

South Dakota Child and Family Services Review Round 3 Program Improvement Plan

State/Territory: South Dakota

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Program Improvement Plan Introduction

Introduction

The 2016 Child and Family Services Review (CFSR) found South Dakota to be out of substantial conformity with all seven outcomes; six of the seven systemic factors were found to be strength. South Dakota has the systems in place to improve child welfare, however, needs to improve implementation of the current practice model and develop and maintain a skilled and stable workforce. In response to the CFSR, South Dakota has developed a Program Improvement Plan that addresses key areas identified by the CFSR which will focus on:

- 1) Safety assessment and management, through ensuring fidelity to the current practice model;
- 2) Achieving timely permanency through improved engagement with families;
- 3) Building a skilled and stable workforce.

There are numerous factors that make South Dakota unique. South Dakota is a relatively expansive state with a small population. The 2012 census estimated the population at 833,354. The distance from border to border west to east measures approximately 380 miles and north to south measures approximately 245 miles. The state's court system is a statewide unified structure that is divided into seven Judicial Circuits. There are only a couple of communities where there is one Judge appointed to preside exclusively over A/N cases. The majority of the Circuit Court Judges hear a mixture of criminal and other civil cases, along with child abuse and neglect cases. Some of the Judges must travel to small, rural communities. While the state's Circuit Court Judges operate as a unified system, the courts still often operate in different ways within standardized procedures. The prosecutors are called States Attorneys. They are mandated by statute to represent the Department in child abuse and neglect cases, but they are county attorneys paid by the county and are either elected or under contract. This sometime creates a role conflict related to practice and case decisions when the States Attorney is of the opinion they represent their county or represent the "State" but not necessarily Child Protection Services. The prosecutors in the majority of States Attorney's Offices handle a mix of criminal and civil cases, including child abuse and neglect cases.

There are nine sovereign tribes in South Dakota. Child Protective Services (CPS) provides child welfare services on five of those reservations and contracts with the other four to provide their own child welfare services. Close to 30% of the Native American children in the custody of CPS are under the jurisdiction of a tribal court. The tribes operate under tribal code and have no obligation to recognize any state or federal laws that relate to timeliness of abuse and neglect proceedings and dispositions. A tribe's culture can impact permanency decisions when it involves breaking the connections between a parent and their children (as most tribes located in South Dakota do not terminate parental rights), which can result in children staying in care for long periods of time.

Understanding the Issues

To better understand and analyze the issues related to building and maintain a skilled and stable workforce, South Dakota examined data regarding worker retention. Additionally, South Dakota conducted focus groups of current workers and supervisors. Child Protection Services turnover rate increased from a five-year average of 15.8% at the end of state fiscal year 2013 to 24.4% for state fiscal year 2016. Turnover dropped to 18.1% in state fiscal year 2017, and then increased to 22.2% in state fiscal year 2018. The higher turnover rates were historically in the larger offices. However, some smaller offices are now experiencing higher rates of turnover.

Any employee who left the agency voluntarily is required to complete an exit survey. The four main reasons given for leaving the agency are: imbalance between work life and personal life, emergency response (on duty), caseload size, and pay/benefits.

High turnover rates can affect workload for staff who need to cover the cases due to vacancies. When vacancies are filled, the candidates are usually inexperienced and require a significant time to develop the skills and knowledge needed to be competent.

Supervisors have responsibility for providing back-up support for staff when there are vacancies and when otherwise needed for ongoing staff development. Supervisors are also responsible for the work with community partners and are expected to troubleshoot local systemic issues to assure the effective operation of the child welfare system at the local level. This requires participation in committee meetings and time spent collaborating with key stakeholders. In turn, staff turnover, increased foster care caseloads (which are the result of more children coming into care) and increased mandates put additional demands on Supervisors, which decreases the time they have to provide clinical supervision and training to staff.

During 2017, Child Protection Services completed focus groups with all Family Services Specialists to get their input on issues affecting their work and suggestions for making the work more manageable. Additionally, focus groups were completed with supervisory staff to ensure their input was also gathered. Based on these focus groups with Family Service Specialists and Supervisors, it was learned that maintaining transparent lines of communication are necessary to assist with the retention of staff. Furthermore, valuable insights were provided by staff providing their ideas on how the Division can do its work more efficiently while maintaining the safety of children and integrity of the practice models.

Along with data gathered regarding retention and focus groups, individual regional case reviews were held to determine if workers were correctly using the safety model in Region 6, the largest metro area in South Dakota. It was determined that there were 26 children who could move safely from an out of home safety plan to an in-home safety plan if the region utilized the most recent enhancement of the Comprehensive Safety Intervention (CSI) model, safety plan determination and conditions for return.

In addition to these regional case specific results, South Dakota management examined the results from the OSRI to add additional context to perceived areas needing improvement. South Dakota also used the May 2017 National Data Profile to determine

concerns regarding achieving timely permanency for children, with emphasis on children in care from 12 to 23 months; again, this data was used in conjunction with OSRI data.

Based on the data gathered from the focus groups, OSRI, SACWIS system reports, and regional case reviews, South Dakota determined the root causes of the problems. The CSI Model is composed of Intake, the Initial Family Assessment and Ongoing Services. The model is still in place and has continued to be an integral part of Child Protection Services' practice. It was determined after review and analysis; however, the majority of supervisors were not adequately trained to effectively provide clinical supervision and skill development to their staff in safety decision making. Additionally, Regional Managers were also not prepared to develop these skills in their supervisors. As a result, the model was not being used with fidelity.

Based on the CFSR results for Items 8, 11, 12B, 13 and 15, which showed specifically low performance, discussion was held via focus groups with Family Services Specialists to determine what may have contributed to poor performance in these areas. Family Services Specialists and Supervisors indicated that engaging with resistive parents and parents who comply without making needed behavior changes is difficult. They specifically noted that they feel they would benefit from additional skills that would help them engage with parents who are resistive or seem compliant with services, however are not making progress with needed behavioral changes.

