix

<p>Reduce the rate of the incidence of child abuse and/or neglect in foster care, as measured by the National Standard, from 1.14% to 1%</p>	<p>New York will strengthen the prevention efforts by working with managers and administrators of congregate care programs to prevent incidents of abuse and maltreatment through the following action step:</p> <p><u>Action Step 3.1d</u>: Design and implement Institutional Abuse Prevention training and technical assistance targeted for executive directors and administrative levels of staff in congregate care facilities. This will be a Violence Prevention/Abuse Reduction training and technical assistance program.</p>	<p>Semi-Annual State data regarding the incidence of abuse/neglect in foster care (from NCANDS)</p>	<p>a. Training and technical assistance provided to residential program staff. A minimum of 75 days will be delivered with a minimum of 300 trainees/recipients of technical assistance.</p>	<p>a. End of Quarter 4</p>	<p>End of Qtr 6</p>
<p>Reduce the rate of the incidence of child abuse and/or neglect in foster care, as measured by the National Standard, from 1.14% to 1%</p>	<p>New York will provide training to State Institutional Abuse investigation staff to strengthen investigative and prevention efforts.</p> <p><u>Action Step 3.1e</u>: Working with a contractor, training will be provided on topics relevant to the prevention and investigation of institutional abuse.</p>	<p>Semi-Annual State data regarding the incidence of abuse/neglect in foster care (from NCANDS)</p>	<p>All State IAB staff will be trained. This will be accomplished through a minimum of 20 training days.</p>	<p>End of Quarter 4</p>	<p>End of Qtr 6</p>

**National Standard: Length of Time to Achieve The Permanency Goal of Reunification**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench- mark Dates	Goals Dates
<p>Improve the rate of children reunified within 12 months from the time of the latest removal, as measured by the National Standard, from 54.2% to 56.6%</p>	<p>New York will seek to increase the number of counties, or programs serving part of a county, in which family group conferencing is used to involve families in developing their case plans and are therefore engaged in working toward reunification through the following action steps:</p> <p><u>Action Step 1.4: OCFS</u> will review the effectiveness of various group conferencing models and will promote utilization of the most effective models. OCFS will:</p> <p>a. Identify key components of effective models of family group conferencing and the resources needed to implement these key components. Produce a guide delineating the successful use of these key components.</p> <p>b. Develop a training and technical assistance plan to implement the successful components in targeted districts and agencies statewide. This will include at least one district and agency in each of the 6 regions in the State.</p> <p>c. Continue to support the implementation and evaluation of Family Resolutions, and target to expand from 8 to 15, the number of programs implementing Family Resolutions. At least 2 of the program sites will be in a district whose foster care caseload is among the top 10 of all the districts in the State.</p>	<p>Semi-Annual State Length of time to achieve reunification data (from AFCARS)</p>	<p>a. Existing models reviewed for effectiveness; key components of effective models identified, resources needed to implement these components identified. A guide for successful implementation of group conferencing will be developed and distributed to local districts.</p> <p>b. Training and Technical assistance plan developed and training and t.a. delivered in accordance with the plan.</p> <p>c. Agreements to implement Family Resolutions Group Conferencing with 7 new counties executed. Implementation will occur in at least 4 of the 7 counties.</p>	<p>a. Review completed by End of Quarter 2; Guide distributed by End of Quarter-4</p> <p>b. Plan developed by end of Quarter 5</p> <p>Training delivered by End of Quarter 8</p> <p>c. Agreements executed</p>	<p>End of Qtr 8</p>

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	<p>d. Monitor New York City ACS’ continued support of the 72 hour child safety conference process and the 30 day Family Permanency Conference process as part of ACS’ effort to establish a continuum of conferences at critical points throughout a family’s involvement with ACS.</p>		<p>d. Quarterly Reports submitted by New York City ACS on the number of conferences held and the rate of participation of parents and foster parents.</p>	<p>by End of Quarter 2; Implementation occurs by End of Quarter 7</p> <p>d. End of Quarters 1-8.</p>	
<p>Improve the rate of children reunified within 12 months from the time of the latest removal, as measured by the National Standard, from 54.2% to 56.6%</p>	<p>New York will identify and implement methods of strengthening the case planning and service plan review processes to support parent involvement in these processes and lessen the time it takes for families to be reunified.</p> <p><u>Action Step 1.7</u> OCFS will undertake a set of actions steps to increase the field’s understanding of the purpose, timing, and process of case planning and service plan reviews. These steps will include:</p> <p>a. Review current case planning and service plan review practices.</p> <p>b. Identification of best practices in the case planning and service plan review processes.</p> <p>c. New York will develop and distribute a policy and practice guidance paper regarding the identified best practices.</p>	<p>Semi-Annual State Length of time to achieve reunification data (from AFCARS)</p>	<p>a. Workgroup established to review the processes, and practice.</p> <p>b. Best practices identified and documented regarding the role of workers, supervisors, family members and other key participants in the case planning process.</p> <p>c. A practice paper will be completed and disseminated. This paper will be</p>	<p>a. By end of Quarter 1</p> <p>b. Begin in Quarter 2; completed by end of Quarter 3</p> <p>c. Begin in Quarter</p>	<p>End of Qtr 8</p>

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	<p>d. Provision of training and TA to at least one district and one agency in each of the 6 regions of the State (which includes New York City)- to strengthen the case planning and service plan review processes. At least two of the trained districts will consist of a district whose child welfare caseload is among the top 10 of all the districts in the State.</p>		<p>distributed to every local district and voluntary agencies statewide and posted on OCFS’ website.</p> <p>d. Technical assistance provided to at least one district and one agency in each of the 6 Regions of the State –(which includes New York City) -regarding practice guidelines, including training on facilitation skills for targeted individuals within selected districts (as available through the OCFS Training Plan).</p>	<p>4; completed by end of Quarter 5</p> <p>d. Begin in Quarter 6 and continue in Quarters 7 &amp; 8.</p>	
<p>Improve the rate of children reunified within 12 months from the time of the latest removal, as measured by the National Standard, from 54.2% to 56.6%</p>	<p>Early and frequent visitation between parents and children in foster care has been shown to be linked to successful reunification. Visitation practices in New York will be strengthened to better support the frequency and quality of visitation needed for timely reunification, through Action Steps 1.8 and 1.9 below.</p> <p><u>Action Step 1.8</u> With input from stakeholders (to include foster parents, caseworkers, service providers, bio parents, tribes, etc.), OCFS will implement a preferred visitation model. OCFS will ascertain barriers to visitation, lessons learned from district, agency and national visitation models, and strategies for successfully implement a visitation improvement model. This model will be implemented in at least one district in each of the 6 regions in the State. At least two of the trained districts will consist of a district whose child welfare caseload is among the top 10 of all the districts in the State.</p>	<p>Semi-Annual State Length of time to achieve reunification data (from AFCARS)</p>	<p>a. Identify fully-implemented models in NYS and nationally, and lessons learned.</p> <p>b. Successful implementation strategies identified.</p> <p>c. Practice Guidance Paper developed.</p> <p>d. Implement visitation model in select counties, at least one per region.</p>	<p>a. End of Quarter 2</p> <p>b. End of Quarter 3</p> <p>c. End of Quarter 4</p> <p>d. End of Quarter 5</p>	<p>End of Qtr 8</p>
<p>Improve the rate of children reunified within 12 months from the time of the</p>	<p><u>Action Step 1.9</u> OCFS will develop a self-assessment tool that will be available to local districts to help in identifying needed steps to improve visitation practices, areas needing technical assistance and successful practices for replication and sharing.</p>	<p>Semi-Annual State Length of time to achieve reunification</p>	<p>a. Development and distribution of self-assessment tool to all local districts.</p> <p>b. Follow up technical assistance will be</p>	<p>a. End of Quarter 4</p>	<p>End of Qtr 8</p>

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<p>latest removal, as measured by the National Standard, from 54.2% to 56.6%</p>		<p>data (from AFCARS)</p>	<p>provided to at least one district in each of the 6 regions in the State regarding implementation of the self-assessment tool and monitoring of the results.</p>	<p>b. Begin in Quarter 5; continue through Quarters 6 &amp; 7</p>	
<p>Improve the rate of children reunified within 12 months from the time of the latest removal, as measured by the National Standard, from 54.2% to 56.6%</p>	<p>The time to reunification will be reduced through a joint effort to strengthen the interface between the child welfare system and the court system. A set of actions will be taken to build on the improvements already underway in the interface between these two systems. These actions will results in the replication of “best practices” existing in various Family Courts and local districts.</p> <p><u>Action Step 11.1</u> OCFS will convene a Statewide Team with representation from senior managers from OCFS Home Office, the New York State Court Improvement Program, county court improvement projects and other county “best practice” family courts, representatives of other local districts, staff from the Office of Court Administration, and representatives of law guardians and the respondents’ attorneys. This Team will provide the forum to identify barriers and strategies to overcome barriers to timely permanency, including reunification, in the interface between the courts and the districts and agencies.</p> <p>Several committees will be formed under the auspices of the Statewide Team that will meet regularly to do the day-to-day work needed to implement strategies to overcome barriers at both the State and local levels.</p>	<p>Semi-Annual State Length of time to achieve reunification data (from AFCARS)</p>	<p>a. Statewide Team convened.</p> <p>b. Team will meet quarterly. Agendas and minutes of each meeting will be written, so there is a record of barriers identified and action steps to overcome the barriers. Assignments will be made to committees of the team for further action as appropriate.</p> <p>c. Implement at both the State and local levels developed strategies identified to address barriers to timely permanency.</p>	<p>a. End of Quarter 3</p> <p>b. By end of each Quarter, Quarters 3 – 8.</p> <p>c. By end of each quarter Quarters 4-8</p>	<p>End of Qtr 8</p>

<p>Improve the rate of children reunified within 12 months from the time of the latest removal, as measured by the National Standard, from 54.2% to 56.6%</p>	<p>Action 11.6. OCFS will work with the Statewide Team to continue efforts already underway to provide cross-training for legal, judicial and social services’ staff. This training will increase knowledge and skills related to expedited permanency.</p> <p>a. A Statewide conference, regional training sessions and training sessions via teleconference will be conducted for legal, judicial, and social services staff.</p> <p>b. A minimum of five local districts and New York City will create an ongoing mechanism for cross-jurisdictional stakeholder groups to meet periodically and identify county-specific strategies to shorten the length of time children spend in foster care. A cross jurisdictional stakeholder group consists of local district judicial, legal, social service staff, service providers, tribal member representatives.</p> <p>c. Plan will be developed and implemented to reduce length of time children remain in care.</p>	<p>Semi-Annual State Length of time to achieve reunification data (from AFCARS)</p>	<p>a. At least one Statewide conference, with a minimum of 100 attendees, regional training sessions for each State Region and one teleconference training session held. All of these sessions will include participants from each of the target groups.</p> <p>b. Five local districts and New York City establish cross-jurisdictional stakeholder groups.</p> <p>c. Reports of cross-jurisdictional stakeholder group meetings. Reports will include county specific plans of implementation along with timeframes.</p>	<p>a. End of Quarter 8</p> <p>b. By the end of Quarter 3</p> <p>c. By the end of each quarter 4-8</p>	<p>End of Qtr 8</p>
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**Outcome P1: Children Have Permanency And Stability In Their Living Situation**

**National Standard: Length Of Time To Adoption**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-Mark Dates	Goals Dates
<p>Improve the Length of Time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p>Additional strategies for locating birth fathers and providing the opportunity for them to be involved in case planning and decision making, will be implemented. This will increase the permanency options for children and expedite the adoption process when surrenders and termination of parental rights (TPRs) are appropriate to the case circumstances.</p> <p><u>Action Step 1.5</u> OCFS will work with local districts to identify the barriers that restrict their ability to use services to locate fathers.</p>	<p>Semi-Annual State data regarding the Length of Time to Achieve Adoption (from AFCARS)</p>	<p>a. Assessment of barriers begins.</p> <p>b. Assessment of barriers completed. Report issued with recommended improvements.</p> <p>c. Plan developed to implement any State level improvements and to provide technical assistance to overcome barriers.</p> <p>d. Initiate implementation of State level changes through execution of any needed agreements or issuance of any revisions to policy or procedures. Technical assistance will be provided to at least one district in each of the 6 regions in the State.</p>	<p>a. By End Quarter 3</p> <p>b. End of Quarter 4</p> <p>c. Plan Developed by End of Quarter 5.</p> <p>d. Technical Assistance provided beginning by end of Quarter 5 and continue to end of Quarter-6</p>	<p>End of Qtr 8</p>

