



Section A: Five Year Plans

A Look Back: Accomplishments 2005 - 2009

(1) Strategic Plan 2005 - 2011

Updated June 30, 2004

**Excerpt: Chapter 4 Goals, Objectives, Strategies
and Performance Measures**

and

Accomplishment Summary 2005 - 2009

**Children's Administration
Department of Social and Health Services**

Child and Family Services Plan FY 2010 - FY 2014 A Look Back: Accomplishments 2005 - 2009

The Children's Administration is committed to assisting families and communities toward improved child safety, placement permanency, and enhanced child and family well-being. These priorities along with key infrastructure goals and objectives designed to support the mission of the Administration.

- **Child Safety:** Children will be safe from abuse and neglect
- **Child and Family Health and Well Being:** Help families and communities improve the well-being of children in their own homes and in out-of-home care.
- **Permanency:** Provide stable, nurturing, and permanent placements as quickly as possible for children who are placed into out-of-home care.
- **Supporting Client Outcomes:** Continuously improve the organization's capacity to achieve better outcomes for children and families.

Under the leadership of Governor Christine Gregoire and Secretary Robin Arnold-Williams and her recent successors Interim Secretary Stan Marshburn and current Secretary Susan Dreyfus, the Administration has maintained a stringent adherence to a safety first mindset. That being said, the Administration acknowledges that permanency and child and family well-being are interwoven with child safety and that all objectives must be actively pursued. However, when interests compete, child safety always takes precedence.

An excerpt from the Children's Administration Strategic Plan 2005 - 2011 follows outlining the goals, objectives, strategies and performance measures updated on June 30, 2004. Below that is a summary of the accomplishments of the Children's Administration FY 2005 - 2009.

Chapter 4 • Goals, Objectives, Strategies and Performance Measures



The primary goals of the Children's Administration focus on the themes of child safety, permanency, and child and family well-being for the children and families we serve. A fourth goal focuses on the systemic factors that are necessary in a high-performing organization with the capacity to support excellent outcomes for children and families.

On the following pages, the objectives, outcomes, and broad strategies of the Children's Administration are laid out in support of our four major goals of:

- ◆ ***Child Safety***: Children will be safe from abuse and neglect.
- ◆ ***Child & Family Well-Being***: Help families and communities improve the well-being of children in their own homes and in out-of-home care.
- ◆ ***Permanency***: Provide stable, nurturing, and permanent placements as quickly as possible for children who are placed into out-of-home care.
- ◆ ***Supporting Client Outcomes***: Continuously improve the organization's capacity to achieve excellent outcomes for children and families.

NOTE: THE FEDERAL OBJECTIVES, DATA INDICATORS AND CASE REVIEW MEASURES ARE UNDERLINED.

CHILD SAFETY

Goal: Children will be safe from abuse and neglect.

Outcome S-1: Children are, first and foremost, protected from abuse and neglect.

Objectives:

- A. Reduce chronic maltreatment
- B. Reduce recurrence of maltreatment
- C. Increase safety for children placed in out-of-home care
- D. Initiate timely investigations of reports of child maltreatment

Strategies:

- ◆ Restructure the Child Protective Services model to improve investigations, risk assessments and provide clear role definitions
- ◆ Implement training to support the model (including advanced investigation and assessment training for CPS workers)
- ◆ Reduce response time on Child Protective Services referrals
- ◆ Increase the percentage of cases where initial face-to-face contact for investigations is met within the required timeframes
- ◆ Develop criteria requiring Area Administrator case record review when CPS investigations are conducted on open CWS cases
- ◆ Increase percentage of health and safety visits with children in care
- ◆ Improve accuracy and consistency for findings of abuse and neglect
- ◆ Develop and implement policy for expunging records related to findings, consistent with statute
- ◆ Improve quality of Intake services
- ◆ Improve response to adolescents at risk (screening and assessment tools)
- ◆ Strengthen approach to child neglect, chronicity and repeat maltreatment

(Activities: Child Protective Services; Family Reconciliation Services; Division of Licensed Resources; Alternate Response System; Family Foster Home Care; Family Support Services; Other Foster Care; Public Health Nurses; Victim Assistance)

Measures:

- ◆ Proportion of families chronically referred to CPS
- ◆ Percent of CAN victims who had another founded referral within 6 months (Federal data)
- ◆ Percent of children in licensed care who were abused or neglected by a foster parent or facility staff (Federal data)
- ◆ Percent of high standard child abuse and neglect referrals where child is seen within required timeframe

Outcome S-2: Children are safely maintained in their homes whenever possible and appropriate.

Objectives:

- A. Protect children and prevent removal whenever possible
- B. Improve safety when returning children to their homes (risk of harm to child)

Strategies:

- ◆ Review and revise *Kids Come First* policy framework and tools
- ◆ Improve percentage of safety plans and risk assessments completed within required timeframes
- ◆ Improve the quality of safety assessments and safety plans
- ◆ Implement *Family Team Decision Meetings* within 72 hours of placement
- ◆ Implement new Child Welfare Services in-home services model
- ◆ Strengthen and improve Child Protective Teams (CPTs)
- ◆ Implement statewide interagency domestic violence protocol and improve awareness and response to domestic violence
- ◆ Collaborate with service providers to maximize service alignment with new CPS model to protect children and prevent removal

(Activities: Child Protective Services; Child Welfare Services; Family Reconciliation Services; Behavioral Rehabilitative Services; Division of Licensed Resources; Family Foster Home Care; Family Support Services; Other Foster Care; Public Health Nurses; Victim Assistance)

Measures:

- ◆ Services provided to families to protect children in home and prevent removal (Federal Case Review)
- ◆ Percent of children who are placed due to abuse or neglect and must be placed again
- ◆ Current risk of harm to child (Federal Case Review)
- ◆ Percent of children who have a reunification assessment and plan before return to parent (future)
- ◆ Percent of safety plans completed (future)

This goal contributes to the following *DSHS Goal*:

GOAL A. IMPROVE [HEALTH AND SAFETY OF COMMUNITY AND CLIENTS](#)

This goal contributes to the following *Priorities of Government* results:

Improve the security of Washington's vulnerable children and adults

This goal contributes to the following [Balanced Scorecard](#) perspectives:

Public Value Customer Perspective Financial Perspective Internal Process Learning & Growth

CHILD AND FAMILY WELL-BEING

Goal: Help families and communities improve the well-being of children in their own homes and in out-of-home care.

Outcome WB-1: Families have enhanced capacity to provide for their children's needs.

Objectives:

- A. Increase worker visits with child
- B. Increase worker visits with parent(s)
- C. Involve family, child, and foster family in case planning
- D. Respond to needs of child, parents, and foster parents

Strategies:

- ◆ Implement new Child Welfare Services model (in-home and out-of-home dependencies and voluntary services cases)
- ◆ Increase contact between social workers and families, social workers and children and social workers and out-of-home caregivers to at least once every 30 days
- ◆ Review and revise contracts/licenses with Child Placing Agencies to support 30 day visits
- ◆ Develop policies and protocols regarding visitations for children in foster care (SB 6643a)
- ◆ Develop Parent Aide Model to increase visitations, facilitate access to services and improve parenting skills
- ◆ Increase compliance with policy requiring workers to visit children in their placement within the first week of placement
- ◆ Implement training to support policy changes for visitations (staff and foster parents)
- ◆ Develop and implement a strengths-based comprehensive family assessment tool
- ◆ Collaborate with Tribes to develop and implement policy requiring notice to the Tribes within one working day of identification of a child's Tribal and/or Band affiliation for children in out-of-home care
- ◆ Review and revise policy and procedures regarding the development of case service plans and the involvement of parents and children, including guidelines for engaging fathers
- ◆ Implement training for staff, foster parents, community partners and service providers on engaging families, relatives and fathers
- ◆ Coordinate with community partners to plan and develop a statewide Fatherhood Summit
- ◆ Implement case conferences 30 days before fact-finding hearings (ESSB 6642a)
- ◆ Increase use of *No Wrong Door* staffings to identify needs of families and connect them to services and resources
- ◆ Implement statewide after hours foster parent support crisis line
- ◆ Develop policy requiring Licensed Resources to contact foster parents quarterly
- ◆ Implement annual assessments and developmental plans for foster parents (using feedback and input from CFS workers)
- ◆ Review feasibility of establishing statewide parent mentoring program (specially trained foster parents to mentor birth parents)

