

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

State: West Virginia

ACF Regional Office:    Region I        Region IV        Region VII        Region X      
    Region II        Region V        Region VIII      
    Region III    X    Region VI        Region IX   

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Date and quarter submitted: 5-23-03

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
	A <sup>1</sup>	N/A <sup>2</sup>						
Outcome S1: Children are, first and foremost, protected from abuse and neglect	<input type="checkbox"/>	<input checked="" type="checkbox"/>					Projected:	Projected:
							Actual:	Actual:
Item 1: Timeliness of initiating investigations of reports of child maltreatment	<input type="checkbox"/>	<input checked="" type="checkbox"/>					Projected:	Projected:
							Actual:	Actual:
Item 2: Repeat maltreatment	<input type="checkbox"/>	<input checked="" type="checkbox"/>					Projected:	Projected:
							Actual:	Actual:
Recurrence of Maltreatment (Statewide data indicator relating to Item 2)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Based on 2001 data on repeat maltreatment West Virginia is at 5.7% and found to be in	Continue efforts to address data regarding West Virginia is at 5.7% and	NCANDS FACTS	Maintain conformity with the national data standard for repeat maltreatment.	Projected:	Projected:

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation								
1			2	3	4	5	6	7
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	A <sup>1</sup>	N/A <sup>2</sup>						
			conformity.	found to be in conformity.			Actual:	Actual:
Incidence of Child Abuse and/or Neglect in Foster Cares (Statewide data indicator relating to Item 2)	<input type="checkbox"/>	<input checked="" type="checkbox"/>					Projected:	Projected:
							Actual:	Actual:
Outcome S2: Children are safely maintained in their homes whenever possible and appropriate	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increase the percentage of cases from 68.9% to 75% that demonstrate children are safely maintained in their own homes whenever possible and appropriate.		CFSR case review process OPQI	Increase the percentage of cases from 68.9% to 75% that demonstrate children are safely maintained in their own homes whenever possible and appropriate.	Projected: 72% 6-1-04	Projected: 75% 6-1-05
							Actual:	Actual:
Item 3: Services to family to protect child(ren) in home and prevent removal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increase the percentage of cases from 65.5% to 80% that demonstrate services are provided to the family to protect children in their own home and prevent removal.		CFSR case review process OPQI	Increase the % of cases from 65.5% to 80% that demonstrate services are provided to the family to protect children in their own home and prevent removal.	Projected: 70% 6-1-04	Projected: 80% 6-1-05
							Actual:	Actual:

1. Applicable
2. Not Applicable

Program Improvement Implementation								
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	A <sup>1</sup>	N/A <sup>2</sup>						
<p>Item 3: Services to family to protect child(ren) in home and prevent removal</p> <p>Items contributing to nonconformity</p> <ul style="list-style-type: none"> <li>• Agency had not made diligent efforts to provide services to ensure children's safety while preventing their placement in foster care.</li> <li>• Lack of consistency among caseworkers in the appropriate assessment of service needs.</li> <li>• Needs assessment was not sufficiently comprehensive to capture underlying problems- needs identified, but not provided for.</li> <li>• Stakeholders identified lack of funding for services, delays in initiating services, gaps in the service array, provision of services that are not matched to the needs of the child, and availability of services and a problem for attaining approval for in-home services.</li> <li>• Accessibility varies depending on geographical location.</li> <li>• The subject of the report have been removed from the home, but the needs of the other children in the home were not assessed.</li> </ul>			<p>Increase the percentage of cases from 65.5% to 80% that demonstrate services are provided to the family to protect children in their own home and prevent removal.</p>	<p>1. Utilizing existing test from ACTION for Child Protection, implement a competency based system for certification and classification for CPS workers and direct management. (BCF Commissioner)</p>	<p>CFSR case review process OPQI</p>	<p>Testing for supervisors, social service coordinators, trainers, and program managers.</p> <p>1a. Existing staff requiring testing and certification identified.</p> <p>1b. Regional refresher course delivered statewide.</p> <p>1c. Existing protocol for testing of current staff implemented statewide.</p> <p>1d. Competency testing of current staff completed</p> <p>1e. Certification for current staff completed.</p> <p>1f. Testing/Certification for new supervisors implemented statewide.</p>	<p>Projected:</p> <p>1a. 10-03</p> <p>1b. 2-04</p> <p>1c. 2-04</p> <p>1d. 3-04</p> <p>1e. 5-04</p> <p>1f. 7-04</p>	<p>Projected:</p>

1. Applicable
2. Not Applicable

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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity		Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
		A <sup>1</sup>	N/A <sup>2</sup>					
Item 3: Services to family to protect child(ren) in home and prevent removal <b>Continued</b>				Increase the percentage of cases from 65.5% to 80% that demonstrate services are provided to the family to protect children in their own home and prevent removal. <b>Continued</b>	1. Utilizing existing test from ACTION for Child Protection, implement a competency based system for certification and classification for CPS workers and direct management. (BCF Commissioner) <b>Continued</b>	CFSR case review process OPQI <b>Continued</b>	<u>Testing for Workers</u> 1g. Existing staff requiring testing and certification identified.  1h. Regional refresher training provided statewide.  1i. Existing protocol for testing of current staff implemented statewide.  1j. Competency testing of current staff completed.  1k. Certification of existing staff completed.  1l. Trainee workers tested and certified prior to promotion to CPS worker classification.	Projected:  1g. 6-04  1h. 12-04  1i. 12-04  1j. 3-05  1k. 5-05  1l. 5-05

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	A <sup>1</sup>	N/A <sup>2</sup>					
Item 3: Services to family to protect child(ren) in home and prevent removal <b>continued</b>		Increase the percentage of cases from 65.5% to 80% that demonstrate services are provided to the family to protect children in their own home and prevent removal. <b>Continued</b>	1. Utilizing existing test from ACTION for Child Protection, implement a competency based system for certification and classification for CPS workers and direct management. (BCF Commissioner) <b>Continued</b>	CFSR case review process OPQI <b>Continued</b>	1m. Procedure established and implemented for testing/certification for new hires (new CPS workers).	Projected: 1m. 6-05	
					1n. Competency Testing and certification for CPS workers and management completed.		
			2. Re-issue CPS competencies for workers and supervisors as a way to emphasize its connection to agency and mission for safety and protection of children with a promotional presentation that can be utilized throughout BCF. (BCF Commissioner)		2a. Technical assistance from NRC for Family Centered Practiced requested. State technical assistance request approved by ACF regional office.	Projected: 2a. 6-03  2b. 9-03  2c. 12-03	
					2b. Promotional presentation (curriculum) developed.		
					2c. Promotional presentation provided at Statewide meeting for Regional Directors and Community Services Managers.		

- 1. Applicable
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	A <sup>1</sup>	N/A <sup>2</sup>				
Item 3: Services to family to protect child(ren) in home and prevent removal <b>Continued</b>			2. Re-issue CPS competencies for workers and supervisors as a way to emphasize its connection to agency and mission for safety and protection of children with a promotional presentation that can be utilized throughout BCF. (BCF Commissioner) <b>Continued</b>	CFSR case review process OPQI <b>Continued</b>	2d. Promotional presentation provided at regional and local level for supervisors and workers.  2e. Promotional presentation (curriculum) integrated into core curriculum for training new workers.	Projected: 2d. 6-04  2e. 7-04
			3. Coordinate and expand existing community collaborative and partnership to identify and address service needs on the local level. (BCF Commissioner)		3a. Signed interagency agreement for partnership collaboration among four Bureaus, this includes designated staff for BCF Community Collaborative Partnership (CCP) workgroup.  3b. Position created for BCF CCP Coordinator.  3c. Position filled.  3d. Staff designated at regional and local level to work with BCF CCP Coordinator.	3a. 9-03  3b. 9-03  3c. 1-04  3d. 2-04

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		A <sup>1</sup>	N/A <sup>2</sup>					
Item 3: Services to family to protect child(ren) in home and prevent removal <b>Continued</b>				Increase the percentage of cases from 65.5% to 80% that demonstrate services are provided to the family to protect children in their own home and prevent removal. <b>Continued</b>	3. Coordinate and expand existing community collaborative and partnership to identify and address service needs on the local level. (BCF Commissioner) <b>Continued</b>	CFSR case review process OPQI <b>Continued</b>	3e. Technical Assistance from NRC for Family Centered Practice for CCP Coordinator and workshop provided.  3f. System design for CCP completed.  3g. Resource, tools, and instrument for service inventory for CCP developed.  3h. Two phase CCP implementation 3h.1. State Level 3h.2. Designated Regions  3i. Regional interagency cooperative agreement for partnership collaborative in designated regions.	Projected: 3e. 9-04  3f. 3-04  3g. 7-04  3h. 9-04 3h.1. 9-04 3h.2. 10-04  3i. 10-04

