



Section A: Five Year Plans

A Look Ahead Five Year Plan 2010 - 2014

(2) Strategic Plan 2007 - 2011 Updated July 1, 2008 Excerpt: Chapter 4 Goals, Objectives, Strategies and Performance Measures

and

Strategic Plan 2011 - 2014

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

Child and Family Services Plan FY 2010 - FY 2014 A Look Ahead: Five Year Plan 2010 - 2014

An excerpt from the Children's Administration Strategic Plan 2007 - 2011 follows outlining the goals, objectives, strategies and performance measures updated on July 1, 2008. Below that is a summary of the Children's Administration plan through 2014.

Chapter 4 • Goals, Objectives, Strategies and Performance Measures



While child safety remains the Administration's top priority, we are also committed to working toward providing children with stable homes, and families with access to resources to help them keep their children at home.

Children's Administration actively participates in the Priorities of Government statewide results teams coordinated by the Office of Financial Management, and contributes to "Improve the Security of Washington's Vulnerable Children and Adults – by providing services to keep them safe, healthy, and productive."

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.

Although our goals and objectives remain clear, continuous improvement requires us to reassess our strategies to make sure we are using resources in ways that will have the greatest impact. Reviewing and refining strategies is an ongoing process.

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:

- E. Reduce chronic maltreatment
- F. Reduce recurrence of maltreatment
- G. Increase safety for children placed in out-of-home care
- H. Initiate timely investigations of reports of child maltreatment

Strategies:

- ◆ Design and implement a new child welfare practice model
- ◆ Restructure the Child Protective Services model to provide clear role definitions and focus on quality investigations, safety and risk assessments
- ◆ Implement training to support the model (including advanced investigation and assessment training for CPS workers)
- ◆ Reduce response time for face-to-face visits with children at high risk of abuse or neglect on emergent referrals to within 24 hours of receiving a referral (*Began implementation April 20, 2005*)
- ◆ Reduce response time for face-to-face visits with children at lower risk of abuse and neglect on non-emergent referrals to within 72 hours of receiving a referral (*Began implementation August 1, 2005*)
- ◆ Improve accuracy and consistency for findings of child abuse and neglect
- ◆ Improve response to adolescents at risk (screening and assessment tools)
- ◆ Implement the chronic child neglect legislation (*Passed in 2005 legislative session, implemented in 2007*)

(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:

- ◆ Percent of CAN victims who had another founded referral within 6 months (Federal data) (*Federal standard: No more than 6.1 percent of children who have been abused will experience additional abuse.*)
- ◆ Percent of children in licensed care who were abused or neglected by a foster parent or facility staff (Federal data) (*Federal standard: No more than 0.57 percent of children in licensed care will experience abuse or neglect while in out of home placement.*)
- ◆ Percent of child abuse and neglect referrals where child is seen within required timeframe. (*Program Improvement goal targets: At least 90 percent of children in emergent referrals of abuse or neglect will be seen face to face by a social worker within 24 hours. This target increases to 95 percent in September 2008. At least 90 percent of children in non-emergent referrals of abuse or neglect will be seen face to face by a social worker within 72 hours. This target increases to 95 percent in September 2008.*)

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

Objectives:

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

Strategies:

- ◆ Design and implement a new child welfare practice model
- ◆ Increase use of Family Team Decision-Making meetings within 72 hours of placement, at reunification, during placement moves, and for disruption prevention
- ◆ Implement state and regional interagency domestic violence protocol and improve awareness and response to domestic violence
- ◆ Collaborate with contracted community partners to maximize service alignment with new practice 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:

- ◆ Percent of children on in-home dependencies who are visited every 30 days (*Statewide interim target as of June 2007 was at least 65 percent.*)
- ◆ Services provided to families to protect children in home and prevent removal (Case Review)
- ◆ Current risk of harm to child (Case Review)

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:

- E. Increase timely permanent placements for children in out-of-home care
- F. Increase stability of children in out-of-home care
- G. Decrease foster care re-entries
- H. Decrease over-representation of minority children in care

Strategies:

- ◆ Implement the CPS/CWS redesign to provide clear role definitions and CWS focus on permanency planning and reasonable efforts
- ◆ Increase use of Family Team Decision-Making meetings
- ◆ 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 improve permanency outcomes
- ◆ Further develop concurrent planning statewide
- ◆ 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
- ◆ Improve child specific adoption recruitment for older children, sibling groups, and children with special needs
- ◆ Continue targeted recruitment of Indian foster homes
- ◆ Increase placement options that include relative, kinship, foster, and group care
- ◆ Collaborate with Case Family Programs on the Breakthrough Series Collaborative to reduce disproportionality of children of color in the child welfare system

