



Permanency

Permanency Outcome 1:	Children have permanency and stability in their living situations.		
Item 5	Foster Care Re-entry <i>Data Measures</i>		
Measurement or Goal Description (as negotiated 10/04)		Based on submission of FFY02 Data ('03)	Based on resubmission of FFY02 Data ('05)
Measurement Method	CAMIS Data - Percent of children in care during the reporting period who re-entered within 12 months of a prior foster care episode that ended in reunification. Measure will model federal calculation methodology using a rolling 12-month period for each quarter.	National Standard: 8.6%	National Standard: 8.6%
Baseline Measure	Statewide aggregate AFCARS data for FFY 2002 (per data profile)	14.8%	12.9%*
Improvement Goal	Item achieved when improvement goal met or exceeded.	13.45% or lower	11.55% or lower**
Projected Date of Achievement for Goal	No later than two years from PIP approval	9/06	9/06

*Based on the resubmission of FFY02 data, new baselines were negotiated in April 2005.

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 1:	Children have permanency and stability in their living situations.			
Item 5	Foster Care Re-entry <i>Data Measures</i>			
Progress Updates	1 st Quarter (Oct-Dec 2004)	2 nd Quarter (Jan-Mar 2005)	3 rd Quarter (Apr-Jun 2005)	
Current Measure	No measurement updates reported during the 1 st quarter		11.3% Based on the AFCARS data, the state met the improvement goal. Re-entry measure is now considered complete.	No further reports are due
Improvement Goal	Item achieved when improvement goal met or exceeded (13.45% or lower)	Item achieved when improvement goal met or exceeded (11.55% or lower)*		

*Improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 1:	Children have permanency and stability in their living situations.		
Item 5	Foster Care Re-entry <i>Case Review Measures</i>		
Measurement or Goal Description (as negotiated 10/04)		Based on submission of FFY02 Data ('03)	Based on resubmission of FFY02 Data ('05)
Measurement Method	Alternate data measure - CAMIS data <i>Percent of children in care during the reporting period who re-entered within 12 months of a prior foster care episode that ended in reunification.</i>	Re-entry is only measured using CAMIS data, not case review data. Refer to above page for updates on progress.	Re-entry is only measured using CAMIS data, not case review data. Refer to above page for updates on progress.
Baseline Measure	Statewide aggregate AFCARS data for FFY 2002 (per data profile)	14.8%	12.9%*
Improvement Goal	Item achieved when improvement goal met or exceeded.	13.45% or lower	11.55% or lower**
Projected Date of Achievement for Goal	No later than two years from date of approved PIP	9/06	9/06

*Based on the resubmission of FFY02 data, new baselines were negotiated in April 2005.

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

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Foster Care Re-entry
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Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
5.1	Reduce the number of children re-entering foster care.	5.1.1	Implement FTDM as soon as possible and within 72 hours of child's placement in out-of-home care.	(Refer to 3.1.1)		Complete	5.1.1
		5.1.2	<p>In cooperation with service providers develop recommendations for providing reunification support and interventions to maximize the utilization of Family Preservation Services (FPS) when the plan is reunification.</p> <ul style="list-style-type: none"> a. Establish policy workgroup, including service providers, to develop recommendations. b. Workgroup report out on recommendations c. Management team reviews and approves recommendations. d. <u>Complete Phase I of contract review process</u> e. <u>Identify programmatic changes needed</u> f. Submit implementation plan g. Provide training to contractors to support program changes f. <u>Complete phase II of contract review and begin implementation of programmatic changes</u> d. Review and update current FPS contracts to include performance outcomes and training to support any changes. e. Provide orientation to staff on changes. f. Implement recommendations. 	<p>12/04</p> <p>4/05 6/05</p> <p>--</p> <p>--</p> <p>--</p> <p>--</p> <p>12/05</p> <p>5/06 6/06</p>	<p>Complete (12/04)</p> <p>Complete (4/05) Complete (4/05)</p> <p>Complete (12/05) Complete (12/05)</p> <p>Deleted Deleted</p> <p>Completed 7/06</p> <p>Deleted</p> <p>Deleted Deleted</p>	<p>Complete</p> <p>In the 4th quarter we proposed and ROX concurred with adding a new "d", "e", "f" and "g".</p> <p>We conducted a review of these contracts. Phase I involved changes to the contracts to strengthen fiscal reporting and accountability. Phase II will result in programmatic changes. FPS/IFPS program changes will include implementation of performance measures and the North Carolina Family Assessment tool. Migration to evidence based practices will also begin.</p> <p>CA has completed the contract review and begun to provide training. Once the training is complete the new contractual requirements will be implemented. Please see attachment for more information.</p>	5.1.7

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Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
				<p>As of July 1, 2006 contract language was amended to require the use of an assessment tool and re-assessment tool. The assessment domains address chronically referring families by assessing the following domains include:</p> <ul style="list-style-type: none">• Environment• Parental capability• Family interaction• Family safety (including neglect)• Child well-being• Caregiver/child ambivalence• Readiness for reunification <p>Additional performance measures are required and include:</p> <ul style="list-style-type: none">• Avoidance of new referrals• Reduction in the length of stay• Reduction in the level of risk factors• Prevention of out of home placement• Reunification <p>Contract changes include a new referral and exit summary forms.</p> <p>We have also implemented the</p>	

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Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
				Parent/child Interaction Therapy through service provider which will impact chronically referring families.	
	5.1.3 Recalculate re-entry measures based on including trial home visits and in-home dependencies in the period for which children are considered to be in out-of-home care prior to reunification, and establish new baseline with the new episode end date. <ol style="list-style-type: none"> Reprogram AFCARS extraction logic. Re-submit AFCARS using standard submission procedure. Recalculate re-entry measure and establish baseline. Negotiate target for improvement. 	10/04 11/04 12/04 1/05	Complete (1/05) Complete (2/05) Complete (3/05) Complete (4/05)	Complete Negotiations for new targets occurred at the April 7 th meeting between ACF/RO and CA and are reflected in the data section on re-entry.	5.1.5
	5.1.4 Review current policies and procedures pertaining to in-home dependencies and develop recommendations regarding trial home visits. <ol style="list-style-type: none"> Establish policy workgroup, including representatives from the Data Unit, to review current policies and develop recommendations for use of trial home visits. Workgroup report out on recommendations. Management team reviews and approves appropriate recommendations. Make necessary policy revisions to support recommendations. Provide training to staff on adopted recommendations. Collaborate with AOC to communicate policy changes with court system. Implement recommendations in 3 designated pilot sites. Review and report on implementation. Make any necessary adjustments to the policy. Make AFCARS extraction revisions consistent with policy changes. 	11/04 4/05 6/05 9/05 9/05-12/05 9/05-12/05 1/06 7/06 12/06 2/07	Complete (11/04) Complete (4/05) Deleted Deleted Deleted Deleted Deleted Deleted Deleted Deleted	In the Annual PIP Review, we proposed and ACF/RO concurred with removing the remaining benchmarks. There are other initiatives being implemented that will have a more substantial impact on foster care re-entry. We have requested to add these items to the PIP, they include: <ul style="list-style-type: none"> ▪ 30-day visits with children receiving in-home services ▪ Family Team Decision Meetings ▪ Re-training staff on safety risk and reunification assessment 	5.1.4

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Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
			k. Implement statewide.	3/07	Deleted	8th Quarter - ROX requested CA state the reason for combining this action step with 4.2.1. Originally CA had two separate workgroups working on 5.1.5 and 4.2.1. As the work progressed it became clear that the workgroups were addressing the same issue and the decision was made to combine the work into one workgroup and one policy document.	

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Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
	<p>5.1.5 Conduct regional forums for staff, community partners and Tribes and Indian Organizations, to review summary of research findings on factors related to re-entry and Washington’s data and develop regional action strategies to address re-entry.</p> <ul style="list-style-type: none"> a. Schedule regional forums for all six regions. b. In collaboration with community providers, conduct regional forums. c. Develop action strategies to address re-entry profiles on a regional level and report out the results following the forums within three months of the forum. <p>CA Management Team reviews and approves of action strategies to be implemented</p> <ul style="list-style-type: none"> d. Regions implement regional action strategies. e. Regions Report out on progress of implementing strategies implementation. 	<p>12/04 3/05-6/05</p> <p>9/05</p> <p>--</p> <p>10/05-9/06 3/06 & 9/06</p>	<p>Complete (3/05) Complete (5/05)</p> <p>Complete (6/05)</p> <p>Deleted</p> <p>Complete (9/06) Complete (9/06)</p>	<p>Complete</p> <p>These forums were scheduled to be completed in all six regions. However, due to travel restrictions and budget constraints, the previously scheduled forums were scheduled as regional conference calls with representatives from each region. The calls were conducted on May 12th, and included a presentation on data related to re-entry and development of action strategies to present to management for review. Although the forums changed from the originally planned in-person meetings to a conference call setting, the action item was completed on time.</p> <p>In the 4th quarter we proposed and ROX concurred with the removal of CA mgt review and approval.</p> <p>No status change to report in the 6th quarter report.</p> <p>No change to report in the 7th quarterly report.</p> <p>8th quarter - - ROX approved CA’s</p>	<p>5.1.6</p>

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Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						<p>request (telephonically on 9/29) to change the wording of benchmark "d" and "e" to more accurately reflect that this action step is being approached on a statewide level rather than individual regional strategies and progress.</p> <p>Statewide we have implemented several strategies and polices to impact reentry, these include;</p> <ul style="list-style-type: none"> o 6 month trial home visit policy. This policy requires a reunification assessment and transition and safety plan for ALL cases of dependent children being considered for re-unification. This policy is intended to improve decision making regarding reunification, and improve support and service available to families during the trial home visit period. Data on the policy is not yet available as it was implemented September 5, 2006. o Family Team Decision Making (FTDM) sites in operation are utilizing FTDM for cases with a risk of re-entry. Data from the 	

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Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						<p>FTDM sites are pulled quarterly and include data on placement prevention.</p> <ul style="list-style-type: none"> o Regions are to utilizing the Foster Care Assessment Program (FCAP) to provide specialized reunification assessments. These assessments would include an assessment of parental capacity. <p>Regions have also been allocated additional funding to implement strategies aimed at reducing re-entry. These strategies include:</p> <ul style="list-style-type: none"> • Increased availability of Family Preservation Services, and Intensive Family Preservation Services • Implementation of Parent Child Interaction Therapy (PCIT). • Increased availability of basic supports • Funding to pay for access to substance abuse and mental health treatment for parents not Medicaid eligible • Implementation of the 	

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Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						Incredible Years evidence based parenting program. <ul style="list-style-type: none"> • Trauma Focused - Cognitive Behavioral Therapy (Safe babies, Safe Moms) • Nurse Family partnerships • Project Safe Care and Promoting First Relationships See electronic folder file 5.1.5 for Documentation and supporting documents.	
5.2	Increase data integrity regarding CAMIS duplications involving re-entry (<i>e.g. respite</i>)	5.2.1	Develop and implement strategies to eliminate and prevent duplicate counts in CAMIS regarding re-entry (<i>e.g. respite</i>). <ol style="list-style-type: none"> Establish a policy workgroup, including representatives from CATS and the Data Unit, to develop 	9/04	Complete (11/04)	Complete Due to technical and budgetary feasibility issues with the	5.2.1