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<p>Improve the Length of Time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p>New York will support the implementation of concurrent planning practice in additional districts and agencies as an effective means to achieve timely permanency for many children through a series of action steps. These action steps described below, begin with a readiness assessment and continue through supporting district implementation. The decision to implement concurrent planning will be made at the district level and will not be mandated statewide.</p> <p><u>Action Step 2.1</u> OCFS will review its current regulations and written materials regarding concurrent planning and conduct a statewide readiness assessment to determine the types of supports that are needed to implement concurrent planning in more districts and/or agencies than currently practice concurrent planning.</p> <p>a. A tool will be developed with which to assess district readiness to implement concurrent planning. The tool will be used with a sample consisting of at least 9 districts in the State.</p>	<p>Semi-Annual State data regarding the Length of Time to Achieve Adoption (from AFCARS)</p>	<p>2.1 Review of current policies and practice guidelines completed Appropriate recommendations for changes will be included in a report on this effort.</p> <p>a. Assessment tool developed and used with a sample consisting of at least 9 districts in the State. Results analyzed.</p>	<p>2.1 Begin in Quarter 1 and completed by end of Quarter -2</p> <p>a. Begin in Quarter 3 and completed by end of Quarter 4</p>	<p>End of Qtr 8</p>
<p>Improve the Length of Time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p><u>Action Step 2.2</u> OCFS will compare the results of the readiness assessments to existing policy and practice guidelines and modify those guidelines as needed.</p> <p>a. Review current policy and practice guidelines against readiness assessment results; modify the guidelines as appropriate and distribute to districts and agencies.</p> <p>b. Develop and distribute tools to support implementation of concurrent planning in at least 9 districts and New York City.</p>	<p>Semi-Annual State data regarding the Length of Time to Achieve Adoption (from AFCARS)</p>	<p>a. Policy and/or practice guidelines revised and distributed Statewide.</p> <p>b. Tools developed and distributed to at least 9 districts and New York City.</p>	<p>a. Begin in Quarter 4 and completed by end of Quarter-5</p> <p>b. Begin in Quarter 4 and completed</p>	<p>End of Qtr 8</p>

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				by end of Quarter 5	
Improve the Length of Time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%	<p><u>Action Step 2.3 OCFS</u> will incorporate the principles, values and skills related to concurrent planning into all appropriate child welfare training curricula to increase local district, voluntary agency, foster parent, and stakeholder understanding of, and ability to implement, concurrent planning.</p> <p>a. OCFS will work with training contractors to revise child welfare training curricula to incorporate concurrent planning related content and will provide the revised training in accordance with the training plan.</p>	Semi-Annual State data regarding the Length of Time to Achieve Adoption (from AFCARS)	<p>a. A working draft curriculum developed for Family Preservation/Reunification Core that includes the knowledge and skills needed for concurrent planning.</p> <p>b. Working draft of concurrent planning revisions completed for Common Core and Foster Parent Training.</p> <p>c. Training provided in all Regions of the State to new supervisors and caseworkers.</p> <p>d. A written summary of best and emerging practices related to concurrent planning will be shared with all districts and voluntary agencies statewide and posted on the agency website.</p>	<p>a. by end of Quarter 2</p> <p>b. End of Quarter 4</p> <p>c. Beginning in Quarter 5 and continue each quarter through Quarter 8</p> <p>d. Bi-annually beginning in Qtr 5</p>	End of Qtr 8
Improve the Length of Time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%	<p><u>Action Step 2.5: OCFS</u> will continue to support local concurrent planning initiatives, using the knowledge gained from these initiatives to identify areas of success and make this information available to other localities developing concurrent planning initiatives.</p>	Semi-Annual State data regarding the Length of Time to Achieve Adoption (from AFCARS)	<p>Technical assistance provided to districts implementing concurrent planning. Concurrent planning will be implemented in at least 5 districts and New York City.</p>	<p>Begin providing t.a. by end of Quarter 1 and continue in each Quarter through end of Quarter 8</p>	End of Qtr 8
Improve the	<u>Action Step 4.4</u> Permanency Mediation: Working with	Semi-Annual			End

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<p>Length of time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p>the Office of Court Administration, local districts, and other key stakeholders, New York will support and expand the number of localities with permanency mediation initiatives. The relatively new use of mediation in child welfare is a promising practice that supports family involvement in planning for their children and has been shown to reduce lengths of stay for children in foster care.</p> <p>a. New York will research existing mediation models and help inform the field about these models.</p> <p>b. New York will identify first year funding for new mediation initiatives and support a minimum of three permanency mediation pilot sites in the first year of the PIP. Additional sites are dependent upon availability of funding and readiness of districts and courts. At least 1 of the implementing sites will consist of a district whose foster care caseload is among the top 10 of all districts in the State. The sites will be spread around the State and represent different size or type (urban vs. rural) location.</p> <p>c. New York will participate in the evaluation of the pilot sites to assess the effectiveness of the mediation initiatives in achieving CFSR-related outcomes.</p>	<p>State data regarding the Length of Time to Achieve Adoption (from AFCARS)</p>	<p>a. Successful mediation sites identified; experts from those sites will present at a Mediation Informational Day held with statewide attendance.</p> <p>b. Funding source(s) identified.</p> <p>Three mediation pilot sites identified.</p> <p>Three pilot sites operational .</p> <p>c. Evaluations ongoing and data collected; quarterly progress reports produced quarterly.</p>	<p>a. End of Quarter 1</p> <p>b. End of Quarter 1</p> <p>End of Quarter 2</p> <p>Quarter 4</p> <p>c. Qtrs. 4-8</p>	<p>of Qtr 8</p>
<p>Improve the Length of time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p>The length of time to adoption will be reduced through a joint effort to strengthen the interface between the child welfare system and the court system. A set of actions will be taken to build on the improvements already underway in the interface between these two systems. These actions will results in the replication of “best practices” existing in various Family Courts and local districts.</p>	<p>Semi-Annual State regarding the Length of Time to Achieve Adoption (from</p>			<p>End of Qtr 8</p>

	<p><u>Action Step 11.1 OCFS</u> will convene a Statewide Team with representation from senior managers from OCFS Home Office, representatives of the New York State Court Improvement Program, county court improvement projects and other county “best practice” family courts, representatives of other local districts, staff from the Office of Court Administration, and representatives of law guardians and the respondents’ attorneys. This team will provide the forum to identify barriers and strategies to overcome barriers to timely permanency, including reunification, in the interface between the courts and the districts and agencies.</p> <p>Several committees will be formed under the auspices of the Statewide Team that will meet regularly to do the day-to-day work needed to implement strategies to overcome barriers at both the State and local levels.</p>	AFCARS)	<p>a. Statewide Team convened.</p> <p>b. Team will meet quarterly. Agendas and minutes of each meeting will be written, so there is a record of barriers identified and action steps to overcome the barriers. Assignments will be made to committees of the team for further action as appropriate.</p> <p>c. Implement at both the State and local levels developed strategies identified to address barriers to timely permanency.</p>	<p>a. End of Quarter 3</p> <p>b. By end of each Quarter, Quarters 3 - 8</p> <p>c. By end of each quarter, quarters 4-8</p>	
<p>Length of time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p><u>Action Step 11.6.</u> OCFS will work with the Statewide Team to continue efforts already underway to provide cross-training for legal, judicial and social services’ staff. This training will increase knowledge and skills related to expedited permanency.</p> <p>a. Regional training sessions and training sessions via teleconference will be conducted for legal, judicial, and social services staff.</p>	Semi-Annual State Length of time to achieve adoption data (from AFCARS)	<p>a. At least one regional training session for each State Region, and one teleconference training session held. All of these sessions will include participants from each of the target groups.</p>	<p>a. End of Quarter 8</p> <p>b. By the end of each</p>	End of Qtr 8

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	<p>b. A minimum of five local districts and New York City will create an ongoing mechanism for cross-jurisdictional stakeholder groups to meet periodically and identify county-specific strategies to shorten the length of time children spend in foster care. A cross jurisdictional stakeholder group consists of local district judicial, legal, social service staff, service providers and tribal member representatives.</p> <p>c. Plans will be developed and implemented to reduce length of time children remain in care.</p>		<p>b. Five local districts and New York City establish cross-jurisdictional stakeholder groups.</p> <p>c. Reports of cross-jurisdictional stakeholder group meetings. Reports will include county specific plans of implementation along with timeframes.</p>	<p>Quarter. Quarters 3-8</p> <p>By the end of each quarter. Quarters 4-8.</p>	
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**National Standard: Stability of Foster Care Placements**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench- mark Dates	Goal s Date s
<p>Improve the stability of foster care placements, as measured by the National Standard, by 1.9% from the established baseline percentage.</p> <p>A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p>To promote the stability of foster care placements, caseworkers need to be better able to assess and meet the mental and physical health needs of each child placed in foster care. Early assessment and treatment of these needs should decrease the potential for placement disruptions. OCFS will:</p> <p><u>Action Step 1.11a.</u> Develop baseline data in accordance with the National Standard on the stability of foster care placements.</p> <p><u>Action Step 1.11b.</u> Complete the design of a child-specific assessment, including behavioral and mental health needs for the family assessment component of the CONNECTIONS system. Implement in New York City and, at least two other Regions.</p>	<p>Semi-Annual State Stability of Foster Care Placement Data (from AFCARS)</p>	<p>a. Establish a Statewide baseline percentage.</p> <p>a. Child Assessment protocol design completed.</p> <p>b. Regional Meetings held to introduce the new assessment process.</p> <p>c. Pilot of new assessment process completed in one or more sites.</p> <p>d. Implement new assessment process in New York City and, at least two other Regions.</p>	<p>a. End of Quarter 1</p> <p>a. End of Quarter 1</p> <p>b. End of Quarter 3</p> <p>c. Begin in Quarter 4 and complete by end of Quarter 5</p> <p>d. Beginning in Quarter 5; Complete in Quarter 8</p>	<p>End of Qtr 8</p>