It was stated in the CFSR Final Report that South Dakota law prohibits workers from contacting non-custodial parents without consent of the custodial parent. The Final Report further states the law applies to all custodial parents who do not want the non-custodial parent contacted. However, the law only applies to in-home cases and does not apply to foster care cases. Child Protection Services re-reviewed the cases where lack of engagement of the non-custodial parent was determined to be an issue during the CFSR, and it was found the lack of consent by the custodial parent was a factor only in a couple of cases.

South Dakota examined performance regarding timely achievement of permanency. The state noted that their performance for children in care 12 to 23 months was statistically worse than national performance, which was a drop from the previous time frames. After further inquiry and data collection, South Dakota's performance in the subsequent data submission has returned to "no different than national performance". The reader should keep in mind when analyzing data regarding CPS in South Dakota there is a lower population of children and slight changes of the number of children in and out of care drastically effect overall percentages for the state's performance. CFSR data specific to certain items, and more specifically item 6, show that children are not achieving permanency timely. While these data indicators, in conjunction with focus group discussions, gave some insight into the problem, South Dakota determined further analysis was needed to find the root cause of this issue. South Dakota enlisted the help of the Capacity Building Center for States to help build internal capacity, so additional data informed analysis can be done to determine why permanency is delayed for these children. It is important to note that this analysis is necessary. Initial root cause analysis indicated a need for timely and quality

permanency hearings. South Dakota has developed Goal 2, Strategy 2 to address this identified barrier.

Proposed Solutions

To achieve better outcomes by building a resilient and stable child welfare workforce, Child Protection Services is taking an internal, systemic approach to address staff turnover and barriers affecting program implementation. Since early 2016, Child Protection Services' Management Team has been reviewing program and work management practices to make enhancements in practice and find efficiencies that improve implementation. While there is not a specific strategy to address staff turnover, it was determined through this process that each of the cross-cutting strategies are designed to lessen the strain on workers, while ensuring that they have the skills and support to complete the work, with the goal of ultimately retaining the well trained, stable, effective employees. South Dakota also has determined that retention of Family Services Specialist is heightened when they have confidence in their supervisor's abilities and develop a strong and trusting relationship. Skill development of supervisors will enhance their capacity to better guide their staff. The five strategies are:

1. **Region-based coaching and consultation:** Due to problems identified regarding safety assessment and management practice, Child Protection Services again explored the possibility of providing Supervisor and Safety Decision Making. Taking into consideration the overwhelming time the training required of Supervisors and managers the first time around, it was determined the best use of resources and the most impactful intervention is regional based coaching and consultation. The majority of Supervisors have voiced the desire to become more competent in supervising staff related to safety decision-making and safety monitoring and regional consultation and coaching has been found to be an effective process to enhance skill. Supervisor and Safety Decision Making remains an option for supervisors who do not respond to this strategy.
2. **Add coaching component to supervisor training:** Additionally, South Dakota has determined through root cause analysis a detriment to the implementation of the CSI model. Based on individual regional case reviews, it was learned that workers and supervisors are focusing on *compliance* changes in children and families, versus *behavioral* changes that would demonstrate progress/lack of progress in permanency achievement. Based on the identification of this issue, South Dakota has implemented an adaptive change in providing the classroom training to include emphasis on behavioral change indicators and then also including an over the shoulder coaching component to the training to ensure the Supervisors are understanding and utilizing the skills learned in the classroom training. The assessment process is described more under Goal 1, Strategy 1 in the Goals, Strategies/Interventions, and Key Activities section.
3. **Implement Motivational Interviewing:** To address the need for enhancement in Family Services Specialist's skill development regarding engaging resistive parents who comply with Child Protection Services intervention but do not make the necessary behavioral changes, Child Protection Services is implementing Motivational Interviewing. The PCA process emphasizes engagement of parents as a critical component of intervention by using a collaborative approach with parents

and focusing on self-determination. The PCA measures progress through behavior change rather than compliance. The Motivational Interviewing training is being provided to enhance Family Services Specialist's ability to engage parents in the protective capacity process, which is driven through caregiver self-determination and measures progress based on behavioral change. It can help decrease parent's resistance to intervention and is intended to strengthen the parent's own motivation and commitment to change. Implementation of the training is described in Goal 3, Strategy 1.

4. Implement case plan for non-resident parents: The Protective Capacity Assessment Case Plan is intended for parents in families with identified threats to child safety and diminished protective capacities to manage the threats. Child Protection Services did not have a case plan for non-resident parents who have no danger threats. Child Protection Services determined the implementation of a more formal plan for non-resident parents in these situations would help staff implement policy and practice and address those issues found in the CF SR related to not engaging non-resident parents. Statewide, regionally based training was completed in September 2017 for all Supervisors and Family Services Specialists on the Non-Resident Parent Case Plan. The Ongoing Services Program Specialist is taking the lead in overseeing implementation of the Non-Resident Parent Case Plan. The oversight being provided is described in more detail under Goal 3, Strategy 2.
5. Improve timeliness and quality of permanency hearings: South Dakota is engaged with partners from the United Judicial System, the SD Court Improvement Project, the Capacity Building Center for States and Courts, and States Attorneys from the two largest counties in the state (Minnehaha and Pennington Counties) to move forward with a strategy based on the findings of Goal 2, Strategy 2, to enhance permanency outcomes for children through quality timely permanency hearings. In addition to this work, South Dakota will coordinate Goal 1, Strategy 1 to build staff skills in these counties in the most recent enhancement to the CSI model (safety plan determination and conditions for return in order to safely return children in a timely manner) with an emphasis on keeping them in the family home, and ultimately preventing re-entry into foster care through the development of an in-home safety plan.

Additionally, CPS implemented changes during the development of the PIP that are not included in the PIP to improve and enhance practice and lessen the burden on staff. Those enhancements are: development of the Screening and Response Determination to improve timeliness of initial contact; implementation of a Present Danger Assessment, refinement of the Impending Danger threats, revisions to the Protective Capacity Assessment (PCA) which included decreasing narrative documentation in the PCA itself to make its completion less time intensive; implementation of enhanced caseworker parent/child visits screens for in-home and foster care cases, which allowed for the discontinuation of the foster care monthly report form as the narratives serve the same purpose as the monthly reporting form; and the addition of on-line PRIDE foster parent training to allow for the majority of the sessions to be completed on-line.