- ◆ Review current models of family team meetings (*Family Group Conference, Family Team Meetings and Family Team Decision Meetings*) and develop protocols for at which stage in a case they are most appropriately used

(Activities: Child Protective Services; Child Welfare Services; Division of Licensed Resources; Family Foster Home Care; Family Reconciliation Services; Family Support Services; Medicaid Treatment Child Care; Other Foster Care; Public Health Nurses)

Measures:

- ◆ Percent of children in CFS placement who are visited by their social worker in the caregiver's home according to policy
- ◆ Percent of children in CFS placement who are visited by their social worker in any location
- ◆ Percent of parents visited by their social worker
- ◆ Percent of children in care with a current comprehensive plan of care (ISSP)
- ◆ Federal Case Review

Outcome WB-2: Children receive appropriate services to meet their educational (and developmental) needs.

Objectives:

- A. Children in placement are supported in age-appropriate educational and developmental programs
- B. Minimize school moves for children in foster care

Strategies:

- ◆ Increase knowledge of educational resources and clarity of roles for youth, parents, relative caregivers, foster parents, school staff, social workers and courts
- ◆ Develop a plan to change discharge from care to one in which youth can stay in care and receive services until they are 21 years old to pursue education/vocational programs, unless they opt out earlier
- ◆ Collaborate with Washington Education Foundation to obtain funding and implement the Foster Care to College Partnership Plan
- ◆ Increase educational advocacy and assessment for children receiving services from CA (links with tutors, mentors and transitional living services)
- ◆ Develop and implement tutor/mentoring plan to improve educational outcomes for children 9 to 16 years old in out-of-home care
- ◆ Implement SHB 1058a (2003) to improve educational attainment of children in foster care
- ◆ Review in-home services contracts (*Family Reconciliation Services, Family Preservation Services, Intensive Family Preservation Services*) and include educational advocacy
- ◆ Increase referrals to preschool education and developmental programs

(Activities: Child Welfare Services; Family Foster Home Care; Medicaid Treatment Child Care; Other Foster Care; Public Health Nurses; Responsible Living Skills Program)

Measures:

- ◆ Percent of children who leave out of home placement on or after their 18th birthday either holding a high school diploma, GED, or are enrolled in an educational or vocational program
- ◆ Number of school moves (future)

- ◆ Federal Case Review

Outcome WB-3: Children receive adequate services to meet their physical and mental health needs.

Objectives:

- A. Physical health needs are met
- B. Mental health needs are met
- C. Social and emotional needs are met

Strategies:

- ◆ implement an integrated tiered system for evaluation of the health and developmental needs of children in out-of-home care
- ◆ Improve availability and use of regional medical consultants
- ◆ Expand *Pre-Passport* to serve children in their own homes for whom CA has legal authority
- ◆ implement a system to consolidate health records for children in care
- ◆ Implement interagency domestic violence protocol
- ◆ Improve system of delivering mental health services to children and their families (collaboration between CA, HRSA/Mental Health Division and Juvenile Rehabilitation Administration)
- ◆ Implement Regional Services Network (RSN) working agreements

(Activities: Child Welfare Services; Family Foster Home Care; Medicaid Treatment Child Care; Other Foster Care; Public Health Nurses; Street Youth Services; Victims Assistance)

Measures:

- ◆ Percent of children with Pre-Passport Screen (formerly *Kidscreen*) completed
- ◆ Satisfaction of youth in foster care
- ◆ Number of children in care 30 days or longer receiving annual EPSDT exam (future)
- ◆ Passports in place for all children in care over 90 days (future)
- ◆ Percentage of youth who avoid involvement with high risk behavior (future)

This goal contributes to the following *DSHS Goal*:

GOAL A. IMPROVE [HEALTH AND SAFETY OF COMMUNITY AND CLIENTS](#)

This goal contributes to the following *Priorities of Government* results:

Improve the security of Washington's vulnerable children and adults

This goal contributes to the following [Balanced Scorecard](#) perspectives:

Public Value Customer Perspective Financial Perspective Internal Process Learning & Growth

PERMANENCY

Goal: Provide stable, nurturing, and permanent placements as quickly as possible for children who are placed into out-of-home care.

Outcome P-1: Children have permanency and stability in their living situations.

Objectives:

- A. Increase timely permanent placements for children in out-of-home care
- B. Increase stability of children in out-of-home care
- C. Decrease foster care re-entries
- D. Decrease over-representation of minority children in care

Strategies:

- ◆ Implement new Child Welfare Services model (role definition, permanency planning, reasonable efforts)
- ◆ Implement the unified home study for foster and adoptive parents
- ◆ Develop, propose and implement guardianship legislation changing current statute of dependency guardianships
- ◆ Increase child specific adoption recruitment
- ◆ Expand support services for post-adoption families and permanent kinship families
- ◆ Collaborate with the Court Improvement Plan Grant Steering Committee to implement recommendations from the Dependency and Termination Equal Justice Committee
- ◆ Collaborate with the Administrative Office of the Courts, Assistant Attorney General and Office of Public Defense to update model court order
- ◆ Further develop concurrent planning statewide
- ◆ Develop policy to require Local Indian Child Welfare Act Committee (LICWAC) staffing or permanency and/or prognostic staffings to be held within 45-90 days of placement
- ◆ Conduct staffing for children who are in out-of-home care for two years and are not in their permanent placement
- ◆ Collaborate within DSHS and with community partners to develop an integrated redesigned service model for adolescents
- ◆ Increase the percentage of eligible youth receiving Independent Living Services (ILS)
- ◆ Review and revise ILS program to add a focus on reconciliation issues that exist with birth families and on transition to adulthood
- ◆ Establish a standing Youth Advisory Group and annual summit for youth and service providers to improve services to at-risk youth
- ◆ Develop policy requiring a family meeting be convened for adolescents entering and exiting Behavioral Rehabilitation Services (BRS) placements
- ◆ Implement *No Wrong Door* multi-disciplinary staffings for youth six months in advance of exiting care
- ◆ Develop and implement screening and assessment tools that meet the needs of adolescents being served by FRS, CWS and CPS
- ◆ Review and implement recommendations from the multiple placement workgroup (some recommendations are placed separately in the appropriate areas of the plan)
- ◆ Implement *Family Team Decision Meetings* within 72 hours of placement, at reunification, during placement moves and for disruption prevention
- ◆ Review current policies and procedures pertaining to in-home dependencies and develop recommendations regarding trial home visits

- ◆ Implement caregiver initial assessment policy for emergency placements
- ◆ Implement foster parent support plan and placement agreements
- ◆ Conduct regional forums for staff and community partners to review Office of Children's Administration Research data and regional profiles on factors influencing re-entry
- ◆ Review and revise *Kids Come First* policy framework and tools (transition and safety plan to incorporate six months after care support)
- ◆ Increase use of *Family Preservation Services* for children who return home
- ◆ Pursue Title IV-E waiver to address disproportionality
- ◆ Conduct priority staffings for children who are African American, Native American and others disproportionately represented in out-of-home care

(Activities: Child Welfare Services; Division of Licensed Resources; Adoption Medical; Adoption Services and Support; Behavioral Rehabilitative Services; Crisis Residential Center; Family Foster Home Care; Family Support Services; Hope Center; Other Foster Care; Responsible Living Skills Program; Secure Crisis Residential Center; Street Youth Services)

Measures:

- ◆ Number of children whose permanent plans are accomplished for adoption, reunification, guardianship, and other
- ◆ Percent of children during first 12 months in care with no more than two placements (Federal data)
- ◆ Number of children in care longer than 2 years who do not have a completed permanent plan
- ◆ Length of time to achieve permanency goal of reunification (Federal data)
- ◆ Length of time to achieve permanency goal of adoption (Federal data)
- ◆ Percent re-entered care after reunification within 12 months of prior episode (Federal data)
- ◆ Number of African American children in care longer than 2 years who are not in their permanent home
- ◆ Percent of eligible youth age 16 and over in out-of-home placement receiving Independent Living Services

Outcome P-2: The continuity of family relationships and connections is preserved for children.