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Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
			recommendations for strategies to address duplicate counts in CAMIS (<i>utilizing the same workgroup as established for action step 2.1.1</i>). b. Workgroup reports out on recommended strategies. c. Management team reviews and approves appropriate strategies. d. Requirements and design complete e. Construction complete (coding) f. Testing complete g. Pilot complete h. Implement strategies statewide i. Report out to field on implementation	12/04 2/05 7/05 9/05 10/05 10/05 10/05 12/05	Complete (3/05) Complete 4/05 Deleted Deleted Deleted Deleted Deleted	proposed solutions, in the 2 nd quarterly report, we proposed and ACF/RO concurred with the removal of benchmarks “d-i” from the PIP, and to not develop a CAMIS solution at this time. The solutions proposed will be further explored during the development of the new information system.	
		5.2.2	Develop and implement a 6-month after care support program for children exiting care.	(Refer to 4.2.1)		Completed	3.3.1

Permanency Outcome 1:	Children have permanency and stability in their living situations.		
Item 6	Stability of foster care placements <i>Data Measures</i>		
Measurement or Goal Description (as negotiated 10/04)		Based on submission of FFY02 Data ('03)	Based on resubmission of FFY02 Data ('05)
Measurement Method	CAMIS Data - Percent of children in care less than 12 months from the time of the latest removal during the reporting period with no more than two placement settings. Measure will model federal calculation methodology using a rolling 12-month period for each quarter.	National Standard: 86.7%	National Standard: 86.7%
Baseline Measure	Statewide aggregate AFCARS data for FY 2002 (per data profile)	83.7%	84.2%*
Improvement Goal	Item achieved when improvement goal met or exceeded.	85.6%	86.1%**
Projected Date of Achievement for Goal	No later than two years from PIP approval	9/06	9/06

*Based on the resubmission of FFY02 data, new baselines were negotiated in April 2005.

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 1:	Children have permanency and stability in their living situations.							
Item 6	Stability of foster care placements <i>Data Measures</i>							
Progress Updates	1 st Quarter (Oct-Dec 2004)	2 nd Quarter (Jan-Mar2005)	3 rd Quarter (Apr-Jun 2005)	4 th Quarter (Jul-Sept 2005)	5 th Quarter (Oct-Dec 2005)	6 th Quarter (Jan-Mar 2006)	7 th Quarter (Apr-Jun 2006)	8 th Quarter (Jul-Aug 2006)
Current Measure	No measurement updates reported during the 1 st quarter	84.5%	85.6%	85%	85.3%	85.2%	85.49%	84.7%
Improvement Goal	Item achieved when improvement goal met or exceeded (85.6%)	Item achieved when improvement goal met or exceeded (86.1%)*						

*Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 1:	Children have permanency and stability in their living situations.		
Item 6	Stability of foster care placements <i>Case Review Measures</i>		
Measurement or Goal Description		Original CFSR Baseline (as negotiated 10/04)	Baseline from Central Case Review
Measurement Method	Case Review		
Baseline Measure	CFSR onsite review November 2002	68%	65%*
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.	72% (Within one year from date of PIP approval) 78% (Within two years from date of PIP approval)	68%** (Within one year from date of PIP approval) 72%** (Within two years from date of PIP approval)
Projected Date of Achievement for Goal	No later than two years from date of approved PIP	9/06	9/06

*Children's Administration developed a new case review tool that encompasses the Child and Family Services Review requirements in addition to statewide policies that need to be measured. Upon completion of the new tools a new baseline was established. This baseline was approved by DHHS Region X.

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 1:	Children have permanency and stability in their living situations.					
Item 6	Stability of foster care placements <i>Case Review Measures</i>					
Progress Updates	1 st Quarter (Oct-Dec 2004)	2 nd Quarter (Jan-Mar2005)	3 rd Quarter (Apr-Jun 2005)	4 th Quarter (Jul-Sept 2005)	5 th Quarter (Oct-Dec 2005)	
Current Measure	No measurement updates reported during the 1 st quarter	91% <u>65%</u>	67%*	85% - <i>The state met the 2nd year achievement goal for one quarter.</i>	82% - <i>The state met the 2nd year achievement goal for two quarters.</i>	No further reports are due
Improvement Goal	72% (Within one year from date of PIP approval) 78% (Within two years from date of PIP approval)	90% by 10/05 90% by 10/06	68% by 10/05** 72% by 10/06**			

*This measure was calculated after adjustments were made to the data collection process to provide a more accurate number.

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Item 6

Stability of foster care placements

Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
<p>6.1 Reduce number of placement changes for children in care.</p>	<p>6.1.1 Require multi-disciplinary case staffings for children who have been in four or more placements since entering out-of-home care, to build an intensive case plan to improve placement stability.</p> <ul style="list-style-type: none"> a. In collaboration with Tribes, LICWACS, and/or Indian Organizations, utilize CAMIS data on children in placement, length of stay, and age of children, to develop a plan of implementation. b. Communicate timeframes and guidelines to all social workers, supervisors and managers. c. Begin Phase I of plan (conducting staffings for children in five or more placements). d. Complete Phase I. e. Begin Complete planning for Phase II of the plan (conducting staffings for children in four or more placements). f. Complete Phase II. 	<p>1/05</p> <p>5/05</p> <p>5/05</p> <p>5/06</p> <p>5/06</p> <p>5/07</p>	<p>Complete (3/05)</p> <p>Complete(8/05)</p> <p>Complete (12/05)</p> <p>Complete (6/06)</p> <p>Complete (6/06)</p> <p>Deleted</p>	<p>Complete</p> <p>In the response to the 4th quarterly report, ROX requested that we modify benchmarks "e" and "f" to complete planning of Phase 2 within the PIP timeframe. This change has been made in the 4th quarterly report.</p> <p>The Multi-disciplinary staffing timelines and guidelines were attached to the 5th quarterly report.</p> <p>No status change to report in the 6th quarter report.</p> <p>7th quarter - The first Phase ended June 30, 2006. There were 1793 children identified as having been in 5 for more placements.</p> <p>Phase II began July 1, 2006 and includes approximately 1400 children with four or more placements. Phase II will capture any children missed in the Phase I that required a staffing and didn't have one.</p>	<p>6.1.1</p>

Item 6

Stability of foster care placements
Action Steps

Goals	Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
					The attached folder contains a number of attachments to substantiate complete of this step.	
	6.1.2	Implement Family-Team Decision Making disruption prevention meetings.	<i>(Refer to 3.1.1)</i>			6.1.2
	6.1.3	<p>Provide respite to resource families to support placements at risk of disruption and provide appropriate access to respite care for caregivers requesting and needing this service, to include in-home respite care for licensed foster parents.</p> <ul style="list-style-type: none"> a. Review and revise existing respite policy to provide immediate respite to resource families where placement is at risk of disruption. b. Complete assessment of regional needs. c. Develop plans to increase regional capacity to support respite policy address highest need. d. Management reviews phase-in plan for implementing the policy, including a plan for implementing the foster parent survey which will address the assessment of regional needs and the development of plans to address regional capacity Communicate revised respite policy to social workers, supervisors and resource families. e. Implement policy Revise academy training program and foster parent pre-service training program to reflect revised respite policy. 	12/04	Complete (12/04)	<p>Complete</p> <p>In the Annual PIP review, we proposed and the ACF/RO approved changing benchmark "c" to address highest need and the remaining two benchmarks.</p> <p>In the response to the 4th quarterly report, ROX requested more information on the definition of "highest need" and a copy of the plan. We anticipate that these will be attached to the 7th quarterly report.</p> <p>CA management originally approved the respite policy in principle. However, implementation was then delayed due to the anticipated increase in cost.</p>	6.1.3

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Stability of foster care placements
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						<p>In the 6th quarterly report, we propose a change to benchmark "c" to indicate that we will develop plans to increase regional capacity since this will be ongoing.</p> <p>7th quarter - Request approval of attached implementation plan to be monitored via APSR. Policy was changed to allow respite care for placements at risk of disruption and expanded Respite care to include unlicensed relatives.</p> <p>8th quarter - ROX approved CA's request (telephonically on 9/29) to delete benchmark "b" and "c" and address these items in benchmark "d" via the implementation plan. The implementation plan includes an annual foster parent survey, conducted by CA, which will be stratified by region. The sample will include 2400 foster parents (600 per region) including licensed and unlicensed foster parents.</p> <p>The questionnaire will include questions related to the need for and access to respite. The survey will be administered in early 2007 and the results will be available by</p>	

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Stability of foster care placements
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Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						<p>April 2007.</p> <p>Regions will utilize the results of the survey related to respite to develop plans to increase capacity to meet the need for respite services.</p> <p>The these activities will be incorporated into the Agency APSR</p> <p><u>Benchmark "d" and "e"</u> This Respite policy was included in the Relative Framework and was effective September 30, 2006. Implementation and communication materials for the policy were posted 9/5/06.</p> <p>See electronic file folder 6.1.3 for all documentation verifying completion of this action step.</p>	
6.2	Increase support to resource families.	6.2.1	<p>Implement statewide after hours support crisis line for foster parents and caregivers</p> <p>a. Review current models for after hours support already in existence and develop strategies to take statewide</p> <p>b. Develop program criteria for statewide after-hours support crisis line</p> <p><u>Develop plan for INTERIM statewide after-hours support crisis line for foster parents and caregivers</u></p>	<p>9/04</p> <p>9/04</p> <p>--</p>	<p>Complete (9/04)</p> <p>Complete (11/04)</p> <p>Complete (12/04)</p>	<p>Complete</p> <p>The INTERIM program will be evaluated to determine if any changes need to occur prior to finalizing the program.</p> <p>In the Annual PIP review, we proposed and the ACF/RO concurred with delaying the date</p>	6.2.1

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Stability of foster care placements
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Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
	<p><u>Develop program criteria for INTERIM statewide after-hours support crisis line</u></p> <p>c. Hire and provide training to staff operating the program</p> <p>d. Communicate with staff, caregivers and community partners</p> <p>e. Create and provide “crisis cards” to foster parents.</p> <p><u>Implement INTERIM after-hours support crisis line</u></p> <p><u>Review INTERIM after-hours support crisis line program and make any necessary changes prior to finalization.</u></p> <p>f. Complete implementation of the <i>finalized</i> after-hours support crisis line program</p> <p>g. Initiate quarterly progress reports to the field on after hour crisis line.</p>	<p>--</p> <p>11/04 12/04</p> <p>12/04</p> <p>--</p> <p>--</p> <p>5/05</p> <p>9/05</p>	<p>Complete (5/05)</p> <p>Complete (5/05)</p> <p>Complete (5/05) 7/06</p> <p>Complete (6/05)</p> <p>Complete (3/06)</p> <p>Complete (6/06)</p> <p>Complete (9/06)</p>	<p>on benchmark “e”.</p> <p>The information has been distributed to foster parents in their monthly payments and is on the foster parent website. The Foster Parent & Caregiver Support Line will be discussed at the Foster Parent and Caregiver Conference September 25-27. We have also distributed the information to Relative Caregiver support groups and Community Service Offices across the state.</p> <p>In the response to the 4th quarterly report, ROX concurred with the addition of an interim plan.</p> <p>No status change to report in the 6th quarterly report.</p> <p>Attached is a quarterly report for the period through 5/30/06.</p>	
	<p>6.2.2 Implement strategies to increase appropriate matching between children and caregivers at the time of initial placement (<i>e.g. increase completion rate of Pre-Passports within required timeframes</i>).</p> <p>a. Establish workgroup to develop strategies, including a process for how to track appropriate matching at initial placement.</p>	<p>12/04</p>	<p>Complete (3/05)</p>	<p>Complete</p> <p>In the Annual PIP review, we proposed and the ACF/RO concurred with removing this item. We are already implementing Child Health and Education Tracking (CHET) screenings and staffings</p>	<p>6.2.2</p>