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<p>Improve the stability of foster care placements, as measured by the National Standard, by 1.9% from the established baseline percentage.</p> <p>A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p>To support foster parents as partners in promoting the stability of foster care placements; a screening/assessment tool will be developed to help foster parents identify behaviors in children that might require a mental or physical health evaluation. This tool will supplement assessments by caseworkers and other professionals as another way to identify and treat the mental and physical health needs of children that, left untreated, may lead to placement disruption. OCFS will:</p> <p><u>Action Step 1.11d</u> Disseminate a screening/assessment tool (s) for foster parents in at least one district and in each of the six region of the State (which includes New York City) and voluntary agencies to assist them in identifying behaviors in children that might require a mental or physical health evaluation.</p>	<p>Semi-Annual State Stability of Foster Care Placement Data (from AFCARS)</p>	<p>a. Review of available tools completed.</p> <p>b. Dissemination of tools to at least one district in each of the 6 regions of the State (which includes New York City) and voluntary agencies for use with foster parents completed.</p> <p>c. Follow-up survey completed.</p>	<p>a. End of Quarter 2</p> <p>b. End of Quarter 4</p> <p>c. End of Quarter 6</p>	<p>End of Qtr 8</p>
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<p>Improve the stability of foster care placements, as measured by the National Standard, by 1.9% from the established baseline percentage</p> <p>A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p>Enhance the ability of foster parents, including kinship foster parents to provide safe, stable, permanency focused placements by:</p> <p><u>Action Step 1.16</u> Develop a foster parent training and support needs assessment instrument to be distributed to districts and agencies. The completed needs assessment will be reviewed by OCFS and shared with local districts and used as a basis for developing and targeting training and technical assistance resources to be provided to districts, agencies and foster parents to address the needs identified. This will occur in at least at least one district and one agency in each of the 6 Regions of the State (which includes New York City).</p>	<p>Semi-Annual State Stability of Foster Care Placement Data (from AFCARS)</p>	<p>a. Initial meeting with training partners.</p> <p>b. Input from foster parents, local districts and foster care agencies obtained.</p> <p>c. Needs assessment instrument developed and tested.</p> <p>d. Needs assessment completed.</p> <p>e. Training and technical assistance plan developed.</p> <p>f. Training and technical assistance provided to at least one district and one agency in each of the 6 Regions of the State (which includes New York City)- in addressing the needs identified.</p>	<p>a. End of Quarter 1</p> <p>b. End of Quarter 2</p> <p>c. End of Quarter 4</p> <p>d. End of Quarter 5</p> <p>e. End of Quarter 5</p> <p>f. Begin in Quarter 5; Continue through Quarter 6</p>	<p>End of Qtr 8</p>
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**Item 2: Repeat Maltreatment**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Benchmark Dates	Goals Dates
Reduce the rate of repeat maltreatment, as measured by the National Standard, from 13.47 to 12.6%	<u>Action Step 1.1:</u> New York will review current policies regarding the classification of reports of suspected child abuse and maltreatment to aid in identifying true recurrence as opposed to administrative procedures that inflate the recurrence finding. Changes will be made to the CONNECTIONS system to allow local districts to reclassify a “subsequent” report as a “duplicate” report within specific time frames when that report is duplicative of ongoing investigations. Reducing duplicative investigations should enhance the family engagement process and streamline documentation for caseworkers and supervisors. This will be done without compromising child safety.	Semi-Annual State Recurrence Data (from NCANDS)	Design of changes to CONNECTIONS completed.  Changes made to CONNECTIONS and implemented in local districts.	End of Quarter 2  End of Quarter 4	End of Qtr 6
Reduce the rate of recurrence of maltreatment, as measured by the National Standard, from 13.47% to 12.6%	New York will reduce repeat maltreatment through the development and implementation of a structured decision making model known as Risk Assessment Profile (RAP). The RAP will guide and support caseworkers’ abilities to assess the risk of future abuse and maltreatment to children and to decide whether to open child protective cases for services to reduce risk. Steps include the following:  <u>Action Step 1.2a</u> OCFS is developing a structured decision-making model for child protective and child welfare cases, known as the Risk Assessment Profile (RAP). The RAP has been piloted in one upstate county and one NYC field office, and an evaluation of the pilot is underway which will inform the statewide roll out plan.  <u>Action Step 1.2b</u> OCFS will develop an implementation and training plan to support expanded use of RAP.	Semi-Annual State Recurrence Data (from NCANDS)	a. Pilot evaluation completed, and modifications made to model.  b. A written implementation and training plan completed.	1.2a End of Quarter 4  1.2b. End of	End of Qtr 6

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	<p><u>Action Step 1.2c</u> Roll out of statewide implementation and training for RAP.</p>		<p>c. Benchmarks for implementation and training will be submitted in writing to ACF.</p> <p>d. Training implemented.</p>	<p>Quarter 4</p> <p>1.2c. Quarter 4</p> <p>1.2d. By the end of Quarter 6.</p>	
<p>Reduce the rate of repeat maltreatment, as measured by the National Standard, from 13.47 to 12.6%</p>	<p>Until the RAP is operational, New York will reduce repeat maltreatment through strengthening child protective services supervisors’ ability to support and monitor the accurate use of the current New York State Risk Assessment and Services Planning Model.</p> <p><u>Action Step 1.3 Provide</u> training to supervisors on the current risk and safety model to support caseworkers’ accurate and thorough assessments of safety and risk until such time as RAP is implemented statewide. Building on training provided in 2002, OCFS will deliver at least 3 two-day training sessions for CPS supervisors upstate, and 5 two-day training sessions for CPS supervisors in NYC. As part of the training, a video and related guide will also be provided to supervisors for use with their staff.</p>	<p>Semi-Annual State Reoccurrence Data (from NCANDS)</p>	<p>a. Training delivered to <b>50</b> to <b>60</b> supervisors upstate and <b>70</b> to <b>80</b> in New York City in the districts and boroughs where the need is identified through the monitoring and technical assistance processes.</p>	<p>a. Quarters 1 – 4</p>	<p>End of Qtr 6</p>

**Outcome P1: Children Have Permanency And Stability In Their Living Situation**

**Item 6: Stability Of Foster Care Placement**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-mark Dates	Goals Dates
<p>Improve the stability of foster care placements, as measured by the National Standard, by 1.9% from the established baseline percentage.</p> <p>A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p>New York will promote placement stability through the implementation of a new assessment tool to be used by caseworkers to assess the behavioral and mental health needs of children in foster care. These assessments and services to address unmet needs should decrease the potential for placement disruptions.</p> <p><u>Action Step 1.11a.</u> Develop baseline data in accordance with the National Standard on the stability of foster care placements.</p> <p><u>Action Step 1.11b:</u> Complete the design of a child-specific assessment, including behavioral and mental health needs, for the family assessment component of the statewide automated case recording system (CONNECTIONS). Implement in New York City and, at least two other Regions.</p>	<p>Semi-Annual State Stability of Foster Care Placement Data (from AFCARS)</p>	<p>a. Establish a Statewide baseline percentage.</p> <p>a. Child Assessment Protocol design completed.</p> <p>b. Regional meetings held to introduce the new assessment process.</p> <p>c. Pilot of new assessment process completed in 1 or more sites.</p> <p>d. Implement in New York City and, at least two other Regions new assessment process.</p>	<p>a. End of Quarter 1</p> <p>a. End of Quarter 1</p> <p>b. Quarters 2-3</p> <p>c. During Quarters 4-5</p> <p>d. Begin Quarter 5; Complete in Quarter 8</p>	<p>End of Qtr 8</p>
<p>Improve the</p>	<p><u>Action Step 1.11c</u> Develop a training plan for teaching</p>	<p>Semi-Annual</p>	<p>a. Training Plan developed.</p>	<p>a. End of</p>	<p>End</p>

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<p>stability of foster care placements, as measured by the National Standard, by 1.9% from the established baseline percentage.</p> <p>A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p>the practice dimensions of the new family assessment to district and agency caseworkers and supervisors. The training will then be provided to district and agency caseworkers and supervisors statewide on the use of the child behavioral and mental health assessment protocol.</p>	<p>State Stability of Foster Care Placement Data (from AFCARS)</p>	<p>b. Curriculum development completed.</p> <p>c. Curriculum review completed.</p> <p>d. Curriculum revisions and training pilot completed.</p> <p>e. Statewide training and technical assistance provided to district and agency caseworkers and supervisors</p>	<p>Quarter 1</p> <p>b. Begin in Quarter 2 and completed by end of Quarter 3</p> <p>c. By end of Quarter 4</p> <p>d. Begin in Quarter 4 and completed by end of Quarter - 5</p> <p>e. Begin in Quarter 5 and completed by end of Quarter 7</p>	<p>of Qtr 8</p>
<p>Improve the stability of foster care placements, as measured by the National</p>	<p>Foster parents need to be better prepared to identify behaviors in children that might require a mental or physical health evaluation, an important first step in obtaining therapeutic and support services that may prevent maltreatment and placement disruption. OCFS</p>	<p>Semi-Annual State Stability of Foster Care Placement Data (from AFCARS)</p>	<p>a. Review of available tools completed.</p> <p>b. Dissemination of tools to at least one</p>	<p>a. End of Quarter 2</p> <p>b. End of</p>	<p>End of Qtr 8</p>

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<p>Standard, by 1.9% from the established baseline percentage. A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p>will: <u>Action Step 1.11d</u> Disseminate a screening/assessment tool (s) for foster parents in at least one district in each of the 6 regions of the State (which includes New York City) and voluntary agencies, to assist them in identifying behaviors in children that might require a mental or physical health evaluation.</p>		<p>district in each of the 6 regions of the State (which includes New York City) and voluntary agencies for use with foster parents completed.  c. Follow-up survey completed.</p>	<p>Quarter 4  c. End of Quarter 6</p>	
<p>Improve the stability of foster care placements, as measured by the National Standard, by 1.9% from the established baseline percentage. A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p>Reduce the barriers that foster parents experience in accessing needed services, and help them to advocate for their own needs, so that they are able to continue to care for children placed in their home by:  <u>Action Step 1.14</u> Assess the unmet needs of foster parents through a Statewide data collection process. Data will be collected from foster parents, caseworkers, and provider agencies and analyzed. After the data is collected and analyzed, recommendations will be made addressing the barriers identified.</p>	<p>Semi-Annual State Stability of Foster Care Placement Data (from AFCARS)</p>	<p>a. Data collection process identified.  b. Data collected and added to previously collected data.  c. Data analyzed and a report of recommendations completed.</p>	<p>a. End of Quarter 1  b. Quarters 2-3  c. Quarter5</p>	<p>End of Qtr 8</p>
<p>Improve the stability of foster care placements,</p>	<p>New York will enhance the ability of foster parents, including kinship foster parents to provide a safe, stable, permanency focused placements by:</p>	<p>Semi-Annual State Stability of Foster Care</p>			<p>End of Qtr 8</p>

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<p>as measured by the National Standard, by 1.9% from the established baseline percentage.</p> <p>A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p><u>Action Step 1.16</u> Develop a foster parent training and support needs assessment instrument to be distributed to districts and agencies. The completed needs assessment will be reviewed by OCFS and shared with local districts and used as a basis for developing and targeting training and technical assistance resources to be provided to districts, agencies and foster parents to address the needs identified. This will occur in at least at least one district and one agency in each of the 6 Regions of the State (which includes New York City).</p>	<p>Placement Data (from AFCARS)</p>	<p>a. Initial meeting with training partners.</p> <p>b. Input from foster parents, local districts and foster care agencies obtained.</p> <p>c. Needs assessment instrument developed and tested.</p> <p>d. Needs assessment completed.</p> <p>e. Training and technical assistance plan developed.</p> <p>f. Training and technical assistance provided to at least one district and one agency in each of the 6 Regions of the State (which includes New York City) in addressing the needs identified.</p>	<p>a. End of Quarter 1</p> <p>b. End of Quarter 2</p> <p>c. End of Quarter 4</p> <p>d. End of Quarter 5</p> <p>e. End of Quarter 5</p> <p>f. Begin in Quarter 5; Continue through Quarter 6</p>	
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**Item 7: Permanency Goal for Child**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench- mark Dates	Goals Dates
<p>Children’s permanency goals will be achieved more quickly.</p> <p>This will be measured by improving the rate of children reunified within 12 months from the time of the latest removal, as measured by the National Standard, from 54.2% to 56.6%; and by</p> <p>Improving the length of time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p>New York will identify and implement methods of strengthening the case planning and service plan review processes to support parent involvement in these processes and lessen the time it takes for families to be reunified.</p> <p><u>Action Step 1.7</u> OCFS will undertake a set of actions steps to increase the field’s understanding of the purpose, timing, and process of case planning and service plan reviews. These steps will include:</p> <p>a. Review current case planning and service plan review practices.</p> <p>b. Identification of best practices in the case planning and service plan review processes.</p> <p>c. New York will develop and distribute a policy and practice guidance paper regarding the identified best practices.</p> <p>d. Provision of training and TA to at least one district and one agency in each of the 6 regions of the State (which includes New York City)- to strengthen the case planning and service plan review processes. At least two of the</p>	<p>Semi-Annual State data regarding length of time to achieve reunification and time to achieve adoption (from AFCARS)</p>	<p>a. Workgroup established to review the processes, and practice.</p> <p>b. Best practices identified and documented regarding the role of workers, supervisors, family members and other key participants in the case planning process.</p> <p>c. A practice paper will be completed and disseminated. This paper will be distributed to every local district and voluntary agency statewide and posted on the OCFS’ website.</p> <p>d. Technical assistance provided to at least one district and one agency in each of the 6 Regions of the State</p>	<p>a. Quarter 1</p> <p>b. Begin in Quarter 2; completed by end of Quarter 3</p> <p>c. Begin in Quarter 4; completed by end of Quarter 5</p>	<p>End of Qtr 8</p>

