DEPARTMENT OF HEALTH & HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES
Administration on Children, Youth and Families
1250 Maryland Avenue, S.W.
Washington, D.C. 20024

JAN 30 2009

Erinn Kelley-Siel
Director
Children, Adults and Families
Oregon Department of Human Services
500 Summer Street NE
E-69
Salem, Oregon 97301-1067

Dear Ms. Kelley-Siel:

This letter is to approve the State of Oregon's Program Improvement Plan (PIP) required as a result of the findings of the Child and Family Services Review (CFSR) conducted in Oregon the week of September 10, 2007. The State of Oregon was required to develop a PIP following guidelines specified in 45 CFR 1355.35(a) to address the seven CFSR outcomes and 4 systemic factors that were identified as not having achieved substantial conformity during the on-site review. The initial draft PIP was submitted on April 7, 2008 and revised through a series of negotiations. The final version was submitted on January 20, 2009. In accordance with 45 CFR 1355.36, an estimated minimum penalty of $1,297,483 for Federal fiscal year (FFY) 2007 is applicable to the level of non-conformity identified in the CFSR report. However, we are suspending the withholding of funds associated with this penalty during the PIP implementation period and the subsequent year of non-overlapping data. If it is determined that Oregon is successful in rectifying any of the areas that are in non-conformity, either through successful completion of the PIP or through a subsequent review, we will, at that time, rescind the withholding of Federal funds associated with those respective areas.

The final Oregon PIP is approved with the following conditions:

- The State will submit for approval the methodology for baseline data for item 1 and the proposed baseline data for this item as indicated in Part C of the PIP.
- The State will submit baseline case review data for items 3, 4, 7, 10, 17, 18, 19 and 20 as indicated in Part C of the PIP.
- The Children's Bureau (CB) will establish the degree of improvement required for these items once baseline data is approved.

CB appreciates the diligence of your staff in working though the intricacies of this process. We have reviewed this plan and hereby approve the plan and agree to your request for the effective date of January 1, 2009. Regulations at 45 CFR 1355.35(d)(4)

require that quarterly status reports be submitted to track progress in implementing the PIP measures. Each quarterly report must be submitted 30 days after the end of each quarter, with the first report due April 30, 2009.

You have developed a comprehensive and challenging list of strategies with the goal of improving outcomes for children and families who are served by the Oregon child welfare system. Implementing the respective strategies and tracking progress and timeframes for completion will require concerted efforts by the State of Oregon. We look forward to our collaboration over the next two years in the implementation of this PIP. In addition, technical assistance remains available to you through the National Resource Centers.

Thank you for your commitment to improving Oregon's child welfare system. Enclosed is a copy of the approved PIP. If you have any questions regarding this PIP, you may contact John Henderson, CB's Child Welfare Regional Program Manager in Region X, at (206) 615-2482 or by e-mail at john.henderson@acf.hhs.gov. You also may contact Carol Overbeck, CB's Children and Families Program Specialist in Region X, at (206) 615-2602 or by e-mail at carol.overbeck@acf.hhs.gov.

Sincerely,

Joseph J. Bock
Acting Associate Commissioner
Children's Bureau

Enclosure:
CFSR PIP for the Oregon Department of Human Services (ODHS)

cc: Angela Long, Administrator, Office of Program Performance and Reporting; OR DHS, CAF; Salem, OR
Maurita Johnson, Assistant Administrator, Office of Program Performance and Reporting; OR DHS, CAF; Salem, OR
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Children's Bureau
Child and Family Services Reviews
Program Improvement Plan

I. PIP General Information

CB Region:	I		II		III		IV		V		VI		VII		VIII		IX		X	XX

State: Oregon

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10.	Balter, Mike, Boys and Girls Aid Society of Oregon
11.	Bell, Iris, Commission on Children's and Families
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14.	Black, Chris M., Child Welfare Program Manager, District 13
15.	Blackburn, Randy, Administrator-Federal Financial Policy, DHS—HSB 4 DO OFFP
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18.	Brennan, Daniel, OPA3/Requirements Coordinator, DHS/CAF Program Systems
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23.	Byfield, Bridget D., Social Service Specialist, District 5
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33.	Cronin, Esther, SOC Coordinator, DHS—HSB 2 CAF System of Care
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36.	Daeschner, Stacey, Program Tech 2, DHS/CAF OSPC E68
37.	Darland, Don, Foster Parent, CWAC
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39.	Darling, Steve, Child Welfare Program Manager, District 6
40.	Davis, Veronica, Youth, Foster Child
41.	Day, Lois, Child Welfare Program Manager, District 5
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137.	Straughan, Shelley, FBS Consultant, DHS/CAF OSPC E68 SDA 13
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140.	Thomas, Greg W., Supervisor, District 15
141.	Torrey, Dana, FBS Consultant
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146.	Waller, Nan, Honorable, Multnomah County Judicial Officer
147.	Walling, Jason, Child Welfare Program Manger, District 3
148.	Waybrant, Jerry, District Manager, District 6
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150.	Wheeler, Karen, Program & Policy Development Specialist, OMHAS
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153.	Wurscher, Jay M., A&D Services Coordinator, DHS/CAF
154.	Zacharias, Lisa, ESS2/Management Assistant, DHS/CAF CPS