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Stability of foster care placements
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Goals	Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
		<p><i>Consult with a National Resource Center on draft strategies.</i></p> <p>b. Management team reviews and approves strategies.</p> <p>c. Make necessary policy changes to support strategy implementation.</p> <p>d. Provide education/training to staff to support implementation of strategies.</p> <p>e. Begin implementation of strategies.</p> <p>f. Review baseline for placement stability following a completed Pre Passport, and set performance measure.</p> <p>g. Initiate quarterly reporting to the field.</p>	<p>--</p> <p>5/05</p> <p>8/05</p> <p>11/05</p> <p>12/05</p> <p>6/06</p> <p>12/06</p>	<p>Deleted</p> <p>Deleted</p> <p>Deleted</p> <p>Deleted</p> <p>Deleted</p> <p>Deleted</p>	<p>which gives us quality information about the child's needs. We are implementing foster care and recruitment retention contracts. These contracts will reduce turnover and increase the number of foster care homes available to help match children according to their needs.</p> <p>In the response to the 5th quarterly report, ROX proposed the addition of a benchmark regarding recruitment and retention contracts. See Action Step 35.1.5 below for updated information.</p>	
	6.2.3	Require notification to resource families and provide support to increase participation and provide input in all meetings, staffings (including CPT's) and hearings involving planning for the children in their care.	<i>(Refer to 29.1.2)</i>			6.2.4

Permanency Outcome 1:	Children have permanency and stability in their living situations.		
Item 7	Permanency goal for child <i>Case Review Measures</i>		
Measurement or Goal Description		Original CFSR Baseline (as negotiated 10/04)	Baseline from Central Case Review
Measurement Method	Case Review		
Baseline Measure	CFSR onsite review November 2002	72%	66%*
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.	76% (within one year from date of PIP approval)	68%** (within one year from date of PIP approval)
		82% (within two years from date of PIP approval)	74%** (within two years from date of PIP approval)
Projected Date of Achievement for Goal	No later than two years from date of approved PIP	9/06	9/06

*Children's Administration developed a new case review tool that encompasses the Child and Family Services Review requirements in addition to statewide policies that need to be measured. Upon completion of the new tools a new baseline was established. This baseline was approved by DHHS Region X.

*Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 1:	Children have permanency and stability in their living situations.				
Item 7	Permanency goal for child <i>Case Review Measures</i>				
Progress Updates	1 st Quarter (Oct-Dec 2004)	2 nd Quarter (Jan-Mar 2005)	3 rd Quarter (Apr-Jun 2005)	4 th Quarter (Jul-Sept 2005)	
Current Measure	No measurement updates reported during the 1 st quarter	66%*	87% - <i>The state met the 2nd year achievement goal for one quarter.</i>	86% - <i>The state met the 2nd year achievement goal for two consecutive quarters.</i>	No further reports are due
Improvement Goal	76% (within one year from date of PIP approval) 82% (within two years from date of PIP approval)	68% by 10/05* 74% by 10/06*	68% by 10/05 74% by 10/06	68% by 10/05 74% by 10/06	

*Baseline using the new case review tool

*Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Item 7

Permanency goal for child
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
7.1	Increase timely and accurate early identification of the permanency goal for children in out-of-home care.	7.1.1	<p>Establish a policy requiring workers to change the goal on the ISSP, CAMIS and other pertinent documents within 30 days of identifying the new goal.</p> <ul style="list-style-type: none"> a. Utilizing workgroup from 7.1.2, develop policy and procedure recommendations. b. Workgroup reports out on recommendations. c. Management team reviews and approves appropriate policy and procedure recommendations. d. Make necessary policy changes. e. Provide training to staff to support the policy changes. f. Implement policy statewide. 	<p>12/04</p> <p>3/05</p> <p>5/05</p> <p>7/05</p> <p>9/05</p> <p>12/05</p>	<p>Complete (12/04)</p> <p>Complete (3/05)</p> <p>Complete (4/05)</p> <p>Complete (4/05)</p> <p>Complete (12/04)</p> <p>Complete (12/04)</p>	<p>Complete</p> <p>Several ISSP related policy revisions were combined for management review. This includes items 7.1.1 and 17.1.1.</p> <p>The information was included in the service plan and guide in 12/04, originally a policy was going to be implemented to support this and was reviewed in 4/05, management has decided there is no need for a policy as it is part of the plan and guide.</p> <p>In the response to the 5th quarterly report, ROX asked for clarification regarding differences between "orient" and "train". These terms, along with "communicate", were based on an initial conceptualization regarding the level of effort that might be required to prepare staff for implementation.</p>	7.1.3
		7.1.2	<p>Establish a permanency goal within the first 60 days of placement by requiring Local Indian Child Welfare Act Committee (LICWAC) staffings for those children meeting the criteria per current policy, within 60 days of placement.</p> <ul style="list-style-type: none"> a. In collaboration with Tribes and Indian Organizations, 	12/04	Complete (12/04)	<p>Completed</p> <p>A draft form of the recommendations was mailed to Tribes and Indian Organizations for review and comment in April 2005.</p>	7.1.1

Item 7

Permanency goal for child
Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
	<p>establish policy workgroup to develop policy and procedure recommendations.</p> <p>b. Workgroup reports out on recommendations.</p> <p>c. Mail recommendations to Tribes and Indian Organizations for review and comment.</p> <p>d. Management team reviews and approves appropriate policy and procedure recommendations.</p> <p>e. Make necessary policy changes.</p> <p>f. Communicate with Tribes, Indian Organizations, and IPAC regarding policy changes.</p> <p>g. Make any adjustments to policy based upon results of meetings.</p> <p>h. Communicate policy requirements and any changes with CA staff.</p> <p>i. Implement policy statewide.</p> <p>j. Initiate quarterly progress reports to the field.</p>	<p>3/05</p> <p>4/05</p> <p>5/05</p> <p>7/05</p> <p>8/05</p> <p>12/05</p> <p>1/06</p> <p>2/06</p> <p>6/06</p>	<p>Complete (3/05)</p> <p>Complete (4/05)</p> <p>4/06</p> <p>4/06</p> <p>4/06</p> <p>5/06</p> <p><u>Complete (9/06)</u></p> <p><u>Complete (9/06)</u></p> <p>Deleted</p>	<p>The letter was attached to the 2nd quarterly report.</p> <p>Implementation has been delayed due to workload issues.</p> <p>No status change to report in the 6th quarterly report.</p> <p>Shared Planning policy and Permanency Planning policy are being implemented as one package.</p> <p>The policies are effective September 1, 2006.</p> <p>CA proposes deletion of - sub-step "j".</p> <p>Action Steps 7.1.2, 7.1.3 (Sub steps d-j) Permanency goal in 60 days</p> <p>These items are addressed in the Permanency Planning Policy (Attachment 4) and the Permanency Planning Practice Guide for Social Workers (Attachment 5)</p> <p>8th quarter - See electronic file 7.1.2 for LICWAC permanency policies and documentation of implementation in the field effective September 2006.</p>	

Item 7

Permanency goal for child
Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
	<p>7.1.3 Establish a permanency goal within the first 60 days of placement by developing practice guidelines for staff to specify the array of staffings that can be utilized for permanency planning.</p> <ul style="list-style-type: none"> a. Establish policy workgroup to develop policy and procedure recommendations. b. Workgroup reports out on recommendations. c. Management team reviews and approves appropriate policy and procedure recommendations. d. Make necessary policy changes. e. Provide training to staff to support the policy changes. f. Make necessary changes to the case review tool to measure compliance g. Initiate quarterly progress reports to the field. Case Review team will provide report to office and region as part of the de-briefing process. h. Implement policy statewide. 	<p>12/04</p> <p>3/05</p> <p>5/05</p> <p>7/05</p> <p>9/05</p> <p>1/06</p> <p>6/06</p> <p>12/05</p>	<p>Complete (12/04)</p> <p>Complete (3/05)</p> <p>Complete (4/05)</p> <p>Complete (4/05)</p> <p><u>Complete (8/06)</u></p> <p>Deleted</p> <p>Deleted-9/06</p> <p><u>Complete (9/06)</u></p>	<p>No status change to report in the 6th quarterly report.</p> <p>Shared Planning policy and Permanency Planning policy are being implemented as one package. The policies are effective September 1, 2006.</p> <p>CA proposes and ROX concurs with the deletion of - sub-step "f".</p> <p>Action Steps 7.1.2, 7.1.3 (Sub steps d-j) Permanency goal in 60 days These items are addressed in the Permanency Planning Policy (Attachment 4) and the Permanency Planning Practice Guide for Social Workers (Attachment 5)</p> <p>8th quarter - The Permanency policy was implemented September 1, 2006 - see PIP file - 7.2.2 Permanency for documentation.</p> <p>Benchmark "g" - CA proposes to delete benchmark "g" because the permanency policy was recently</p>	<p>7.1.2</p>

Item 7

Permanency goal for child
Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
				implemented and it is too early to determine the level of compliance with the policy. <i>CA proposes that benchmark (g) be included in the APSR and implemented beginning January 2007 when the new policy has been in effect for 4 months.</i>	
	7.1.4 Further develop and fully implement concurrent planning throughout the state.	<i>(Refer to 8.4.2)</i>			7.1.7
	7.1.5 Conduct staffings for all children in care for two years who do not have an identified permanent placement by September 1, 2004. a. Identify all children in care for two years who do not have an identified permanent placement by region/office. b. Field Operations will work with regions to develop a process for conducting staffings and for reporting out of the results. c. Regions/offices begin conducting staffings to review permanency plans and identify permanent placement of each child with the involvement of Tribes, LICWACs, and Indian Organizations for any children that are identified as Alaskan Native, American Indian, or Native American, and report monthly on the number of staffings completed and the permanent placement identified. d. Regions/offices complete staffings.	11/04 1/05 2/05 6/05	Complete (12/04) Complete (1/05) Complete (2/05) Complete (9/05)	Complete The staffing form and instructions were attached to the 1 st quarterly report. During the 1 st quarter all of the children in care more than two years who do not have an identified permanent placement were identified. This resulted in the following numbers of children for each region: Region 1=323 Region 2=278 Region 3=472 Region 4=693 Region 5=521 Region 6=370	7.1.8