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	trained districts will consist of a district whose child welfare caseload is among the top 10 of all the districts in the State.		(which including New York City) regarding practice guidelines, including training on facilitation skills for targeted individuals within selected districts (as available through the OCFS Training Plan.)	d. Begin in Quarter 6 and continue in Quarters 7 & 8	
<p>Children’s permanency goals will be achieved more quickly.</p> <p>This will be measured by improving the rate of children reunified within 12 months from the time of the latest removal, as measured by the National Standard, from 54.2% to 56.6%; and by</p> <p>Improving the length of time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p>New York will support the implementation of concurrent planning practice in additional districts and agencies as an effective means to achieve timely permanency for many children through a series of action steps. These action steps, described below, begin with a readiness assessment and continue through supporting district implementation. The decision to implement concurrent planning will be made at the district level and will not be mandated statewide.</p> <p><u>Action Step 2.1</u> OCFS will review its current regulations and written materials regarding concurrent planning and conduct a statewide readiness assessment to determine the types of supports that are needed to implement concurrent planning in more districts and/or agencies than currently practice concurrent planning.</p> <p>a. A tool will be developed with which to assess district readiness to implement concurrent planning. The tool will be used with a sample consisting of at least 9 districts in the State.</p>	Semi-Annual State regarding the Length of Time to Achieve Adoption (from AFCARS)	<p>2.1 Review of current policies and practice guidelines completed</p> <p>Appropriate recommendations for changes will be included in a report on this effort.</p> <p>a. Assessment tool developed and used with a sample of at least 9 districts in the State.</p> <p>Results analyzed.</p>	<p>2.1 Begin in Quarter 1 and completed by end of Quarter 2</p> <p>a. Begin in Quarter 3 and completed by end of Quarter 4</p>	End of Qtr 8
Same as above	<u>Action Step 2.2</u> OCFS will compare the results of the readiness assessments to existing policy and practice guidelines and modify those guidelines as needed.	Semi-Annual State regarding the			End of Qtr 8

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	<p>a. Review current policy and practice guidelines against readiness assessment results; modify the guidelines as appropriate and distribute to districts and agencies.</p> <p>b. Develop and distribute tools to support implementation of concurrent planning in at least one district and one agency in each Region of the State, which includes New York City.</p>	<p>Length of Time to Achieve Adoption (from AFCARS)</p>	<p>a. Policy and/or practice guidelines revised and distributed Statewide.</p> <p>b. Tools developed and distributed to at least 5 districts and New York City.</p>	<p>a. Begin in Quarter 4 and completed by end of Quarter 5</p> <p>b. Begin in Quarter 4 and completed in Quarter 5</p>	
<p>Same as above</p>	<p><u>Action Step 2.3</u> OCFS will incorporate the principles, values and skills related to concurrent planning into all appropriate child welfare training curricula to increase local district, voluntary agency, foster parent, and stakeholder understanding of, and ability to implement, concurrent planning.</p> <p>a. OCFS will work with training contractors to revise child welfare training curricula to incorporate concurrent planning related content and will provide the revised training in accordance with the training plan.</p>	<p>Semi-Annual State regarding the Length of Time to Achieve Adoption (from AFCARS)</p>	<p>a. A working draft curriculum developed for Family Preservation/Reunification Core that includes the knowledge and skills needed for concurrent planning.</p> <p>b. Working draft of concurrent planning revisions completed for Common Core and Foster Parent Training.</p> <p>c. Training provided in all regions of the State to all supervisors and caseworkers.</p>	<p>a. Draft curriculum developed by end of Quarter 2</p> <p>b. End of Quarter 4</p> <p>c. Beginning in Quarter 5 and continue each quarter through Quarter 8</p>	<p>End of Qtr 8</p>

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Same as above	<u>Action Step 2.5:</u> OCFS will continue to support local concurrent planning initiatives, using the knowledge gained from these initiatives to identify areas of success and make this information available to other localities developing concurrent planning initiatives.	Semi-Annual State regarding the Length of Time to Achieve Adoption (from AFCARS)	<p>Technical assistance provided to districts implementing concurrent planning.</p> <p>Concurrent planning will be implemented in at least 5 districts and New York City.</p>	<p>Continuous ly Quarters 1 - 8</p> <p>Quarters 5 - 8</p>	End of Qtr 8

**Outcome P1: Children Have Permanency And Stability In Their Living Situation**

**Item 8: Independent Living Services**

<b>Goal/Negotiated Measure /Percent of Improvement</b>	<b>Action Steps</b>	<b>Method of measuring Improvement</b>	<b>Benchmarks Toward Achieving Goal</b>	<b>Benchmark Dates</b>	<b>Goals Dates</b>
<p>Increase by 10 percent from the established statewide baseline the number of eligible youth who receive independent living skills training.</p> <p>A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p><u>Action Step 5.3</u> OCFS, with input from stakeholders, will develop a policy paper and set of practice guidelines that will assist districts and agencies in strengthening services to adolescents and improving their achievement of permanency. OCFS will disseminate the policy and practice guidelines, incorporate those expectations and practice strategies in its training curricula and provide follow up technical assistance through its regional offices and training partners as needed.</p>	<p>For New York City, baseline data from the 2000 case review will be used. Data will be obtained from ACS and Statewide at least annually and evaluated against the baseline data to measure progress.</p>	<p>a.Establish statewide baseline data on the number of youth receiving ILP skills training.</p> <p>b. Practice paper developed.</p> <p>c. Disseminate Practice paper.</p> <p>d. Provide follow-up training and technical assistance to at least 5 districts and New York City At least 2 of these districts will consist of a district whose foster care adolescent caseload is among the top 10 of all the districts in the State).</p>	<p>a. Complete by end of Quarter 1; b. Begin in Quarter 2 and complete by end of Quarter 4 c. By end of Quarter 5 d. Begin in Quarter 7 and complete by end of Quarter 8</p>	<p>End of Qtr 8</p>
<p>Same as above.</p>	<p>Action Steps 5.4 and 5.5: A strategy will be developed to monitor the provision of Independent Living services and outcomes statewide.</p> <p>a. Existing monitoring tools will be gathered and evaluated vis-à-vis New York’s needs.</p> <p>b. Modifications to the tools will be made to fit</p>	<p>OCFS/LDSS QA reviews; ACS semi-annual report of agency self-report data</p>	<p>a. Review of current tools completed.</p> <p>b. Development and piloting of new tools completed.</p>	<p>a. Complete by end of Quarter 1 b. Begin in Quarter 2; completed by end of Quarter 3</p>	<p>End of Qtr 8</p>

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	<p>New York’s needs, to enable monitoring of the level of youth and meaningful adults’ involvement in the development, implementation and evaluation of their case plan, and the provision of Independent Living skills training to youth in foster care.</p> <p>c. Data collected through the initial use of the monitoring tool(s) will be used to establish a statewide baseline against which to measure future improvement in these areas. This monitoring strategy will become part of OCFS’ Quality Assurance System.</p> <p>d. Feedback on the results of the monitoring will be provided to the districts and agencies monitored, and a corrective action plan developed by the district/agency.</p>		<p>c. Use tool in at least 5 districts and New York City.</p> <p>d. Set of corrective action steps will be implemented to address areas needing improvement.</p>	<p>c. Begin in Quarter 5; and continue through Quarter 8</p> <p>d. Begin in Quarter 6 and continue through Quarter 8</p>	
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**Item 9: Adoption**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench- mark Dates	Goals Dates
<p>Improve the Length of time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p>Additional strategies for locating birth fathers and providing the opportunity for them to be involved in case planning and decision making, will be implemented. This will increase the permanency options for children and expedite the adoption process when surrenders and termination of parental rights (TPRs) are appropriate to the case circumstances.</p> <p><u>Action Step 1.5</u> OCFS will work with local districts to identify the barriers that restrict their ability to use services to locate fathers.</p>	<p>Semi-Annual State Data regarding Length of Time to Achieve Adoption (from AFCARS)</p>	<p>a. Assessment of barriers.</p> <p>b. Assessment of barriers completed report issued with recommended improvements.</p> <p>c. Plan developed to implement any State level improvements and to provide technical assistance to overcome barriers.</p> <p>d. Initiate implementation of State level changes through execution of any needed agreements or issuance of any needed revision to policy or procedures. Technical assistance provided to at least one district in each of the 6 regions in the State.</p>	<p>a. By End of Quarter 3</p> <p>b. End of Quarter 4</p> <p>c. Plan Developed by End of Quarter 5.</p> <p>d. Technical Assistance provided beginning by end of Quarter 5 and continue to end of Quarter-6</p>	<p>End of Qtr 8</p>
<p>Improve the Length of Time to Achieve Adoption, as</p>	<p>New York will support the implementation of concurrent planning practice in additional districts and agencies as an effective means to achieve timely permanency for many children through a series of action</p>	<p>Semi-Annual State regarding the Length of Time to</p>			<p>End of Qtr 8</p>

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<p>measured by the National Standard, from 2.95% to 5.9%</p>	<p>steps. These action steps, described below, begin with a readiness assessment and continue through supporting district implementation. The decision to implement concurrent planning will be made at the district level and will not be mandated statewide.</p> <p><u>Action Step 2.1</u> OCFS will review its current regulations and written materials regarding concurrent planning and conduct a statewide readiness assessment to determine the types of supports that are needed to implement concurrent planning in more districts and/or agencies than currently practice concurrent planning.</p> <p>A tool will be developed with which to assess district readiness to implement concurrent planning. The tool will be used with a sample a consisting of at least 9 districts in the State.</p>	<p>Achieve Adoption (from AFCARS)</p>	<p>Review of current policies and practice guidelines completed Appropriate recommendations for changes will be included in a report on this effort.</p> <p>a. Assessment tool developed and used with a sample consisting of at least 9 districts in the State. Results analyzed.</p>	<p>2.1 Begin in Quarter 1 and completed by end of Quarter 2</p> <p>a. Begin in Quarter 3 and completed by end of Quarter 4</p>	
<p>Improve the Length of Time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p><u>Action Step 2.2</u> OCFS will compare the results of the readiness assessments to existing policy and practice guidelines and modify those guidelines as needed.</p> <p>a. Review current policy and practice guidelines against readiness assessment results; modify the guidelines as appropriate and distribute to districts and agencies.</p> <p>b. Develop and distribute tools to support implementation of concurrent planning in at least 5 districts and New York City.</p>	<p>Semi-Annual State data regarding the Length of Time to Achieve Adoption (from AFCARS)</p>	<p>a. Policy and/or practice guidelines revised and distributed Statewide.</p> <p>b. Tools developed and distributed to at least 5 districts and New York City.</p>	<p>a. Begin in Quarter 4 and completed by end of Quarter-5</p> <p>b. Begin in Quarter 4 –and completed by end of Quarter 5</p>	<p>End of Qtr 8</p>
<p>Improve the Length of Time</p>	<p><u>Action Step 2.3</u> OCFS will incorporate the principles, values and skills related to concurrent planning into all</p>	<p>Semi-Annual State data</p>			<p>End of</p>

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<p>to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p>appropriate child welfare training curricula to increase local district, voluntary agency, foster parent, and stakeholder understanding of, and ability to implement, concurrent planning.</p> <p>a. OCFS will work with training contractors to revise child welfare training curricula to incorporate concurrent planning related content and will provide the revised training in accordance with the training plan.</p>	<p>regarding the Length of Time to Achieve Adoption (from AFCARS)</p>	<p>a. A working draft curriculum developed for Family Preservation/Reunification Core that includes the knowledge and skills needed for concurrent planning.</p> <p>b. Working draft of concurrent planning revisions completed for Common Core and Foster Parent Training.</p> <p>c. Training provided in all regions of the State to all supervisors and caseworkers.</p>	<p>a. Draft curriculum developed by end of Quarter 2</p> <p>b. End of Quarter 4</p> <p>c. Beginning in Quarter 5 and continue each quarter through Quarter 8</p>	<p>Qtr 8</p>
<p>Improve the Length of Time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p><u>Action Step 2.5:</u> OCFS will continue to support local concurrent planning initiatives, using the knowledge gained from these initiatives to identify areas of success and make this information available to other localities developing concurrent planning initiatives.</p>	<p>Semi-Annual State data regarding the Length of Time to Achieve Adoption (from AFCARS)</p>	<p>Technical assistance provided to at least 5 districts and New York City.</p> <p>Concurrent planning will be implemented in at least 5 districts and New York City.</p>	<p>Begin providing t.a. in Quarter 1 and continue in each quarter through the end of Quarter- 8</p>	<p>End of Qtr 8</p>
<p>Improve the</p>	<p>Action Step 4.4: Permanency Mediation: Working with</p>	<p>Semi-Annual</p>			<p>End</p>