Objectives:

- A. Increase relative placements
- B. Preserve connections with parents, siblings, and other significant people

Strategies:

- ◆ Implement *Family Team Decision Meetings* to increase relative placements
- ◆ Implement training allowance for kinship care providers
- ◆ Establish relative search positions to support finding potential relative resources
- ◆ Develop and implement revised policy framework for kinship care
- ◆ Implement relative home study
- ◆ Increase access to services for kinship care and guardianship providers
- ◆ Collaborate with Economic Services and Aging and Disability Services Administrations to improve support for caregivers

- ◆ Institute placement agreements with resource families that defines expectations around resource family and birth family relationship-building
- ◆ Expand PRIDE foster parent training curriculum to include module on caregiver involvement and working with families
- ◆ Strengthen the service plan (ISSP) to include provisions for early identification of cultural heritage and maintaining cultural connections
- ◆ Build a framework for visitations between parents and children and siblings that is uniform across regions
- ◆ Consult with community and service providers to establish a uniform accepted definition of culturally responsive services
- ◆ Collaborate with contracted service providers to implement a self-assessment process to determine their level of cultural responsiveness
- ◆ Collaborate with contracted service providers and Tribal partners to revise contracts to better support the Indian Child Welfare Act (ICWA)
- ◆ Implement training to support policy changes for maintaining child's cultural connections (staff and foster parents)
- ◆ Develop Parent Aide Model to increase visitations, facilitate access to services and improve parenting skills
- ◆ Collaborate with researchers and stakeholders to develop policies and protocols regarding visitations for children in foster care (SB 6643)

(Activities: Child Welfare Services; Division of Licensed Resources; Family Foster Home Care; Other Foster Care; Family Support Services)

Measures:

- ◆ Percent of children in foster care placed with extended family members (Federal case review)
- ◆ Percent of children visiting with parents (Federal case review)
- ◆ Current relationship of child in care with parents (Federal case review)
- ◆ Place children in proximity to parents (Federal case review)
- ◆ Visits with siblings (Federal case review)
- ◆ Placement with siblings (Federal case review)

This goal contributes to the following *DSHS Goal*:
GOAL B. IMPROVE CLIENT SELF-SUFFICIENCY

This goal contributes to the following *Priorities of Government* results:
Improve the security of Washington's vulnerable children and adults

This goal contributes to the following Balanced Scorecard perspectives:

Public Value Customer Perspective Financial Perspective Internal Process Learning & Growth

SUPPORTING CLIENT OUTCOMES

Goal: Continuously improve the organization's capacity to achieve excellent outcomes for children and families.

SCO-1: AGENCY RESPONSIVENESS TO THE COMMUNITY

Outcome SCO-1: Children's Administration partners with and is responsive to Tribes, consumers, communities, courts and public and private agencies to serve children and families.

Objectives:

- A. On-going partnership, communication and consultation with Tribes, consumers, service providers, out-of-home care providers, juvenile court, other public and private agencies, including their concerns
- B. Annual progress reports
- C. Coordinate service provision with other federal or federally-assisted programs

Strategies:

- ◆ Review and follow existing consultation processes occurring between the Tribes and the state and establish mechanisms to implement the Centennial Accord, the Tribal-State Agreement and the DSHS 7.01 Policy
- ◆ Develop and implement a process for consultation to improve collaborative government to government relationships and result in an integrated partnership approach to solutions
- ◆ Increase compliance with the Indian Child Welfare Act (ICWA)
- ◆ Conduct annual Indian Child Welfare summits
- ◆ Notify Tribes, Indian organizations, coalitions of Tribes and Indian organizations and the Indian Policy Advisory Committee (IPAC) that they have the right to consult and negotiate directly with Regional Administrators and CA headquarters when issues cannot be resolved at the local level
- ◆ Consult with Tribes and Indian organizations at each programmatic stage in the course of the development of the Child and Family Services Plan (CFSP)
- ◆ Implement training on Government to Government principles, Tribal-State Agreements and Indian Child Welfare (staff, foster parents, providers and partners)
- ◆ Provide open and frequent communication with the public, service providers, community partners, out-of-home care providers and the media
- ◆ Collaborate with community and government partners to improve quality and accessibility of mental health services to children receiving services from CA
- ◆ Improve collaboration with community partners and HRSA/Division of Alcohol and Substance Abuse to improve access to chemical dependency services
- ◆ Improve collaboration with community partners and the Economic Services and Aging and Disability Services Administrations to increase access to services for children and families
- ◆ Collaborate with public and private partners to increase awareness of child abuse and neglect
- ◆ Collaborate with partners to Increase awareness and improve response to domestic violence
- ◆ Collaborate with partners to improve educational outcomes for children receiving services from CA

- ◆ Assess and evaluate results of *Families and Communities Together* pilot projects in Spokane and Bellingham
- ◆ Implement HB 2459-S regarding collaboration between public and private child welfare providers
- ◆ Increase collaboration with courts and other partners to improve timeliness to permanency for children
- ◆ Collaborate with public and private child welfare providers to develop and implement contracted service models based on research
- ◆ Support partnership with *Catalyst for Kids* (formerly *Families for Kids Partnership*) to advance permanency priorities
- ◆ Attach customer service items to annual staff performance evaluations
- ◆ Implement CA client satisfaction surveys

(Activities: Child Protective Service; Child Welfare Services; Family Reconciliation Services; Division of Licensed Resources; Adoption Services and Support; Behavioral Rehabilitation Services; Family Foster Home Care; Responsible Living Skills Program; Street Youth Services; Victim Assistance)

Measures:

- ◆ Number of Tribes supported by Children’s Administration (future)
- ◆ Number of collaboration projects in which CA participates
- ◆ Number of good news stories and weekly report items submitted
- ◆ Number of customer, stakeholder, foster parent satisfaction surveys returned (future)
- ◆ Federal Case Review

This goal contributes to the following *DSHS Goals*:

GOAL D. IMPROVE [CUSTOMER SERVICE](#)

GOAL E. IMPROVE [PREVENTION AND CARE](#)

This goal contributes to the following *Priorities of Government* results:

Improve the security of Washington’s vulnerable children and adults

This goal contributes to the following [Balanced Scorecard](#) perspectives:

Public Value Customer Perspective Financial Perspective Internal Process Learning & Growth

SCO-2: FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, RETENTION

Outcome SCO-2: Adequate quality resources are available for foster care, behavior rehabilitation services and adoption.