Finally, the State Legislature approved the Department of Social Services request for 6 Social Services Aides in 2017. These aides were requested to alleviate workload constraints, allowing Family Services Specialist more availability to have direct services

to families. The Legislature approved additional funding for the PRIDE foster parent training and home study contract to increase the number of training hours in four Regions and add training through the contract in one Region. The Legislature also approved additional funding for the Kinship Home Study contract. The increased funding is intended to improve the timeliness of home studies for out of state ICPC requests, which was found to be an ANI and to improve efforts to evaluate prospective relative placement resources for children in Child Protection Services' custody. Each of these were effective for the new state fiscal year beginning July 1, 2017.

Continuous Quality Improvement

Child Protection Services included a CQI component within a majority of the strategies. The first CQI activity within those strategies includes a case review component using review tools separate from the SPWB Reviews. There is also a coaching component related to the specific intervention that is the focus of the strategy. The CQI process for long term monitoring of the strategies will be the SPWB Reviews. If progress is not made or progress is made but not maintained, the CQI process beginning with defining the problem and further analysis of the issue will be implemented to address the area needing improvement.

Part One: Goals, Strategies/Interventions, and Key Activities

Goal 1: Improve safety assessment, safety plan determination, safety planning, and safety monitoring practices so that children are safe and do not enter or re-enter foster care when safety can be managed in the home. (Safety 2 and Wellbeing 1)

Strategy 1: Implement a regional assessment, consultation, and coaching process to evaluate the safety practice and supervision.

There will be two components which will comprise the assessment and coaching processes included in this strategy. Assessment Component I was initiated to assess whether the children must remain in an out of home safety plan or whether their safety could be maintained in their homes through an in-home safety plan. This review will be paired with Assessment Component II to strengthen the assessment of implementation of practice. The reviews will evaluate perspectives of staff related to working with families and permanency, the overall office culture and norms, and fidelity of practice and decision-making. Assessment Component I was begun with Region 6 and this process thus far has provided a good initial view of trends of practice in safety assessment, planning and management. There will be projected dates for both Region 1 and Region 6. Regions 1 and 6 are the targeted regions as they are the largest populated areas in the state and consistently have the most children in custody. Regions 1 and 6 were also selected to coordinate our level of efforts alongside Goal 2 Strategy 3. If this process is proven successful consideration will be given to statewide implantation. The key activities described in the PIP will include the full process for Region 1 and revisiting key activities with Region 6 to reconfirm initial findings and move forward with future coaching/intervention.

Assessment Component I:

A review of Region 1 and Region 6 will be completed focusing on children in foster care. The criteria for case selection are cases of children from each region that have been in care at least 6 months and no longer than 12 months, have parental rights intact, and are not in a residential treatment setting. All foster care cases in the sample will be reviewed within an office unless it is confirmed accurate and precise decisions are being made consistently in the region regarding the safety of children and the necessity for out-of-home safety plans.

- Cases are reviewed by the Protective Services Program Specialist, Ongoing Services Program Specialist, Outcome Management Program Specialist, Assistant Director, and other potential in house experts, using the Comprehensive Safety Intervention model (CSI) instruments.
- Discussion is held by the reviewers with the Regional Manager, Supervisor, and Family Services Specialist about those cases where more immediate action needs to be taken related to reunification or immediate safety management.
- A list of cases that have been reviewed are provided to the Regional Manager to follow up with each Supervisor and Family Services Specialist regarding information that is needed or needs to be updated to make a determination if children can be returned home with an in-home plan.

- The review instrument, which may include further recommendation/guidance on future casework, will be provided to the Regional Manager.
- The Regional Manager notifies the team of reviewers upon completion of any required case action and includes supporting case documents, i.e. completed safety plan determination and conditions for return.
- A determination is made by the reviewers as to whether the recommendations were implemented.

Assessment Component II:

A review of Initial Family Assessments (IFA) and/or Protective Capacity Assessments (PCA) from each region will be completed as a component of the case review outlined in Assessment Component I. These findings will provide the basis for the assessments of the Supervisors' skills and coaching will be tailored based on those conclusions.

- Regional Managers and/or their supervisory team select the case(s) to be candidates for consultation/coaching.
- A minimum of four case consultation/coaching session will be held by the Protective Services Program Specialist, Ongoing Services Program Specialist, Outcome Management Program Specialist, Assistant Director, with the Regional Manager, Supervisor and available Family Services Specialists. The group will work through the case using the CSI tools and related case information to assess and provide consultation and coaching on the following safety decision points:
 1. Screening decision and response time (initial contact).
 2. Determination of present danger.
 3. Protocol used for case interviews.
 4. Whether there was sufficient information provided related to the six elements of the IFA.
 5. Whether there was impending danger.
 6. If there was impending danger, the impending danger statement
 7. If no impending danger, the accuracy of the case closure determination.
 8. Safety plan determinations in open cases.
 9. Conditions for return criteria when children are in out of home safety plans.
 10. Development of behavior-based outcomes in caregiver's language in case plan
 11. Case evaluations determined utilizing behavior change.
- A regional evaluation to include conclusions obtained from the case review of Component I and the consultation/coaching of Component II will be written for the Region which will provide a summary of the process, findings and conclusions and recommendations. The evaluation will include identified areas of need related to staff perspective and office culture and norms.