(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 in care with no more than two placements (Federal data) (*Federal standard: 86.7 percent of children in care or more.*)
- ◆ Length of time to achieve permanency goal of reunification (Federal data) (*Federal Standard: 76.2 percent of children or more.*)
- ◆ Length of time to achieve permanency goal of adoption (Federal data) (*Federal standard: 32 percent of children or more.*)
- ◆ Percent of children who re-entered care within 12 months of reunification (Federal data) (*Federal standard: 8.6 percent or less*)
- ◆ Number of African American and Native American children in care longer than 2 years who are not in their permanent home
- ◆ Percent of youth exiting care after age 18 years who received Independent Living Services while in care

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

Objectives:

- C. Increase appropriate relative placements
- D. Preserve connections with parents, siblings, and other significant people

Strategies:

- ◆ Implement a new practice model that through the Resource Family Training Institute Pride Pre-service Training addresses the partnership role of foster parents in maintaining family relationships when possible
- ◆ Increase access to support services for unlicensed relative caregivers
- ◆ Develop and implement revised policy framework for kinship care
- ◆ Collaborate with Economic Services and Aging and Disability Services Administrations to improve support for caregivers
- ◆ Strengthen the service plan (ISSP) to include provisions for early identification of cultural heritage and maintaining cultural connections
- ◆ Collaborate with contracted service providers, Tribes and Recognized Indian Organizations 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)

(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 relatives
- ◆ Percent of children in out-of-home care who visit with parents and siblings (Case Review)
- ◆ Current relationship of child in care with parents (Case Review)
- ◆ Percent of children placed in proximity to parents (Case Review)
- ◆ Percent of children placed with siblings (Case Review)

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:

- E. Increase worker visits with child
- F. Increase worker visits with parent(s)
- G. Involve family, child, and foster family in case planning
- H. Respond to needs of child, parents, and foster parents

Strategies:

- ◆ Implement CPS/CWS redesign to improve engaging families
- ◆ Expand the use evidence-based programs (contracts review process)
- ◆ Increase capacity for visits between social workers and children at least once every 30 days
- ◆ Increase capacity for social worker visits with biological parents and caregivers
- ◆ Increase capacity for parent/child and child/sibling visits
- ◆ Collaborate with Tribes to improve identification of Indian children and notification to Tribes
- ◆ Increase training for staff, foster parents, community partners and contracted providers on engaging families, relatives, and fathers
- ◆ Increase use of shared planning staffings to identify needs of families and connect them to services and resources
- ◆ Implement annual assessments and developmental plans for foster parents

(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 out-of-home care who are visited by their social worker in the caregiver's home according to policy (*At least 90 percent of children in out-of-home care will be seen by their social workers every ninety days in their placement home.*)
- ◆ Percent of parents visited by their social worker (Case Review)
- ◆ Percent of children and families involved in case planning (Case Review)

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

Objectives:

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

Strategies:

- ◆ Collaborate with other foster care and education-related organizations to implement the Foster Care to College Partnership Plan
- ◆ Collaborate with partners to improve educational outcomes for children receiving services from CA
- ◆ Increase number of local school agreements
- ◆ Increase the placement options available to meet the needs of children in out-of-home care

- ◆ Continue ongoing efforts to build partnerships community by community through the Family to Family initiative
- ◆ Review in-home services contracts (Family Reconciliation Services, Family Preservation Services, Intensive Family Preservation Services) and include educational advocacy (contracts review)

(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 whose educational needs are met (Case Review)
- ◆ Percent of children who leave out-of-home care on or after their 18th birthday either holding a high school diploma, GED, or are enrolled in an educational or vocational program

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

Objectives:

- D. Physical health needs are met
- E. Mental health needs are met
- F. Social and emotional needs are met

Strategies:

- ◆ Integrate Pre-Passport and Passport into a new Child Health and Education Tracking (CHET) model and improve screening tools
- ◆ Improve tools for matching children with appropriate evidence-based programs that meet their mental health needs
- ◆ Improve the physical and mental health information provided to foster parents about children in their care
- ◆ Improve system of delivering mental health services to children and their families (Children’s Mental Health Initiative collaboration between CA, HRSA/Mental Health Division and Juvenile Rehabilitation Administration)
- ◆ Continue the mental health transformation grant collaboration with HRSA/Mental Health Division

(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 whose physical and mental health needs are met (Case Review)

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:

- D. Ongoing partnership, communication and consultation with Tribes, Recognized Indian Organizations, consumers, service providers, out-of-home care providers, juvenile court, other public and private agencies, including their concerns
- E. Annual progress reports
- F. Coordinate service provision with other federal or federally-assisted programs

Strategies:

- ◆ Implement the formal protocol on ongoing consultation with IPAC, Tribes and Recognized Indian Organizations
- ◆ Collaborate with Tribes and Recognized Indian Organizations to develop the budget to assist in meeting the Indian Child Welfare Act
- ◆ Increase compliance with the Indian Child Welfare Act and the Tribal-State ICW Agreement of 1987
- ◆ Conduct annual Indian Child Welfare summits
- ◆ Partner with the Mental Health Division and Juvenile Rehabilitation Administration to address needs of children with mental health issues (Children's Mental Health Initiative)
- ◆ Collaborate with the HRSA/Mental Health Division on the mental health transformation grant to make public mental health services more consumer and family friendly and more recovery-oriented
- ◆ Provide open and frequent communication with the public, service providers, community partners, out-of-home care providers, and the media
- ◆ Implement the revised Memorandum of Understanding with the Washington State Court Appointed Special Advocate (CASA) Program
- ◆ Collaborate with community partners and HRSA/Division of Alcohol and Substance Abuse to improve access to chemical dependency services
- ◆ Collaborate with community partners and the Economic Services and Aging and Disability Services Administrations to increase access to services for children and families
- ◆ Continue ongoing efforts to build partnerships community by community through the Family to Family initiative and the accreditation process
- ◆ Collaborate with other foster care and education-related organizations to implement the Foster Care to College Partnership Plan
- ◆ Collaborate with public and private partners to increase awareness of child abuse and neglect and domestic violence
- ◆ Implement collaboration protocols with contracted community partners focusing on planning, decision-making, and communications
- ◆ Collaborate with courts and other partners to improve timeliness to permanency for children
- ◆ Partner with *Catalyst for Kids* to advance permanency and well-being priorities

(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:

- ◆ Consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child and family-serving agencies (Child and Family Services Review)
- ◆ Coordinate with services or benefits of other federal or federally-assisted programs (Child and Family Services Review)
- ◆ Number of good news stories and weekly report items submitted
- ◆ Number of customer, stakeholder, foster parent satisfaction surveys

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:

- F. Standards for foster homes and residential facilities are reasonably in accord with recommended national standards
- G. Standards are applied to all licensed foster family homes or residential facilities receiving Title IV-E or IV-B funds
- H. 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
- I. Recruitment and retention efforts result in adequate numbers, locations, capacity, and ethnic and racial diversity of placement resources
- J. Cross-jurisdictional resources are used to facilitate timely adoptive or permanent placements for waiting children

Strategies:

- ◆ Increase capacity for foster parent recruitment and retention
- ◆ Increase training for foster parents and relative caregivers
- ◆ Implement an annual survey of foster parents and relative caregivers
- ◆ Implement annual assessments and developmental plans for foster parents
- ◆ Engage licensing staff with Boeing's Lean Team to improve licensing processes and cycle time
- ◆ Increase percentage of foster care licensing renewals
- ◆ Increase support for relative caregivers
- ◆ Increase support for Tribal licensing processes
- ◆ Increase participation of hard-to-adopt children in Heart Gallery

(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

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:

- D. Services are appropriate
- E. Services are accessible statewide
- F. Services can be individualized to meet unique needs

Strategies:

- ◆ Improve development and monitoring of contracts to include evidence and outcome-based practices and culturally appropriate services for children and families (contracts review process)
- ◆ Improve the availability of services statewide (contracts review process)
- ◆ Collaborate with Juvenile Rehabilitation Administration, Mental Health Division, Children's Alliance, courts, and providers to redesign services for adolescents
- ◆ Collaborate with community partners, courts and HRSA/Division of Alcohol and Substance Abuse (DASA) to improve access to chemical dependency services
- ◆ Collaborate with the Court Improvement Plan Grant Steering Committee to develop Family Drug Courts
- ◆ Implement the Casey Family Programs Breakthrough Series Collaborative regarding disproportionality in King County
- ◆ Implement annual diversity conference for staff and providers
- ◆ Communicate with the Indian Policy Advisory Committee regarding service availability and access to service

(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 (Case Review)
- ◆ Services are targeted at the risk factors and enable children to remain in home when reasonable (Case Review)
- ◆ Services identify and address the well-being and permanency needs of children in out-of-home care (Case Review)
- ◆ Services address child, parent, and caregiver needs (Case Review)
- ◆ Services help children in foster and adoptive placements achieve permanency (Case Review)
- ◆ Services are consistently accessible to families and children across the state (Case Review)
- ◆ Services can be individualized to meet cultural, language, and service needs of families and children (Case Review)

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 has capability to support field and management needs.