Objectives:

- A. Standards for foster homes and residential facilities are reasonably in accord with recommended national standards
- B. Standards are applied to all licensed foster family homes or residential facilities receiving title IV-E or IV-B funds
- C. Criminal background clearances requirements are met as related to licensing or approving foster care, relative care and adoptive placements, and case planning process addresses safety
- D. Recruitment and retention efforts result in adequate numbers, locations, capacity, and ethnic and racial diversity of placement resources
- E. Cross-jurisdictional resources are used to facilitate timely adoptive or permanent placements for waiting children

Strategies:

- ◆ Develop protocols to support Tribal licensing processes and to recognize Tribal licensing standards
- ◆ Implement Request for Proposal (RFP) for statewide foster parent recruitment
- ◆ Develop and implement state and regional resource management plans, including minority and school-based recruitment
- ◆ Increase foster parent and staff teamwork and communication
- ◆ Increase percentage of foster care licensing renewals
- ◆ Implement Request for Proposal (RFP) for statewide foster parent support
- ◆ Implement statewide after-hours foster parent support crisis line
- ◆ Implement a conflict resolution process with foster parents
- ◆ Implement foster parent satisfaction surveys statewide (licensing completion, in-service and at exit from service)
- ◆ Develop and implement annual assessments and developmental plans for foster parents (using feedback and input from CFS workers)
- ◆ Develop policy requiring Licensed Resources to contact foster parents quarterly
- ◆ Evaluate use of incentives for foster parents based on the longevity of a child's placement

(Activities: Child Protective Service; Child Welfare Services; Family Reconciliation Services; Division of Licensed Resources; Adoption Services and Support; Behavioral Rehabilitation Services; Family Foster Home Care)

Measures:

- ◆ Number of licensed foster homes
- ◆ Number of minority homes available
- ◆ Percent of licensing applications which are pending more than 90 days
- ◆ Percent of foster homes receiving annual health and safety checks
- ◆ Foster parent satisfaction
- ◆ Federal Case Review

This goal contributes to the following *DSHS Goals*:

GOAL G. IMPROVE [QUALITY ASSURANCE AND MEASUREMENT](#)

This goal contributes to the following *Priorities of Government* results:

Improve the security of Washington's vulnerable children and adults

This goal contributes to the following [Balanced Scorecard](#) perspectives:

Public Value Customer Perspective Financial Perspective Internal Process Learning & Growth

SCO-3: SERVICE ARRAY

Goal: Continuously improve the organization's capacity to achieve better outcomes for children and families.

Outcome SCO-3: Service array ensures appropriateness, quality, accessibility and flexibility.

Objectives:

- A. Services are appropriate
- B. Services are accessible statewide
- C. Services can be individualized to meet unique needs

Strategies:

- ◆ Improve development and monitoring of contracts to include outcome-based and culturally appropriate services for children and families (contract reform model)
- ◆ Improve quality and accessibility of mental health services to children receiving services from CA
- ◆ Collaborate with community partners, Regional Support Networks and HRSA/Mental Health Division to improve mental health services
- ◆ Collaborate with Juvenile Rehabilitation Administration, HRSA/Mental Health Division, Children's Alliance, courts and providers to redesign services for adolescents in their homes
- ◆ Collaborate with community partners, courts and HRSA/Division of Alcohol and Substance Abuse (DASA) to improve access to chemical dependency services
- ◆ Implement protocols for working with families with methamphetamine abuse issues
- ◆ Collaborate with the Court Improvement Plan Grant Steering Committee regarding the development of Family Drug Courts
- ◆ Collaborate with community partners to fill service gaps identified through Pre-Passport regional profiles
- ◆ Increase array of services to preserve child's connection to family, community, culture and religion
- ◆ Develop regional databases of accessible Tribal services
- ◆ Promote the diversity charter and expectation that all staff and contracted providers adhere to the provisions
- ◆ Implement revised diversity training for all staff and providers
- ◆ Implement annual diversity conference for staff and providers
- ◆ Collaborate with public and private partners in education to improve information sharing

(Activities: Child Protective Service; Child Welfare Services; Family Reconciliation Services; Division of Licensed Resources; Adoption Medical; Adoption Services and Support; Alternate Response System; Behavioral Rehabilitation Services; Crisis Residential Center; Family Foster Home Care; Family Support Services; Hope Center; Medicaid Treatment Child Care; Other Foster Care; Public Health Nurses; Responsible Living Skills; Secure Crisis Residential Center; Street Youth; Victim Assistance)

Measures:

- ◆ Services assess the strengths and needs of children and families (Federal Case Review)
- ◆ Services determine other service needs (Federal Case Review)

- ◆ Services address family and individual needs (Federal Case Review)
- ◆ Services enable children to remain in home when reasonable (Federal Case Review)
- ◆ Services help children in foster and adoptive placements achieve permanency (Federal Case Review)
- ◆ Services are consistently accessible to families and children across the state (Federal Case Review)
- ◆ Services can be individualized to meet cultural, language and service needs of families and children (Federal Case Review)

This goal contributes to the following *DSHS Goals*:

GOAL C. IMPROVE [ACCESSIBILITY AND SERVICE INTEGRATION](#)

This goal contributes to the following *Priorities of Government* results:

Improve the security of Washington's vulnerable children and adults

This goal contributes to the following [Balanced Scorecard](#) perspectives:

Public Value Customer Perspective Financial Perspective Internal Process Learning & Growth

SCO-4: STATEWIDE INFORMATION SYSTEM

Outcome SCO-4: Information Technology and Case and Management Information System (CAMIS) has capability to support field and management needs.

Objectives:

- A. Information system capacity to identify status, demographic characteristics, location and goals for children in foster care
- B. Information technology assists workers, supervisors and managers in daily work

Strategies:

- ◆ Complete CA information system assessment through external contracted review
- ◆ Increase capacity and efficiency of the statewide information system
- ◆ Complete Data Warehouse and reporting capacity
- ◆ Complete SACWIS certification process
- ◆ Implement information system changes to support program improvements
- ◆ Improve use of the Internet and Intranet to facilitate communication with the public, stakeholders and employees

(Activities: Child Protective Service; Child Welfare Services; Family Reconciliation Services; Division of Licensed Resources; Adoption Services and Support; Behavioral Rehabilitation Services; Family Foster Home Care)

Measures:

- ◆ Data Integrity
- ◆ IT staff to workstation ratio
- ◆ Field and management satisfaction
- ◆ Federal Case Review

This goal contributes to the following *DSHS Goals*:

GOAL G. IMPROVE [QUALITY ASSURANCE AND MEASUREMENT](#)

This goal contributes to the following *Priorities of Government* results:

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This goal contributes to the following [Balanced Scorecard](#) perspectives:

Public Value Customer Perspective Financial Perspective Internal Process Learning & Growth

SCO-5: CASE REVIEW SYSTEM

Outcome SCO-5: Federal requirements for case review system are maintained.

Objectives:

- A. Each child has a written case plan developed jointly with parents
- B. Timely court and administrative review
- C. Termination of parental rights proceedings in accordance with Adoptions and Safe Families Act (ASFA)
- D. Foster and pre-adopt parents and relative caregivers have opportunity to be heard in review or hearing with respect to the child

Strategies:

- ◆ See strategies in WB-1 regarding involving parents and children in the development of case plans
- ◆ Improve use of case conferencing and staffings
- ◆ Implement Family *Team Decision Meetings*
- ◆ Enhance and implement concurrent planning throughout the state
- ◆ Implement recommendations from the Dependency and Termination Equal Justice Commission
- ◆ Collaborate with courts to review and revise policies to increase proper and timely notification of hearings (and the right to be heard) to foster/relative placement caregivers
- ◆ Develop and implement system for notification to caregivers of their right to attend and provide input in review hearings

(Activities: Child Protective Service; Child Welfare Services; Family Reconciliation Services; Division of Licensed Resources; Adoption Services and Support; Behavioral Rehabilitation Services; Family Foster Home Care)

Measures:

- ◆ Administrative review of child's status every 6 months (Federal Case Review)
- ◆ Court hearing every 12 months (Federal Case Review)

This goal contributes to the following *DSHS Goals*:

GOAL E. [IMPROVE PREVENTION AND CARE](#)

This goal contributes to the following *Priorities of Government* results:

Improve the security of Washington's vulnerable children and adults

This goal contributes to the following [Balanced Scorecard](#) perspectives:

Public Value Customer Perspective Financial Perspective Internal Process Learning & Growth

SCO-6: QUALITY ASSURANCE SYSTEM

Outcome SCO-6: Quality assurance system promotes satisfactory outcomes for children and families.