- A meeting will be held with the Supervisors, Regional Managers, and the review team to go over the findings of the regional evaluation, results of follow up case reviews, and recommendations. A decision will be made as to whether more coaching is necessary. If further coaching is needed, a plan will be developed with the Regional Manager and Supervisors to determine how the coaching will be provided.
- Regional action plans will be developed, as needed, for Region 1 and Region 6 to address any further areas of need. Regional action plans will be monitored by the Ongoing Services Program Specialist, the Protective Services Program Specialist, the Outcome Management Program Specialist and the Assistant Division Director.
- A follow up review of cases, either through onsite consultation/coaching or record read (at a minimum of 2 per region) will be completed by the review team three months after coaching has been completed and will be completed quarterly for the next year to determine if the model and techniques are being used in day to day practice and have positively impacted outcomes for children.
- A determination will be made about each Supervisor's level of competence and need for further development in safety decision-making. A decision will then be made as to whether the Supervisor will need to attend Supervisory Safety Decision Making or additional individual training. If further coaching is needed, a plan will be developed with the Regional Manager and Supervisor to detail how the additional coaching will be provided.
- If the skill enhancement supports positive outcomes, the process will be replicated in the other five regions.
- All Regional Managers will participate in monthly IFA/PCA case consultations to monitor the practice enhancements and allow for opportunities for statewide practice enhancement. One month all seven Regional Managers will review and consult on a selected IFA or PCA. The following month the Regional Managers will facilitate the process with the supervisory group in their region. The effectiveness of this strategy will be revisited after the first year of implementation. If the strategy is found to be successful in supporting practice enhancement, a plan will be developed to sustain the practice.

Key Activity 1.1: Complete case review of children meeting identified criteria in Region 1 and Region 6.

Projected Completion Date:

Region 1: October 2019

Region 6: December 2017 Completed

Key Activity 1.2: Initial consultation and coaching (minimum of 4 sessions), address case specific issues with immediate safety, permanency, and wellbeing concerns.

Projected Completion Date:

Region 1: March 2020

Region 6: September 2017 Completed

Key Activity 1.3: Complete regional assessment, including assessment of culture, perspectives, and values of the Region. These assessments will be completed by the Ongoing Services Program Specialist, the Protective Services Program Specialist, Outcomes Management Specialist and the Assistant Division Director.

Projected Completion Date:

Region 1: April 2020

Region 6: December 2017 Completed

Key Activity 1.4: Present findings to each Region.

Projected Completion Date:

Region 1: May 2020

Region 6: February 2018 Completed

Key Activity 1.5: Develop a regional action plan regarding the findings, to include how culture, perspectives, and values will be addressed.

Projected Completion Date:

Region 1: June 2020

Region 6: August 2019

Key Activity 1.6: All Regional Managers will participate in monthly IFA/PCA case consultations to monitor the practice enhancements and allow for opportunities for statewide practice enhancement. One month all seven Regional Managers will review and consult on a selected IFA or PCA. The following month the Regional Managers will facilitate the process with the supervisory group in their region. The effectiveness of this strategy will be revisited after the first year of implementation. Starting July 1, 2019

Projected Completion Date: August 2020

Key Activity 2.1: Monitor regional action plans through a review of cases, either through onsite consultation/coaching or record read (at a minimum of 2 per region) will be completed by the review team three months after coaching has been completed and will be completed quarterly for the next year and identify any additional needs to ensure sustainability.

Projected Completion Date:

Region 1: June 2021

Region 6: August 2020

Key Activity 2.2: A determination will be made about each Supervisor's level of competence and need for further development in safety decision-making. Individual development plans developed, as required.

Projected Completion Date:

Region 1: September 2021

Region 6: November 2020

Key Activity 2.3: Monitor progress through onsite SPWB review to determine change in practice.

Projected Completion Date: Ongoing

Goal 2: Improve processes, systems, and permanency planning practices so children and families achieve timely and appropriate permanency. (Safety 2, Well-Being 1, Permanency 1, and Case Review System)

Strategy 1: Implement Safety Plan Determination and Conditions for Return practice standards statewide to ensure children are returned to their families safely and to prevent re-entry.

Child Protection Services implemented statewide a practice enhancement to the Comprehensive Safety Intervention model to improve assessment and decision-making related to reunification. The enhancement, which is called Conditions for Return, includes criteria required to be met for reunification to occur and a process for keeping children safe at home with an in-home safety plan. As part of the review of children in out-of-home care described under Goal 1, Strategy 1, the Ongoing and Protective Services Program Specialist and Assistant Division Director are reviewing the Initial Family Assessments (IFA) and Protective Capacity Assessments (PCAs) to monitor implementation of Conditions for Return in Region 1 and Region 6. The Program Specialists and Assistant Division Director then provide coaching to the Supervisor and Regional Manager regarding the review. Additionally, included in Goal 1, Strategy 1, is a 12-month process of regional coaching and consultation with will include Safety Plan Determination and Conditions for Return

Key Activity 1.1: Staff trained on Conditions for Return.

Completion Date: June 1, 2017 Completed

Key Activity 1.2: Stakeholder meetings held to introduce Conditions for Return.

Completion Date: July 31, 2017 Completed

Key Activity 1.3: Implement Conditions for Return statewide.

Completion Date: August 31, 2017 Completed

Key Activity 1.4: Coaching provided to regional managers and supervisors to support skill development in Safety Plan Determination and Conditions for Return. Please see Goal 1, Strategy 1, Key Activity 1.7.

Projected Completion Date: July 2020

Key Activity 1.5: Monitor progress through onsite SPWB review to determine change in practice.

Projected Completion Date: Ongoing

Strategy 2: Conduct regional assessments to evaluate permanency planning practices for children with adoption, guardianship, and APPLA goals and address challenges and barriers that are identified.

As described earlier in the Introduction narrative, there are many factors that need to be considered in relation to any intervention or interventions developed to improve timeliness of permanency. Those factors include: different state and tribal jurisdictions; local systems and demographics; differences in how local state courts operate; regularity of court hearings and what occurs during the hearings; Child Protection Services offices with higher levels of turnover; inconsistent practice issues; and differences in strengths and areas needing improvement regarding implementation of practice among some of the Child Protection Services offices. Due to the variations from Region to Region, office to office, and among legal jurisdictions, Child Protection Services determined the most effective approach would be to complete localized assessments to determine the specific areas of need and strengths in each office's jurisdiction and develop plans to address factors at the office level in each Region that are affecting permanency rather than attempt to use one or two statewide approaches. Child Protection Services completed assessments and analysis at the Region and office levels.