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	A <sup>1</sup>	N/A <sup>2</sup>						
Item 3: Services to family to protect child(ren) in home and prevent removal <b>Continued</b>			Increase the percentage of cases from 65.5% to 80% that demonstrate services are provided to the family to protect children in their own home and prevent removal. <b>Continued</b>	4. Continue statewide implementation of cross disciplinary model for domestic violence, utilizing Child victimization Domestic Violence Policy and Study Group, for altering BCF casework model in CPS to effectively respond to domestic violence. (Assistant Commissioner for Information Technology and Training)	CFSR case review process OPQI <b>Continued</b>	4a. Interim report from CVDPSG released.  4b. Co-disciplinary training for 85% domestic violence advocates and CPS workers completed; to be followed by 100% completed.  4c. Policy change for identification of risk levels and domestic violence implemented.  4d. Protocol issued for staff on prescriptive interviewing for domestic violence.  4e. Contract developed with the Domestic Violence Coalition to provide on-going training to Child Welfare Staff.	Projected: 4a. 4-03  4b. 9-04; 3-05  4c. 12-02  4d. 1-04  4e. 9-03	

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	A <sup>1</sup>	N/A <sup>2</sup>						
Item 3: Services to family to protect child(ren) in home and prevent removal <b>Continued</b>			Increase the percentage of cases from 65.5% to 80% that demonstrate services are provided to the family to protect children in their own home and prevent removal. <b>Continued</b>	4. Continue statewide implementation of cross disciplinary model for domestic violence, utilizing Child victimization Domestic Violence Policy and Study Group, for altering BCF casework model in CPS to effectively respond to domestic violence. (Assistant Commissioner for Information Technology and Training) <b>Continued</b>	CFSR case review process OPQI <b>Continued</b>	4f. Eighty (80%) of Child Welfare staff attended June 2004 domestic violence training; to be followed by 100% completed.  4g. Mandatory domestic Violence training integrated into new worker training requirements.  4h. Modifications to FACTS completed to indicate presence of domestic violence and substance abuse to be used for reporting and prescriptive interviewing (also see Item #4).	Projected: 4f. 6-04 1-05  4g. 3-04  4h. 6-05	

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	A <sup>1</sup>	N/A <sup>2</sup>						
Item 3: Services to family to protect child(ren) in home and prevent removal <b>Continued</b>			Increase the percentage of cases from 65.5% to 80% that demonstrate services are provided to the family to protect children in their own home and prevent removal. <b>Continued</b>	5. Implement managed system of care for purchase of services Administrative Service Organization (ASO) to families and children that is performance and outcome based. (BCF Commissioner)	OPQI case reviews Peer reviews Case outcomes	5a. ASO – service purchase.  5b. Contract awarded.  5c. Defined services and criteria released.  5d. Eighty-five (85%) of Child Welfare Staff trained; to be followed by 100% trained.  5e. Provider enrollment and agreements in place and implemented.	Projected: 5a. 10-03  5b. 8-03  5c. 10-03  5d. 10-03; 4-04  5e. 10-03	

1. Applicable
2. Not Applicable

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	A <sup>1</sup>	N/A <sup>2</sup>						
Item 3: Services to family to protect child(ren) in home and prevent removal <b>Continued</b>			Increase the percentage of cases from 65.5% to 80% that demonstrate services are provided to the family to protect children in their own home and prevent removal. <b>Continued</b>	6. Evaluate impact of managed system of care for purchase of services ASO on actual service delivery and case outcomes in CPS. (Assistant Commissioner for Planning and Quality Improvement)	OPQI Peer reviews Case outcomes ASO reports	6a. Evaluation methods and tools developed for provider evaluation.  6b. Evaluation methods and tools implemented.  6c. Analysis of provider performance completed and documented.  6d. Analysis of client outcomes pursuant to service delivery completed and documented.	Projected: 6a. 11-03  6b. 11-03  6c. Initial 2-04 Ongoing Quarterly  6d. Initial 10-04 Ongoing Bi-Annual	
Item 4: Risk of harm to child(ren) <ul style="list-style-type: none"> <li>DHHR has not made sufficient efforts to reduce risk of harm.</li> <li>Risk assessment is not capturing the underlying issues.</li> <li>Difficulty using the current decision making model.</li> <li>Model requires extensive training, experience and skill.</li> <li>High staff turnover.</li> <li>Judge refusing to file petitions.</li> </ul>			Increase percentage of cases from 74% to 80% that are rated as a strength in reducing risk of harm to children.	1. Implement supports for CPS workers to improve utilization and consistent application of risk/safety assessment and decision making model for identifying risk and safety issues and making appropriate services selection for risk reduction. (Assistant Commissioner for Children and Family Policy)	CFSR case review process OPQI	Increase percentage of cases from 74% to 80% that are rated as a strength in reducing risk of harm to children.  1a. State technical assistance request approved by ACF regional office.	Projected: 78% 6-04  1a. 5-03	Projected: 80% 6-05
							Actual:	Actual:

1. Applicable
2. Not Applicable

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		A <sup>1</sup>	N/A <sup>2</sup>					
Item 4: Risk of harm to child(ren) <b>Continued</b>			Increase percentage of cases from 74% to 80% that are rated as a strength in reducing risk of harm to children. <b>Continued</b>	1. Implement supports for CPS workers to improve utilization and consistent application of risk/safety assessment and decision making model for identifying risk and safety issues and making appropriate services selection for risk reduction. (Assistant Commissioner for Children and Family Policy) <b>Continued</b>	CFSR case review process OPQI <b>Continued</b>	1b. Technical assistance initiated with NRC on Child Maltreatment.  1c. Technical assistance and consultation recommendations provided to State.  1d. Supports for CPS workers implemented based on NRCCM recommendations.	Projected: 1b. 5-03  1c. 10-03  1d. 3-04	Projected:
Outcome P1: Children have permanency and stability in their living situation			Increase percentage of cases from 38% to 50% that demonstrate that children have permanency and stability in their living situation.			Increase percentage of cases from 38% to 50% that demonstrate that children have permanency and stability in their living situation.	Projected: 43% by 6-04	Projected: 50% by 6-05
							<input checked="" type="checkbox"/>	<input type="checkbox"/>
Item 5: Foster care re-entries							Projected:	Projected:
			<input type="checkbox"/>	<input checked="" type="checkbox"/>			Actual:	Actual:

1. Applicable
2. Not Applicable

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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement		
			A <sup>1</sup>	N/A <sup>2</sup>						
Foster Care Re-entries (Statewide foster care re-entries data indicator)			<input checked="" type="checkbox"/>	<input type="checkbox"/>	Improve data quality around re-entries	1. Train staff to properly document client relationships and merge cases in FACTS.  2. Establish a baseline to accurately reflect the number of foster care re-entries.  (Assistant Commissioner for Information Technology and Training)	AFCARS	1. Eighty-five (85%) of Child Welfare Staff trained; to be followed by 100% trained.  2. Baseline established.	Projected: 1. 12-03 6-04  2. 3-04  Actual:	Projected:      Actual:

- 1. Applicable
- 2. Not Applicable

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		A <sup>1</sup>	N/A <sup>2</sup>						
Item 6: Stability of foster care placement  Items contributing to non-conformity: <ul style="list-style-type: none"> <li>Agency did not make diligent efforts to ensure children's placement stability while in FC.</li> <li>Scarcity of specialized placements.</li> <li>Inconsistency in matching children with appropriate families or placement settings.</li> <li>Use of shelter placements without trying to find more appropriate placement</li> <li>Children are sometimes placed prior to thorough assessment and thorough consideration of providers readiness.</li> <li>Children are placed sometimes and providers are not always given information about the child.</li> <li>Foster parents report that they are not provided necessary information to participate in meetings (MDT).</li> </ul>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increase the percentage of cases from 72% to 85% that are rated as a strength in regards to stability of foster care placement.	1. Expand the capacity to meet the needs of children by increasing the number of specialized foster/adoptive beds by 10%. (Deputy Commissioner)	FACTS report Case reviews	1a. Baseline established for number of children and type of special needs.  1b. Baseline number of homes available for specific special needs established.  1c. Targeted recruitment strategy developed.  1d. Recruitment staff and private agencies identified.  1e. Recruitment strategy implemented.  1f. Beds increased by 5% per year from established baseline.	Projected: 1a. 10-03  1b. 10-03  1c. 10-03  1d. 11-03  1e. 1-04  1f. 6-04 6-05	Projected:

1. Applicable
2. Not Applicable

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	A <sup>1</sup>	N/A <sup>2</sup>						
Item 6: Stability of foster care placement <b>Continued</b>			<b>Increase the percentage of cases from 72% to 85% that are rated as a strength in regards to stability of foster care placement.</b> <b>Continued</b>	2. Engage foster/adoptive parents and other provider in casework process. (Deputy Commissioner)	FACTS report Case reviews <b>Continued</b>	2a. Developed field management report to track worker visits (See Item 31).  2b. Placement Journey Notebook distributed to providers of children in placement (See WB-2, Item 21).  2c. Consistency of worker visits with agency policy increased by 5% bi-annually from 64% (See WB-1, Item 19).  2d. Increased foster/ adoptive parent involvement in MDT's at a rate of 5% bi-annually. (See WB-1, Item 18)	Projected: 2a. 11-03  2b. 1-04  2c. 69% by 12-03 74% by 6-04 79% by 12-04 85% by 6-05  2d. See WB-1 Item 18	Projected:

1. Applicable
2. Not Applicable

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		A <sup>1</sup>	N/A <sup>2</sup>						
Item 6: Stability of foster care placement <b>Continued</b>				Increase the percentage of cases from 72% to 85% that are rated as a strength in regards to stability of foster care placement. <b>Continued</b>	3. Increase the support to foster/adoptive parents. (Deputy Commissioner)	FACTS report Case reviews <b>Continued</b>	3a. The Foster Parent Association Network expanded to include at least one in each collaborative area.  3b. Education partners identified to provide PRIDE training.  3c. PRIDE training implemented statewide for new foster parents.  3d. Additional resources identified for PRIDE training to existing foster parents.  3e. PRIDE training implemented for existing foster parents.	Projected: 3a. 6-04  3b. 7-03  3c. 1-04  3d. 7-04  3e. 12-04	

1. Applicable
2. Not Applicable

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	A <sup>1</sup>	N/A <sup>2</sup>						
Item 6: Stability of foster care placement <b>Continued</b>			Increase the percentage of cases from 72% to 85% that are rated as a strength in regards to stability of foster care placement. <b>Continued</b>	4. Implement Comprehensive Assessment and Planning System (CAPS). (Assistant Commissioner for Children and Family Policy)	FACTS report Case reviews <b>Continued</b>	4. See WB-1, Item 17	Projected: 4. See WB-1, Item 17	Projected:
Stability of Foster Care Placement (Statewide data indicator relating to Item 6)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Improve data collection to accurately track placement in private provider agencies.	1. Implement performance based contracts with private agencies to include requirements regarding notification of child placement moves/disruptions and financial penalties for lack of notification. (Assistant Commissioner Finance & Administration)	Contract monitoring	Contract released.  Reviews validate 90% conformity.	Projected: 8-1-03	Projected:
				2. Workers will correctly and consistently document child's movements on placement screens. (Deputy Commissioner)	AFCARS Case review	2a. Established a benchmark of the percentage of cases where placements are accurately documented.  2b. Percentage of cases increased from benchmark by 5% bi-annually.	Projected: 2a. 11-03  2b. 6-04 12-04 6-05	Projected:

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		A <sup>1</sup>	N/A <sup>2</sup>						
Item 7: Permanency goal for child		<input checked="" type="checkbox"/>	<input type="checkbox"/>	Children have appropriate and timely permanency goals established in 75% of the case reviewed.	1. Implement training on adoption, permanency, concurrent planning and MDTs, for child welfare staff and direct management. (Assistant Commissioner, Information Technology and Training)	Training report Case review	1a. Training developed.  1b. Training delivered to 85% of existing staff; to be followed by 100% of existing staff.  1c. Training integrated into new worker training curriculum.  1d. Appropriate and timely permanency goals have occurred in 62% of cases.  1e. Appropriate and timely permanency goals have occurred in 75% of cases.	Projected: 1a. 12-03  1b. 5-04 11-04  1c. 12-03  1d. 6-04  1e. 6-05	Projected:
Item 8: Reunification, guardianship, or permanent placement with relatives		<input type="checkbox"/>	<input checked="" type="checkbox"/>					Projected:	Projected:
Length of Time To Achieve Permanency Goal of Reunification (Statewide data indicator relating to Item 8)		<input type="checkbox"/>	<input checked="" type="checkbox"/>					Actual:	Actual:
								Projected:	Projected:
								Actual:	Actual:

1. Applicable
2. Not Applicable

Program Improvement Implementation								
1		2		3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity		Goal/Negotiated Measure/ Percent of Improvement		Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
		A <sup>1</sup>	N/A <sup>2</sup>					
Item 9: Adoption  Items contributing to Non-Conformity: <ul style="list-style-type: none"> <li>DHHR has not made diligent efforts to achieve adoptions in a timely manner.</li> <li>Caseworkers do not believe that adoption is an option for all children, particularly older children.</li> <li>Caseworker attitudes.</li> <li>Lack of concurrent planning.</li> <li>Inconsistencies regarding level of knowledge among workers regarding adoption and subsidy.</li> <li>More training of staff on permanency and adoption issues.</li> </ul>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increase the number of adoptions completed within 24 months from 26.4 to 29.4%.	1. See Item #7, step 1	Case reviews	1a. See Item 7, 1a-1c	Projected: 1a. 7-04
					2. Increase stakeholder knowledge and awareness of Adoption, Permanency, and Concurrent planning. (BCF Commissioner)		2a. Training module developed and integrated in PRIDE.	2a. 1-04
						2b. See Item 6, Benchmark 3a-e	2b. See Item 6 Benchmark 3a-e	
						2c. Technical Assistance from NRC on Legal and Judicial Training requested. <b>State technical assistance request approved by ACF regional office.</b>	2c. 10-03	
						2d. Legal training completed in conjunction with the Supreme Court Improvement Board's PIP requirements.	2d. 6-04	

1. Applicable
2. Not Applicable

Program Improvement Implementation								
1		2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity		Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
	A <sup>1</sup>	N/A <sup>2</sup>						
Item 9: Adoption  Items contributing to Non-Conformity: <b>Continued</b> <ul style="list-style-type: none"> <li>• Time required to complete the adoption home studies.</li> <li>• Failure to identify and engage fathers early in the process.</li> <li>• Court delays and continuances.</li> <li>• Transfer of cases from the caseworker to the adoption worker after TPR.</li> <li>• Relatives who wish to adopt do not always receive the necessary financial and service supports, including an adoption subsidy.</li> <li>• Foster parents not always seen as first option for adoption, not encouraged to adopt, and not provided adoption information.</li> <li>• Child Planning Agencies do not encourage adoption because they lose the foster home.</li> </ul>			Increase the number of adoptions completed within 24 months from 26.4 to 29.4%. <b>Continued</b>	3. Remove barriers to timely adoptions. (BCF Commissioner)	Case reviews AFCARS	3a. Subsidy approval process decentralized.  3b. Standardized case transfer process developed (statewide)  3c. Implemented standardized case transfer process.  3d. Approved all providers as foster/adoptive in initial study.  3e. Developed performance and incentive based contracts with specialized foster care agencies.  3f. New contracts implemented.  3g. Feasibility study for electronic C.I.B completed.	Projected: 3a. 12-03  3b. 10-03  3c. 11-03  3d. 1-04  3e. 8-03  3f. 9-03  3g. 6-04	
Item 9: Adoption <b>Continued</b>			Increase the number of adoptions completed within 24 months from 26.4 to 29.4%. <b>Continued</b>	4. Identify absent parents (see WB-1, Item 17 Action Step 3).	Case reviews AFCARS	4. see WB-1, Item 17 Action Step 3	Projected: 4. see WB-1, Item 17 Action Step 3	

1. Applicable
2. Not Applicable

Program Improvement Implementation									
1			2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
		A <sup>1</sup>	N/A <sup>2</sup>						
Length of Time To Achieve Permanency Goal of Adoption (Statewide data indicator relating to Item 9)	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Improve quality of data around discrepancies between FC and Adoption databases to 98% accuracy.	1. FACTS refresher training to address appropriate use of "exit reasons" in cases where children are leaving care to adoption. (Assistant Commissioner, Information Technology and Training)	AFCARS	Training to adoption staff and supervisors completed.	Projected: 12-03	Projected:
								Actual:	Actual:
					2. Develop and utilize report to capture data discrepancies between FC and Adoption databases. (Assistant Commissioner, Information Technology and Training)		2a. Report developed.	2a. 10-03	
							2b. Ninety-eight (98%) of cases reviewed showed consistency between the FC and Adoption databases.	2b. 6-04	
Item 10: Permanency goal of other planned permanent living arrangement  Items contributing to non-conformity:  • Agency had not made diligent efforts to assist children in attaining more appropriate goals, such as guardianship or adoption.	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Increase the percentage of cases that demonstrate appropriate permanency goals by 10% from established baseline.	1. Correct inappropriate permanency plans. (Deputy Commissioner)	Supervisory case review FACTS reports	Baseline established.  1a. Survey completed of all permanency plans currently established in FACTS.  1b. Case by case analysis completed of cases in 1a.	Projected: 1a. 12-03  1b. 4-04  1c. 4-04	Projected:

1. Applicable
2. Not Applicable

Program Improvement Implementation									
1			2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
		A <sup>1</sup>	N/A <sup>2</sup>						
<ul style="list-style-type: none"> <li>Statewide Assessment noted continued use of long term FC, although it is no longer an acceptable permanency option.</li> <li>Statewide Assessment notes permanency options under utilized for older children.</li> </ul>						1c. All inappropriate plans corrected.	Actual:	Actual:	
						2. See P1, Item 7, Action Step 1.		2. See P1, Item 7, Benchmark 1a-c.	Projected: 2. See P1, Item 7, Benchmark 1a-c.
Outcome P2: The continuity of family relationships and connections is preserved for children			<input type="checkbox"/>	<input checked="" type="checkbox"/>	Children in foster care will have continuity of family relationships and connections preserved from 72.4% to 81% of cases reviewed.		Children in foster care will have continuity of family relationships and connections preserved from 72.4% to 81% of cases reviewed.	Projected: (Phase I) 74% 1-04 (Phase II) 77% 7-04 (Phase III) 81% 6-05	Projected:
Item 11: Proximity of foster care placement			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:
Item 12: Placement with siblings			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:

1. Applicable
2. Not Applicable

Program Improvement Implementation								
1		2		3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity		Goal/Negotiated Measure/ Percent of Improvement		Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
		A <sup>1</sup>	N/A <sup>2</sup>					
Item 13: Visiting with parents and siblings in foster care		<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increase the percentage of cases from 71% to 81% that demonstrate compliance with visiting with parents and siblings in foster care.	1. Absent parents and relatives will be identified in the Comprehensive Assessment Phase (Assistant Commissioner, Finance and Administration)	Contract monitoring	1. Absent Parents and relatives identified.	Actual:
Items contributing to non-conformity:								Actual:
<ul style="list-style-type: none"> <li>DHHR had not made efforts to facilitate visits, most frequently between children and fathers.</li> <li>Lack of documentation in concerning efforts to locate fathers.</li> </ul>							Projected: 1. (Phase I) 74% 1-04 (Phase II) 77% 7-04 (Phase III) 81% 6-05	Projected:
				2. Issue policy revision on locating and including absent fathers, paternal relatives, and siblings in visitation. (Assistant Commissioner, Children and Family Policy)	FACTS report Case review Supervisory review	2a. Policy revision completed that includes a protocol for locating absent parents and outlines visitation standards.  2b. Policy revision implemented.	2a. 10-03  2b. 10-03	

1. Applicable
2. Not Applicable

Program Improvement Implementation									
1			2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
		A <sup>1</sup>	N/A <sup>2</sup>						
Item 14: Preserving connections		<input checked="" type="checkbox"/>	<input type="checkbox"/>	Preservation of Children's connections to family, community, culture, faith, and friends will be demonstrated through an increase from 83% to 93% of cases reviewed.	1. Provide skills training for child welfare staff and supervisors to emphasize importance of preserving connections and supporting the parent-child relationship. (Assistant Commissioner, Information Technology and Training)	Case reviews Competency based testing	1a. Training developed.  1b. Training delivered to 85% of existing staff; to be followed by 100% of existing staff.  1c. Training integrated into new worker training curriculum.  1d. Increased percentage from 83% to 87%.  1e. Increased percentage from 87% to 93%.	Projected: 1a. 3-04  1b. 7-04 1-05  1c. 12-04  1d. 6-04  1e. 6-05	Projected:
Items contributing to non-conformity:  • Children's connections to family, community, culture, faith, and friends had not been preserved while the child was in FC.									
Item 15: Relative placement		<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increase the percentage of cases from 67% to 78% that are rated as a strength in regards to relative placement.	1. See Item 13 Action Step 1.		1. See Item 13 Benchmark 1.	Projected: 1. See Item 13 Benchmark 1	Projected:
Items contributing to non-conformity:  • The agency had not made diligent efforts to locate and assess relatives as potential placement resources. • Inconsistency in seeking paternal and maternal relatives.									

1. Applicable
2. Not Applicable

Program Improvement Implementation										
1			2	3	4	5	6	7		
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement		
	A <sup>1</sup>	N/A <sup>2</sup>								
Item 15: Relative placement <b>Continued</b>			Increase the percentage of cases from 67% to 78% that are rated as a strength in regards to relative placements. <b>Continued</b>	2. Issue policy revision on locating and assessing absent fathers and paternal and maternal relatives, for potential placement. (Assistant Commissioner, Children and Family Policy)	FACTS report Case review Supervisory review	2a. Policy revision completed.  2b. Policy revision implemented.	Projected: 2a. 10-03  2b. 10-03			
				3. Issue policy revision on time frames for relative home studies. (Assistant Commissioner, Children and Family Policy)	FACTS report Case review Supervisory review	3a. Policy revision completed.  3b. Policy revision implemented.	Projected: 3a. 10-03  3b. 10-03	Projected:		
Item 16: Relationship of child in care with parents  Items contributing to non-conformity:  <ul style="list-style-type: none"> <li>The agency did not make efforts to support the parent-child relationships of children in FC.</li> <li>Lack of effort was particularly problematic regarding efforts to locate fathers and promote visitation and bonding between children and fathers.</li> </ul>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increase the percentage of cases from 75% to 85% that demonstrate supporting the parent-child relationships of children in FC.	1. See Item 13 Action Steps 1 & 2.  2. See Item 14 Action Step 1.	Case review Supervisory review	1. See Item 13 Benchmark 1 & 2a-b.  2. See Item 14 Benchmark 1a-c.	Projected: 1. See Item 13 Benchmark 1 & 2a-b.  2. See Item 14 Benchmark 1a-c.	Projected:

1. Applicable
2. Not Applicable

Program Improvement Implementation									
1			2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
			A <sup>1</sup>	N/A <sup>2</sup>					
Outcome WB1: Families have enhanced capacity to provide for their children's needs. This outcome was rated as needing improvement in 60% of the cases reviewed.			<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increase the percentage of cases from 40% to 60% that demonstrate families have enhanced capacity to provide for their children's needs.		Increase the percentage of cases from 40% to 60% that demonstrate families have enhanced capacity to provide for their children's needs.	Projected: 50% 6-04 60% 6-05	Projected:
								Actual:	Actual:

1. Applicable
2. Not Applicable

Program Improvement Implementation								
1	2	3	4	5	6	7		
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity	Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement		
A <sup>1</sup>	N/A <sup>2</sup>							
<p>Item 17: Needs and services of child, parents, foster parents.</p> <p>The needs of and services to children, parents and/or foster parents are not being adequately addressed by DHHR. This Item was rated as an area needing improvement in 46% of cases reviewed. Reasons cited were:</p> <ul style="list-style-type: none"> <li>Assessments are inadequate, particularly in identifying underlying problems such as substance abuse and domestic violence.</li> <li>The Agency has not followed up appropriately in all cases to insure that services are delivered and are effective.</li> <li>There is inconsistency among caseworkers in assessing the need of fathers and involving them in services.</li> <li>The Agency does not pay sufficient attention in all cases to the service needs of foster parents.</li> <li>The Agency does not provide services needed by youth in foster care to prepare them for independent living.</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Increase the percentage of cases in which the needs of and services to children, parents and foster parents are adequately addressed from 54% to 68% of cases.</p>	<p>1. Implement a Family Centered Practice based assessment system that is competency based with performance based contracts and outcomes. (Assistant Commissioner, Children and Family Policy)</p>	<p>Monitoring reviews Case record peer reviews FACTS reports Surveys Training reports</p>	<p>1a. NRC Family Centered Practice contacted.</p> <p>1b. State technical assistance request approved by ACF Regional Office.</p> <p>1c. Technical assistance initiated with NRCFCP.</p> <p>1d. Technical assistance and consultation recommendations provided to the State for contracts and outcomes.</p> <p>1e. Technical assistance and consultation recommendations provided for Family Centered Practice.</p> <p>1f. Deliver family centered practice training that is competency based to 85% of existing staff; to be followed by 100% of existing staff. 90% of trained staff achieve certificate.</p>	<p>Projected: 1a. 6-03</p> <p>1b. 6-03</p> <p>1c. 6-03</p> <p>1d. 7-03</p> <p>1e. 10-03</p> <p>1f. 5-04 11-04</p>	<p>Projected:</p>
<p>1. Applicable 2. Not Applicable</p>			A-27					

Program Improvement Implementation						
1	2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity	Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
	A <sup>1</sup> N/A <sup>2</sup>					
Item 17: Needs and services of child, parents, foster parents. <b>Continued</b>		Increase the percentage of cases in which the needs of and services to children, parents and foster parents are adequately addressed from 54% to 68% of cases. <b>Continued</b>	1. Implement a Family Centered Practice based assessment system that is competency based with performance based contracts and outcomes. (Assistant Commissioner, Children and Family Policy) <b>Continued</b>	Monitoring reviews Case record peer reviews FACTS reports Surveys Training reports <b>Continued</b>	1g. Training integrated into new worker curriculum.	Projected: 1g. 3-04
			2. Full implementation of Comprehensive Assessment Planning System (CAPS) which will complete a child and family assessment, including substance abuse and domestic violence; utilize a master's level clinician to identify and interpret assessments, identify service needs, make recommendations for placement and participate in and serve as a constant member of the MDT throughout the life of the case.		2a. Policy completed  2b. Roles of DHHR workers and provider staff in both in home cases and DHHR provider foster care cases defined.  2c. Training Developed  2d. Training implemented	2a. (Phase I) 5-03 (Phase II) 11-03 (Phase III) 5-04  2b. 5-04  2c. 6-03  2d. 6-03