Objectives:

- A. Families and children in care receive quality services that protect safety and health
- B. Quality Assurance system is comprehensive and consistent

Strategies:

- ◆ Complete accreditation of local offices and headquarters
- ◆ Establish local office quality improvement standing teams in all offices
- ◆ Improve statewide consistency of child welfare practice
- ◆ Improve data integrity
- ◆ Implement evidence-based research to improve policy and practice
- ◆ Review and revise case record review tools
- ◆ Implement quality assurance intake model
- ◆ Develop a statewide case review quality assurance model to monitor and improve compliance with the Indian Child Welfare Act (ICWA)
- ◆ Improve practice through self-assessment and data monitoring
- ◆ Improve data collection for incidents, accidents and grievances

(Activities: Child Protective Service; Child Welfare Services; Family Reconciliation Services; Division of Licensed Resources; Adoption Services and Support; Behavioral Rehabilitation Services; Family Foster Home Care)

Measures:

- ◆ Number of case records reviewed
- ◆ Evaluates quality of services (Federal Case Review)
- ◆ Identifies strengths and needs of service delivery (Federal Case Review)
- ◆ Provides relevant reports (Federal Case Review)
- ◆ Evaluates improvement (Federal Case Review)
- ◆ Number of incidents (future)

This goal contributes to the following *DSHS Goals*:

GOAL G. IMPROVE QUALITY ASSURANCE AND MEASUREMENT

This goal contributes to the following *Priorities of Government* results:

Improve the security of Washington's vulnerable children and adults

This goal contributes to the following Balanced Scorecard perspectives:

Public Value Customer Perspective Financial Perspective Internal Process Learning & Growth

SCO-7: STRUCTURE, STAFFING AND FISCAL RESOURCES

Outcome SCO-7: Agency has adequate and efficient structure, staffing and fiscal resources.

Objectives:

- A. Structure, staffing levels and resources support quality service delivery
- B. Agency provides adequate support for a quality working environment

Strategies:

- ◆ Evaluate need for additional staff resources and request funding when appropriate
- ◆ Maximize federal funding
- ◆ Implement recommendations from the payment improvement project team
- ◆ Implement recommendations from the Creating Efficiencies (paperwork reduction) Workgroup
- ◆ Improve employee recruitment, particularly among minority populations
- ◆ Evaluate headquarters structure and staffing to improve communication and accountability
- ◆ Strengthen headquarters staff services capacity
- ◆ Review for implementation recommendations from the staff retention (Pride and Passion) team
- ◆ Implement recommendations from the JLARC audit of CFS caseload and staffing issues regarding moving to a workload (versus caseload) staffing model
- ◆ Implement the Governor's Quality Initiative

(Activities: Child Protective Service; Child Welfare Services; Family Reconciliation Services; Division of Licensed Resources; Adoption Services and Support; Behavioral Rehabilitation Services; Family Foster Home Care)

Measures:

- ◆ Average number of open cases carried per social worker at fiscal year end
- ◆ Number of CPS, CWS, FRS referrals received
- ◆ Number of CA/N referrals accepted for investigation
- ◆ Number of LR cases per worker
- ◆ Number of SSI/SSA applications filed
- ◆ Amount of federal dollars earned (IV-E penetration rate)
- ◆ Number of quality improvement teams
- ◆ Percent of employees with current performance evaluations
- ◆ Employee satisfaction data
- ◆ Percent of CPS/CWS positions filled (future)

This goal contributes to the following *DSHS Goals*:

GOAL F. IMPROVE [FINANCIAL RESOURCES MANAGEMENT](#)

This goal contributes to the following *Priorities of Government* results:

Improve the security of Washington's vulnerable children and adults

This goal contributes to the following [Balanced Scorecard](#) perspectives:

Public Value Customer Perspective Financial Perspective Internal Process Learning & Growth

SCO-8: STAFF AND PROVIDER TRAINING

Outcome SCO-8: Staff and provider training and development adequately support the goals of the agency.

Objectives:

- A. Employee development and training supports agency goals and objectives
- B. Service partners and placement providers are trained to carry out their duties
- C. Diversity of workforce closely reflects diversity of clients

Strategies:

- ◆ Increase array of training opportunities and expectations for staff participation
- ◆ Implement competency testing following academy training and use results to improve academy
- ◆ Implement training academy for supervisors and program managers
- ◆ Implement advanced Child Protective Services investigator training
- ◆ Implement specialized adoption training
- ◆ Increase percent of staff with MSWs by improving use of the Child Welfare Training and Advancement Program (IV-E stipend program)
- ◆ Implement the leadership development/succession plan
- ◆ Implement training on Government to Government principles, Tribal-State Agreement and ICW provisions
- ◆ Implement policy requiring mandatory ongoing training for staff and placement providers
- ◆ Increase training opportunities and expectations for licensed resource families
- ◆ Develop professional foster homes with specialized training and compensation
- ◆ Increase training opportunities for non-licensed caregivers
- ◆ Increase training opportunities for contracted service providers and stakeholders
- ◆ Implement training to support policy changes and program improvement priorities (staff, foster parents, providers and partners)
- ◆ Implement statewide and regional diversity work plans and training
- ◆ Implement interview process that addresses cultural competency
- ◆ Collaborate with community partners to implement annual diversity conference for staff and partners

(Activities: Child Protective Service; Child Welfare Services; Family Reconciliation Services; Division of Licensed Resources; Adoption Services and Support; Alternate Response System; Behavioral Rehabilitation Services; Family Foster Home Care; Other Foster Care; Hope Center; Responsible Living Skills Program; Crisis Residential Center; Secure Crisis Residential Center; Street Youth Services; Victim Assistance)

Measures:

- ◆ Initial training for all staff (Federal Case Review)
- ◆ On-going training is skills and knowledge based (Federal Case Review)
- ◆ Training for foster parents, adoptive parents, and staff of licensed facilities is skills and knowledge based (Federal Case Review)
- ◆ Percent of minority and disabled staff

This goal contributes to the following *DSHS Goals*:

GOAL I. IMPROVE [WORKFORCE DEVELOPMENT AND DIVERSITY](#)

This goal contributes to the following *Priorities of Government* results:

Improve the security of Washington's vulnerable children and adults

This goal contributes to the following [Balanced Scorecard](#) perspectives:

Public Value Customer Perspective Financial Perspective Internal Process Learning & Growth

Appendix 1 • Indian Services Plan

Specific strategies were suggested as avenues to our goal, “achieve full compliance with all of the requirements of the Indian Child Welfare Act (ICWA), the Title IV consultation requirements, including but not limited to the Centennial Accord and Policy 7.01.” These strategies are listed below, and were woven into our Kids *Come First Phase II* improvement plan, which is reflected in this strategic plan.

1. Develop a quality assurance system statewide to monitor and improve compliance with the Indian Child Welfare Act.
 - a. Establish a statewide steering committee to support this process.
 - ICW Program Manager would be given the authority by Assistant Secretary to gather this committee and establish framework
 - Develop a model and framework for the process
 - Consult with Tribes during the development of the committee and model
 - All Tribes and Indian organizations need to be given an opportunity to participate as members on the committee
 - Field staff needs to be represented on the committee.
 - b. Review the current Quality Assurance Case Review system and consult with QA.
 - c. In consultation with NICWA, identify and develop tools.
 - d. Generate and implement policy to support the quality assurance process and demonstrate commitment to Tribes.
 - e. Identify review team members.
 - f. Quantify workload and reward expertise.
 - g. Conduct a census of DSHS Indian clients.
 - h. Identify all of the areas that need to be evaluated and monitored in the quality assurance system.
 - i. Identify the requirements of ICW (WAC, manual, federal law, Tribal-State Agreement).
2. Establish a feedback loop to the resource mechanisms.
 - a. All CA contracts will contain ICW components providing Tribal access and referral to services.
 - b. Give a yearly report of progress to the Governor and Tribes.
3. Training towards ICW: Identify an ICW specialist available in each office.
4. At first encounter, and throughout the life of the case, we need to identify all Indian children in the system.
5. All employees will be adequately trained on implementing the ICWA.
6. Each office needs to have an Indian Child Welfare Specialist.
7. Exhaust relative resources for placements and document efforts.
8. Conduct a mandatory family meeting for every child in care.
9. Emphasize and monitor active ICW efforts.
10. Eliminate disproportionality.
11. Increase availability of ICWA compliance resources (foster homes, relative placement, diversity recruitment and retention), providing services and resources for relative placements.