Item 7

Permanency goal for child
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						<p>Totaling: 2657 staffings</p> <p>These staffings were completed by September, 2005.</p> <p>The Executive Summary was attached to the 4th quarterly report.</p>	
7.2	Develop clear definitions of acceptable permanent plans.	7.2.1	<p>Within existing capacity, maximize utilization of Foster Care Assessment Program (FCAP) resources</p> <ul style="list-style-type: none"> a. In collaboration with Harborview, review and revise FCAP contracts to provide for assessments to be conducted early in the child's placement to assist in promoting early permanency planning. b. Begin implementation. c. Communicate contract changes with staff d. Develop and implement process for statewide tracking of FCAP referrals. e. Implement process for tracking. 	<p>5/05</p> <p>7/05</p> <p>7/05</p> <p>7/05</p> <p>10/05</p>	<p>1/06-4/06</p> <p>Complete (7/06)</p> <p>Complete 7/06</p> <p>Deleted</p> <p>Deleted</p>	<p>Complete</p> <p>The FCAP contracts have been reviewed as part of the CA internal contract review process. Discussions with FCAP providers will be taking place to identify the programmatic changes required. Changes are scheduled to be incorporated into contracts becoming effective July 1, 2006.</p> <p>In the 4th quarter proposed and ROX concurred with the removal of benchmark "e" since we are combining with "d".</p> <p>No status change to report in the 6th quarterly report.</p> <p>7th quarter - During 7/1/05-6/30/06, 336 SPAR's were completed or 100% of the contract</p>	7.1.9

Item 7

Permanency goal for child
Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
				<p>was utilized.</p> <p>See attached report.</p> <p>CA requested and ROX approved the deletion of action step "d" since there is already a statewide tracking system in place.</p>	
	<p>7.2.2 Develop definitions of acceptable permanent plans, which include the criteria for permanent plans, and when long-term foster care (non-guardianships) can be a permanent placement for children.</p> <ul style="list-style-type: none"> a. Utilizing workgroup from 7.1.7, establish acceptable definitions, recommend policy changes, and review the existing long-term care foster care/relative agreement to improve its use to support permanency placement options for children. b. Management team reviews and approves appropriate recommendations. c. Make necessary policy changes. d. Revise academy training and post-academy training on permanency to reflect policy changes. e. Provide training to of social workers and supervisors on effective methods of concurrent planning and any policy changes. f. Implement policies statewide. 	<p>3/05</p> <p>5/05</p> <p>8/05</p> <p>9/05</p> <p>9/05-12/05</p> <p>1/06</p>	<p>Complete (7/05)</p> <p>5/06</p> <p>Complete (8/06)</p> <p>Complete (8/06)</p> <p>Complete (8/06)</p> <p>Complete (9/06)</p>	<p>Complete</p> <p>In the response to the 4th quarterly report, ROX requested that benchmark "e" not extend beyond the PIP timeframe. We have modified the benchmark in the 5th quarterly report.</p> <p>In the response to the 5th quarterly report, ROX requested clarification on who would receive training. We plan to train all social workers and supervisors on an ongoing basis.</p> <p>This action step includes restructuring, redesigning and consolidation of related policy items. This new permanency framework includes: initial license, relative home study, and relative search, respite, and support services for caregivers.</p> <p>See attachments (7.1.2) for more</p>	<p>7.6.1</p>

Item 7

Permanency goal for child
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						detailed implementation. 8 th quarter - This item complete and implemented September 1, 2006 - see policy and all attachments in electronic file 7.2.2.	
		7.2.3	Develop policies and procedures for when guardianship may be an appropriate permanent plan (<i>clarifying guardian and departmental responsibilities</i>) <ul style="list-style-type: none"> a. Complete development of policies and procedures b. Management review and approval c. Orientate staff to new policies d. Communicate policy changes with potential guardians and courts. e. Implement policy changes 	7/04 8/04 8/04 8/04 9/04	Complete (10/04) Complete (11/04) Complete (11/04) Complete (1/05)) Complete (1/05)	Complete	7.6.2
7.3	Increase youth involvement in case plan development.	7.3.1	Develop and implement strategies to address permanency planning with adolescents. <ul style="list-style-type: none"> a. Workgroup develops practice guidelines for engaging youth in case planning and promoting active permanency planning with youth. b. Provide training to staff on the practice guidelines c. Implement guidelines. 	9/04-3/05 3/05-6/05 6/05	Complete (4/05) Complete (9/06) Complete (9/06)	In the response to the 4 th quarterly report, ROX requested that benchmark "b" not extend beyond the PIP timeframe. We have modified the benchmark in the 5 th quarterly report. In the response to the 5 th quarterly report, ROX requested clarification on who would receive training. We plan to train all adolescent staff on an ongoing basis. 7 th quarter - Youth involvement in	19.2.1

Item 7

Permanency goal for child
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						<p>plans is included in the attached documents. These items are addressed in the Permanency Planning Practice Guide for Social Workers (Attachment) and the Shared Planning Policy (Attachment) and the Shared Planning Meeting Form and guide (Attachments)</p> <p>8th quarter - Training was completed and the policy became effective September 1, 2006 - see policy and all attachments in electronic file 7.2.2.</p>	

Permanency Outcome 1:	Children have permanency and stability in their living situations.		
Item 8	Reunification, guardianship and placement with relatives <i>Case Review Measures</i>		
Measurement or Goal Description		Original CFSR Baseline (as negotiated 10/04)	Baseline from Central Case Review
Measurement Method	Case Review		
Baseline Measure	CFSR onsite review November 2003	50%	53%*
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.	56% (Within one year from approval of PIP)	56% (Within one year from approval of PIP)
		65% (Within two years from approval of PIP)	65% (Within two years from approval of PIP)
Projected Date of Achievement for Goal	No longer than two years from date of approved PIP.	9/06	9/06

*Children's Administration developed a new case review tool that encompasses the Child and Family Services Review requirements in addition to statewide policies that need to be measured. Upon completion of the new tools a new baseline was established. This baseline was approved by DHHS Region X.

Permanency Outcome 1:	Children have permanency and stability in their living situations.				
Item 8	Reunification, guardianship and placement with relatives <i>Case Review Measures</i>				
Progress Updates	1 st Quarter (Oct-Dec 2004)	2 nd Quarter (Jan-Mar 2005)	3 rd Quarter (Apr-Jun 2005)	4 th Quarter (Jul-Sept 2005)	
Current Measure	No measurement updates reported during the 1 st quarter	53%*	65% - <i>The state met the 2nd year achievement goal for one quarter.</i>	76% - <i>The state met the 2nd year achievement goal for two consecutive quarters.</i>	No further reports are due
Improvement Goal	56% (Within one year from approval of PIP) 65% (Within two years from approval of PIP)	56% by 10/05 65% by 10/06	56% by 10/05 65% by 10/06	56% by 10/05 65% by 10/06	

*Baseline using the new case review tool

Item 8

Reunification, guardianship and placement with relatives
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
8.1	Improve protection for children.	8.1.1	Implement Family Team Decision Making model within 72 hours of a child's placement in out-of-home care to involve families in services that will support early problem resolution and reunification. Meetings to be phased in across the state as described in 3.1.1	(Refer to 3.1.1)		Complete	7.1.4
		8.1.2	<p>Review and revise the Transition and Safety Planning tool to address the issue of attachment and bonding between parents and child(ren) prior to return home, and including activities and services that assist the children in moving from one cultural experience to another (including daily routines, food, diet, language, etc).</p> <p>a. Utilizing the workgroup established in section 3.1.1, develop recommendations for changes to KCF policy and tools.</p> <p>b. Management reviews and approves recommendations.</p> <p>c. Complete policy and tool revisions.</p> <p>d. Provide additional <i>refresher</i> training to DCFS and DLR/CPS staff regarding Kids Come First tools and any policy revisions.</p> <p>e. Establish automated system for tracking KCF tools completed within required timeframes.</p> <ul style="list-style-type: none"> • <i>Scope approved</i> • <i>Requirements and Design Complete</i> • <i>Construction Complete</i> • <i>Testing Complete</i> • <i>Pilot Complete</i> • <i>Production Implementation</i> <p>f. Implement policy.</p> <p>g. Initiate quarterly progress reports to the field.</p>	<p>9/04-12/04</p> <p>12/04-1/05</p> <p>1/05-2/05</p> <p>2/05-6/05</p> <p>3/05</p> <p>4/05</p> <p>6/05</p>	<p>Complete (12/04)</p> <p>Complete (1/05)</p> <p>Complete (2/05)</p> <p>Complete (3/06)</p> <p>Deleted</p> <p>Deleted</p> <p>Deleted</p> <p>Deleted</p>	<p>Complete</p> <p>In the Annual PIP review, we proposed and the ACL/FO concurred with adding the term "refresher" to benchmark "d", and including a reference to the 30-day visit policy.</p> <p>During design sessions, it was discovered that CAMIS is unable to complete this information system solution.</p> <p>In the 4th quarter, we proposed and ROX concurred with the removal of benchmarks "e", "f", and "g".</p> <p>A copy of last Case Review Quarterly Report was attached to the 4th quarterly report. The KCF refresher training section on attachment and bonding was provided per the request in the 4th quarterly report.</p>	8.1.2

Item 8

Reunification, guardianship and placement with relatives
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						In the 5 th quarterly report, we erroneously wrote that a benchmark "h" was proposed in the 4 th quarter. However, this was not the case.	
8.2	Strengthen the permanency option of guardianship for relative caregivers	8.2.1	Develop policies and procedures for when guardianship may be an appropriate permanent plan (<i>clarifying guardian and departmental responsibilities</i>)	(Refer to 7.2.3)		Complete	8.2.1
		8.2.2	In collaboration with community partners, develop, seek and implement guardianship legislation to change current statute of "dependency guardianships" to dismiss dependency upon establishment of guardianship and to establish a post-guardianship support program. <ul style="list-style-type: none"> a. Draft legislative proposal. b. Submit legislation. c. Develop draft policy changes. d. Management reviews and approves appropriate recommendations. e. Budget decision. <p><u>The following benchmarks are subject to 2005 budget request and legislation:</u></p> <ul style="list-style-type: none"> f. Provide training to staff and caregivers on policy/legislative changes. g. Implement policy changes. 	11/04 12/04 1/05 3/05 5/05 6-05-7/05 7/05	Complete (12/04) Complete (1/05) Deleted Deleted Deleted Deleted Deleted	Complete	The most current version of this legislation can be viewed at http://www1.leg.wa.gov/legislature (search for "2030"). Since this legislation was not passed during the 2005 session, we proposed in the 2 nd quarterly report, and ACF/RO concurred with, the removal of benchmarks "c-g" and to not implement the policy at this time.