Child Protection Services is receiving technical assistance from the Capacity Building Centers (CBC) for States and Courts in this effort to improve practice and outcomes related to the case review system and permanency. Initially, the intent of the request for technical assistance from the CBCs was to look at how timeliness and quality of six-month periodic reviews can be improved. During discussions, which included Child Protection Services staff, a staff from the ACF Region 8 Office and the CBC staff, it was decided the project to improve six-month reviews could be incorporated into the broader permanency assessment project. Conference calls and an on-site meeting have been held involving staff from Child Protection Services, the CBC, and the ACF Region 8 Office.

A case review instrument was developed with assistance from the CBC. A list of cases was pulled from FACIS for all children who were in care for seven months or more as of October 2017, and a second list of cases was pulled from FACIS for children who were discharged from care between July 1, 2017 and September 30, 2017. A random sampling of cases was selected from the lists. The sampling size for each office was determined with the assistance of the CBC. The individual who completed the case reviews began employment with

CPS on January 9, 2018 and ended employment in June of 2019. The Information from the assessment of safety practice and supervision assessment described in Goal 1, Strategy 1 will be used with the findings from this assessment in the development of the plans to improve permanency practice. Strategy 2 was completed over the course of the last 2 years during PIP development. We will be utilizing the skills developed through the consultation provided by the Capacity Building Center for States. South Dakota will apply what was learned for further analysis of PIP outcomes. Amongst other data elements, it was learned that hearing quality in the regions is inconsistent, furthermore, not all permanency hearings cover all of the elements that are necessary for a quality permanency hearing. The completion of Strategy 2 led South Dakota to develop Strategy 3.

Strategy 3: Enhance the quality and ensure timeliness of permanency hearings.

Quality and timely permanency hearings support the achievement of permanency for children. The Division of Child Protection Services, the Pennington and Minnehaha County State's Attorneys, the Unified Judicial System and the Court Improvement Program Committee will collaborate to enhance the quality of permanency hearings in Region 1 (Pennington County) and Region 6 (Minnehaha County), as these regions have the most children in placement. The court and the agency will work on improving hearing quality and timeliness of permanency hearing to improve Item 6.

This strategy has several components. The first component entailed a workgroup comprised of the Capacity Building Center for Courts, Child Protection Services and the Court Improvement Program Coordinator completing a root cause analysis to determine the factors impacting permanency for children. The analysis focused on data related to Item 6 in Region 1 and 6 to include the following:

- Data from the 2016 Child and Family Service Review
- Data from the Safety Permanency, Well-Being reviews conducted by the CPS in 2017 and 2018
- Interviews with Child Protection Services Staff
- Data on the length of stay of children in care and length of time between entry and discharge by permanency goal
- Data on the timeliness of permanency hearings
- Review of the New York Child Welfare Court Improvement Program's data on the relationship between hearing quality and case outcomes.

The outcome of the analysis determined the quality of permanency hearings was impacting permanency, thus the focus of this strategy.

The second component of this strategy will include a presentation of the data by the Court Improvement Program Coordinator and CPS staff to the Court Improvement Program Committee. Along with review of the data, the focus of this committee will be to define timely and quality permanency hearings for

children and select a workgroup to develop and implement a Best Practice Standards for South Dakota Permanency Hearings for judges, attorneys, and CPS. The Best Practice Standards for South Dakota Permanency Hearings will be incorporated into the South Dakota Guidelines for Child Abuse and Neglect Cases, which is being revised by a Court Improvement Program Workgroup.

The third component of this strategy is to align the court report utilized by CPS to provide information related to the specific case goal as outlined in the Best Practice Standards for South Dakota Permanency Hearings.

The fourth component will have the Court Improvement Program Committee requesting a letter from the Chief Justice to coincide with the release of the South Dakota Guidelines for Child Abuse and Neglect Cases, along with data reflecting the number of children in CPS custody, length of stay, timeliness to permanency, and for a collaborative effort to enhance the quality and ensure timeliness of permanency hearings for children starting with the two largest counties.

The fifth component of this strategy will be a request to the State Court Administrator for key members of the Court Improvement Program Committee to meet with the Presiding Judges to present permanency data for South Dakota, and to share the Best Practice Standards for South Dakota Permanency Hearings, which are incorporated in the South Dakota Guidelines for Child Abuse and Neglect Cases.

The sixth component will be meetings between the Presiding Judge, the Abuse and Neglect Judge, the Deputy State's Attorney, the Court Improvement Program Coordinator, the Division and Assistant Division Director of CPS and the Regional Managers in both Pennington and Minnehaha Counties to review data, review and discuss the revised South Dakota Guidelines for Child Abuse and Neglect Cases, with specific attention to the Best Practice Standards for South Dakota Permanency Hearings and the revised court report, and obtain consensus on implementation strategy and timeframe of the Best Practice Standards for South Dakota Permanency Hearings.

The seventh component will involve a plan to measure the effectiveness of the strategy, to include a request for technical assistance from the Capacity Building Center for Courts to develop a court observation instrument for permanency hearings and a strategy for implementation of the measurement process. Also, data analysis from Safety, Permanency, Well Being Reviews, data analysis from FACIS and Odyssey, and feedback from key stakeholders involved in the court process will be analyzed to measure effectiveness.

If this strategy has a successful impact on permanency outcomes for children, the plan would be to implement this strategy statewide after consultation with the key stakeholders. This strategy will also be shared with tribal representatives and implemented as permitted by each sovereign tribe.

Key Activity 1.1: Child Protection Services, the Court Improvement Program Coordinator, with support of Region 8 and Central Office along with technical assistant from the Capacity Building Center for Courts will

complete a root cause analysis to determine factors impacting permanency for children.

Completion Date: December 2018 Completed

Key Activity 1.2: The Court Improvement Program Committee will define timely and quality permanency hearings for children and select a sub group to develop a Best Practice Standards for South Dakota Permanency Hearings for judges, attorneys, and CPS.

Projected Completion Date: April 2019

Key Activity 1.3: Develop the Best Practice Standards for South Dakota Permanency Hearings for judges, attorneys, and CPS.

Projected Completion Date: July 2019

Key Activity 1.4: The court report formats utilized by CPS and CASA will be aligned to include information related to the specific case goal as outlined in the Best Practice Standards for South Dakota Permanency Hearings.