As federally required, CA also commits to discussions throughout 2005-09 with Tribes on permanency protections.

Appendix 2 • Child Abuse Prevention and Treatment Act

The strategies outlined in Chapter 4 of the Strategic Plan, Goals, Objectives, Strategies and Performance Measures, Child Safety can be categorized as follows:

- Improving the intake, assessment, screening, and investigation of reports of abuse and neglect (section 106(a)(1))
 - ◆ Restructure the Child Protective Services model to improve investigations, risk assessments and provide clear role definitions
 - ◆ Implement training to support the model (including advanced investigation and assessment training for CPS workers)
 - ◆ Reduce response time on Child Protective Services referrals
 - ◆ Increase the percentage of cases where initial face-to-face contact for investigations is met within the required timeframes
 - ◆ Develop criteria requiring Area Administrator case record review when CPS investigations are conducted on open CWS cases
 - ◆ Improve accuracy and consistency for findings of abuse and neglect
 - ◆ Improve quality of Intake services
 - ◆ Improve response to adolescents at risk (screening and assessment tools)
 - ◆ Strengthen approach to child neglect, chronicity and repeat maltreatment
- Improving the general child protection system by developing, improving, and implementing risk and safety assessment tools and protocols (section 106(a)(4))
 - ◆ Review and revise *Kids Come First* policy framework and tools
 - ◆ Improve percentage of safety plans and risk assessments completed within required timeframes
 - ◆ Improve the quality of safety assessments and safety plans
- Developing and enhancing the capacity of community-based programs to integrate shared leadership strategies between parents and professionals to prevent and treat child abuse and neglect at the neighborhood level (section 106(a)(12))
 - ◆ Strengthen and improve Child Protective Teams (CPTs)
 - ◆ Implement statewide interagency domestic violence protocol and improve awareness and response to domestic violence
 - ◆ Collaborate with service providers to maximize service alignment with new CPS model to protect children and prevent removal.

Appendix 3 • Chafee Foster Care Independence Program

<p>Vision Statement/ Summary of goals</p>	<p>Five-Year Vision Statement Washington State’s Chafee Foster Care Independence Program will provide measurably outstanding state and Tribal wide independent living, transitional living, and education and training voucher programs by the end of 2009.</p> <p>Data and Accountability The first years of Chafee implementation have been primarily concerned with developing the infrastructure for services and making sure social service workers, youth, and other stakeholders are aware of resources available, and evaluating the status of youth transitioning from state care. As we move into the next five years of implementation, CA’s focus will be to improve Washington’s Independent Living (IL) program and services by using data that describes the needs of the young people and, consequently, informs our practice strategies. This data will assist CA’s efforts in targeting specific needs and groups of youth; in measuring the outcomes to inform effective evaluation; in holding service providers accountable by refining the performance based contracting with IL providers; and will allow CA to pursue funding for expanding IL programs. Data sources will be AFCARS, the Foster Care Report, Ansell-Casey Life Skills, re-writing required IL Provider reports to reflect information to be required by the National Youth In Transition database (NYTD) in development, and other data gathering techniques that might be developed.</p> <p>Sharing Knowledge During the next few years, Washington will pay greater attention to staff and foster parent training, replicating promising practices among providers, and sharing knowledge among the IL providers in the region. CA will work to strengthen connections with the Tribes and other Chafee providers to ensure that all youth have equal access and opportunities to utilize Chafee resources. CA will use technology to share tools and strategies, particularly to reach youth and families in rural areas. Washington will engage youth in ways that give them the opportunity to influence IL services and outcomes.</p> <p>Collaborations In the area of education, Washington has made promising inroads with systems integration to improve services for youth in the educational system. CA will build on that success by creating equally extensive collaborative relationships in the areas of career development, employment, and housing services.</p> <p>In addition, youth leadership boards will be established across the state. These boards will be trained on leadership and advocacy skills, as well as utilized for input on CFCIP program development.</p>
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<p>Action Plan</p>	<p>FIVE YEAR ACTION PLAN</p> <p>Year One</p> <ul style="list-style-type: none"> ▪ Create individual IL/TL/ETV contracts (currently TL and ETV are an amendment to the IL contract) ▪ Modify contracts to have more germane, detailed reporting, and state clearer eligibility rules.
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- Identify any remaining uncovered service areas for IL, TL and ETV programs
- Establish community action committees in each region focused on IL programs
- Establish youth leadership boards in every region
- Establish Ansell-Casey Life Skills Assessment (ACLSA) as the statewide IL assessment tool
- Set up state-wide data aggregation using the ACLSA
- Create policy and procedures manual detailing minimum levels of service and other contractor expectations for all providers to follow (ETV Guidebook already exists)
- Begin IL provider programs for youth ages 13-15
- Create a state sponsored IL web site and promotion publications
- Establish statewide provider meetings twice a year

Year Two

- Gather state-specific statistical data detailing impact of IL programs on youth
- Establish IL provider programs for youth ages 13-15 in every region
- Establish yearly outcome goals statewide (education outcomes, employment outcomes, housing outcomes, program participation rates, etc.)
- Establish at least a bi-annual IL conference
- Require referrals to IL program by social workers
- Search for additional funding for IL activities
- Re-write Tribal IL contract to be more consistent with regional contracts
- Establish Tribal relations with every regional IL Program
- Keep IL web site and pamphlets updated

Year Three

- Re-write IL contracts to be performance-based using previous outcome data and outcome goals as the basis
- Establish IL program or formal policy of referral to regional IL Programs with every federally recognized Tribe in Washington State
- Sponsor a study on outcomes for youth in IL programs
- Keep IL web site and pamphlets updated
- Update yearly statewide outcome goals

Year Four

- Create database of relevant statistical measures and outcomes (this may be the National Youth in Transition Database)
- Keep IL web site and pamphlets updated
- Update yearly statewide outcome goals

Year Five

- Complete second youth outcomes study (started in Year Three)
- Keep IL Web site and pamphlets updated
- Update yearly statewide outcome goals

Accomplishments FY 2005 - 2009

In February 2009, the Children's Administration launched a new Statewide Automated Child Welfare Information System (SACWIS) named FamLink to replace the Case and Management Information System (CAMIS). All data in future reports will be extracted from the FamLink system.

Data in this CFSP was drawn from two primary sources: CAMIS, a fully automated system which stored information regarding referrals, case related activities, contracts, licensing actions and other case-specific data, and regional quarterly reports on outcomes related to measures that the administration perceives are crucial but for which there is not currently an automated data collection system. The data reflects critical performance measures dating back as far as 1998 to allow audiences to track performance trends over time.

Total CPS referrals dropped slightly in FY07 but have remained between 75,000 and 80,000 annually since 1999. Referral types have also remained relatively level; however, following a multiple year increase in neglect referrals, neglect rates have dropped consistently since topping out in 2004.

One of the most notable accomplishments of the past five years is the change in timely response requirements for social workers making face-to-face contact with children in allegations of abuse or neglect. Prior to 2005 the time in which a social worker was required to make contact with children in emergent referrals was 24 hours and in non-emergent referral within ten days.