Item 8

Reunification, guardianship and placement with relatives
Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
8.3 Increase number of relative placements.	8.3.1 Implement relative home study a. Workgroup develops initial assessment tool and policy. b. Management reviews and approves appropriate recommendations. c. Provide training to staff. d. Implementation statewide. e. Identify offices that can be early implementers of the new tool d. Provide training to early implementing offices e. Implementation in early implementation offices f. Develop plan for Phase II implementation g. Review implementation issues, revise tool and training h. Implement Phase II of relative home study implementation i. Approval of Develop plan for implementation in all remaining offices j. Issuance and Implementation of the framework	12/04 2/05 3/05-5/05 6/05 -- -- -- -- -- -- --	Complete (12/04) Complete (2/05) 5/06 6/06 6/06 8/06 9/06 10/06-12/06 completed (7/06) Completed (9/06)	Complete Due to workload impact, we had proposed that the implementation and training be phased in concert with the CPS/CWS redesign and the hiring of additional staff as per the agency's 2005-2007 biennium budget ACF/RO requested submission of an amended implementation plan and schedule. In the 4 th quarter we have provided a new implementation plan and schedule. In the response to the 4 th quarterly report, ROX requested additional information in the implementation plan, such as # of offices and what is included in phase II. We anticipate the plan will be completed and attached to the next quarterly report. There is an overall slip of 3 months since the last report. This item relates to the package actions 7.2.2, 7.3.1, and 7.2.3. 7 th quarter - The relative framework policies will become	8.3.3

Item 8

Reunification, guardianship and placement with relatives
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						<p>effective September 1, 2006. Statewide training and implementation will be completed by October 2006. See statewide Implementation Plan (attachments)</p> <p>8th quarter - Policy was issued September 5th with an implementation date of September 30, 2006. see policy and all attachments in electronic file 8.3.1</p>	
8.4	Increase timely resolution of permanent plans for children.	8.4.1	<p>Implement an automated prompt, via CAMIS, to supervisors and social workers on the 5th month and 9th month of a child's placement in out-of-home care, to promote timely completion of permanency plans.</p> <ul style="list-style-type: none"> a. High level planning complete (assigning staff, prioritizing the work, estimating the effort to complete) b. Requirements and design complete c. Construction complete (coding) d. Testing complete e. Pilot complete f. Statewide implementation (release and training through regional CAMIS trainers) 	12/04	Complete (2/05)	This will be delayed until we acquire the new SACWIS system.	8.4.2
		8.4.2 (also 7.1.4)	<p>Further develop and fully implement concurrent planning throughout the state.</p> <ul style="list-style-type: none"> a. Establish policy workgroup to review current policy and make recommendations for improvements to strengthen policy. 	3/05	Complete (3/05)	<p>Complete</p> <p>In the 4th quarter, we proposed and ROX concurred with a modification of the actions steps and benchmarks.</p>	7.1.7

Item 8

Reunification, guardianship and placement with relatives
Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
	<ul style="list-style-type: none"> b. Management team reviews and approves appropriate recommendations. c. Make necessary policy changes. d. Revise academy training and post-academy training on permanency to reflect policy changes. e. Provide training to social workers and supervisors on effective methods of concurrent planning and any policy changes. f. Implement policy changes statewide. b. <u>Develop unified home study to support foster to adoption</u> c. <u>Provide regional training on unified home study</u> d. <u>Implement unified home study</u> e. <u>Develop permanency planning policy and practice guide and include a section on concurrent planning</u> f. <u>CA Management approves permanency policy and practice guide</u> g. <u>Incorporate new policy and practice guide into current Permanency training</u> h. <u>Orient staff to new policy guidelines</u> i. <u>Implement new policy and guidelines</u> 	<ul style="list-style-type: none"> 5/05 8/05 9/05 9/05-12/05 1/06 -- -- -- -- -- -- -- -- -- 	<ul style="list-style-type: none"> Deleted Deleted Deleted Deleted Deleted Complete (6/04) Complete (7/04) Complete (6/04) Complete (6/05) Completed (7/06) Completed (8/06) Completed (9/06) Completed (9/06) 	<p>See 7.1.4 and 7.1.2 for attachments & for more information.</p> <p>8th quarter - Policy was implemented via the Permanency policy package effective September 1, 2006 (all documents provided 7th quarter and also provided in the 8th quarter electronic file 7.2.2)</p>	
	<p>8.4.3 Review all required staffings for children and families and develop recommendations for consolidation.</p> <ul style="list-style-type: none"> a. Complete the development of the Shared Planning documents and policy b. Orient staff to the Shared Planning model, including how permanency is addressed in the staffings c. Implement the Shared Planning Model, requiring staffings at the following points: <ul style="list-style-type: none"> ▪ Within 72 hours of Original Placement Date (OPD) 	<ul style="list-style-type: none"> -- -- -- 	<ul style="list-style-type: none"> Completed (4/06) Completed (7/06) Completed (7/06) 	<p>Complete</p> <p>In the Annual PIP review, we proposed and the ACF/RO concurred with adding this new action step to the PIP.</p> <p>The draft Shared Planning documents and policy were attached to the 3rd quarterly</p>	13.1.5

Item 8

Reunification, guardianship and placement with relatives
Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
	<ul style="list-style-type: none">▪ Within 30 days of OPD▪ Within 180 days of OPD▪ Within 9-11 months of OPD▪ Every 6 months thereafter until permanency is achieved.▪ <u>6 months prior to child exiting due to aging out.</u>			<p>report. Management approved the final draft in April 2006. This will be provided to ROX by the end of May, 2006.</p> <p>In the response to the 4th quarterly report, ROX requested the addition of a reference to a staffing at 6-months prior to exit due to aging out. This has been added in the 5th quarterly report.</p> <p>No status change to report in the 6th quarterly report.</p> <p>7th quarter - Shared Planning is being implemented September 1, 2006 in all offices.</p> <p>8th quarter - Policy was implemented September 1, 2006, via the shared planning/CHET/Permanency (all documents provided 7th quarter and also available in the 8th quarter electronic shared planning file 8.4.3)</p>	

*Based on the resubmission of FFY02 data, new baselines were negotiated in April 2005.

Permanency Outcome 1:	Children have permanency and stability in their living situations.		
Item 9	<i>Adoption Data Measures</i>		
Measurement or Goal Description (as negotiated 10/04)		Based on submission of FFY02 Data ('03)	Based on resubmission of FFY02 Data ('05)
Measurement Method	CAMIS Data - Percent of children who exited foster care during the reporting period to finalized adoption, and exited care in less than 24 months from the time of the latest removal from home. Measure will model federal calculation methodology using a rolling 12-month period for each quarter.	National Standard: 32.0%	National Standard: 32.0%
Baseline Measure	Statewide aggregate AFCARS data for FFY 2002 (per data profile)	26.7%	24.6%*
Improvement Goal	Item achieved when improvement goal met or exceeded.	29.5%	27.5%**
Projected Date of Achievement for Goal	No later than two years from the final PIP approval	9/06	9/06

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 1:	Children have permanency and stability in their living situations.		
Item 9	Adoption <i>Data Measures</i>		
Progress Updates	1 st Quarter (Oct-Dec 2004)	2 nd Quarter (Jan-Mar 2005)	
Current Measure	No measurement updates reported during the 1 st quarter	30.1% - <i>Based on resubmission of AFCARS data, the state met the improvement goal. Adoption measure is now considered complete.</i>	No further reports are due
Improvement Goal	Item achieved when improvement goal met or exceeded (29.5%)	Item achieved when improvement goal met or exceeded (27.5%)*	

*Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 1:	Children have permanency and stability in their living situations.		
Item 9	Adoption <i>Case Review Measures</i>		
Measurement or Goal Description		Original CFSR Baseline (as negotiated 10/04)	Baseline from Central Case Review
Measurement Method	Case Review		
Baseline Measure	CFSR onsite review November 2003	40%	43%*
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.	46% (Within one year from approval of PIP) 55% (Within two years from approval of PIP)	46% (Within one year from approval of PIP) 48%** (Within two years from approval of PIP)
Projected Date of Achievement for Goal	No later than two years from date of approved PIP.	9/06	9/06

*Children's Administration developed a new case review tool that encompasses the Child and Family Services Review requirements in addition to statewide policies that need to be measured. Upon completion of the new tools a new baseline was established. This baseline was approved by DHHS Region X.

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 1:	Children have permanency and stability in their living situations.				
Item 9	Adoption Case Review Measures				
Progress Updates	1 st Quarter (Oct-Dec 2004)	2 nd Quarter (Jan-Mar 2005)	3 rd Quarter (Apr-Jun 2005)	4 th Quarter (Jul-Sept 2005)	
Current Measure	No measurement updates reported during the 1 st quarter	43%*	52% - <i>The state met the 2nd year achievement goal for one quarter.</i>	50% - <i>The state met the 2nd year achievement goal for two consecutive quarters.</i>	No further reports are due
Improvement Goal	46% (Within one year from approval of PIP) 55% (Within two years from approval of PIP)	46% by 10/05* 48% by 10/06*	46% by 10/05** 48% by 10/06**	46% by 10/05** 48% by 10/06**	

*Baseline using new case review tool

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Item 9

**Adoption
Action Steps**

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCFII	
9.1	Increase timeliness and rate of adoptions.	9.1.1	Complete implementation of the Unified Home Study. a. Develop policy. b. Complete training of licensing social workers and supervisors. c. Revise DLR academy training to include new unified home study. d. Statewide Implementation.	9/04 1/05 1/05 1/05	Complete (9/04) Complete (1/05) Complete (1/05) Complete (1/05)	Complete	9.1.1	
		9.1.2	Provide training to staff to support adoptions for older children. a. Develop curriculum for training module. b. Pilot curriculum. c. Incorporate training into specialized adoption training track at academy for new social workers. d. Implement training statewide.	12/05 3/06 5/06 6/06	Complete (10/05) Complete (11/05) Complete (12/05) Complete (12/05)	Complete Training curriculum and handouts are available upon request.	9.1.2	
		9.1.3	Further develop and fully implement concurrent planning throughout the state.	(Refer to 8.4.2)				9.1.4
		9.1.4	Implement an automated prompt, via CAMIS, to supervisors and social workers on the 5 th month and 9 th month of a child's placement in out-of-home care, to promote timely completion of permanency plans.	(Refer to 8.4.1)			Complete	9.1.5
		9.1.5	Develop and implement an interim policy requiring that all placement cases be transferred from CPS to CWS no later than fact-finding. a. Establish a policy workgroup to develop interim policy. b. Management team reviews and approves appropriate recommendations. c. Communicate policy changes to staff. d. Implement policy.	10/04 12/04 1/05 2/05	Complete (10/04) Complete (1/05) Complete (2/05) Complete (3/05)	Complete Policy was attached to the 2 nd quarter report.	9.1.6	
		9.1.6	Require service providers for foster parent recruitment to				Complete	9.2.2

Item 9

*Adoption
Action Steps*

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCFII
			discuss adoptions with all current resource families with legally free children. <ul style="list-style-type: none"> a. Utilizing workgroup in 9.2.1, develop practice guidelines for service providers. b. Management team review and approves appropriate recommendations. c. Orient service providers and staff on guidelines d. Contract agreement with CA will include requirement for recruiters to discuss adoption options with all resource families. e. Implement statewide. 	12/04 3/05-5/05 8/05 9/05 11/05	Complete (12/04) Complete 12/04 Complete 1/05 Complete 1/05 Complete 1/05 Complete 1/05	The SOW language was attached to the 4 th quarterly report. In the 4 th quarter, as a result of the CA contract review, we are updating the status to reflect that CA already has statewide contracts that require service providers for foster parent recruitment to discuss adoptions with all current resource families with legally free children.	
9.2	Increase the rate of foster-to-adopt placements.	9.2.1	Require licensors to discuss the option of adoption with families at the time of licensure. <ul style="list-style-type: none"> a. Establish workgroup to develop policy recommendations. b. Management team review and approves appropriate recommendations. Provide written reminder to all licensors regarding this expectation. c. Orient service providers and staff on guidelines. d. Implement statewide. 	12/04 3/05-5/05 -- 8/05 11/05	Complete (12/04) Deleted Completed (7/06) Deleted Deleted	Completed CA management has determined that this requirement does not require a new separate policy. It is addressed in the permanency planning policy and the concurrent planning policy. In the 4 th quarter we proposed and ROX concurred with rewriting "b" and removing items "c" and "d". In the response to the 4 th and 5 th quarterly reports, ROX asked for a copy of the permanency policy, concurrent planning policy, and how	9.2.1