Projected Completion Date: September 2019

Key Activity 1.5: Court Improvement Program Coordinator will collaborate with the State Court Administrator and Chief Justice to obtain a letter from the Chief Justice to coincide with the release of the South Dakota Guidelines for Child Abuse and Neglect Cases with permanency data and calling for a collaborative effort to enhance the quality and ensure timeliness of permanency hearings.

Projected Completion Date: October 2019

Key Activity 1.6: Meet with the Presiding Judges to present permanency data for South Dakota, to share the Best Practice Standards for South Dakota Permanency Hearings incorporated within the South Dakota Guidelines for Child Abuse and Neglect Cases.

Projected Completion Date: December 2019

Key Activity 1.7: Meet with core county stakeholders in Regions 1 and 6 to obtain consensus on implementation strategy and timeframe of the Best Practice Standards for South Dakota Permanency Hearings.

Projected Completion Date: March 2020

Key Activity 1.8: Implementation of the plan to improve timely and quality permanency for children to Pennington County and Minnehaha County.

Projected Completion Date: July 2020

Key Activity 1.9: Request technical assistance from the Capacity Building Center for Courts to develop a court observation instrument for permanency hearings and a strategy for utilization.

Projected Completion Date: May 2020

Key Activity 1.10: Measurement of plan to improve timely and quality permanency outcomes for children through Safety, Permanency, Well Being Reviews, collecting data from FACIS and Odyssey and observation/evaluation of court proceedings.

Projected Completion Date: January 2021

Key Activity 1.11: After analysis of data, determine if it is necessary to refine strategy or develop a new strategy to enhance timely and quality permanency outcomes for children.

Projected Completion Date: March 2021

Strategy 4: Collaborate with the legal systems to implement a petition specific to termination of parental rights to comply with the Adoptions and Safe Families Act.

While many of the States Attorneys establish during court hearings or by notice prior to a dispositional hearing the intent to initiate termination of parental rights, most of the jurisdictions do not file a petition that specifically addresses the State's intention to pursue termination of parental rights. Child Protection Services is working with a Deputy States Attorney from Pennington County to develop a petition template to use for filing of termination of parental rights. The template will then be introduced to States Attorneys and Tribal Prosecutors and state and tribal Judges prior to implementation.

Key Activity 1.1: Sample draft petition(s) developed with Deputy States Attorney.

Completion Date: December 30, 2018 Completed

Key Activity 1.2: Work with Director of Division of Legal Services to coordinate with local states attorneys to implement new TPR petition.

Projected Completion Date: May 2019

Key Activity 1.3: Share draft TPR petition and policy with Regional Managers and Supervisors at spring management conference in April 2019.

Projected Completion Date: May 2019

Key Activity 1.4: Work with CIP to revise bench book to include TPR petition. Revised bench book will be distributed to judges and states attorneys.

Projected Completion Date: May 2019

Key Activity 1.5: Outcomes Management Program Specialist will monitor level of compliance with TPR petition requirement through SPWB Reviews. There are seven regional reviews throughout the year at which time progress will be assessed. Court Improvement Program Coordinator will monitor compliance through annual case reviews.

Projected Completion Date: Ongoing

Goal 3: Enhance engagement and case planning practices so that families are engaged, and connections are maintained. (Permanency 2 and Well-Being 1)

Strategy 1: Incorporate Motivational Interviewing practice concepts into initial and ongoing training of staff so they will better engage children and families.

Child Protection Services is implementing Motivational Interviewing Training. The training is being provided to increase Family Services Specialist's skills in engaging parents. It can help decrease parent's resistance to intervention and is intended to strengthen the parent's own motivation and commitment to change. The model fits well with the IFA and, particularly with the PCA; the PCA uses a collaborative approach with parents and focuses on self-determination. The training is composed of Level I and Level II. The first efforts will be to train the Supervisors, Regional Managers, Program Specialists and Lead Family Services Specialists on both Levels. All current Family Services Specialists will then be trained on Level I, which includes the introduction to Motivational Interviewing and training and practice on the skills and techniques. They will then be allowed a few months to practice what they learned in Level I. Level II training, which includes refresher training and time for consultation, will then be provided. Level 1 and Level II motivational interviewing will then be added to the certification training curriculum. Due to the complexity and time demands required, Child Protection Services will not be implementing the full Motivational Interviewing model. The Regional Managers and Supervisors will develop a plan to incorporate periodic practice exercises during office/unit staff meetings to assist with sustainability of the model. Once the plan is developed, it will be detailed in the Regional Managers monthly report. Child Protection Services believes training on Motivational Interviewing will be a valuable skill to improve staff interview and engagement skills.

Key Activity 1.1: Supervisors and Lead Family Services Specialists trained on Level I and Level II.

Completion Date: January 18, 2018 Completed

Key Activity 1.2: Family Services Specialists trained on Level 1 and Level II.

Completion Date: June 30, 2018 Completed

Key Activity 1.3: Motivational Interviewing training curriculum added to new staff Certification Training.

Completion Date: October 31, 2018 Completed

Key Activity 1.4: Regional Managers and Supervisors coach and reinforce Motivational Interviewing skills and concepts during monthly supervisory staffing's.

Projected Completion Date: Ongoing

Key Activity 2.1: Develop and implement parent survey to gauge level of engagement. The survey will also be used to determine outcomes that are important to parents related to the Division's strategic plan.

Projected Completion Date: May 2019

Key Activity 2.2: Monitor progress through onsite SPWB review to determine change in practice. Assess training process to determine changes needed.

Projected Completion Date: Ongoing

Strategy 2: Implement an enhanced case planning process for parents and children with emphasis on parental involvement and engagement.