Current policy requires face-to-face social worker contact within 24 hours of emergent referrals and within 72 hours of non-emergent referrals. In Fiscal Year 2007 95.2 percent of children in emergent referrals were seen within 24 hours and 94.8 percent of children in non-emergent referrals were seen within 72 hours.

Timely investigation of referrals has contributed to an increase in the percent of children who were protected from additional founded incidents of abuse within six months of a previous founded incident. In Fiscal Year 2007, the percent of children who did not experience Re-Abuse was 92 percent which was the highest percent since data tracking began.

In FY 07 more than 4,600 children in out of home care were returned to birth parents; in FY 1997, 7880 children were reunited with birth parents. While reunification rates had shown a marked decline between 1998 and 2004, in recent years those rates have remained relatively stable or begun to show increases.

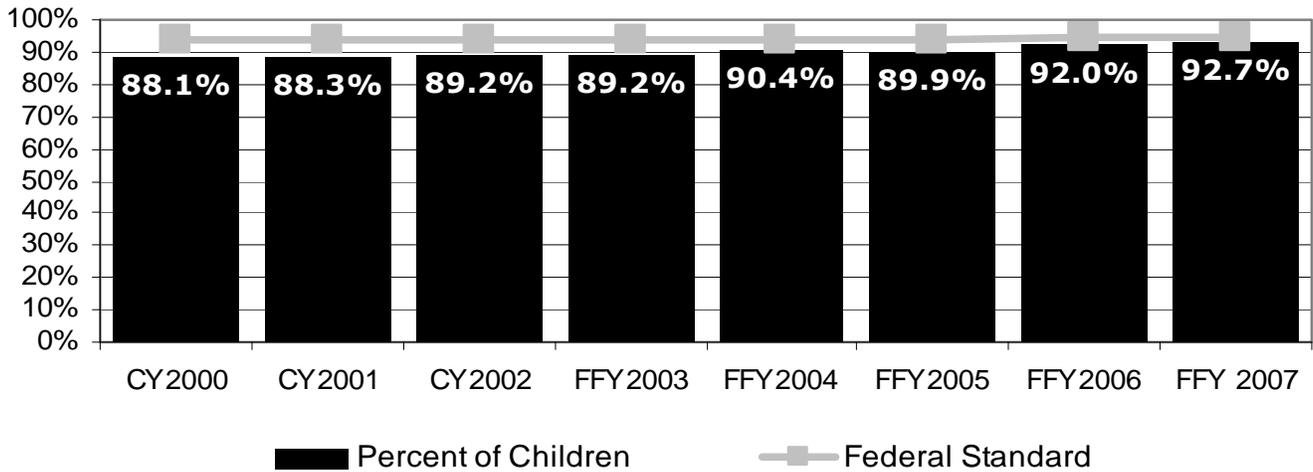
In Fiscal Year 2007, more than 10,400 children were in out-of-home care on the last day of the fiscal year. That represents the highest number of children in out-of-home placement since data tracking began.

Length of stay statistics for children in care longer than two years has remained between 34 percent and 36 percent for the past seven years measured. Disproportionality for African American and Native American children has continued to be a concern in recent years and additional efforts are in process to ensure that all children receive equitable care.

The number of licensed foster homes in the state has changed very little over the past few years despite significant recruitment and retention efforts. The relative placement rate; has increased to more than one third of children in out of home care, suggesting that CA offices are increasing efforts to find appropriate relatives to care for children.

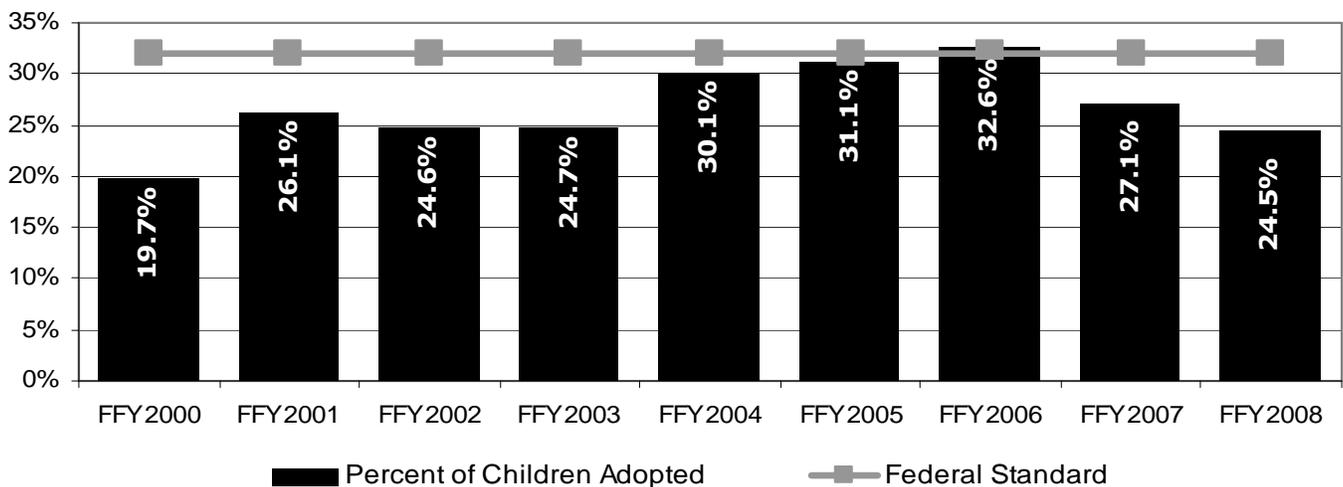
Re-entry rates have continued to decline from a high of 17.3 percent in FFY 1998 to a low of 10.3 percent in FFY 2007.

Safety Objective: Reduce Recurrence of Maltreatment
 Measured by: Children Who Did Not Experience Re-Abuse*



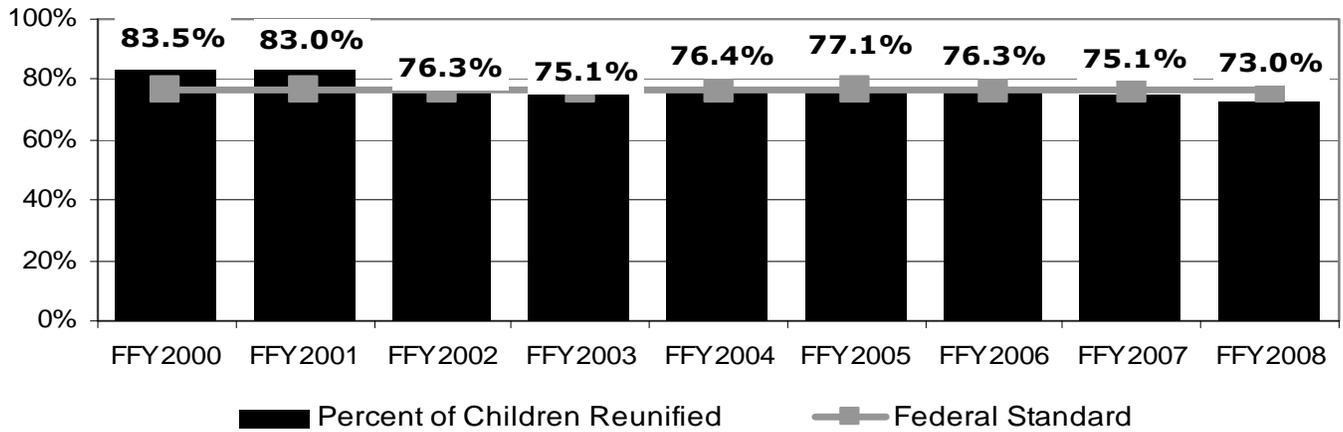
*Percent of children with a founded referral of abuse or neglect who were free from an additional founded referral of abuse or neglect within six months of the initial referral. "Founded" means that an investigation concluded that the maltreatment was more likely than not to have occurred. For referrals with multiple allegations, the referral is considered founded if any of the allegations are founded. The federal standard is 93.9 percent or more children will be free from additional founded allegations of abuse. In 2002, the federal government changed the required reporting period from calendar year to federal fiscal year. In 2007, the federal government required that states report the percent of children free from additional founded allegations of abuse rather than those who were re-abused. Source: federal fiscal year data submitted to the National Child Abuse and Neglect Data System (NCANDS).