Item 9

*Adoption
Action Steps*

Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCFII
				<p>this applies to licensors. These requests will be addressed when the policies are finalized.</p> <p>8th quarter - In July 2006, a reminder note was sent to DLR supervisors to discuss this item with their staff.</p>	
	<p>9.2.2 Require CWS workers to discuss with all resource families prior to TPR their potential interest in adoption of the children in their care.</p> <ul style="list-style-type: none"> a. Utilizing workgroup in 9.2.1, develop policies and practice guidelines for CWS workers. b. Management team review and approves appropriate recommendations. Provide written reminder to all CWS workers regarding this expectation c. Orient staff and resource families on policies and practice guidelines. d. Implement statewide. 	<p>12/04</p> <p>3/05-5/05</p> <p>--</p> <p>8/05</p> <p>11/05</p>	<p>Complete (12/04)</p> <p>Deleted</p> <p>Complete (7/06)</p> <p>Deleted</p> <p>Deleted</p>	<p>Complete</p> <p>CA management has determined that this requirement does not require a new separate policy. It is addressed in the permanency planning policy and the concurrent planning policy.</p> <p>In the 4th quarter we proposed and ROX concurred with changing "b" and removing "c" and "d".</p> <p>No status change for the 7th quarterly report.</p> <p>8th quarter - a memo was sent to all staff reminding them to discuss adoption with foster parents and relative caregivers, prior to TPR. See electronic file 9.2.2 for copy of memo.</p>	<p>9.2.3</p>

Item 9

*Adoption
Action Steps*

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCFII
9.3	Increase child specific recruitment.	9.3.1	<p>Increase contracts with qualified recruitment agencies, to include North West Adoption Exchange (NWAE) and Washington Adoption Resource Exchange (WARE) to increase specialized recruitment.</p> <ul style="list-style-type: none"> a. Increase budget to add 15 children to contract (<i>legally free, under the age of 6, not in the home of choice</i>) b. Identify children utilizing legally free data. c. Finalize contract changes. d. Implement contracts. 	<p>12/04</p> <p>1/05</p> <p>5/05</p> <p>7/05</p>	<p>Complete (12/04)</p> <p>Complete (1/05)</p> <p>Complete (7/05)</p> <p>Complete (7/05)</p>	<p>Complete</p> <p>Fifteen children have been chosen to participate in the amended recruitment contract.</p> <p>During the 4th quarter, the contracts were implemented on schedule. The contracts are available to the ACF/RO upon request.</p>	9.4.1

Permanency Outcome 1:	Children have permanency and stability in their living situations.		
Item 10	Permanent plan of other planned living arrangement <i>Case Review Measures</i>		
Measurement or Goal Description		Original CFSR Baseline (as negotiated 10/04)	Baseline from Central Case Review
Measurement Method	Case Review		
Baseline Measure	CFSR onsite case review November 2003	50%	71%*
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.	56% (Within one year of approval of PIP)	71%** (Within one year of approval of PIP)
		65% (Within two years of approval of PIP)	77%** (Within two years of approval of PIP)
Projected Date of Achievement for Goal	No later than two years from date of approved PIP.	9/06	9/06

*Children's Administration developed a new case review tool that encompasses the Child and Family Services Review requirements in addition to statewide policies that need to be measured. Upon completion of the new tools a new baseline was established. This baseline was approved by DHHS Region X.

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 1:	Children have permanency and stability in their living situations.						
Item 10	Permanent plan of other planned living arrangement <i>Case Review Measures</i>						
Progress Updates	1 st Quarter (Oct-Dec 2004)	2 nd Quarter (Jan-Mar2005)	3 rd Quarter (Apr-Jun 2005)	4 th Quarter (Jul-Sept 2005)	5 th Quarter (Oct-Dec 2005)	6 th Quarter (Jan-Mar 2006)	
Current Measure	No measurement updates reported during the 1 st quarter	71%*	83% - <i>The state met the 1st year achievement goal for one quarter.</i>	71% - <i>The state met the 1st year achievement goal for two consecutive quarters.</i>	86% - <i>The state met the 2nd year achievement goal for one quarter.</i>	84% - <i>The state met the 2nd year achievement goal for two quarters.</i>	No further reports are due
Improvement Goal	56% (Within one year of approval of PIP) 65% (Within two years of approval of PIP)	71%** by 10/05 77%** by 10/06					

*Baseline using the new case review tool

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Item 10

Permanent plan of other planned living arrangement
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
10.1	Strengthen other permanent planned living arrangements.	10.1.1	Develop definitions of acceptable alternative permanent plans, which include the criteria for permanent plans, and when long term foster care and independent living can be a permanent placement for children (<i>non-guardianships</i>).	(Refer to 7.2.2)			10.2.1
10.2	Increase youth involvement in case plan development.	10.2.1	Develop and implement strategies to address permanency planning with adolescents.	(Refer to 7.3.1)			19.2.1
10.3	Improve quality and accessibility of services for adolescents.	10.3.1	Implement "No Wrong Door" multi-disciplinary staffings for all youth 6-months in advance of exiting care.	(Refer to 22.1.5)			19.1.6
		10.3.2	Implement the Ansell-Casey computerized Independent living skills assessment and case planning model.	9/04 10/04	Complete (9/04) Complete (10/04)	The revised IL contracts were presented upon request after the 1 st quarterly report.	10.4.2
			<ul style="list-style-type: none"> a. Provide training to all IL contract providers. b. Amend all IL contracts to require utilization of the new model. c. Provide training to CA staff working with adolescents regarding the new model. d. Provide training to foster parents and caregivers caring for adolescents regarding the new model and educational advocacy skills. e. Utilize the computerized IL database to provide local, regional and statewide reports on number of assessments and case plans completed. 	9/04-11/04 10/04-6/05 1/06 (quarterly)	Complete (11/04) Complete (1/06-6/06) Complete (6/06)	No status change to report in the 6 th quarterly report. The Independent Living contracts were amended to reflect the ACLSA tool beginning January 2006. It is now the tool used statewide by all IL contract providers. From January 2006 to June 2006, there was a total of 344 ACLSA completed.	
10.3.3	Increase the percentage of eligible children receiving Independent Living Services.		<ul style="list-style-type: none"> a. Utilizing the SSPS (payment code), establish regional 	11/04-11/05	Complete (12/05)	Complete Baselines and performance goals were included in ILS contracts	10.4.3

Item 10

Permanent plan of other planned living arrangement
Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
	<p>and local office baselines and set performance goal.</p> <p>b. Local office CQI teams <u>Designated contract monitor</u> reviews baselines and <u>works with regions to</u> develop plans to increase percentage receiving ILS.</p> <p>c. Initiate quarterly utilization reports to regions and local CQI teams.</p>	<p>12/05-6/06</p> <p>9/06</p>	<p>8/06</p> <p>Deleted</p>	<p>executed January 1st, 2006.</p> <p>In the 5th quarterly report, we proposed and ROX concurred with the removal of the reference to SSPS codes in benchmark "a".</p> <p>In the 6th quarterly report, we are proposing a change to benchmark "b" and the deletion of benchmark "c" to more closely follow the CA contract monitoring process.</p> <p>Baselines and performance will be reviewed as part of the contract renewal process for new contracts beginning September 1, 2006.</p> <p>8th quarter - Regional IL Coordinators established baselines which were included in their IL contracts effective January 1, 2006. These contracts were then reviewed in August 2006 and renewed September 1, 2006 based on the contractors' performance in meeting the baselines and performance goals established in the January 1, 2006 contract. Currently, both statewide and regional efforts are being made to increase the number of youth</p>	

Item 10 Permanent plan of other planned living arrangement <i>Action Steps</i>							
Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						receiving IL services. See electronic file 10.3.3 for documentation of completion of these benchmarks.	

Item 11 Proximity of Placement

----- Passed this area- No improvement plans required

Item 12 Placement with siblings

----- Passed this area- No improvement plans required

Permanency Outcome 2:	The continuity of family relationships and connections is preserved.		
Item 13	Visiting with parents and siblings in foster care <i>Case Review Measures</i>		
Measurement or Goal Description		Original CFSR Baseline (as negotiated 10/04)	Baseline from Central Case Review
Measurement Method	Case Review		
Baseline Measure	CFSR onsite review, November 2003	56%	66%*
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.	62% (Within one year from approval of PIP) 71% (Within two years from approval of PIP)	68%** (Within one year from approval of PIP) 76%** (Within two years from approval of PIP)
Projected Date of Achievement for Goal	No later than two years from date of approved PIP.	9/06	9/06

*Children's Administration developed a new case review tool that encompasses the Child and Family Services Review requirements in addition to statewide policies that need to be measured. Upon completion of the new tools a new baseline was established. This baseline was approved by DHHS Region X.

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 2:	The continuity of family relationships and connections is preserved.							
Item 13	Visiting with parents and siblings in foster care <i>Case Review Measures</i>							
Progress Updates	1 st Quarter (Oct-Dec 2004)	2 nd Quarter (Jan-Mar2005)	3 rd Quarter (Apr-Jun 2005)	4 th Quarter (Jul-Sept 2005)	5 th Quarter (Oct-Dec 2005)	6 th Quarter (Jan-Mar 2006)	7 th Quarter (Apr-Jun 2006)	8 th Quarter (Jul-Sept 2006)
Current Measure	No measurement updates reported during the 1 st quarter	66%*	74% - <i>The state met the 1st year achievement goal for one quarter.</i>	73% - <i>The state met the 1st year achievement goal for two consecutive quarters.</i>	80% - <i>The state met the 2nd year achievement goal for one quarter.</i>	75%	82%	85% - Quarter **90% - Annualized from July 2005-June 2006
Improvement Goal	62% (Within one year from approval of PIP) 71% (Within two years from approval of PIP)	68% by 10/05** 76% by 10/06**						

*Baseline using the new case review tool

*Due to a new baseline being established with the new case review tool, the improvement goals were adjusted, with approval from DHHS Region X.

** There are 46 CA offices providing services in Washington State. Given the number of offices CA requested and ROX approved performance measurements based on the average of the previous four quarters rather than the results of the two consecutive quarters.