A workgroup composed of Permanency and Well-Being Certification trainers was established in August 2014 to make improvements to the Child Case Plan. The workgroup surveyed staff responsible for completing Child Case Plans to obtain their input on what they like about the current Child Case Plan and what they would like to see changed with the current Child Case Plan. The workgroup noted some trends in the survey responses, which included taking out the activity sheet and making the needs assessment area clearer. The Child Case Plan was piloted in Sioux Falls, Rapid City, and Mission offices beginning in August 2016. Training and statewide implementation was completed in August 2017. There have been updates made to the Child Case Plan after statewide implementation to further enhance the quality and usability of the Child Case Plan. The Child Case Plan Workgroup was expanded in November 2018 to consist of the original workgroup members and one Family Services Specialist representatives from each Region. The goal of the workgroup was to revise the Child Case Plan to consider balancing what is manageable for Family Services Specialists, what is in the best interest of the child, and meeting IVE requirements. The workgroup sought input from foster parents throughout the state and Young Voices for what they would find meaningful in a child's case plan. The workgroup met February 1, 2019 to finalize the updates to the Child Case Plan and at the meeting were two youth currently in foster care to provide their input on making the Child Case Plan present more positively about youth, to expand the Independent Living Section, how the Child Case Plan is reviewed with them by their worker, and connections.

The Child Case Plan Addendum was implemented statewide in August 2017. The addendum will allow a Family Services Specialist to document significant changes for a child after the child's initial case plan is done and in-between evaluations. These changes include, behavioral changes that require a change in services, changes in placement, and goal changes. Any changes to the child's behavioral needs, services, or goal that is documented on the addendum will be incorporated in the next Child Case Plan evaluation. This document will allow for timely incorporation of changes with the child's needs, services, and permanency goal.

The Outcomes Management Program Specialist monitored the implementation of the Child Case Plan as indicated in the Key Activities listed below. Supervisors submitted newly completed Child Case Plans to the Program Specialist prior to the family signing the case plans, and after the Supervisor reviewed it. The Program Specialist provided written feedback in the Child Case Plan document if something is not completed according to policy. Depending on how much and what feedback is provided, the Program Specialist may have reviewed the Child Case Plan again to provide additional feedback. A spreadsheet was kept of every Child Case Plan reviewed from each office. When the 90-day evaluation was due the Program Specialist will review one evaluation from each worker prior to it being signed to assure evaluations to the Child Case Plan are being done according to policy regarding the case plan; which emphasizes the practice of engaging parents in case development and case review. The Program Specialist reviewed additional Child Case Plans from each Family Services Specialist, as necessary. Once it is determined a Supervisor has demonstrated the ability to provide feedback to their staff with fidelity to the policy and procedures of the Child Case Plans, the Program Specialist will do quarterly reviews of a sample of the Child Case Plans for 9 months.

Starting in May 2018 there was a shift from the Outcomes Management Program Specialist reviewing the Child Case Plan to doing onsite coaching and consultation regarding the Child Case Plan process. The Outcomes Management Program Specialist communicated with the Regional Managers to determine if offices within their Region were candidates for onsite coaching and consultation on the Child Case Plan. The coaching and consultation occurred in Region 1, Region 3, Region 5, and Region 7. Once the newest update to the Child Case Plan is implemented the coaching and consultation will continue in the identified offices where support is needed.

As a part the review of the Child Case Plan, the Program Specialist will also be reviewing the case narratives that relate to the development of the Child Case Plans and evaluations to help determine if parents and children are involved in the case planning process and if quality conversations are happening between the Family Services Specialist, parents, and child.

Child Protection Services also implemented a Non-Resident Parent Case Plan to enhance the engagement of non-resident parents of children in out-of-home care who do not have any identified danger threats. The Ongoing Services Program Specialist will review Non-Resident Parent Case Plans as part of the review of children in out-of-home care described in Goal 1, Strategy 1. The Program Specialist will complete quarterly reviews of a sample of cases from each office and provide feedback on the fidelity of the Non-Resident Parent Case Plan. A longer-term process for monitoring will be instituted once it is determined what the focus needs to be geographically and how broad the review process will need to be regarding practice areas.

Key Activity 1.1: Implemented revised child's case plan and addendum, policy and process.

Completion Date: August 1, 2017 Completed

Key Activity 1.2: Outcomes Management Program Specialist will review every new and updated child case plan to ensure quality and sufficiency of information.

Completion Date: April 30, 2018 Completed

Key Activity 1.3: Through consultation and coaching, including but not limited to local office training, address case specific issues with parent and child engagement.

Projected Completion Date: Ongoing

Key Activity 1.4: Assess implementation through SPWB reviews completed by the Outcomes Management Program Specialist and consultation provided to Supervisors when areas of development are indicated.

Projected Completion Date: Ongoing

Key Activity 2.1: For out-of-home placement cases, implement a case plan and related guidelines to engage non-resident parents who have no assessed danger threats and do not require a Protective Capacity Assessment Case Plan.

Completion Date: October 1, 2017 Completed

Key Activity 2.2: For in-home cases, implement an enhanced Protective Capacity Assessment Case Plan and Protective Capacity Case Plan Evaluation to include non-resident parent input regarding child's needs and involvement.

Completion Date: October 1, 2017 Completed

Key Activity 2.3: Coaching and consultation provided to Supervisors when areas of development are indicated.

Completion Date: October 2018 Completed

Key Activity 2.4: FACIS was updated to clearly identify non-resident parent case plans.

Completion Date: November 2018 Completed

Key Activity 2.5: Assess implementation through SPWB reviews completed by the Outcomes Management Program Specialist and consultation provided to Supervisors when areas of development are indicated.

Projected Completion Date: Ongoing

Strategy 3: Enhance kinship practice and procedures related to identifying, locating, informing, and evaluating prospective kinship resources with emphasis on engaging kinship resources who will serve the best interests of children.

Child Protection Services has done relatively well at identifying and locating relatives. Based on OSRI results, the areas needing the greatest improvement were efforts to inform and evaluate relatives. Child Protection Services reviewed and revised practice and procedures related to relative placement. As discussed earlier in the Introduction, Child Protection Services also increased funding in 2017 for the Kinship Home Study contract to improve timeliness with completion of home studies. This additional funding for the contract is also intended to improve timeliness of ICPC studies with an expectation the contract will increase the number of ICPC cases completed within 60 days, which was found to be an area needing improvement in the Statewide Assessment. Child Protection Services is including a strategy within the Program Improvement Plan to enhance kinship practice and policy. The practice and policy will place more focus on how to assess relatives and to engage those relatives whose relationship and circumstances would serve the best interests of the children as a relative placement or connection. Based on focus group conclusions with Family Services Specialists and Supervisors), there are a variety of issues which impact engagement of relatives, including: staff may not have the time needed to work with all of the relatives that may be interested; relatives may be angry about the intervention by the agency; relatives may not want to upset the parent; relatives may not show a desire for placement while the plan is still reunification but change their mind when reunification is no longer the plan; or staff may not feel the urgency due to other priorities. The revision in the policy and related training are meant to address as many of these barriers as possible.