Permanency Objective: Increase Permanency for Children Placed in Out-of-home Care
 Measured by: Children Adopted Within 24 Months*



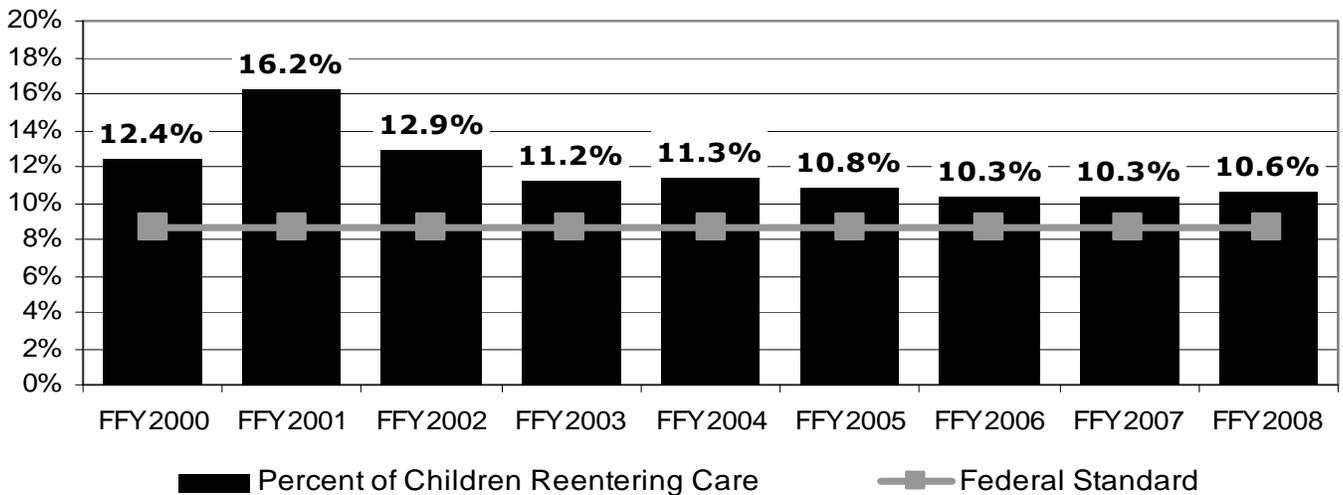
*Percent of children with a permanency plan of adoption who were adopted within 24 months of placement into out-of-home care. The federal standard is 32 percent or higher. Source: federal fiscal year data as of September 2008 submitted to the Adoption and Foster Care Analysis and Reporting System (AFCARS).

Permanency Objective: Decrease length-of-stay without increasing re-entry
 Measured by: Length of time to achieve permanency goal of reunification*



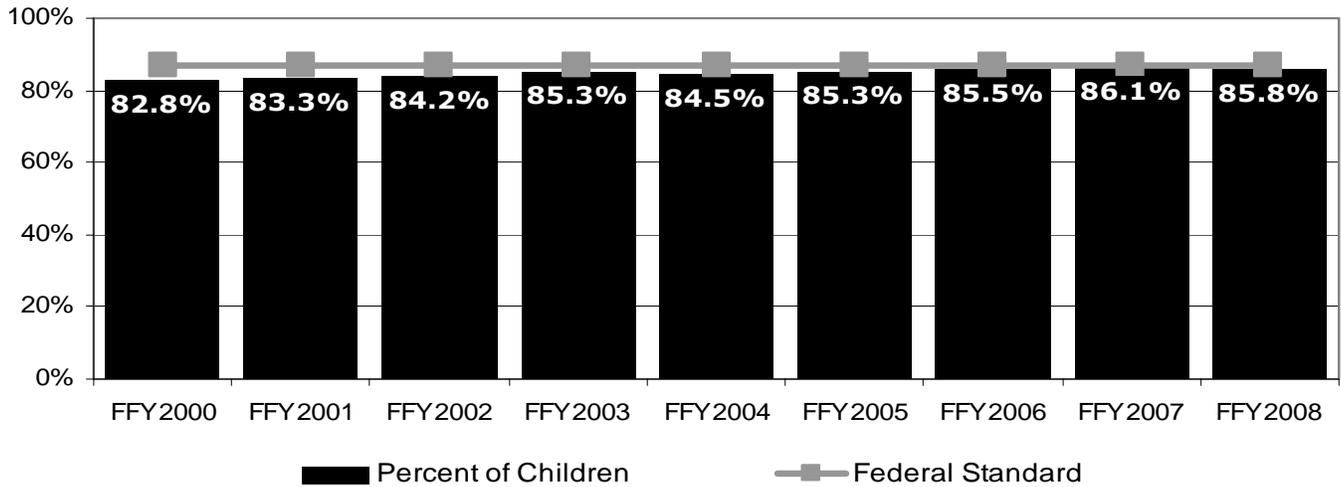
*Percent of children reunified with their parents within 12 months of placement into out-of-home care. The federal standard is 76.2 percent or higher. Source: federal fiscal year data as of September 2008 submitted to the Adoption and Foster Care Analysis and Reporting System (AFCARS). Prior to FFY 2008, data was based upon June counts as in most cases, September data was not available at the time this report was submitted.

Permanency Objective: Decrease length-of-stay without increasing re-entry
 Measured by: Children Re-entering Care*



*Percent of children who reentered out-of-home care within 12 months of reunification with their parents, regardless of length of stay. The federal standard is 8.6 percent or less. Source: federal fiscal year data as of June 2008 submitted to the Adoption and Foster Care Analysis and Reporting System (AFCARS).

Permanency Objective: Increase Stability for Children in Out-of-Home Care
 Measured by: Children with no more than two placements*



*Percent of children who have only one or two principle places or homes of residence (placement events) during their first 12 months in care (or exiting from care within 12 months), excluding respite care, hospital stays, on-the-run, and similar types of placements which do not represent a deliberate change of residence. The federal standard is 86.7 percent or higher. Source: federal fiscal year data as of June 2008 submitted to the Adoption and Foster Care Analysis and Reporting System (AFCARS).

While CA has made significant, positive changes in our service delivery, we continue to face major challenges in both our external and internal environments. Our initial Child and Family Services Review (CFSR) was held in November of 2003, and we successfully accomplished the goals required under our Program Improvement Plan. We are now preparing for our second round of Child and Family Service Reviews.

The Administration must balance numerous external and internal competing mandates while always maintaining child safety as our primary purpose. The CFSR, along with a lawsuit resulting in the Braam settlement and several high profile child fatalities and subsequent reviews, have resulted in additional changes to policies and practices. An oversight panel appointment as the result of the Braam v. DSHS lawsuit maintains vigilant watch over Children’s Administration efforts and requires frequent reporting on various safety and stability measures.

Children’s underwent a Child Protective Services and Child Welfare Services re-design process and adopted a statewide child welfare service delivery practice model called Solution-Based Casework. The goal of a statewide model was to ensure consistent practice and equal access to training and resources for social workers. In addition, the Administration recently launched our new SACWIS system toward the goal of improving efficiencies for social workers.

In recent years, there have been increases in the number of children placed into out-of-home care due to increased stressors on a national level. Data indicates that economic downturns often result in increases in child abuse and neglect cases. Moreover child abuses victims are more prevalent among single caregivers whose partners have been deployed during wartime.

This environment combined with a strain on resources for child welfare professional and caregivers predictably impacts child safety, placement permanency, and child and family well-being.