Item 13

Visiting with parents and siblings in foster care
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
13.1	Increase quality and frequency of visits between children, parents, and siblings.	13.1.1	<p>Develop policies and protocols regarding visitations for children in foster care to include frequency of visitation.</p> <p>a. Establish a policy workgroup including stakeholders and researchers, to develop a framework for visitations between parents and children and siblings that is utilized uniformly across regions. Framework to include guidelines for visitations which encompass:</p> <ul style="list-style-type: none"> ▪ <i>When visitations can be unsupervised,</i> ▪ <i>When visitations can be outside of the DCFS office,</i> ▪ <i>When visitations can be outside DCFS office hours, and</i> ▪ <i>Who is able to supervise visits</i> ▪ <i>How the visitation issues will be addressed during the Family Team Decision Making meeting that occurs within 72 hours of a child's placement in out-of-home care.</i> ▪ <i>How the visitation issues will be addressed in other staffings and supervisory conferences</i> ▪ <i>Guidelines for documentation of visits for social workers and contracted service providers</i> <p>b. Workgroup reports out on recommendations</p> <p>c. Management to review and approve framework and policy recommendations.</p> <p>d. Provide training for staff and providers in FTDM sites to support policy changes for visitations, quality of visitations and the importance of maintaining child's cultural connections. (report on quarterly progress)</p> <p>e. Implement policy and guidelines in FTDM sites (report on quarterly progress)</p> <p>f. Report out <u>quarterly</u> on progress on <u>implementation and training</u> of FTDM sites and CA office staff. (report on <u>ongoing thru</u></p>	9/04-12/04	Complete (11/04)	<p>Complete</p> <p>Due to workload and funding issues this item has been delayed. We proposed in the 2nd quarterly report and the ACF/RO concurred with implementation beginning in October, with training occurring between October and December.</p> <p>CA is requesting additional funds to cover the cost of supervised visitation in the 2006 supplemental budget.</p> <p>In the response to the 4th quarterly report, ROX asked us to determine what can be implemented without additional resources. We met with Casey Family Programs to discuss implementation options within available resources. We plan for initial implementation in FTDM offices beginning in July 2006 with statewide implementation beginning in January 2007.</p> <p>The visitation policy is attached.</p> <p>Training is underway in FTDM sites around the state as part of the initial implementation.</p>	18.1.1

Item 13

Visiting with parents and siblings in foster care
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
			<p>quarterly progress) g. <u>Develop and submit an implementation plan for statewide implementation</u></p>	<u>case review</u>	<p>Complete (9/06) Complete (9/06)</p>	<p>Please see attachments. Updated 7th quarter - proposed and ROX concurred with adding a benchmark "g" to reflect the submission of an implementation plan to be monitored via APSR.</p> <p>8th quarter - CA clarified the language in benchmark "f" to more accurately reflect what has been completed and what is being reported out on. Staff have been trained and the policy implemented in the eight FTDM sites. An implementation plan is completed and attached. See electronic file 13.1.1 for documentation of completion of all of these benchmarks.</p>	
		13.1.2	<p>Institute a placement agreement with the resource family that defines expectations around resource family/birth parent relationship building including an introductory meeting within 72 hours of placement.</p> <p>a. Establish a policy workgroup to develop recommendations and define expectations for meetings, to include the requirement to address parental visitation and preserving connections)</p> <p>b. Management reviews and approves recommendations.</p> <p>c. Orient staff, caregivers and community partners of expectations developed.</p> <p>d. Implement placement agreements statewide Develop and implement a special in-service training for foster</p>	<p>10/04</p> <p>1/05 2/05-5/05</p>	<p>Complete (10/04)</p> <p>Complete (1/05) Deleted</p> <p>Completed 12/05</p>	<p>Complete</p> <p>The policy was attached to the 2nd quarterly report.</p> <p>In the 4th quarter we proposed this item be removed from the PIP as there is much ground work required before this policy can be successfully implemented with foster parents. We believe that the new engagement training and revisions made to the PRIDE training regarding contact with the</p>	14.2.1

Item 13

Visiting with parents and siblings in foster care
Action Steps

Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
	<p>parents to engage birth parents.</p> <p>e. Incorporate engagement with birth families in the PRIDE training.</p> <p>f. Included workshops in annual conference on foster parents working with birthparent</p> <p>g. Submit a plan for implementation of placement agreement. Submit plan for working with foster parents to develop strategies and recommendations for implementing the 72 hour introductory meeting within 72 hours of placement.</p>	6/05	<p>Completed 12/05</p> <p>Complete (9/06)</p> <p>Complete (9/06)</p>	<p>child's family will help to prepare the way for implementation in late 2006 or early 2007.</p> <p>In the response to the 4th quarterly report, ROX asked us to determine what we could accomplish within the PIP timeframe. In the 5th quarterly report, we proposed a change to benchmark "d" to have an implementation plan developed within the PIP timeframe. In the response to the 5th quarterly report, ROX expressed concern about the delay.</p> <p>Due to workload issues and safety concerns of foster parents this item has not been implemented.</p> <p>No status change to report in the 6th quarterly report.</p> <p>7th quarterly report - CA requested and ROX approved to change benchmark "d" and add three benchmarks items "e" , "f" and "g"</p> <p>CA proposes and ROX approved an implementation plan for the placement agreement to provide time to work through and address issues foster parents have</p>	

Item 13

Visiting with parents and siblings in foster care
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						<p>regarding this action step. Many foster parents are anxious about required meetings with birth parents within 72 hours of placement. Their anxiety is primarily related to their family safety - they feel not much is known of the birth family at 72 hours and that puts them at some risk. Also - some foster parents feel this is a new expectation and not one they voluntarily agreed to at the time of recruitment.</p> <p>Update 9/19 - based on the above issues -CA is requesting to change benchmark "g" to say we will submit a plan (by 9/30) to work with foster parents in the coming months and develop recommendations for the implementation of this action step based on the work with foster parents.</p> <p>8th quarter -CA Included a workshop in the annual conference on foster parents working with birthparents. Implementation plan has been developed for working with foster parents to develop strategies and recommendations for implementing the 72 hour</p>	

Item 13

Visiting with parents and siblings in foster care
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
						introductory meeting within 72 hours of placement - see electronic file 13.1.2.	

Permanency Outcome 2:	The continuity of family relationships and connections is preserved.		
Item 14	Preserving connections <i>Case Review Measures</i>		
Measurement or Goal Description		Original CFSR Baseline (as negotiated 10/04)	Baseline from Central Case Review
Measurement Method	Case Review		
Baseline Measure	CFSR onsite review, November 2003	76%	47%*
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.	80% (Within one year from approval of PIP)	50%** (Within one year from approval of PIP)
		86% (Within two years from approval of PIP)	58%** (Within two years from approval of PIP)
Projected Date of Achievement for Goal	No later than two years from date of approved PIP.	9/06	9/06

*Children's Administration developed a new case review tool that encompasses the Child and Family Services Review requirements in addition to statewide policies that need to be measured. Upon completion of the new tools a new baseline was established. This baseline was approved by DHHS Region X.

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 2:	The continuity of family relationships and connections is preserved.							
Item 14	Preserving connections <i>Case Review Measures</i>							
Progress Updates	1 st Quarter (Oct-Dec 2004)	2 nd Quarter (Jan-Mar2005)	3 rd Quarter (Apr-Jun 2005)	4 th Quarter (Jul-Sept 2005)	5 th Quarter (Oct-Dec 2005)	6 th Quarter (Jan-Mar 2006)	7 th Quarter (Apr-Jun 2006)	8 th Quarter (Jul-Sept 2006)
Current Measure	No measurement updates reported during the 1 st quarter	47%*	49%	42%	59% - <i>The state met the 2nd year achievement goal for one quarter.</i>	52%	71%	64% - Quarter **58% - Annualized Oct 2005 - Sept 2006
Improvement Goal	80% (Within one year from approval of PIP) 86% (Within two years from approval of PIP)	50% by 10/05** 58% by 10/06**						

*Baseline using the new case review tool

*Due to a new baseline, the improvement goals were adjusted with approval from DHHS Region X.

** There are 46 CA offices providing services in Washington State. Given the number of offices CA requested and ROX approved performance measurements based on the average of the previous four quarters rather than the results of the two consecutive quarters.

Item 14

Preserving Connections
Action Steps

	Goals	Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
14.1	Implement programs to increase quality and focus on preserving child’s connection to family, community, culture and religion.	14.1.1 Strengthen ISSP (service plan) and ISSP Guide to include provisions for early identification of Tribal or Band affiliation and other cultural heritage. <ul style="list-style-type: none"> a. ISSP workgroup develops recommendations for changes to the ISSP and ISSP guide to support early identification of a child’s heritage. b. Management team reviews and approves appropriate recommendations. c. Communicate changes with staff. d. Implement statewide. 	12/04 2/05 3/05 5/05	Complete (12/04) Complete (4/05) Complete (12/04) Complete (12/04)	Complete A copy of the ISSP and ISSP guide were provided with the 1 st and 3 rd quarterly reports. The information was included in the service plan and guide in 12/04, originally a policy was going to be implemented to support this and was reviewed in 4/05, management has decided there is no need for a policy as it is part of the plan and guide. In the 4 th quarterly report, ROX requested that we consider adding a step to ensure that the new ISSP includes PIP items. The new action step 4.3.3 addresses this request.	18.2.1

Item 14

Preserving Connections
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
		14.1.2	Strengthen ISSP and ISSP Guide to include developing plans for maintaining cultural and community connections. <ul style="list-style-type: none"> a. Utilizing the same workgroup from Section 7.1.6, develop recommendations for changes to the ISSP and ISSP guide. b. Management team reviews and approves appropriate recommendations. c. Communicate changes with staff. d. Implement statewide. 	3/05 5/05 9/05-12/05 1/06	Complete (3/05) Complete (4/05) Complete (12/04) Complete (12/04)	Complete A copy of these items was provided with the 1 st quarterly report. The ISSP (service plan) and guide have been distributed to CA staff. The information was included in the service plan and guide in 12/04, originally a policy was going to be implemented to support this and was reviewed in 4/05, management has decided there is no need for a policy as it is part of the plan and guide. In the 4 th quarterly report, ROX requested that we consider adding a step to ensure that the new ISSP includes PIP items. The new action step 4.3.3 addresses this request.	18.2.2
14.2	Increase compliance with the Indian Child Welfare Act (ICWA).	14.2.1	Implement Family Team Decision Making Meetings as soon as possible and within 72 hours of a child's placement in out-of-home care to develop more effective safety plans and early engagement of Tribes, families and fathers.	<i>(Refer to 3.1.1)</i>		Complete	3.2.1
		14.2.2	Each office will have access to ICW specialists who will serve as a resource to other workers on ICW issues. <ul style="list-style-type: none"> a. Define the role of the ICW specialist. b. Identify ICW specialist c. Provide training to ICW specialist Staff notified of their 	9/04 10/04 12/04	Complete (1/05) Complete (3/05)	Complete This list of ICW specialists and the role definition were attached to the 2 nd quarterly report. Staffs in	18.3.1

Item 14

Preserving Connections
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
			<u>regional ICW specialist</u> d. Implement ICW specialist consultation role	1/05 1/05	Complete (1/05) Deleted	the regions have been notified of the availability of the ICW Specialists. The ICW Specialist all have extensive ICW experience and previously have completed ICW training. In the 4 th quarter proposed and ROX concurred with rewording "c" and removing "d".	
		14.2.3	Develop and implement a policy requiring notice to the Tribe within one working day of identification of a child's Tribal and/or Band affiliation for children in out-of-home placement to increase Tribal involvement in case planning. <ul style="list-style-type: none"> a. In collaboration with Tribes and Indian Organizations, establish a policy workgroup to develop policy recommendations. b. Workgroup reports out on recommendations. c. Send recommendations out to all Tribes and Indian Organizations for review and comment. d. Management team reviews and approves appropriate recommendations. e. Communicate with agency staff, Courts, Tribes and Indian Organizations on policy changes. f. Implement statewide. 	3/05 5/05 5/05-8/05 9/05 9/05-10/05 11/05	Complete (3/05) Complete (7/05) Complete (9/05) Complete (5/06) Complete (8/06) Complete (9/06)	Complete During the 4th quarter, the policy workgroup drafted recommendations and shared them with Tribes at the regional 7.01 meetings. 7 th quarter - Management has approved the policy change. An implementation plan has been drafted. The communication and implementation will be completed by 9/06. 8 th quarter - Communication and implementation for CA staff completed 9/30. Court, Tribe and Indian organization communication completed - verification of completed documents in electronic	13.1.2