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<p>Length of time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p>the Office of Court Administration, local districts, and other key stakeholders, New York will support and expand the number of localities with permanency mediation initiatives. The relatively new use of mediation in child welfare is a promising practice that supports family involvement in planning for their children and has been shown to reduce lengths of stay for children in foster care.</p> <p>a. New York will research existing mediation models and help inform the field about these models.</p> <p>b. New York will identify first year funding for new mediation initiatives and support a minimum of three permanency mediation pilot sites in the first year of the PIP. Additional sites are dependent upon availability of funding and readiness of districts and courts. At least 1 of the implementing site will consist of a district whose foster care caseload is among the top 10 of all the districts in the State. The sites will be spread across the State and represent different size or type (urban vs. rural) locations.</p> <p>c. New York will participate in the evaluation of the pilot sites to assess the effectiveness of the mediation initiatives in achieving CFSR-related outcomes.</p>	<p>State Data regarding Length of Time to Achieve Adoption (from AFCARS)</p>	<p>a. Successful mediation sites identified; experts from those sites will present at a Mediation Informational Day held with statewide attendance.</p> <p>b. Funding source(s) identified.</p> <p>Three mediation pilot sites identified.</p> <p>Three pilot sites operational.</p> <p>c. Evaluations ongoing and data collected; quarterly progress reports produced.</p>	<p>a. Quarter 1</p> <p>b. Quarter 1</p> <p>End of Quarter 2</p> <p>Quarter 4</p> <p>c. Qtrs. 4-8</p>	<p>of Qtr 8</p>
<p>Improve the Length of time to Achieve Adoption, as measured by the National Standard, from</p>	<p>Action Step 11.6 OCFS will work with the Statewide Team to continue efforts already underway to provide cross-training for legal, judicial and social services' staff. This training will increase knowledge and skills related to expedited permanency.</p>	<p>Semi-Annual State Length of time to achieve adoption data (from AFCARS)</p>			<p>End of Qtr 8</p>

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<p>2.95% to 5.9%</p>	<p>a. Regional training sessions and training sessions via teleconference will be conducted for legal, judicial, and social services staff.</p> <p>b. A minimum of five local districts and New York City will create an ongoing mechanism for cross-jurisdictional stakeholder groups to meet periodically and identify county-specific strategies to shorten the length of time children spend in foster care. A cross-jurisdictional stakeholder group. Consists of local judicial, legal, social service staff, service providers and tribal member representative.</p> <p>c. Plan will be developed and implemented to reduce length of time children remain in care.</p>		<p>a. At least one State wide conference with a minimum of 100 attendees, regional training sessions for each State Region, and one teleconference training session held. All of these sessions will include participants from each of the target groups.</p> <p>b. Five local districts and New York City establish cross-jurisdictional stakeholder groups.</p> <p>c. Reports of cross-jurisdictional stakeholder group meetings. Reports will include county specific plans of implementation along with timeframes.</p>	<p>a. End of Quarter 8</p> <p>b. By the end of Quarter 3</p> <p>c. By the end of each quarter 4-8.</p>	
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**Item 10 Permanency Goal Of Other Planned Permanent Living Arrangement**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench- mark Dates	Goals Dates
<p>Districts and agencies will be informed about best practices regarding case planning and service plan reviews; technical assistance will be provided regarding implementation of those practices</p>	<p>New York will identify and implement methods of strengthening the case planning and service plan review processes to strengthen the planning and review processes for children in foster care. These processes include the planning and review of the appropriateness of each child’s permanency goal on a regular basis and no less frequent than every 6 months.</p> <p><u>Action Step 1.7</u> OCFS will undertake a set of actions steps to increase the field’s understanding of the purpose, timing, and process of case planning and service plan reviews. These steps will include:</p> <p>a. Review current case planning and service plan review practices.</p> <p>b. Identification of best practices in the case planning and service plan review processes.</p> <p>c. New York will develop and distribute a policy and practice guidance paper regarding the identified best practices.</p> <p>d. Provision of training and TA to at least one district and agency in each of the 6 regions of the State (which includes New York City)- to</p>	<p>Monitor implementation of the practice guidelines through regularly scheduled semi-annual QA case reviews and related reports.</p>	<p>a. Workgroup established to review the processes, and practice.</p> <p>b. Best practices identified and documented regarding the role of workers, supervisors, family members and other key participants in the case planning process.</p> <p>c. A practice paper will be completed and disseminated. This paper will be distributed to every local district and voluntary agency statewide and posted on OCFS’ website.</p>	<p>a. End of Quarter 1</p> <p>b. Begin in Quarter 2; completed by end of Quarter 3</p> <p>c. Begin in Quarter 4; completed by end of Quarter 5</p>	<p>End of Qtr 8</p>

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	<p>strengthen the case planning and service plan review processes. At least two of the trained districts will consist of a district whose child welfare caseload is among the top 10 of all the districts in the State.</p>		<p>d. Technical assistance provided to at least one district and one agency in each of the 6 Regions of the State (which includes New York City)- regarding practice guidelines, including training on facilitation skills for targeted individuals within selected districts (as available through the OCFS Training Plan.)</p>	<p>d. Begin in Quarter 6 and continue in Quarters 7 &amp; 8</p>	
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**Outcome P2: The Continuity Of Family Relationships And Connections Is Preserved For Children  
Item 13: Visiting With Parents And Siblings In Foster Care**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench- mark Dates	Goals Dates
<p>The barriers to good visitation practices, as well as strategies for overcoming the barriers, will be identified</p>	<p>Early and frequent visitation between parents and children in foster care has been shown to be linked to successful reunification. Visitation practices in New York will be strengthened to better support the frequency and quality of visitation needed for timely reunification, through Action Steps 1.8 and 1.9 below.</p> <p><u>Action Step 1.8</u> With input from stakeholders,(to include foster parents, caseworkers, service providers, bio-parents, tribes, etc.) OCFS will implement a preferred visitation model. OCFS will ascertain barriers to visitation, lessons learned from district, agency and national visitation models, and strategies for successfully implement a visitation improvement model. This model will be implemented in at least one district in each of the 6 regions in the State. At least two of the trained districts will consist of a district whose child welfare caseload is among the top 10 of all the districts in the State.</p>	<p>Ongoing quality assurance semi-annual case reviews; local district self assessment data; and pre and post technical assistance data</p>	<p>a. Identify fully-implemented models in NYS and nationally, and lessons learned.</p> <p>b. Successful implementation strategies identified.</p> <p>c. Practice Guidance Paper developed.</p> <p>d. Implement visitation model in at least one county in each region.</p>	<p>a. End of Quarter 2</p> <p>b. End of Quarter 3</p> <p>c. End of Quarter 4</p> <p>d. End of quarter 5</p>	<p>End of Qtr 8</p>
<p>Districts will be better informed about the steps needed to improve their visitation practices</p>	<p><u>Action Step 1.9</u> OCFS will develop a self-assessment tool that will be available to local districts to help in identifying needed steps to improve visitation practices, areas needing technical assistance and successful practices for replication and sharing.</p>	<p>Ongoing quality assurance semi-annual case reviews; local district self assessment data; and pre and post technical assistance data</p>	<p>a. Development and distribution of self-assessment tool to all local districts.</p> <p>b. Follow up technical assistance will be provided to at least one district in</p>	<p>a. Quarter 4</p> <p>b. Begin in Quarter 5;</p>	<p>End of Qtr 8</p>

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			each of the 6 regions in the State regarding implementation of the self-assessment tool and monitoring of the results.	continue through Quarters 6 & 7	
For every child in foster care, caseworkers will be required to complete, and supervisors to approve, a documentation system that supports and guides good visitation practices.	<u>Action Step 1.10</u> A documentation system that supports and guides good visitation practices is one way to reinforce for caseworkers and supervisors the importance of early, frequent, and developmentally appropriate visitation for children in foster care. OCFS will identify the supports necessary in the CONNECTIONS system to support a strengthened visitation component in the Case Plan and make appropriate design change.	The documentation system will support good visitation practices and will be completed by caseworkers for every child in foster care.	a. Initial design request completed.  b. Piloting of the visitation documentation and statewide implementation will be in the CONNECTIONS system.	a. By end of Quarter 1  b. Implementation begins by Quarter 5	Completed by end of Quarter 8

**Outcome P2: The Continuity Of Family Relationships And Connections Is Preserved For Children**

**Item 16: Relationship Of Child In Care With Parents**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-Mark Dates	Goals Dates
<p>The barriers to good visitation practices, as well as strategies for overcoming the barriers, will be identified</p>	<p>Early and frequent visitation between parents and children in foster care has been shown to be linked to successful reunification. Visitation practices in New York will be strengthened to better support the frequency and quality of visitation needed for timely reunification, through Action Steps 1.8 and 1.9 below.</p> <p><u>Action Step 1.8</u> With input from stakeholders (to include foster parents, caseworkers, service providers, bio-parents, tribes, etc) , OCFS will implement a preferred visitation model. OCFS will ascertain barriers to visitation, lessons learned from district, agency and national visitation models, and strategies for successfully implement a visitation improvement model. This model will be implemented in at least one district in each of the 6 regions in the State. At least two of the trained districts will consist of a district whose child welfare caseload is among the top 10 of all the districts in the State.</p>	<p>Ongoing quality assurance semi-annual case reviews; local district self assessment data; and pre and post technical assistance data</p>	<p>a. Identify fully-implemented models in NYS and nationally, and lessons learned.</p> <p>b. Successful implementation strategies identified.</p> <p>c. Practice Guidance Paper developed.</p> <p>d. Implement visitation model in at least one county in each of the 6 regions.</p>	<p>a. End of Quarter 2</p> <p>b. End of Quarter 3</p> <p>c. End of Quarter 4</p> <p>d. End of quarter 5</p>	<p>End of Qtr 8</p>
<p>Districts will be better informed about the steps needed to improve their visitation practices</p>	<p><u>Action Step 1.9</u> OCFS will develop a self-assessment tool that will be available to local districts to help in identifying needed steps to improve visitation practices, areas needing technical assistance and successful practices for replication and sharing.</p>	<p>Ongoing quality assurance semi-annual case reviews; local district self assessment data; and pre and post technical assistance data</p>	<p>a. Development and distribution of self-assessment tool to all local districts.</p> <p>b. Follow up technical assistance</p>	<p>a. Quarter 4</p> <p>b. Begin in Quarter 5</p>	<p>End of Qtr 8</p>

**New York State Program Improvement Plan Reporting Matrix**

			will be provided to at least one district in each of the 6 Regions in the State regarding implementation of the self-assessment tool and monitoring of the results.	and continue through Quarters 6 & 7	
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**Outcome WB1: Families Have Enhanced Capacity To Provide For Their Children’s Needs**

**Item 17: Needs And Services Of Child, Parents, Foster Parents**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench- mark Dates	Goals Dates
<p>For any area in which the baseline performance level is less than 90%, a 5% improvement over the baseline will be achieved by the end of the PIP period.</p> <p>A statewide baseline against which to measure district improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p>New York will identify and implement methods of strengthening the case planning and service plan review processes to support parent involvement in these processes and lessen the time it takes for families to be reunified.</p> <p><u>Action Step 1.7a</u> OCFS will undertake action necessary to develop an expected and statewide baseline actual performance level with respect to the needs and services of children, parents and foster parents.</p> <p><u>Action Step 1.7</u> OCFS will undertake a set of action steps to increase the field’s understanding of the purpose, timing, and process of case planning and service plan reviews. These steps will include:</p> <p>a. Review current case planning and service plan review practices</p> <p>b. Identification of best practices in the case planning and service plan review processes</p>	<p>Monitor whether the agency actively involved parent(s) or guardians in the case/service planning process This will be accomplished through regularly scheduled semi-annual QA case reviews and local district/agency self- reporting data</p>	<p>a. Statewide baseline data and an expected performance level will be established for both the aggregate data self-reported by the local district/agencies and for the semi-annual QA case reviews.</p> <p>b. Ongoing data collection will begin.</p> <p>a. Workgroup established to review the processes, and practice.</p> <p>b. Best practices identified and documented regarding the role of workers, supervisors, family members and other key participants in the case planning process.</p>	<p>a. By end of Quarter 2</p> <p>b. By end of Quarter 3</p> <p>a. By end of Quarter 1</p> <p>b. Begin in Quarter 2; completed by end of Quarter 3</p>	<p>End of Qtr 8</p>