1. Applicable
2. Not Applicable

Program Improvement Implementation								
1		2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity		Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
		A <sup>1</sup>	N/A <sup>2</sup>					
Item 17: Needs and services of child, parents, foster parents. <b>Continued</b>		<input checked="" type="checkbox"/>		Increase the percentage of cases in which the needs of and services to children, parents and foster parents are adequately addressed from 54% to 68% of cases. <b>Continued</b>	2. Full implementation of Comprehensive Assessment Planning System (CAPS) which will complete a child and family assessment, including substance abuse and domestic violence; utilize a master's level clinician to identify and interpret assessments, identify service needs, make recommendations for placement and participate in and serve as a constant member of the MDT throughout the life of the case. <b>Continued</b>	Monitoring reviews Case record peer reviews FACTS reports Surveys Training reports <b>Continued</b>	2e. Performance based contracts signed  2f. CAPS implemented  2g. Assessments completed on the target population in case file.	2e. (Phase I) 7-03 (Phase II) 1-04 (Phase III) 7-04  2f. (Phase I) 7-03 (Phase II) 1-04 (Phase III) 7-04  2g. (Phase I) 1-04 (Phase II) 7-04 (Phase III) 6-05

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation						
1	2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity	Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
	A <sup>1</sup> N/A <sup>2</sup>					
Item 17: Needs and services of child, parents, foster parents. <b>Continued</b>		Increase the percentage of cases in which the needs of and services to children, parents and foster parents are adequately addressed from 54% to 68% of cases. <b>Continued</b>	3. Mandatory domestic violence and substance abuse training for child welfare staff.	Monitoring reviews Case record peer reviews FACTS reports Surveys Training reports <b>Continued</b>	3a. Substance abuse training completed for 85% of current child welfare staff; to be followed by 100% of current child welfare staff.  3b. See S2, Item 3, Benchmark 4  3c. Integrate substance abuse and domestic violence training into new worker training.	Projected: 3a. 7-04 1-05  3b. See S2, Item 3, Benchmark 4  3c. 3-04
			4. On-going assessments for children in DHHR foster homes and children and families in CPS in-home cases will be consistent with assessments that are being done for children and families being served by private agencies.		4a. Consistent on-going assessments completed for 74% of families and children participating in in-home cases.  4b. Expectation for consistency set.  4c. Policy developed.	4a. 6-05  4b. 10-03  4c. 10-03

1. Applicable
2. Not Applicable

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
	A <sup>1</sup>	N/A <sup>2</sup>						
Item 17: Needs and services of child, parents, foster parents. <b>Continued</b>			Increase the percentage of cases in which the needs of and services to children, parents and foster parents are adequately addressed from 54% to 68% of cases. <b>Continued</b>	4. On-going assessments for children in DHHR foster homes and children and families in CPS in-home cases will be consistent with assessments that are being done for children and families being served by private agencies. <b>Continued</b>	Monitoring reviews Case record peer reviews FACTS reports Surveys Training reports <b>Continued</b>	4d. Process for consistent on-going assessments developed.	Projected: 4d. 10-03	
						4e. On-going assessment tools specified.	4e. 10-03	
						4f. Training for DHHR staff developed.	4f. 12-03	
						4g. Training for DHHR staff Implemented.	4g. 1-04 on-going	
				5. Provide follow-up for ongoing service provision through the implementation of managed care for purchase of services, administrative services organization, to families and children that is performance and outcome based.		5. See S-2, Item 3, Benchmark 5 & 6	5. See S-2, Item 3, Benchmark 5 & 6	

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
	A <sup>1</sup>	N/A <sup>2</sup>						
Item 17: Needs and services of child, parents, foster parents. <b>Continued</b>			Increase the percentage of cases in which the needs of and services to children, parents and foster parents are adequately addressed from 54% to 68% of cases. <b>Continued</b>	6. Improve consistency among case workers in assessing the needs of absent fathers and involving them in services.  7. Strengthen level of assessment for needs for foster parents.  8. Strengthen foster parent involvement in the MDT process through providing critical information to the MDT.	Monitoring reviews Case record peer reviews FACTS reports Surveys Training reports <b>Continued</b>	6. See item 17 Benchmark 1e-1i.  7a. Foster parents needs are adequately assessed in 74% of cases.  7b. Assessment instrument identified.  8. See WB-2, Item 21, Action Step 5.	Projected: 6. See item 17 Benchmark 1e-1i.  7a. 6-05  7b. 8-03  8. See WB-2, Item 21 Action Step 5.	

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation							
1		2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity		Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
	A <sup>1</sup>	N/A <sup>2</sup>					
Item 17: Needs and services of child, parents, foster parents. <b>Continued</b>		Increase the percentage of cases in which the needs of and services to children, parents and foster parents are adequately addressed from 54% to 68% of cases. <b>Continued</b>	9. Increase the utilization and effectiveness of the Independent Living services. (Assistant Commissioner, Family and Children Policy; and Assistant Commissioner, Information Technology and Training)	Monitoring reviews Case record peer reviews FACTS reports Surveys Training reports <b>Continued</b>	9a. Utilization rate of Independent Living services provided by the Department will be known and tracked by completing a utilization rate report completed.  9b. WV SACWIS system enhanced to allow monitoring of utilization in all applicable cases.  9c. Utilization rate for the Daniel Memorial Assessment and the Philip Roy Curriculum determined by completing a utilization rate report.  9d. Enhance the SACWIS system to allow monitoring of the utilization rate for the Daniel Memorial Assessment and the Philip Roy Curriculum.	Projected: 9a. 12-03  9b. 6-05  9c. 12-03  9d. 6-05	

1. Applicable
2. Not Applicable

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
		A <sup>1</sup>	N/A <sup>2</sup>					
Item 18: Child and family involvement in case planning  This Item was rated as an area needing improvement in 50% of cases reviewed. Areas cited were: <ul style="list-style-type: none"> <li>DHHR has not appropriately involved parented or children in the case planning process.</li> <li>There is a low participation rate by parents in the Multi-Disciplinary Team meeting which have the objective of creating a working collaboration with the family.</li> </ul>		☒	☐	Child and family involvement in case planning will increase from a 50% strength rating to a 70% strength rating.	1. See WB-1 Item #17, Action Steps 1a-i.	1a. See Item 17 Benchmark 1a, 2a, & 3b.	Projected: 1a. See Item 17 Benchmark 1a, 2a, & S2 Item 3 Benchmark 4	Projected:
					2. Develop a standard for documentation of child and family involvement in the case planning process into the WV SACWIS system. (Assistant Commissioner, Information Technology and Training)			

1. Applicable
2. Not Applicable

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
	A <sup>1</sup>	N/A <sup>2</sup>						
Item 18: Child and family involvement in case planning <b>Continued</b>			Child and family involvement in case planning will increase from a 50% strength rating to a 70% strength rating. <b>Continued</b>	3. Casework compliance will be monitored through supervisor conferences at all agency levels and corrected to assure child and family involvement in case planning. (Deputy Commissioner)  4. Develop corrective action plan to be used to monitor caseworker performance and implement if performance fails to meet the standard for compliance. (Field supervisors, CSM's caseworkers, & Regional Program Managers)  5. See Item 31 Action Step 3  6. See Item 25 Action Steps 1-6.		3a. Policy enhanced to include specific format for monthly supervisory conferences at all Agency levels of supervision.  3b. Conference tracking log developed.  3c. Monthly supervisory conferences implemented.  4a. Corrective Action format developed.  4b. Corrective Action format implemented.  5. See Item 31 Benchmark 3  6. See Item #25, Benchmark 1-6	Projected: 3a. 12-03  3b. 12-03  3c. 12-03  4a. 12-03  4b. 12-03  5. See Item 31 Benchmark 3  6. See Item 25 Benchmark 1-6	
1. Applicable 2. Not Applicable				A-35				