II. PIP Agreement Form

Agreements

The following Federal and State officials agree to the content and terms of the attached Program Improvement Plan:

E Kelley Siel 1-5-09

Erinn Kelley-Siel, Interim Director — Date
Oregon Department of Human Services
Children, Adults, and Families

Children's Bureau — Date

Oregon Department of Human Services, Children, Adults and Families Division
Child and Family Services Review Program Improvement Plan Narrative
January 1, 2009

Introduction

The Children, Adults and Families Division (CAF) of the Oregon Department of Human Services (OR-DHS) has developed this Program Improvement Plan (PIP) in response to the findings from the federal Child and Family Services Review (CFSR) conducted by the Children's Bureau (CB), Administration for Children and Families (ACF) during the week of September 10, 2007. On January 7, 2008, Oregon received a preliminary courtesy copy of ACF's Final Report of findings, to which the State responded on January 21, 2008, with suggested technical and factual edits. On March 13, 2008, Oregon received ACF's Final Report of findings with a cover letter, dated March 7, 2008, from Christine M. Calpin, Associate Commissioner of the Children's Bureau.

Between the conclusion of its on-site CFSR and the receipt of the preliminary written report of findings from it, CAF worked in close collaboration with staff from the ACF Region X Office to identify and define six major child welfare themes, later reduced to four themes, that emerged from five key areas of the CFSR that are discussed in Oregon's findings. The four practice-area themes that form the organizational structure of Oregon's PIP are:

I. Workforce Development
II. Safety
III. Permanency Planning
IV. Resources

Approximately eighty DHS staff (including an official representative from each of CAF's sixteen geographic districts) and community stakeholders participated in Oregon's PIP Kickoff. Each participant self-selected to work with a CAF-facilitated

small group to brainstorm possible strategies to address practice themes cited above. In addition, CAF worked closely with the Oregon Governor's office to analyze the State's CFSR findings and to build a plan to proactively share with the public the findings, analysis, and broad plan of action to address the report's key concerns.

The Oregon Department of Human Services has embarked on several initiatives over the past two years, focused on broad systems improvement. Those initiatives include the Transformation Initiative, which involved a legislatively sponsored evaluation of DHS by an outside contractor; collaboration with the Casey Family Programs; work with the National Governor's Association; and Oregon's Program Improvement Plan. Each initiative has its own origin, mission, and goals. We have provided consistent resources in the development and execution of these initiatives to ensure continuity of goals, leverage resources to achieve the highest level of gain, and eliminate contradictory activities. This is so each initiative, as they roll out, can strengthen the larger whole of DHS.

The Oregon Child and Family Services Review Program Improvement Plan that follows aspires to build on agency's strengths, connect current initiatives, strengthen agency capacity, strengthen professional development, improve social work interventions, expand community resources under limited economic times, and build stronger partnerships both within DHS and in the community. The PIP incorporates all of the following:

1. Analysis of Oregon's 2001 CFSR findings and subsequent (2002 – 2004) PIP, including areas in which progress toward improved outcomes was either not sustained or not reflected in the State's 2007 CFSR.

2. Data and information gathered by Oregon and included in the Statewide Assessment (July 2007).

3. Findings from the September 2007 onsite CFSR, including both case review and stakeholder interviews, as contained in the March 7, 2008, Final Report.

4. Strategies created by the Oregon Child Welfare Program Improvement Plan (PIP) Workgroup, consisting of approximately 140 invited DHS staff and community partner participants. The workgroup organized their work, and the DHS Child Welfare Advisory Committee (CWAC) provided feedback and recommendations to it.

5. The work of the Oregon Judicial Department's statewide and local (county) Model Court projects.

6. Local DHS/CAF District program improvement plans.

7. An effort to combine the PIP with other DHS initiatives such as the Oregon Transformation Project, National Governors Association, and Casey Family Programs.

8. Collaboration with the ACF Region X staff, the Children's Bureau's National Review Team staff, the National Resource Center for Organizational Improvement, and the National Resource Center for Child Welfare Data and Technology.

The mission of the Department of Human Services is "Assisting people to become independent, healthy and safe". The mission of Children, Adults, and Families is to "Improve family capacity to be self-sustaining while creating a safe and permanent living environment for children". Keeping the Mission and Values of DHS in mind, there are three cross cutting issues that will be addressed in each of the four focus areas of Oregon's Program Improvement Plan. Those are:

- Oregon Safety Model
- Improved Clinical Supervision between Supervisors and Caseworkers
- Improved family engagement between workers and families.

The four focus areas are as follows:

Workforce Development

Provide effective supervision, workload management, and quality improved systems

The foundation of Oregon's Program Improvement Plan rests on a strong, highly skilled and competent workforce. In addition to the need to enhance supervisory expectations and supports, there is also a need to enhance worker understanding of cultural competence and over-representation of children of color; ongoing general professional development for staff; and continuous efforts to communicate and collaborate with families and community partners.