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	<p>c. New York will develop and distribute a policy and practice guidance paper regarding the identified best practices.</p> <p>d. Provision of training and TA to at least one district and one agency in each of the 6 regions of the State (which includes New York City)- to strengthen the case planning and service plan review processes. At least two of the trained districts will consist of a district whose child welfare caseload is among the top 10 of all the districts in the State.</p>		<p>c. A practice paper will be completed and disseminated. This paper will be distributed to every local district and voluntary agency statewide and posted on OCFS' website.</p> <p>d. Technical assistance provided <b>to at least one</b> district and one agency in each of the 6 regions of the State-(which includes New York City )- regarding practice guidelines, including training on facilitation skills for targeted individuals within selected districts (as available through the OCFS Training Plan).</p>	<p>c. Begin in Quarter 4; completed by end of Quarter 5</p> <p>d. Begin in Quarter 6 and continue in Quarters 7 &amp; 8</p>	
<p>Foster parents will be able to identify unmet mental or physical health needs of children in their care</p>	<p>Foster parents need to be better prepared to identify behaviors in children that might require a mental or physical health evaluation, and important first step in obtaining therapeutic and support services that may promote the child's well being.</p> <p><u>Action Step 1.11d</u> OCFS will disseminate a screening/assessment tool (s) for foster parents in at least one district in each of the six regions of the State (which includes New York City) and voluntary agencies to assist them in identifying behaviors in children that might require a mental or physical health evaluation.</p>	<p>Follow-up survey to assess use and utility of tool</p>	<p>a. Review of available tools completed.</p> <p>b. Dissemination of tools to at least one district in each of the six regions of the State (which includes New York City) and voluntary agencies for use with foster parents completed.</p> <p>c. Follow-up survey completed.</p>	<p>a. End of Quarter 2</p> <p>b. End of Quarter 4</p> <p>c. End of Quarter 6</p>	<p>End of Qtr 8</p>

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<p>Caseworkers will assess and refer young children for Early Invention services when those services are needed.</p>	<p>Action Step 1.11e. OCFS will develop a protocol for referring cases of children in child welfare system aged 0-3 years to the Early Intervention program for developmental assessments and appropriate services. Once developed, the protocol will be distributed statewide and training conducted via teleconference on its use.</p>	<p>Monitor the completion of the referral form by caseworkers and the timely referral for appropriate services.</p>	<p>a. Early Intervention protocol distributed and training teleconference held.</p> <p>a. Protocol in use.</p> <p>c. In at least one district in each of the 6 regions of the State OCFS will monitor the use of the protocol and the referral process resulting from the use of the protocol.</p>	<p>a. End of Quarter 4</p> <p>b. Begin in Quarter 5; complete by Quarter 8</p> <p>c. Begin monitoring in Quarter 7 and continue through Quarter 8</p>	<p>End of Qtr 8</p>
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**Outcome WB1: Families Have Enhanced Capacity To Provide For Their Children’s Needs**

**Item 18: Child And Family Involvement In Case Planning**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-Mark Dates	Goals Dates
<p>Increase the number of sites by in which family group conferencing is used.</p> <p>Achievement will be measured through a comparison of the established baseline percentage of cases in which family group conferencing is used against the utilization percentage found through the semi-annual case reviews. An improvement of 5 percentage points over the baseline level in the percentage of</p>	<p><u>Action Step 1.4a</u> OCFS will conduct case reviews to establish the degree to which family group conferencing is utilized by local districts statewide.</p> <p><u>Action Step 1.4</u> OCFS will review the effectiveness of various group conferencing models and will promote utilization of the most effective models. OCFS will:</p> <p>a. Identify key components of effective models of family group conferencing and the resources needed to implement these key components. Produce a guide delineating the successful use of these key components.</p> <p>b. Develop a training and technical assistance plan to implement the successful components in targeted districts and agencies statewide. This will include at least one district and agency in each of the 6 regions in the State,</p> <p>c. Continue to support the implementation and evaluation. Of Family Resolutions, and target to expand from 8 to 15 the number of programs using Family Group Conferencing models. At least 2 of the program sites will be in a district whose foster care caseload is among the top 10 of all the districts in the State.</p>	<p>Regularly scheduled semi-annual QA case reviews and self- report data from Districts implementing Family Group conferencing Models</p> <p>d. Quarterly Reports submitted by ACS on the number of conferences held and rates of participation of parents and foster parents.</p>	<p>a. Establish statewide baseline data.</p> <p>b. Ongoing data collection on use of family group conferencing will begin.</p> <p>a. Existing models reviewed for effectiveness; key components of effective models identified; resources needed to implement these components identified. A guide for successful implementation of group conferencing will be developed and distributed to local districts.</p> <p>b. Training and Technical assistance plan developed; training and t.a. delivered in accordance with the plan.</p> <p>c. Agreements with 7 new counties executed. Implementation will occur in at least 4 of the 7 counties.</p> <p>d. 72 hour conferences held in all field offices in NYC; 30 day conferences held in all field offices.</p>	<p>a. By end of Quarter 2</p> <p>b. By end of Quarter 3</p> <p>a. Review completed by End of Quarter 2; Guide Distributed by End of Quarter4</p> <p>b. Plan Developed by End of Quarter 5; and training delivered by End of Quarter -8</p>	<p>End of Qtr 8</p>

<p>cases in which family group conferencing is used will be achieved by the end of the PIP period.</p> <p>A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p>d. Monitor ACS' continued support of the 72 hour Child Safety Conference process and the 30 day Family Permanency Conference process as part of ACS' effort to establish a continuum of conferences at critical points throughout a family's involvement with ACS.</p>			<p>c. Agreements executed by end of Quarters -2. Implementation occurs by End of Quarter 7.</p> <p>d. Quarters 1-8.</p>	
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<p>Additional strategies for locating birth fathers, and providing the opportunity for them to be involved in case planning and decision making, will be identified and implemented.</p> <p>Increase the percentage of located fathers by 5% over the established baseline level</p> <p>A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p><u>Action Step 1.5a</u> OCFS will conduct case reviews or utilize available data to establish the degree to which the location of fathers is known for children in foster care statewide.</p> <p><u>Action Step 1.5</u> OCFS will work with local districts and agencies to identify the barriers and possible solutions that preclude them from using services to locate fathers.</p>	<p>Regularly scheduled semi-annual QA case reviews and follow-up survey of LDSS receiving TA to assess impact of TA on use of locator services and results of locator services</p>	<p>a. Establish statewide baseline percentage of located fathers.</p> <p>a. Assessment of barriers begin.</p> <p>b. Assessment of barriers completed.</p> <p>c. Plan developed to provide technical assistance to overcome barriers.</p> <p>d. Technical assistance provided to at least one district in each of the 6 regions in the State.</p>	<p>a. By end of Quarter 2</p> <p>a. By end of Quarter 3</p> <p>b. End of Quarter 4</p> <p>c. Plan By End of Quarter 5</p> <p>d. T. A. begin by end of Quarter 5 and continue to end of Quarter-6</p>	<p>End of Qtr 8</p>
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**Outcome WB3: Children Receive Adequate Services To Meet Their Physical And Mental Health Needs**

**Item 23: Mental Health Of The Child**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-mark Dates	Goals Dates
<p>Caseworkers will assess the behavioral and mental health needs of every child in foster care and document the assessment in CONNECTIONS</p>	<p>The CONNECTIONS system will support caseworkers in assessing the behavioral and mental health needs of children in foster care.</p> <p><u>Action Step 1.11b</u> OCFS will complete the design of a child-specific assessment, including behavioral and mental health needs for the family assessment component of the statewide automated case recording system.</p>	<p>The assessment will be included as a required field in the CONNECTIONS system and completed by caseworkers. Supervisory approval will be an indicator that the assessment has been done.</p>	<p>a. Child Assessment protocol design completed.</p> <p>b. Regional Meetings held to introduce the new assessment process.</p> <p>c. Pilot of new assessment process completed in 1 or more sites.</p> <p>d. Begin statewide implementation of new assessment process.</p>	<p>a. Quarter 1</p> <p>b. Quarter 2-3</p> <p>c. Quarters 4-5</p> <p>d. Begin in Quarter 5; Complete in Quarter 8</p>	<p>End of Qtr 8</p>
<p>Foster parents will have an assessment tool to use to identify mental or physical health needs of children in their care</p>	<p>Foster parents will be better prepared to identify behaviors in children that might require a mental or physical health evaluation. This is an important first step in obtaining therapeutic and support services that may prevent maltreatment. This will be achieved through the following action step:</p> <p>Action Step 1.11d Identify and disseminate a screening/assessment tool(s) for foster parents in at least one district in each of the six regions of the State (which includes New York City) and voluntary agencies to assist them in identifying behaviors in children that might require a mental or</p>	<p>Follow up survey with foster parents to assess their use of the tool</p>	<p>a. Review of available tools completed.</p> <p>b. Dissemination of tool(s) to at least one district in each of the six regions of the State (which includes New York City) and voluntary agencies for use with their foster parents.</p> <p>c. Follow up survey completed.</p>	<p>a. End of Quarter 2</p> <p>b. End of Quarter 4</p> <p>c. End of Quarter 6</p>	

	physical health evaluation. Develop a follow-up survey to assess the use and utility of the assessment tool(s).				
Systemic barriers to accessing cross-systems needs of children (i.e. child welfare, mental health, developmental disabilities) will be identified and strategies for reducing them identified	<p>The provision of appropriate health services to children requires a cross-systems approach. OCFS will continue to participate in the CCSI cross-systems statewide team. This team identifies systemic barriers to the provision of mental health services and strategies for overcoming identified barriers.</p> <p><u>Action Step 12.2</u> Continue OCFS participation in the Tier III management structure of the Coordinated Children’s Services Initiative (CCSI), and interagency team, to advocate for the service needs of children in the child welfare system and to resolve service provision issues.</p> <p>a. OCFS management staff continues to attend monthly meetings of CCSI Tier III Management team.</p> <p>b. Continue training for counties with CCSI projects.</p>	Through regular semi-annual QA reviews, OCFS will assess whether children received the services they need	<p>a. OCFS participates in monthly CCSI meetings.</p> <p>b. Training for CCSI projects delivered.</p>	<p>a. Begin in Quarter 1 and continue through Quarter 8</p> <p>b. Begin in Quarter 1 and continue through Quarter 8</p>	End of Qtr 8

**Systemic Factor 1: Statewide Information System**

**Item 24: State Is Operating A Statewide Information System That, At A Minimum, Can Readily Identify The Status, Demographic Characteristics, Location, And Goals For The Placement Of Every Child Who Is (Or Within The Immediately Preceding 12 Months, Has Been) In Foster Care.**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-Mark Dates	Goals Dates
<p>Development of data system that meets Federal child welfare reporting requirements as set forth in Section 422 (b)(10)(B) (i)</p>	<p><u>Action Step 9.1</u> New York will continue the development of the CONNECTIONS system. System will include functionality to appropriately enhance the existing reporting and processing of data needed to track all children in foster care as per Section 422(b) (10)(B)(I).</p>	<p>The State will provide all data needed to meet Federal child welfare reporting requirements set forth in Section 422 (b) (10) (B) (i).</p>	<p>The State will identify in an As-Needed APDU that will be submitted to ACF by June 30, 2003, the specific data system development needed and the associated timeframes for completion.</p> <p>Development and testing of required functionality to meet requirements will be completed.</p> <p>Partial statewide implementation. By end of Quarter 8, the data capacity to respond to all federal data requirements, including juvenile justice data, will be in place and fully implemented in Staten Island and one other Borough of the City of New York as well as in Region 4 (Albany Region) and Region 5 (Yonkers Region). Together, Regions 4 and 5 comprise 25 counties and the St. Regis Mohawk Tribe. These regions include the Long Island counties as well as Westchester</p>	<p>End of Quarter 1</p> <p>Qtrs 2-5</p> <p>End of Quarter 8</p>	<p>End of Qtr 8</p>

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			<p>County, three of the six largest Upstate counties.</p> <p>The location of all children (both child welfare and juvenile justice) is maintained via State legacy systems – CCRS and the Youth Database – that will remain active and supported until CONNECTIONS is fully operational.</p>		
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Systemic Factor 2: Case Review