Program Improvement Implementation								
1	2	3	4	5	6	7		
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity	Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement		
	A <sup>1</sup>	N/A <sup>2</sup>						
<p>Item 19: Worker visits with child</p> <p>This Item was rated as an area needing improvement in 36% of all applicable cases. Reasons cited were:</p> <ul style="list-style-type: none"> <li>The frequency and quality of worker visits is not adequate to insure monitoring of child safety and well being.</li> <li>The department has historically had difficulty making all the contacts the standards of good practice require due to a high rate of staff turn-over.</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Worker visits will increase in frequency to adequately monitor child safety and well being from a 64% strength rating to a 74% strength rating.</p>	<p>1. Research COA Standards on visits to children in placement. (Assistant Commissioner, Planning &amp; Quality Improvement)</p> <p>2. Revise policy to set a minimum standard for the number of Department worker visits, by time interval, for any family the agency is involved with/serving, and to include additional needs for safety as defined by COA standards and implement. (Assistant Commissioner, Child and Family Policy)</p> <p>3. See Item 17, Action Step 1 &amp; Item 18, Action Step 2.</p>	<p>Case reviews FACTS reports Surveys Training reports</p>	<p>1. Research on COA standard completed.</p> <p>2a. Policy revision completed.</p> <p>2b. Revised policy implemented.</p> <p>3. See Item 17 Benchmark 1 &amp; Item 18 Benchmark 2.</p>	<p>Projected: 1. 1-04</p> <p>2a. 5-04</p> <p>2b. 6-04</p> <p>3. See Item 17 Benchmark 1 &amp; Item #18 Benchmark 2.</p>	<p>Projected:</p>

1. Applicable
2. Not Applicable

Program Improvement Implementation										
1			2	3	4	5	6	7		
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement		
		A <sup>1</sup>	N/A <sup>2</sup>							
Item 19: Worker visits with child <b>Continued</b>					Worker visits will increase in frequency to adequately monitor child safety and well being from a 64% strength rating to a 74% strength rating. <b>Continued</b>	4. The agency will recruit appropriate and sufficient staff. (BCF Commissioner)	Case reviews FACTS reports Surveys Training reports	4a. Evaluation completed on current staffing levels relative to COA case load standards.  4b. Improvement package submitted to the Legislature requesting identified staff increases consistent with COA case load standards.	Projected: 4a. 10-03  4b. 6-04	
Item 20: Worker visits with parent(s)  This Item was rated as an area needing improvement in 49% of applicable cases. The reason cited was that visits with parents are not frequent enough or of sufficient quality to promote the safety and well being of the child or to enhance the attainment of permanency.			<input checked="" type="checkbox"/>	<input type="checkbox"/>	Visits with parents will be frequent enough and of sufficient quality to promote the safety and well being of the child or to enhance the attainment of permanency from a 51% level to strength to a 61% level of strength.	See Item 19, Action Steps 1-4, but in regard to families/parents.		See Item 19, Benchmarks 1-4, but in regard to families/parents.	Projected: See Item 19 Benchmarks 1-4	Projected:
Outcome WB2: Children receive appropriate services to meet their educational needs			<input checked="" type="checkbox"/>	<input type="checkbox"/>	The number of cases in which children's educational needs are met will increase from a 75% level of strength to a 80% level of strength.				Projected:	Projected:
									Actual:	Actual:

1. Applicable
2. Not Applicable

Program Improvement Implementation								
1	2	3	4	5	6	7		
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity	Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement		
	A <sup>1</sup>	N/A <sup>2</sup>						
<p>Item 21: Educational needs of the child</p> <p>This item was rated as an area needing improvement in 25% of applicable cases. Reasons cited included:</p> <ul style="list-style-type: none"> <li>Foster parents are not always informed of the child's school history and do not receive school records at the time of placement.</li> <li>The educational needs of children were not properly addressed, casework practices across the state are uneven.</li> <li>Foster parents tended to be the primary advocates for the educational needs for children (not their caseworkers).</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The number of cases in which children's educational needs are met will increase from a 75% level of strength to a 80% level of strength.</p>	<p>1. School records will be obtained by CAPS, or Agency staff and used for case planning and shared with placement providers. (Deputy Commissioner)</p> <p>2. A formalized process for sharing educational records will be developed by entering into working agreements between county Boards of Education and local Agency offices/staff in regard to sharing records. (Deputy Commissioner)</p> <p>3. Provide orientation sessions for local DHHR and invite county Board of Education staff. (Deputy Commissioner)</p>	<p>Case reviews FACTS reports Surveys Training reports</p>	<p>1. School records present in case records and in Placement Journey Notebooks in 80% of cases</p> <p>2. Completed Agreements received by Regional Program Managers.</p> <p>3. Orientation for local DHHR staff completed.</p>	<p>Projected: 1. 7-04</p> <p>2. 2-04</p> <p>3. 3-04</p>	<p>Projected:</p>

1. Applicable
2. Not Applicable

Program Improvement Implementation							
1		2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity		Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
	A <sup>1</sup>	N/A <sup>2</sup>					
Item 21: Educational needs of the child <b>Continued</b>		The number of cases in which children's educational needs are met will increase from a 75% level of strength to a 80% level of strength. <b>Continued</b>	4. See WB-1, Item 17, Action Step 2.  5. Handbooks will be used to enhance the Multi-Disciplinary Team process regarding educational needs of children.	Case reviews FACTS reports Surveys Training reports	4. See WB-1, Item 17 Benchmark 2.  5a. Handbook developed for all MDT participants.  5b. Handbook distributed.	Projected: 4. See WB-1, Item 17 Benchmark 2.  5a. 1-04  5b. 2-04	Projected:
			6. Complete and implement Placement Journey Notebook format for foster parents which will include education records. (Assistant Commissioner, Child and Family Policy)		6a. Notebook completed.  6b. Staff and foster parents oriented.  6c. Training on notebook incorporated into PRIDE curriculum and new worker training.  6d. Notebook disseminated.  6e. Notebooks used to update information in case records in 80% of applicable cases.	6a. 10-03  6b. 12-03  6c. 1-04  6d. 1-04  6e. 7-04	

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation									
1			2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
			A <sup>1</sup>	N/A <sup>2</sup>					
Outcome WB3: Children receive adequate services to meet their physical and mental health needs			<input checked="" type="checkbox"/>	<input type="checkbox"/>	The number of cases in which children's health and mental health needs are met will increase from a 60% level of strength to a 70% level of strength.		The number of cases in which children's health and mental health needs are met will increase from a 60% level of strength to a 70% level of strength.	Projected: 63% by 6-04	Projected: 70% by 6-05
								Actual:	Actual:

1. Applicable
2. Not Applicable

Program Improvement Implementation							
1	2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity	Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
	A <sup>1</sup>	N/A <sup>2</sup>					
<p>Item 22: Physical health of the child</p> <p>DHHR is not adequately addressing the physical health needs of children in foster care and in-home services cases. This Item was rated as an area needing improvement in 18% of the cases reviewed. Area cited was uneven casework practice across the State and poor documentation of children's health needs and services by Department caseworkers.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The number of cases in which children's health needs are met will increase from a 82% level of strength to a 90% level of strength.</p>	<p>1. See Item 17 Action Step 2.</p> <p>2. See WB-2, Item 21 Action Step 5.</p> <p>3. See WB-2 Item 21, Action Step 6, foster child Notebook, in regard to medical health services.</p> <p>4. See WB-1, Item 18, Action Steps 3 - 4, setting a standard for documentation and on supervisory conferences, regarding medical health needs and services.</p>	<p>1. See Item 17 Benchmark 2</p> <p>2. See WB-2, Item 21 Benchmark 5</p> <p>3. See WB-2 Item 21 Benchmark 6</p> <p>4. See WB-1, Item 18 Benchmarks 3 - 4</p>	<p>Projected: 1. See Item 17 Benchmark 2</p> <p>2. See WB-2 Item 21 Benchmark 5</p> <p>3. See WB-2 Item 21 Benchmark 6</p> <p>4. See WB-1 Item 18 Benchmark 3 - 4</p>	<p>Projected:</p>

1. Applicable
2. Not Applicable

Program Improvement Implementation										
1			2	3	4	5	6	7		
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement		
			A <sup>1</sup>	N/A <sup>2</sup>						
Item 23: Mental health of the child  This Item was rated as an area needing improvement in 38% of applicable cases. Reasons cited were: <ul style="list-style-type: none"> <li>DHHR did not adequately address children's mental health needs.</li> <li>Mental health services for Children are not documented in the case record.</li> <li>There is a lack of behavioral health services in the State.</li> </ul>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	The number of cases in which children's mental/behavioral health needs are met will increase from a strength level of 62% to a strength level of 67%.	1. See Item 17 Action Steps 2.  2. See WB-2, Item 21 Action Step 5.  3. See WB-2, Item 21, Action Step 6, foster child Notebook, in regard to mental/behavioral health services.  4. See WB-1, Item 18, Action Steps 3 - 4, on developing a standard for documentation and on supervisory conferences, regarding mental/behavioral health needs and services.		1. See Item 17 Benchmark 2.  2. See WB-2 Item 21  3. See WB-2 Item 21 Benchmark 6  4. See WB-1 Item 18 Benchmarks 3-4 & 5	Projected: 1. See Item 17 Benchmark 2.  2. See WB-2 Item 21  3. See WB-2 Item 21 Benchmark 6  4. See WB-1 Item 18 Benchmarks 3-4 & 5	Projected:

1. Applicable
2. Not Applicable

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
		A <sup>1</sup>	N/A <sup>2</sup>					
Item 23: Mental health of the child <b>Continued</b>			The number of cases in which children's mental/behavioral health needs are met will increase from a strength level of 62% to a strength level of 67%. <b>Continued</b>	5. Perform a needs assessment to identify where and what children's mental/behavioral health resources are available or lacking. (BCF Commissioner)		5a. Needs assessment report compiled.  5b. Determine where needs exist.  5c. Contract with providers in contiguous areas to provide services.	Projected: 5a. 10-03  5b. 12-03  5c. 7-04	
Systemic Factor 1: Statewide Information System							Projected:	Projected:
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.							Projected:	Projected:
							Actual:	Actual:
Systemic Factor 2: Case Review System							Projected:	Projected:
							Actual:	Actual:

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation								
1		2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity		Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
	A <sup>1</sup>	N/A <sup>2</sup>						
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.			1. Increase involvement of parents, children, foster parents, pre-adoptive, and relatives caregivers in the case planning case review process from 50% to 70% by June 2005.	1. See WB-1, Item 17  2. Notification will be sent by the commissioner to Regional Directors (RDs), CSMs, and staff that workers are expected to follow all policies on case planning and review. (Assistant Commissioner, Child and Family Policy)	OPQI District Reviews Peer Reviews FACTS management reports Supervisory reviews	1. See WB-1, Item 17  2. Receipt of letter.	Projected: 1. See WB-1, Item 17  2. 7-03	
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. <b>Continued</b>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	1. Increase involvement of parents, children, foster parents, pre-adoptive, and relatives caregivers in the case planning case review process from 50% to 70% by June 2005. <b>Continued</b>	3. Implement review process to determine family, children, and foster parent involvement in the MDT process. (BCF Deputy Commissioner)	OPQI District Reviews Peer Reviews FACTS management reports Supervisory reviews <b>Continued</b>	3a. Review system implemented.  3b. FACTS reports and case review results comparison and analysis by supervisors implemented.	Projected: 3a. 10-03  3b. 11-03
				4. Implement WB-1, Item 19, Action Step 4		4. See WB-1, Item 19 Benchmark 4	4. See WB-1 Item 19 Benchmark 4.	

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation						
1	2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity	Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
	A <sup>1</sup> N/A <sup>2</sup>					
		5. Assign Child Youth and Family Consultants (CYF) on regional basis to assist the RDs and CSMs to develop a work plan including ongoing identification of training to address all requirements within the case planning and review system. (BCF Commissioner)		5a. CYF positions filled. 5b. Completion of work plans.	5a. 9-03 5b.12-03	
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. <b>Continued</b>		1. Increase involvement of parents, children, foster parents, pre-adoptive, and relatives caregivers in the case planning case review process from 50% to 70% by June 2005. <b>Continued</b>	6. CSMs and Regional Attorneys will meet quarterly with Circuit Court Judges as needed to address all issues pertaining to the case planning and review process. (BCF Deputy Commissioner)  7. Commissioner will represent the DHHR Secretary on the Court Improvement Oversight Board and meet quarterly with the Prosecuting Attorney's Institute. (BCF Commissioner)	OPQI District Reviews Peer Reviews FACTS management reports Supervisory reviews <b>Continued</b>	6. First meeting with Circuit Court Judges.  7a. Attended quarterly meetings of the Court Improvement Oversight Board.  7b. Attended the Prosecuting Attorney's Institute.	Projected: 6. 8-03  7a. 6-05  7b. 6-05

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation									
1			2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
		A <sup>1</sup>	N/A <sup>2</sup>						
Item 26: Provides a process for the periodic review of the status of each child, no less frequently than once every 6 months, either by a court or by administrative review.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	1. Increase the percentage of administrative and judicial reviews completed for children by 10% from established baseline.	1. Establish a baseline. (Assistant Commissioner, Planning & Quality Improvement)  2. Develop a process guide for periodic reviews. (Assistant Commissioner, Child & Family Policy)  3. See Item 25 Action Steps 5 & 6.	FACTS report Case review	1. Baseline established.  2a. Process guide developed.  2b. Process guide implemented.  3. See Item 25, Benchmark 5 & 6.	Projected: 1. 10-03  2a. 1-04  2b. 4-04  3. See Item 25 Benchmark 5 & 6.	Projected:
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.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increase the percentage of permanency hearings for children, within 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter, by 10% from established baseline.	See Items 25, Steps 1-6 & Item 26 Step 1		See Items 25, Benchmark 1-6 & Item 26 Benchmark 1	See Items 25, Benchmark 1-6 & Item 26 Benchmark 1	
Item 28: Provides a process for termination of parental rights proceedings in accordance with the provisions of the Adoption and Safe Families Act.		<input type="checkbox"/>	<input checked="" type="checkbox"/>					Projected:	Projected:

1. Applicable
2. Not Applicable

Program Improvement Implementation									
1			2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
		A <sup>1</sup>	N/A <sup>2</sup>						
Item 29: Provides a process for foster parents, preadoptive parents, and relative caregivers of children in foster care to be notified of, and have an opportunity to be heard in, any review or hearing held with respect to the child.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	1. Increase the percentage of cases which demonstrate notification to foster parents, pre-adoptive, and relatives caregivers in the case planning case review process by 10% from established baseline.	1. Establish baseline. (Assistant Commissioner, Planning & Quality Improvement)  2. See Item 25, Steps 1-6  3. Staff will provide the Prosecuting Attorney with the necessary information to notify all parties entitled to notice of judicial hearings. (BCF Deputy Commissioner)  4. Staff will follow up on notifications to all parties entitled to notice of Judicial Hearing and/or other reviews. (BCF Deputy Commissioner)	FACTS reports Case review	1. Baseline established.  2. See Item 25 Benchmarks 1-6  3. Start notifications to Prosecuting Attorneys.  4. Start follow-ups on notifications.	Projected: 1. 10-03  2. See Item 25 Benchmarks 1-6  3. 7-03  4. 7-03	
Systemic Factor 3: Quality Assurance System		<input type="checkbox"/>	<input type="checkbox"/>					Projected: Actual:	Projected: Actual:

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
		A <sup>1</sup>	N/A <sup>2</sup>					
Item 30: The State has developed and implemented standards to ensure that children in foster care are provided quality services that protect the safety and health of the children.							Projected:	Projected:
							Actual:	Actual:
Item 31: The State is operating an identifiable quality assurance system that is in place in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, evaluates the quality of services, identifies strengths and needs of the service delivery system, provides relevant reports, and evaluates program improvement measures implemented.  While this systemic factor was rated as a strength in the Child and Family Services Review, the Bureau for Children and Family Services desires to develop a Continuous Quality Improvement system that measures the effectiveness of the strategies implemented to improve services aimed at achieving the outcomes of safety, permanency and well-being for families and children in all Districts of the State.				Improve the Continuous Quality Improvement process to measure the effectiveness of the strategies identified for program improvement of safety, permanency and well-being for children and families. Utilize information collected to develop corrective action measures and perform ongoing quality improvement activities.	1. Implement a case review system which will allow monitoring and quarterly reporting of the Program Improvement Plan.  1a. Obtain technical assistance from Peter Watson, NRC for Organizational Improvement for integrating the CQI process and PIP monitoring process. Any needed modifications to goals, actions steps, and benchmarks based upon technical assistance may be re-negotiated with the ACF Regional Office.	Case Record Reviews completed by OPQI staff, Peer record reviews, management reports, Quality Council minutes and measure of improvement on outcomes.	1a. Technical assistance requested by June 15, 2003 and scheduled upon Peter Watson's availability. State technical assistance request approved by ACF regional office.	Projected: 1a. 6-03
							Actual:	Actual:

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation							
1	2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity	Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
	A <sup>1</sup> N/A <sup>2</sup>						
<p>Item 31: The State is operating an identifiable quality assurance system that is in place in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, evaluates the quality of services, identifies strengths and needs of the service delivery system, provides relevant reports, and evaluates program improvement measures implemented.</p> <p>While this systemic factor was rated as a strength in the Child and Family Services Review, the Bureau for Children and Family Services desires to develop a Continuous Quality Improvement system that measures the effectiveness of the strategies implemented to improve services aimed at achieving the outcomes of safety, permanency and well-being for families and children in all Districts of the State. <b>Continued</b></p>		<p>Improve the Continuous Quality Improvement process to measure the effectiveness of the strategies identified for program improvement of safety, permanency and well-being for children and families. Utilize information collected to develop corrective action measures and perform ongoing quality improvement activities. <b>Continued</b></p>	<p>1b. Define and implement for the process of the case record review for the Office of Planning and Quality Improvement staff.</p> <p>1c. Define the number of cases the Office of Planning and Quality Improvement staff can effectively review, utilizing the Child and Family Review Process, reviewing all districts annually, and the largest county, Kanawha, twice annually.</p> <p>1d. Develop a schedule of reviews and disseminate to the field.</p> <p>1e. Complete the reviews according to schedule.</p>	<p>Case Record Reviews completed by OPQI staff, Peer record reviews, management reports, Quality Council minutes and measure of improvement on outcomes. <b>Continued</b></p>	<p>1b. Written procedure developed.</p> <p>1c. Number of cases identified and written into the procedure.</p> <p>1d. Schedule developed and disseminated to the field.</p> <p>1e. Reviews completed as scheduled.</p>	<p>Projected: 1b. 6-03</p> <p>1c. 6-03</p> <p>1d. 6-03</p> <p>1e. First review completed according to schedule</p>	<p>Projected:</p>