- C. Information system capacity to identify status, demographic characteristics, location and goals for children in foster care
- D. Assist workers, supervisors, and managers in daily work
- E. Enhance business capabilities
- F. Establish business value of information technology investments
- G. Invest in skills

Strategies:

- ◆ Implement a new statewide automated child welfare information system (SACWIS) that integrates the components of child welfare activities
- ◆ Improve use of the Internet and Intranet to facilitate communication with the public, stakeholders, and employees
- ◆ Implement information system changes to support program improvements
- ◆ Implement secure wireless capabilities to meet business needs
- ◆ Follow the structured work request process to justify, evaluate, and prioritize business needs
- ◆ Equip staff to transition to new technology and tools with the implementation of FamLink, our new SACWIS transfer SACWIS application

(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:

- ◆ Sustained availability of the CAMIS application during transition to FamLink
- ◆ Ability of field staff to work remotely/spend more time with clients
- ◆ Completed and implemented work requests
- ◆ State staff are integrated into implementation vendor's team and contributing to construction/implementation of FamLink
- ◆ Successful implementation of FamLink

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:

- E. Each child has a written case plan developed jointly with parents
- F. Timely court and administrative review
- G. Termination of parental rights proceedings in accordance with Adoptions and Safe Families Act (ASFA)
- H. 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
- ◆ Enhance and implement concurrent planning throughout the state
- ◆ Support implementation of recommendations from the Dependency and Termination Equal Justice Commission
- ◆ Develop and implement system for notification to caregivers of their right to attend and provide input in review hearings (new SACWIS)

(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 (Case Review)
- ◆ Court hearing every 12 months (Case Review)
- ◆ Termination petition was filed or compelling reasons were documents for children who were in out-of-home care 15 of the most recent 22 months (Case Review)

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:

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

Strategies:

- ◆ Provide program and policy support that increases accountability and improves performance (case review, contract monitoring, data management)
- ◆ Complete accreditation of local offices and headquarters
- ◆ Improve statewide consistency of child welfare practice (new practice model)
- ◆ Improve data integrity (new SACWIS)
- ◆ Implement evidence-based programs to improve the service array (contracts review process)
- ◆ Develop a formal case review process for ICW cases to monitor and improve compliance with the Indian Child Welfare Act (ICWA)
- ◆ Improve practice through self-assessment and data monitoring

(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:

- ◆ Evaluates practice at the office level by review of a random sample of cases (Case Review)
- ◆ Evaluates compliance and qualitative standards (Case Review)
- ◆ Evaluates Safety, Permanency and Well Being outcomes for children (Case Review)
- ◆ Identifies strengths and needs of service delivery (Case Review)
- ◆ Provides office, regional and statewide reports (Case Review)
- ◆ Facilitates the development of office annual improvement goals
- ◆ Annually re-evaluates office practice and progress with improvement goals (Case Review)
- ◆ Number of offices accredited

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:

- C. Structure, staffing levels and resources support quality service delivery
- D. Agency provides adequate support for a quality working environment
- E. Diversity of workforce closely reflects diversity of clients

Strategies:

- ◆ Evaluate need for additional staff resources and request funding when appropriate
- ◆ Maximize federal funding
- ◆ Implement budget accountability plan, including financial management, contracting, financial analysis and reporting tools, accounting processes and payment processing (new business model)
- ◆ Improve employee recruitment, particularly among minority populations
- ◆ Implement the recommendations of the social worker safety workgroup
- ◆ Conduct a workload study of direct service workers
- ◆ Participate in the DSHS employee satisfaction survey and develop action plans that respect, value, and recognize employees
- ◆ 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; 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)
- ◆ Percent of employees with current performance evaluations
- ◆ Employee satisfaction data
- ◆ Percent of CPS/CWS positions filled
- ◆ Percent of minority and disabled staff

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:

- D. Employee development and training supports agency goals and objectives
- E. Service partners and placement providers are trained to carry out their duties

Strategies:

- ◆ Implement training to support the new practice model (staff, foster parents, providers and partners)
- ◆ Increase array of training opportunities and expectations for staff participation
- ◆ Implement competency testing following academy training and use results to improve academy
- ◆ Increase percent of staff with MSWs by improving use of the Child Welfare Training and Advancement Program (Title IV-E stipend program)
- ◆ Implement training in consultation with the Tribes and LICWACs on Government to Government principles, the Tribal-State ICW Agreement of 1987, and the CA ICW manual
- ◆ Increase training opportunities and expectations for foster parents
- ◆ Increase training opportunities for non-licensed caregivers
- ◆ Increase training opportunities for contracted service providers and stakeholders

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

This goal contributes to the following Balanced Scorecard perspectives:

Public Value Customer Perspective Financial Perspective Internal Process Learning & Growth

The Children's Administration Strategic Plan FY 2011 through FY 2014 is only in draft form at the current time. It will be included in a future APSR for review. It is expected that many of the goals, objectives, strategies and performance measures in the current Strategic Plan will continue through 2014.