**Item 25: Provides a process that ensures that each child has a written case plan to be developed jointly with the child’s parent(s) that includes the required provisions**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-Mark Dates	Goals Dates
<p>Increase the number of families who are actively involved in shaping their case plan</p> <p>For any area in which the baseline performance level is less than 90%, a 5% improvement over the baseline will be achieved by the end of the PIP period.</p> <p>A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p><u>Action Step 1.4b</u> OCFS will conduct case reviews to establish the degree to which families are actively involved by local districts in the shaping of their case plans.</p> <p><u>Action Step 1.4</u> OCFS will review the effectiveness of various group conferencing models and will promote utilization of the most effective models by:</p> <p>a. Identify key components of effective models, identify the resources needed to implement these key components; and develop a training and technical assistance plan to implement the successful components in targeted districts and agencies statewide. Produce a guide delineating the successful use of these key components.</p> <p>b. Develop a training and technical assistance plan to implement the successful components in targeted districts and agencies statewide. This will include at least one district and agency in each of the 6 regions in the State.</p> <p>c. Continue to support the implementation and evaluation of Family Resolutions, and target to expand from 8 to 15 the number of program sites implementing Family Group Conferencing models. At least 2 of the programs will consist of a district whose</p>	<p>Regularly scheduled semi-annual QA case reviews and self-report data from districts implementing Family Group conferencing models</p>	<p>a. Establish statewide baseline data for both the aggregate data self-reported by the local districts/agencies and for the semi-annual QA case reviews.</p> <p>b. Ongoing data collection on family involvement in case planning will begin.</p> <p>a. Existing models reviewed for effectiveness; key components of effective models identified, resources needed to implement these components identified. A guide for successful implementation of group conferencing will be developed and distributed to local districts.</p> <p>b. Training and Technical assistance plan developed; training and t.a. delivered in accordance with the plan.</p> <p>c. Agreements to implement Family Resolutions Group Conferencing</p>	<p>a. By end of Qtr. 2</p> <p>b. By end of Qtr. 3</p> <p>a. Review completed the End of Quarter 2; Guide distributed by the End of Quarter 4.</p> <p>b. Plan developed by end of Quarter 5; Training delivered by end of Quarter-8</p> <p>c. Agreements executed the end of Quarter 2; Implementation occurs by</p>	<p>End of Qtr 8</p>

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	<p>foster care caseload is among the top 10 of all the districts in the State.</p> <p>d. Monitor ACS’ continued support of the 72 hour child safety conference process and the 30 day Family Permanency Conference process as part of ACS’ effort to establish a continuum of conferences at critical points throughout a family’s involvement with ACS.</p>	<p>d. Quarterly reports submitted by ACS to report on the number of conferences held and rate of participation of parents and foster parents</p>	<p>with 7 new counties executed. Implementation will occur in at least 4 of the 7 counties.</p> <p>d. 72 hour conferences held in all field offices; 30-day conferences held in all field offices.</p>	<p>the end of quarter 7.</p> <p>d. Quarters 1-8</p>	
<p>Improve case planning and service plan review process.</p> <p>A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p>To more fully consider the most appropriate services for the family and a realistic path to permanency for the child.</p> <p><u>Action Step 1.7a</u> OCFS will undertake action necessary to develop an expected and statewide baseline actual performance level with respect to the needs and services of children, parents and foster parents.</p> <p><u>Action Step 1.7</u> OCFS will undertake a set of actions steps to increase the fields understand of the purpose, timing, and process of case planning and service plan reviews. These steps will include:</p> <p>a. reviewing current case planning and service plan review practices</p> <p>b. identification of best practices</p> <p>c. New York will develop and distribute a policy and practice guidance paper regarding</p>	<p>Monitor implementation of the practice guidelines through regularly scheduled semi-annual QA case reviews and related reports</p>	<p>a. Statewide baseline data and an expected performance level will be established.</p> <p>b. Ongoing data collection will begin.</p> <p>a. Workgroup established to review the processes, and practice.</p> <p>b. Best practice identified and documented regarding the role of workers, supervisors, family members and other key participants in the case planning process.</p> <p>c. A practice paper will be completed and disseminated. This</p>	<p>a. End of Quarter 1</p> <p>b. Begin in Quarter 2; completed by end of Quarter-3</p> <p>c. Begin in Quarter 4; completed by end of Quarter 5</p>	<p>End of Qtr 8</p>

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	<p>the identified best practices.</p> <p>d. provision of training and TA to at least one district and one agency in each of the 6 regions of the State (which includes New York City)- to strengthen the case planning and service plan review processes. At least two of the trained districts will consist of a district whose child welfare caseload is among the top ten of all the districts in the State.</p>		<p>paper will be distributed to every local district and voluntary agency statewide and posted on OCFS' website.</p> <p>d. Technical assistance provided <b>to</b> at least one district and one agency in each of the 6 Regions of the State (which includes New York City)- regarding practice guidelines, including training on facilitation skills for targeted individuals within selected districts (as available through the OCFS Training Plan.)</p>	<p>d. Begin in Quarter 6 and continue in Quarters 7 &amp; 8</p>	
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**Systemic Factor 2: Case Review System**

**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 qualified court or administrative body no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-Mark Dates	Goals Dates
<p>A Statewide Team will be formed as a forum to discuss strategies to improve work between the courts and the child welfare system</p>	<p><u>Action Step 11.1</u> OCFS will convene a Statewide Team with representation from senior managers from OCFS Home Office, representatives of the New York State Court Improvement Program, county court improvement projects and other county “best practice” family courts, representatives of other local districts, staff from the Office of Court Administration, and representatives of law guardians and the respondents’ attorneys. This Team will provide the forum to identify barriers and strategies to overcome barriers to timely permanency, including reunification, in the interface between the courts and the districts and agencies.</p> <p>Several committees will be formed under the auspices of the Statewide Team that will meet regularly to do the day-to-day work needed to implement strategies to overcome barriers at both the State and local levels.</p>	<p>Statewide Team formed and regular meetings held. Feedback regarding the effectiveness of the Team will be discussed at meetings and gathered from stakeholders</p>	<p>a. Statewide Team convened.</p> <p>b. Team will meet quarterly. Agendas and minutes of each meeting will be written, so there is a record of barriers identified and action steps to overcome the barriers. Assignments will be made to committees of the team for further action as appropriate.</p> <p>c. Implement at both the State and local levels developed strategies identified to address barriers to timely permanency.</p>	<p>a. Quarter 3</p> <p>b. By end of each Quarter, Quarters 3 - 8</p> <p>c. By tend of each quarter Quarters 4-8.</p>	<p>End of Qtr 8</p>
<p>Training will be provided on permanency hearings</p>	<p><u>Action Step 11.6.</u> OCFS will work with the Statewide Team to continue efforts already underway to provide cross-training for legal, judicial and social services’ staff. This training will increase knowledge and skills related to</p>	<p>Training sessions will be held; participants will be asked to complete training evaluation forms</p>			<p>End of Qtr 8</p>

	<p>expedited permanency.</p> <p>a. A Statewide conference, regional training sessions and training sessions via teleconference will be conducted for legal, judicial, and social services staff.</p> <p>b. A minimum of five local districts and New York City will create an ongoing mechanism for cross-jurisdictional stakeholder groups to meet periodically and identify county-specific strategies to shorten the length of time children spend in foster care. A cross jurisdictional stakeholder group consist of local judicial, legal, social service staff, service providers and tribal member representatives.</p> <p>c. Plans will be developed and implemented to reduce the length of time children remain in care.</p>		<p>a. At least one Statewide conference, with a minimum of 100 attendees, one regional training session for each State Region and one teleconference training session held. All of these sessions will include participants from each of the target groups.</p> <p>b. Five local districts and New York City establish cross-jurisdictional stakeholder groups.</p> <p>c. Reports of cross-jurisdictional stakeholder group meetings. Plans will include county specific plans of implementation along with timeframes.</p>	<p>a. End of Quarter 8</p> <p>b. By the end of Quarter 3</p> <p>c. By the end of each quarter 4-8.</p>	
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<p>Increase the number of cases where timely permanency hearings are held by 10% from the established baseline level</p> <p>A statewide baseline against which to measure improvement does not exist at this time. The establishment of a baseline will be a measurement of success toward this goal.</p>	<p><u>Action Step 11.8</u> OCFS will add questions on Permanency Hearing timeframes to the IV-E survey to provide feedback regarding current Permanency Hearings practices, including areas of strength and those in need of improvement.</p>	<p>Data collected through the IV-E survey will establish a baseline to measure future performance. Regularity of permanency hearings monitored during ongoing semi-annual case reviews</p>	<p>a. Additional questions added to the Survey.</p> <p>b. Statewide baseline performance level established.</p> <p>c. Technical assistance provided to identified districts while continuing to collect performance data through statewide case reviews.</p>	<p>a. End of Quarter 1</p> <p>b. End of Quarter 4</p> <p>c. Quarters 4-8</p>	<p>End of Qtr 8</p>
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**Systemic Factor 2: Case Review System**

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

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-mark Dates	Goals Dates
<p>Improve the Length of Time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p>Additional strategies will be identified to increase the use of services to locate birth fathers. This will increase the permanency options for children and will expedite the adoption process when surrenders and TPRs are appropriate to the case circumstances.</p> <p><u>Action Step 1.5</u> OCFS will work with local districts to identify what barriers preclude them from using services to locate fathers.</p>	<p>State Semi-Annual Length of Time to Achieve Adoption Data (from AFCARS)</p>	<p>a. Assessment of barriers begins.</p> <p>b. Assessment of barriers completed. A report of the assessment of barrier to be provided to the counties and ACF.</p> <p>c. Plan developed to provide technical assistance to overcome barriers.</p> <p>d. Technical assistance provided to at least one district in each of the 6 regions of the State.</p>	<p>a. By end of Quarter 3</p> <p>b. End of Quarter 4</p> <p>c. Plan Developed by End of Quarter 5.</p> <p>d. T.A. provided beginning by end of Quarter 5 and continue to end of Quarter-6</p>	<p>End of Qtr 8</p>

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<p>Improve the Length of Time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p><u>Action Step 11.1</u> OCFS will convene a Statewide Team with representation from senior managers from OCFS Home Office, representatives of the New York State Court Improvement Program, county court improvement projects and other county “best practice” family courts, representatives of other local districts, staff from the Office of Court Administration, and representatives of law guardians and the respondents’ attorneys. This Team will provide the forum to identify barriers and strategies to overcome barriers to timely permanency, including reunification, in the interface between the courts and the districts and agencies.</p> <p>Several committees will be formed under the auspices of the Statewide Team that will meet regularly to do the day-to-day work needed to implement strategies to overcome barriers at both the State and local levels.</p>	<p>State Semi-Annual Length of Time to Achieve Adoption Data (from AFCARS)</p>	<p>a. Statewide Team convened.</p> <p>b. Team will meet quarterly. Agendas and minutes of each meeting will be written, so there is a record of barriers identified and action steps to overcome the barriers. Assignments will be made to committees of the team for further action as appropriate.</p> <p>c. Implement at both the State and local levels developed strategies identified to address barriers to timely permanency.</p>	<p>a. Quarter 3</p> <p>b. By end of each Quarter, Quarters 3 - 8</p> <p>c. By end of each quarter Quarters 4-8.</p>	<p>End of Qtr 8</p>
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<p>Improve the Length of Time to Achieve Adoption, as measured by the National Standard, from 2.95% to 5.9%</p>	<p><u>Action Step 11.7</u> OCFS and OCA, with input from local districts and courts that handle appeals, will determine what steps have proven effective in expediting appeals in termination of parental rights cases. OCFS, through its regional offices, will facilitate other counties’ efforts to replicate those approaches by:</p> <p>a. Creation of local task forces who deal with appeals, along with local DSS, agency attorneys, law guardians and attorneys for respondents to identify causes for delays in appeals and to recommend ways to avoid or expedite appeals.</p> <p>b. OCFS will ask the Office of Court Administration to identify further steps as appropriate for each appellate division. OCFS regional offices will assist counties within each appellate division to identify further steps.</p>	<p>State Semi-Annual Length of Time to Achieve Adoption Data (from AFCARS)</p>	<p>a. Creation of at least two local task forces who deal with appeals. Identification of steps that have proven effective in expediting appeals.</p> <p>b. A formal request is made by OCFS to OCA for further steps to be identified for each appellate division. OCFS regional offices provide technical assistance to at least two counties to identify further steps.</p>	<p>a. By end of Quarter 3</p> <p>b. Begin in Quarter 4 and continue through Quarter 8</p>	<p>End of Qtr 8</p>
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**Systemic Factor 5: Service Array**