Item 14

Preserving Connections
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II	
						file 14.2.3.		
14.3	Increase collaboration with courts and other partners to improve timeliness to permanency for children.	14.3.1	<p>Collaborate with Court Improvement Plan Committee to develop a process for inquiry as to Tribe and/or Band affiliation at shelter care hearing.</p> <ul style="list-style-type: none"> a. Meet with the CIP Committee and develop recommendations for development of a process of inquiry at shelter care hearing. b. Develop draft recommendations. c. Send recommendations out to all Tribes, Indian Organizations and Courts for review and comment. <i>Send letter to Tribes and Indian Organizations updating them on the process</i> d. Management team reviews and approves appropriate recommendations. e. Communicate with staff, Courts, Tribes and Indian Organizations on requirements and process for inquiry. f. Implement statewide. 	10/04	Complete (10/04)	<p>Complete</p> <p>In the 2nd quarterly report, we proposed and ACF/RO concurred with a wording change for “c” to send a letter to Tribes updating them of the process.–Since this is a court item, management review is also not necessary. We also proposed and ACF/RO concurred with removing benchmark “d” .</p> <p>No status change to report in the 6th quarterly report.</p> <p>No status change to report in the 7th quarterly report.</p> <p>8th quarter - Communication to Courts on requirements and process completed and policy revision communicated and implemented statewide - verification of completed documents in electronic file 14.3.1.</p>	33.1.2	

Permanency Outcome 2:	The continuity of family relationships and connections is preserved.		
Item 15	Relative Placement <i>Case Review Measures</i>		
Measurement or Goal Description		Original CFSR Baseline (as negotiated 10/04)	Baseline from Central Case Review
Measurement Method	Case Review		
Baseline Measure	CFSR onsite review, November 2003	72%	73%*
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.	76% (Within one year from approval of PIP) 82% (Within two years from approval of PIP)	76% (Within one year from approval of PIP) 82% (Within two years from approval of PIP)
Projected Date of Achievement for Goal	No later than two years from date of approved PIP.	9/06	9/06

*Children's Administration developed a new case review tool that encompasses the Child and Family Services Review requirements in addition to statewide policies that need to be measured. Upon completion of the new tools a new baseline was established. This baseline was approved by DHHS Region X.

Permanency Outcome 2:	The continuity of family relationships and connections is preserved.							
Item 15	Relative Placement <i>Case Review Measures</i>							
Progress Updates	1 st Quarter (Oct-Dec 2004)	2 nd Quarter (Jan-Mar2005)	3 rd Quarter (Apr-Jun 2005)	4 th Quarter (Jul-Sept 2005)	5 th Quarter (Oct-Dec 2005)	6 th Quarter (Jan-Mar 2006)	7 th Quarter (Apr-Jun 2006)	8 th Quarter (Jul-Sept 2006)
Current Measure	No measurement updates reported during the 1 st quarter	73%*	76% - <i>The state met the 1st year achievement goal for one quarter.</i>	69%	77% - <i>The state met the 1st year achievement goal for one quarter.</i>	75%	79%	83% - Quarter ***79% - Annualized from Oct 2005 - Sept 2006
Improvement Goal	76% (Within one year from approval of PIP) **78% (Within two years from approval of PIP)							

*Baseline using the new case review tool.

** This improvement goal was renegotiated to 78% because the PIP action steps related to relative placement were completed toward the end of the period which did not allow enough time to impact the numbers.

*** There are 46 CA offices providing services in Washington State. Given the number of offices CA requested and ROX approved performance measurements based on the average of the previous four quarters rather than the results of the two consecutive quarters.

Item 15

**Relative Placement
Action Steps**

		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
15.1	Increase number of relative searches.	15.1.1	Develop standardized guide for social workers on how to conduct appropriate searches for fathers and relatives. <ul style="list-style-type: none"> a. Establish a workgroup to review current models for relative search utilized throughout the state, and develop a standardized guide for workers. b. Draft guide distributed to management for review and comment. c. Management team reviews and approves appropriate recommendations. d. Orient staff to guide. Provide Tier one and Tier Two Training e. Implement statewide. 	12/04 5/05 6/05 7/05-9/05 10/05	Complete (12/04) Complete (8/05) Complete (7/06) Completed 9/06 Completed (9/06)	The draft guide was attached to the 4 th quarterly report. Attached is the relative search procedure that was approved by CA management. Training is scheduled for August. Implementation is scheduled for September. 8 th quarter - This item was implemented via the Relative Framework effective September 30, 2006. See electronic file 15.1.1	20.1.1
15.2	Increase number of relative placements.	15.2.1	Utilize Family-Team Decision Making meetings to increase relative placements and community connections.	<i>(Refer to 3.1.1)</i>		Complete	20.2.1
		15.2.2	Develop and implement caregiver initial assessment policy to support immediate non-relative (fictive kin) placements. <ul style="list-style-type: none"> a. Workgroup develops initial assessment tool and policy. b. Management reviews and approves appropriate recommendations. c. Provide training to social workers and supervisors. Complete development of initial license policy and assessment tool d. Revise DLR academy training to reflect policy change. <u>Phase in new initial relative assessment format and training with offices achieving COA caseload standards of 1-18.</u> Develop communication materials to support new assessment model. e. Communicate policy changes to staff. Orient staff to 	12/04 2/05 3/05-5/05 5/05 6/05 3/05-5/05	Complete (12/04) Complete (2/05) Completed (6/06) Completed (6/06) Completed (6/06)	Completed The policy was attached to the 2 nd quarter report. We proposed in the 3 rd quarter that the implementation and training be phased in concert with the CPS/CWS redesign and the hiring of additional staff as per the 2005-2007 biennium budget As a result of this request, the ACF/RO requested submission of an amended implementation plan and	8.3.2

Item 15

Relative Placement
Action Steps

		Action Steps/Benchmarks	Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
		<ul style="list-style-type: none"> new policy and tool f. Implementation statewide. Train licensing staff on policy and tool. g. Implement statewide c. Identify offices that can be early implementers of the new tool d. Provide training to early implementing offices e. Implementation in early implementation offices f. Develop plan for Phase II implementation g. Review implementation issues, revise tool and training h. Implement Phase II of initial assessment implementation i. Develop plan for implementation in all remaining offices 	<ul style="list-style-type: none"> 6/05 3/06 5/06 6/06 9/06 9/06 	<ul style="list-style-type: none"> Completed (6/06) Completed (7/06) Deleted Deleted Deleted Deleted Deleted Deleted 	<p>schedule. In response, we proposed new benchmarks "c" thru "i".</p> <p>In the 6th quarterly report, based on the recommendations of the workgroup, management has approved a statewide implementation. This is a change from the steps proposed in the 3rd quarter; however it closely matches the original plan.</p> <p>7th quarter - CA has implemented the option of referring a family for an initial foster home license. This initial license allows CA to place a child with a non-relative who has a pre-existing relationship with the child and with whom the child feels comfortable.</p> <p>Under the new policy, DLR will treat a referral for initial license as a priority and will complete the process within 5 working days.</p> <p>Initial Assessment documents are attached.</p>	
	15.2.3	Implement relative home study	<i>(Refer to 8.3.1)</i>		Completed	8.3.3

Permanency Outcome 2:	The continuity of family relationships and connections is preserved.		
<u>Item 16</u>	Relationship of child in care with parents <i>Case Review Measures</i>		
Measurement or Goal Description		Original CFSR Baseline (as negotiated 10/04)	Baseline from Central Case Review
Measurement Method	Case Review		
Baseline Measure	CFSR onsite review, November 2003	58%	74%*
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.	64% (Within one year from approval of PIP)	75%** (Within one year from approval of PIP)
		73% (Within two years from approval of PIP)	81%** (Within two years from approval of PIP)
Projected Date of Achievement for Goal	No later than two years from date of approved PIP.	9/06	9/06

*Children's Administration developed a new case review tool that encompasses the Child and Family Services Review requirements in addition to statewide policies that need to be measured. Upon completion of the new tools a new baseline was established. This baseline was approved by DHHS Region X.

**Based on the new baseline, improvement goals were adjusted with approval from DHHS Region X.

Permanency Outcome 2:	The continuity of family relationships and connections is preserved.							
Item 16	Relationship of child in care with parents <i>Case Review Measures</i>							
Progress Updates	1 st Quarter (Oct-Dec 2004)	2 nd Quarter (Jan-Mar2005)	3 rd Quarter (Apr-Jun 2005)	4 th Quarter (Jul-Sept 2005)	5 th Quarter (Oct-Dec 2005)	6 th Quarter (Jan-Mar 2006)	7 th Quarter (Apr-Jun 2006)	8 th Quarter (Jul-Sept 2006)
Current Measure	No measurement updates reported during the 1 st quarter	74%*	80% - <i>The state met the 1st year achievement goal for one quarter.</i>	89% - <i>The state met the 1st year achievement goal for two consecutive quarters.</i> <i>The state also met the 2nd year achievement goal for one quarter.</i>	88% - <i>The state met the 2nd year achievement goal for two consecutive quarters.</i>	80%	84%	No further reports are due
Improvement Goal	64% (Within one year from approval of PIP) 73% (Within two years from approval of PIP)	75% by 10/05** 81% by 10/06**						

*Baseline using the new case review tool

*Due to a new baseline, the improvement goals were adjusted with approval from DHHS Region X.

Item 16

Relationship of child in care with parents
Action Steps

Goals	Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
16.1 Nurture, support and maintain the parent child relationship.	16.1.1	Develop and provide training for staff, foster parents, community partners and contracted providers on engaging families, relatives and fathers.	<i>(Refer to 3.1.3)</i>		Completed	14.3.1
	16.1.2	Develop policies and protocols regarding visitations for children in foster care to include frequency of visitation	<i>(Refer to 13.1.1)</i>			18.1.1
	16.1.3	Develop and implement tools to maximize maternal and paternal involvement in decision making for the needs of their child. <ul style="list-style-type: none"> a. Establish workgroup to develop a guide for social workers on how to involve parents in decision-making (both discretionary and non-discretionary) b. Workgroup releases draft practice guide to management for review and comment. c. Management team reviews and approves appropriate recommendations d. Orient workers to guide. e. Implement statewide. 	12/04 6/05 8/05 10/05 12/05	Complete (12/04) Deleted Deleted Deleted Deleted	In the 4 th quarter we proposed the deletion of this item from the plan. We believe that the engagement training being provided to CA staff and foster parents addresses this issue as does the PRIDE pre-service foster parent training. Also, CA has initiated a process to revise the ISSP. This new ISSP will support involvement in the decision making along with the new Shared Planning policy. In the response to the 5 th quarterly report, ROX concurred with the deletion of this item, however requested that we ensure this is incorporated into the ISSP regarding overall parental involvement in their children’s lives and not only specifically for case planning which aligns with the reunification assessment tool.	13.2.1

Item 16Relationship of child in care with parents
Action Steps

Goals		Action Steps/Benchmarks		Required Finish	Projected/ Actual Finish	Status	Cross-Reference Item to KCF II
16.2.	Improve practice related to permanency	16.2.1	Implement statewide case review model for assessing and improving practice related to Safety, Permanence, and Well-being.	<i>(Refer to 4.4.1)</i>		This new step was added in the annual report.	12.5.1