1. Applicable
2. Not Applicable

Program Improvement Implementation							
1		2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity		Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
	A <sup>1</sup>	N/A <sup>2</sup>					
<p>Item 31: The State is operating an identifiable quality assurance system that is in place in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, evaluates the quality of services, identifies strengths and needs of the service delivery system, provides relevant reports, and evaluates program improvement measures implemented.</p> <p>While this systemic factor was rated as a strength in the Child and Family Services Review, the Bureau for Children and Family Services desires to develop a Continuous Quality Improvement system that measures the effectiveness of the strategies implemented to improve services aimed at achieving the outcomes of safety, permanency and well-being for families and children in all Districts of the State. <b>Continued</b></p>		<p>Improve the Continuous Quality Improvement process to measure the effectiveness of the strategies identified for program improvement of safety, permanency and well-being for children and families. Utilize information collected to develop corrective action measures and perform ongoing quality improvement activities. <b>Continued</b></p>	<p>1f. Develop the data base for data collected from the reviews.</p> <p>1g. Compile a report similar the CFSR report for each district upon completion of the review. (Brenda McPhail and OPQI staff)</p>	<p>Case Record Reviews completed by OPQI staff, Peer record reviews, management reports, Quality Council minutes and measure of improvement on outcomes. <b>Continued</b></p>	<p>1f. Data base ready for data entry.</p> <p>1g. First report compiled according to review schedule and procedure no later than July 31, 2003</p>	<p>Projected: 1f. 7-03</p> <p>1g. 7-03</p>	<p>Projected:</p>

1. Applicable
2. Not Applicable

Program Improvement Implementation						
1	2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity	Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
A <sup>1</sup>	N/A <sup>2</sup>					
<p>Item 31: The State is operating an identifiable quality assurance system that is in place in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, evaluates the quality of services, identifies strengths and needs of the service delivery system, provides relevant reports, and evaluates program improvement measures implemented.</p> <p>While this systemic factor was rated as a strength in the Child and Family Services Review, the Bureau for Children and Family Services desires to develop a Continuous Quality Improvement system that measures the effectiveness of the strategies implemented to improve services aimed at achieving the outcomes of safety, permanency and well-being for families and children in all Districts of the State. <b>Continued</b></p>		<p>Improve the Continuous Quality Improvement process to measure the effectiveness of the strategies identified for program improvement of safety, permanency and well-being for children and families. Utilize information collected to develop corrective action measures and perform ongoing quality improvement activities. <b>Continued</b></p>	<p>2. Develop a process for peer case record review consistent with the COA standards incorporating measurements for items and outcomes for the Child and Family services review.</p> <p>2a. Determine a random 10% case record sample of in home and foster care cases from the previous quarter's cases to be reviewed through the peer review process.</p> <p>2b. Develop the peer review instrument to measure quantitative items from the CFSR.</p> <p>2c. Train field staff on the measurement instrument.</p> <p>2d. Implement the peer review process.</p>	<p>Case Record Reviews completed by OPQI staff, Peer record reviews, management reports, Quality Council minutes and measure of improvement on outcomes. <b>Continued</b></p>	<p>2a. First random sample drawn from FACTS.</p> <p>2b. Peer review instrument developed.</p> <p>2c. Training completed by Region in July and August, 2003.</p> <p>2d. Peer review begins.</p>	<p>Projected:</p> <p>2a. 6-03</p> <p>2b. 6-03</p> <p>2c. 7-03 &amp; 8-03</p> <p>2d. 9-03</p>

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation						
1	2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity	Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
A <sup>1</sup>	N/A <sup>2</sup>					
<p>Item 31: The State is operating an identifiable quality assurance system that is in place in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, evaluates the quality of services, identifies strengths and needs of the service delivery system, provides relevant reports, and evaluates program improvement measures implemented.</p> <p>While this systemic factor was rated as a strength in the Child and Family Services Review, the Bureau for Children and Family Services desires to develop a Continuous Quality Improvement system that measures the effectiveness of the strategies implemented to improve services aimed at achieving the outcomes of safety, permanency and well-being for families and children in all Districts of the State. <b>Continued</b></p>		<p>Improve the Continuous Quality Improvement process to measure the effectiveness of the strategies identified for program improvement of safety, permanency and well-being for children and families. Utilize information collected to develop corrective action measures and perform ongoing quality improvement activities. <b>Continued</b></p>	<p>2e. Download peer review results into a data base to aggregate the data statewide, by region, by district and by worker.</p> <p>2f. Distribute management reports containing peer review results to the Regional Directors, Community Service Managers and Social Service Supervisors (Brenda McPhail, OPQI staff, Field staff)</p>	<p>Case Record Reviews completed by OPQI staff, Peer record reviews, management reports, Quality Council minutes and measure of improvement on outcomes. <b>Continued</b></p>	<p>2e. First download of peer review in October 2003.</p> <p>2f. First management reports in November 2003.</p>	<p>Projected: 2e. 10-03</p> <p>2f. 11-03</p>

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation							
1		2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity		Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
	A <sup>1</sup>	N/A <sup>2</sup>					
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- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation							
1		2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity		Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
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1. Applicable
2. Not Applicable

Program Improvement Implementation								
1	2	3	4	5	6	7		
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity	Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement		
	A <sup>1</sup>	N/A <sup>2</sup>						
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						Projected:	Projected:	

- 1. Applicable
- 2. Not Applicable

Program Improvement Implementation									
1			2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
			A <sup>1</sup>	N/A <sup>2</sup>					
Systemic Factor 4: Training			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Actual:	Actual:
Item 32: The State is operating a staff development and training program that supports the goals and objectives in the CFSP, addresses services provided under titles IV-B and IV-E, and provides initial training for all staff who deliver these services.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:
Item 33: The State provides for ongoing training for staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:
Item 34: The State provides training for current or prospective foster parents, adoptive parents, and staff of State licensed or approved facilities that care for children receiving foster care or adoption assistance under title IV-E that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:

1. Applicable
2. Not Applicable

Program Improvement Implementation									
1			2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
			A <sup>1</sup>	N/A <sup>2</sup>					
Systemic Factor 5: Service Array			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:
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.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:
Item 36: The services in item 35 are accessible to families and children in all political jurisdictions covered in the State's CFSP.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:
Item 37: The services in item 35 can be individualized to meet the unique needs of children and families served by the agency.			<input type="checkbox"/>	<input checked="" type="checkbox"/>					

1. Applicable
2. Not Applicable

Program Improvement Implementation									
1			2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
		A <sup>1</sup>	N/A <sup>2</sup>						
Systemic Factor 6: Agency Responsiveness to the Community			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:
Item 38: In implementing the provisions of the CFSP, the State engages in ongoing consultation with tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals and objectives of the CFSP.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:
Item 39: The agency develops, in consultation with these representatives, annual reports of progress and services delivered pursuant to the CFSP.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:
Item 40: The State's services under the CFSP are coordinated with services or benefits of other Federal or federally assisted programs serving the same population.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:

1. Applicable
2. Not Applicable

Program Improvement Implementation									
1			2	3	4	5	6	7	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement	
		A <sup>1</sup>	N/A <sup>2</sup>						
Systemic Factor 7: Foster and Adoptive Parent Licensing, Recruitment, and Retention			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected	Projected:
								Actual:	Actual:
Item 41: The State has implemented standards for foster family homes and child care institutions which are reasonably in accord with recommended national standards.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:
Item 42: The standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-E or IV-B funds.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:
Item 43: The State complies with Federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:	Projected:
								Actual:	Actual:

1. Applicable
2. Not Applicable

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/ Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Benchmarks' Dates of Achievement	Goals' Dates of Achievement
			A <sup>1</sup>	N/A <sup>2</sup>				
Item 44: The State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the State for whom foster and adoptive homes are needed.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:
								Actual:
Item 45: The State has in place a process for the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children.			<input type="checkbox"/>	<input checked="" type="checkbox"/>				Projected:
								Actual:

1. Applicable
2. Not Applicable

**PIP Matrix Narrative Reporting Form**

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

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

III. Other Comments:

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

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

1	
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