**Item 35: The State has in place an array of services that assess the strengths and needs of children and families and 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.**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-Mark Dates	Goals Dates
Enhance service array by addressing barriers to the provision of specialized services	<p><u>Action Step 12.2</u> Continue OCS participation in the Tier III management structure of the Coordinated Children’s Services Initiative (CCSI), an interagency team, to advocate for the service needs of children in the child welfare system and to resolve service provision issues.</p> <p>a. OCFS management staff continues to attend monthly meetings of CCSI Tier III Management team.</p> <p>b. Continue training for counties with CCSI projects</p> <p>c. Semi-Annual newsletter issued.</p>	Through regular semi-annual QA reviews, OCFS will assess whether children received the services they need .	<p>a. OCFS participated in monthly CCSI meetings.</p> <p>b. Training for CCSI projects delivered.</p> <p>c. Newsletter published semi-annually.</p>	<p>a. Quarters 1-8</p> <p>b. End of Quarter 8.</p> <p>c. Quarter s 1-8</p>	End of Qtr 8

System Factor 5: Service Array

Item 36: The Services In Item 35 Are Accessible To Families And Children In All Political Jurisdiction Covered In The State’s CFSP

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench-mark Dates	Goals Dates
<p>Increase the training and technical assistance available to counties to support collaborative, cross systems planning to increase the accessibility of services</p>	<p>New York will continue its cross-systems planning, training, and technical assistance efforts to support the ability of communities to plan, coordinate, and make accessible, the services needed to meet community needs, including the mental health needs of children.</p> <p><u>Action Step 12.1</u> OCFS will continue to support the Integrated County Planning (ICP) project through the following steps:</p> <p>a. Participate in the Steering Committee and the Interagency Workgroup.</p> <p>b. Expand training and technical assistance to all other counties to support their engaging in increased collaborative planning, using the lessons learned from the current ICP counties.</p> <p>c. Complete development of the technical assistance manual on outcomes and distributed to counties through training. d. Conduct Essentials of Asset Building – training of trainers on three core workshops on developmental assets and community mobilization.</p>	<p>Training and technical assistance regarding cross-systems planning is available to all counties.</p> <p>Trainee evaluations will be completed, where appropriate</p>	<p>a. Continued participation in the ICP Steering Committee and Interagency Workgroup; quarterly report submitted.</p> <p>b. Expansion of training and technical assistance to other districts completed.</p> <p>c. Technical assistance manual completed, and distributed.</p>	<p>a. Qtrs. 1-8</p> <p>b. Qtrs. 3 – 6</p> <p>c. End of Quarter 1</p>	<p>End of Qtr 8</p>

New York State Program Improvement Plan Reporting Matrix

	<p>d. Hold two training events each year, highlighting county successes, strengthening collaborations, best practice/research based practice, and data base development.</p> <p>e. Continue to set the expectation that participating counties conduct comprehensive needs assessments and service inventories as part of their planning process so that emerging needs and/or gaps in the local service array are identified and addressed through the planning process.</p> <p>f. Continue the formal, independent evaluation of the ICP project.</p>		<p>d. Training completed.</p> <p>e. Two trainings held each year.</p> <p>f. Expectation communicated; needs assessments and service inventories conducted.</p> <p>g. Final report completed after the final year of the project.</p>	<p>d. End of Quarter 4</p> <p>e. Quarters 2 - 8</p> <p>f. Quarters 1-8</p> <p>g. End of Quarter 6</p>	
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<p>Same as above.</p>	<p><u>Action Step 12.2</u> OCFS will continue to participate in the management structure of the Coordinated Children’s Services Initiative (CCSI). This interagency initiative is intended to reduce systemic barriers to service provision for children and families who need services from multiple systems (child welfare, mental health, developmental disabilities).</p> <p>a. OCFS management staff continues to attend monthly meetings of CCSI Tier III Management team.</p> <p>b. Continue training for counties with CCSI projects.</p> <p>c. Semi-Annual newsletter issued.</p>	<p>Through regular semi-annual QA reviews, OCFS will assess whether children received the services they need</p>	<p>a. OCFS participates in monthly CCSI management team meetings.</p> <p>b. Training for CCSI projects delivered.</p> <p>c. Newsletter published semi-annually.</p>	<p>a. Quarters 1-8</p> <p>b. End of Quarter - 8</p> <p>c. Quarters 1-8.</p>	<p>End of Qtr 8</p>
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<p>Establish a new child welfare financing system that provides increased State share for an array of non-foster care services</p>	<p><u>Action Step 12.4:</u> New York will implement the Child Welfare Finance Legislation that was enacted during the 2002 legislative session. This legislation promotes an increase in the provision of preventive, independent living, adoption and aftercare services through an increased State share for these services (65% State share/35% local share) net of federal dollars. The foster care block grant remains in place and a quality enhancement fund will increase the availability and quality of services.</p> <p>a. Inform districts and agencies about the provisions of the legislation through two teleconferences, six regional forums, and a minimum of two Local Commissioner Memoranda (LCMs).</p> <p>b. Technical assistance provided to districts individually as needed.</p> <p>c. Obligation of the \$2 million Quality Enhancement Money to increase the availability of services to children and families and/or improve CFSR outcomes.</p>		<p>a. Two teleconferences held; six regional forums held; minimum of two LCMs distributed; reports provided to ACF.</p> <p>b. Contacts for technical assistance provided to districts technical assistance provided when requested.</p> <p>c. Program models or strategies for improving CFSR outcomes selected for funding; funds obligated.</p>	<p>a. Quarters 1</p> <p>b. Quarters 1 – 8</p> <p>c. Quarters 1 – 4</p>	
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**Systemic Factor 5: Service Array**

**Item 37: The services in item 35 can be individualized to meet the unique needs of children and families served by the agency**

Goal/Negotiated Measure /Percent of Improvement	Action Steps	Method of measuring Improvement	Benchmarks Toward Achieving Goal	Bench- mark Dates	Goals Dates
<p>Services are individualized to meet the unique needs of children and families</p>	<p>OCFS will improve case planning and service plan review process to better support the provision of appropriate and individualized services to meet needs. Therefore:</p> <p><u>Action Step 1.7</u> OCFS will undertake a set of actions steps to increase the fields understand of the purpose, timing, and process of case planning and service plan reviews. These steps will include:</p> <p>a. reviewing current case planning and service plan review practices.</p> <p>b. identification of best practices.</p> <p>c. New York will develop and distribute a policy and practice guidance paper regarding the identified best practices.</p> <p>d. Provision of training and TA to at least one district and one agency in each of the 6 regions of the State (which includes New York City) to strengthen the case planning and service plan review processes. At least two of the trained districts will consist of all the districts in the State.</p>	<p>Monitor whether children receive appropriate services through regularly scheduled semi-annual QA case reviews and self- report data</p>	<p>a. Workgroup established to review the processes, and practice.</p> <p>b. Best practice identified and documented regarding the role of workers, supervisors, family members and other key participants in the case planning process.</p> <p>c. A practice will be completed and disseminated. This paper will be distributed to every local district and voluntary agency statewide and posted on OCFS’ website.</p> <p>d. Technical assistance provided to at least one district and one agency in each of the 6 Regions of the State –(which includes New York City) regarding practice guidelines, including training on facilitation skills for targeted individuals within selected districts (as available through the OCFS Training Plan.)</p>	<p>a. End of Quarter 1</p> <p>b. Begin in Quarter 2; complete by end of Quarter 3</p> <p>c. Begin in Quarter 4;complete by end of Quarter 5</p> <p>d. Begin in Quarter 6 and continue in Quarters 7 &amp; 8</p>	<p>End of Qtr 8</p>

## Resources Needed From ACF For PIP Implementation

### I. ASSISTANCE FROM NATIONAL RESOURCE CENTERS (NRC)

#### A. Enhancing Initial Engagement And Assessment For Families Reported to the State Central Register To Reduce Repeat Incidents of Maltreatment

Action Step 1.1: Working with an NRC, OCFS will examine the definition that it uses to register calls to the State Central Register (SCR) as subsequent reports, i.e. reports of suspected recurrence of maltreatment, including court-ordered investigations.

#### B. Family conferencing and Early Engagement

Action Step 1.4: In order to increase the number of families who are engaged in a productive service relationship to meet the needs of their children, OCFS work with the NRCs to review the effectiveness of various family group conferencing models and will promote utilization of the most effective models statewide.

Action Step 1.7: Working with the NRCs, OCFS will undertake an interrelated set of action steps to reinforce the purpose of, and to improve the conduct of and effectiveness of the case planning and service plan review processes.

Action Step 1.8: In consultation with the NRC's, OCFS will ascertain barriers to visitation, lessons learned from district, agency and national visitation models, and strategies for successfully implementing a model to improve visitation practices.

Action 1.16. Working with the National Resource Center(s), university training partners, and New York Association of Foster Parents and Adoptive Parents, OCFS will assess the unmet needs of foster parents through a data collection process to be determined. Data will be gathered and analyzed. Recommendations will be made for next steps with attention paid to ways to reduce barriers to foster parents accessing needed services, and helping foster parents advocate for their own needs.

Action Step 2.1: OCFS will review its current regulations and written materials regarding concurrent planning. In consultation with the NRC and at least 9 districts with concurrent planning initiatives, OCFS will conduct a local readiness assessment in at least 9 districts regarding the implementation of concurrent planning. Two of the 9 districts will have populations in the top 10 districts in the State.

Action Step 11.6: OCFS will look to the National Resource Center(s) as potential trainers for the training of legal, judicial, and social services staff related to expediting permanency.

**Persons Responsible for Implementation of the PIP**

Note: The Deputy Commissioner of the Division of Development and Prevention Services, Larry G. Brown, is responsible for the overall implementation of the PIP. His designee for the coordination of PIP implementation in Lee Lounsbury, Coordinator of Administrative Operations in the Division of Development and Prevention Services. The implementation of each strategy in the PIP is coordinated by one or more OCFS staff persons, as listed below.

**Coordinators for NYS PIP Implementation and Other State Improvement Strategies Not Included in the PIP**

Action Step Numbers	Strategy		Title	Coordinator	Coordinator	Coordinator
1.1 – 1.3	1	A	Subsequent Reporting (RAP)	Dianne Ewashko	Cathy Grose	
1.4	1	B	Family Conferencing and Engagement	Linda Kurtz		
1.5 – 1.6	1	C	Locating Fathers; Parent Advisors	Linda Kurtz		
1.7	1	D	Case Planning and Services Plan Review	Dianne Ewashko		
1.8 – 1.10	1	E	Visitation	Linda Kurtz		
1.11	1	F	Assessments of Children's Behavioral and	Dianne Ewashko		

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			Mental Health Needs			
1.12 – 1.17	1	G	Stability, Casework Contacts, Promoting Safety, Permanency and Well-Being	Renee Hallock		
1.18 – 1.20	1	H	Quality Assurance and Continuous Improvements	Gail Haulenbeek		
2.1 – 2.5	2		Concurrent Planning	Jack Klump	Michelle Rafael	
3.1 – 3.3	3		Safety and Well-Being in Congregate Care	Patricia Sheehy	Shelley Murphy	
4.1 – 4.4	4		Permanency Options / Mediation	Michelle Rafael		
5.1 – 5.5	5		Adolescent	Linda C. Brown	Diana Fenton	
6.1	6		Dual Track	Jamie Greenberg		
7.1 – 7.7	7		Workforce Development	Gail Haulenbeek	Peter Miraglia	Margo Velez
8.1 – 8.3	8		Workload Management	Bill McLaughlin		
9.1 – 9.2	9		Connections Data Warehouse	Karen Vergoni	Donna Keys	
10.1 – 10.5	10		Tribal Agenda	Christine Heywood	Kim Thomas	

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11.1 – 11.8	11	Court	Gail Gordon	Kathleen DeCataldo	Maryjane Link Cheryl Larrier
12.1 – 12.5	12	Cross-Systems and Services Array	Dianne Ewashko	Larry Pasti	