Key Activity 1.1: Kinship practice and procedures revised.

Completion Date: October 31, 2017 Completed

Key Activity 1.2: Staff trained and revised practice and procedures implemented.

Completion Date: December 2017 Completed

Key Activity 1.3: Assess implementation through SPWB reviews completed by the Outcomes Management Program Specialist and consultation provided to Supervisors when areas of development are indicated

Projected Completion Date: Ongoing

Key Activity 1.4: Assess the fidelity of the kinship policy every six months to ensure quality and timely relative searches and home studies are being completed. Consultation to the Supervisors when areas of development are indicated.

Projected Completion Date: Ongoing

Part Two: Measurement Plan

Instructions: Refer to CFSR Technical Bulletin #8A for information on identifying which items require measurement.

Case Review Items

Instructions: Complete the following table for each case review item included in the PIP, adding as many tables as needed to capture all case review items requiring improvement *and* measurement. List the case review item in the first column. Identify the baseline for the item in the second column. Identify the improvement goal for the item in the third column. In the last row of the table, describe the data source and approach to measurement for the case review, including the time period that is represented in the baseline, the total number of cases rated (numerator) and the total number of cases rated as a Strength (denominator).

Case Review Item	Baseline	Improvement Goal
Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment	TBD	TBD

Data Source and Approach to Measurement:

Data Source: Data source is from the case reviews completed during the baseline year that occurred February 2019-November 2019.

Approach to Measurement: Progress will be measured using Child Protection Services QA office review process.

Total number of cases reviewed: 65 for the Baseline Year and 72 for the PIP Measurement Year.

Number of applicable cases: TBD

Case Review Item	Baseline	Improvement Goal
Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-entry into Foster Care	TBD	TBD

Data Source and Approach to Measurement:

Data Source: Data source is from the case reviews completed during the baseline year that occurred February 2019-November 2019.

Approach to Measurement: Progress will be measured using Child Protection Services QA office review process.

Total number of cases reviewed: 65 for the Baseline Year and 72 for the PIP Measurement Year.

Number of applicable cases: TBD

Case Review Item	Baseline	Improvement Goal
Item 3: Risk and Safety Assessment and Management	TBD	TBD

Data Source and Approach to Measurement:

Data Source: Data source is from the case reviews completed during the baseline year that occurred February 2019-November 2019.

Approach to Measurement: Progress will be measured using Child Protection Services QA office review process.

Total number of cases reviewed: 65 for the Baseline Year and 72 for the PIP Measurement Year.

Number of applicable cases: TBD

Case Review Item	Baseline	Improvement Goal
Item 4: Stability of Foster Care Placement	TBD	TBD

Data Source and Approach to Measurement:

Data Source: Data source is from the case reviews completed during the baseline year that occurred February 2019-November 2019.

Approach to Measurement: Progress will be measured using Child Protection Services QA office review process.

Total number of cases reviewed: 65 for the Baseline Year and 72 for the PIP Measurement Year.

Number of applicable cases: TBD

Case Review Item	Baseline	Improvement Goal
Item 5: Permanency Goal for Child	TBD	TBD

Data Source and Approach to Measurement:

Data Source: Data source is from the case reviews completed during the baseline year that occurred February 2019-November 2019.

Approach to Measurement: Progress will be measured using Child Protection Services QA office review process.

Total number of cases reviewed: 65 for the Baseline Year and 72 for the PIP Measurement Year.

Number of applicable cases: TBD

Case Review Item	Baseline	Improvement Goal
Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	TBD	TBD

Data Source and Approach to Measurement:

Data Source: Data source is from the case reviews completed during the baseline year that occurred February 2019-November 2019.

Approach to Measurement: Progress will be measured using Child Protection Services QA office review process.

Total number of cases reviewed: 65 for the Baseline Year and 72 for the PIP Measurement Year.

Number of applicable cases: TBD

Case Review Item	Baseline	Improvement Goal
Item 12: Needs and Services of Child, Parents, and Foster Parents	TBD	TBD

Data Source and Approach to Measurement:

Data Source: Data source is from the case reviews completed during the baseline year that occurred February 2019-November 2019.

Approach to Measurement: Progress will be measured using Child Protection Services QA office review process.

Total number of cases reviewed: 65 for the Baseline Year and 72 for the PIP Measurement Year.

Number of applicable cases: TBD

Case Review Item	Baseline	Improvement Goal
Item 13: Child and Family Involvement in Case Planning	TBD	TBD

Data Source and Approach to Measurement:

Data Source: Data source is from the case reviews completed during the baseline year that occurred February 2019-November 2019.

Approach to Measurement: Progress will be measured using Child Protection Services QA office review process.

Total number of cases reviewed: 65 for the Baseline Year and 72 for the PIP Measurement Year.

Number of applicable cases: TBD

Case Review Item	Baseline	Improvement Goal
Item 14: Caseworker Visits With Child	TBD	TBD

Data Source and Approach to Measurement:

Data Source: Data source is from the case reviews completed during the baseline year that occurred February 2019-November 2019.

Approach to Measurement: Progress will be measured using Child Protection Services QA office review process.

Total number of cases reviewed: 65 for the Baseline Year and 72 for the PIP Measurement Year.

Number of applicable cases: TBD

Case Review Item	Baseline	Improvement Goal
Item 15: Caseworker Visits with Parents	TBD	TBD

Data Source and Approach to Measurement:

Data Source: Data source is from the case reviews completed during the baseline year that occurred February 2019-November 2019.

Approach to Measurement: Progress will be measured using Child Protection Services QA office review process.

Total number of cases reviewed: 65 for the Baseline Year and 72 for the PIP Measurement Year.

Number of applicable cases: TBD