A well-trained workforce is fundamental to the provision of high quality services to families and children who come to the attention of Oregon's child welfare system. All agency staff and contracted providers should be held to high standards of cultural and professional competency. Professional competency for child welfare staff requires rigorous, continuous acquisition of knowledge regarding evidenced based practice. Clearly articulated expectations for casework supervisors, ongoing professional guidance and support, providing the knowledge and skills to meet these expectations, and strong agency support are prerequisite to supervisors' capacity to provide high quality supervision to the staff within their scope of responsibility.

Oregon's CFSR areas that need improvement, in the Workforce area, surround the agency's responsiveness to the community and our Statewide Information System. Those concerns in detail include the agency inconsistently engaging stakeholders in developing annual reports of progress and service delivery; DHS needing to develop a statewide process to ensure the diligent recruitment of foster homes; and FACIS, DHS's current SACWIS System, is not currently able to quickly and accurately identify the location and address of children who are served by Seniors and People with Disabilities, or contracted provider foster homes.

Oregon's Program Improvement Plan is designed to address workforce issues on many fronts. First, there is a need to improve effective Clinical Supervision between workers and their supervisors. Active supervision is a key piece in the success of the Oregon Safety Model, as well as a general full implementation of Oregon's Child Welfare Policies. One of the areas that DHS will build on with the Oregon Safety Model, is the active role a supervisor plays in the 90 Day Case Staffings with workers. Developing a consistent process between workers and supervisors to do complete and thorough clinical staffings is a key to many of the other improvements outlined in the Program Improvement Plan. Second, there is a plan to develop and complete statewide training initiatives that support the Program Improvement Plan, and to ensure that workers, supervisors and Child Welfare Managers are knowledgeable about, and fully implement DHS Child Welfare Policies. Additionally, training staff in social work functions such as Family Engagement, Cultural Competency, and Permanency and Safety issues are critical in the success of a practice change in Oregon. Finally, there is a plan to update DHS's information system in several areas, in order to allow critical information to be available to staff to effectively monitor children's safety, permanency, and well being.

Safety

Improve system response to ensure that children are safe from maltreatment in their own homes and in out of home placement

Child safety spans the entire spectrum of Child Welfare, from the screen-in of reports of maltreatment, the subsequent responses to the report of maltreatment, through safety in home or in out of home care, assurance of safety at reunification or alternate permanent placement, to post-permanency safety supports. The Oregon Safety Model represents an overarching process that requires safety assessment and safety management at all stages of case management from screening through case closure.

The Oregon Safety Model includes all actions and decisions required throughout the life of a case to:

- Assure that an unsafe child is protected;
- Support and facilitate the parent taking responsibility for the child's protection whenever possible;
- Reconfirm the child's safety at home or in out-of-home care throughout the life of the case; and
- Achieve the establishment of a safe, permanent home for the unsafe child.

Safety is the fundamental right of every child in Oregon and the paramount concern of Oregon DHS, which strives to help families be healthy, independent and safe. Children should be safe from abuse in their parental home, or a home that most connects them to their family and culture. Safety, Permanency, and Well-being should drive practice. Identifying and understanding children's individual needs are the first steps toward meeting those needs. Identifying and reinforcing parental strengths and protective capacities to keep their children safe are the first steps in mobilizing them to meet children's needs. Active participation of families in service planning for, and decision-making about, their children is a powerful catalyst for mobilization of strengths to respond to children's needs. Relatives can play an important role in child safety, including as placement resources and as active contributors to the child safety plan.

Safety encompasses child safety from the screen-in of reports of maltreatment, the subsequent responses to the report of maltreatment, through safety in home or out of home care, assurance of safety at reunification or alternate permanent placement, to post-permanency safety supports.

Children should first and foremost be protected from abuse and neglect, and children should be safely maintained in their homes whenever possible and appropriate. The areas that Oregon can improve in the area of safety include improving the timeliness of our CPS investigations. Oregon does not meet the national standard for recurrence of maltreatment within a 6-month period. Services provided to parents and children are at times, not sufficient to adequately address safety issues in the home, and there are opportunities to improve services to children who are served in their own homes. There is a lack of reunification support services to families. Maltreatment concerns in foster homes could be more consistently addressed by the agency. Finally, there is an inconsistent implementation of Oregon Safety Model statewide.

Oregon's Program Improvement Plan's initial focus is to complete Oregon Safety Model training of all staff, and to fully implement the Oregon Safety Model statewide. A key part of this goal is to improve the timely response to CPS referrals, and to improve worker engagement of families, so comprehensive assessments of children's immediate safety needs are completed. A second focus is to improve our system response to ensure that children are safe from maltreatment in their own homes as well as in out of home placements. This includes a focus on making sure that assessments for risk and safety occur during all home visits for children remaining in their own home, and during foster home visits for children in foster care. There are activities to ensure that Administrative Rules regarding CPS response to maltreatment in foster homes is universally understood and followed. Consistent and regular face to face contact between workers and children is another focus area, to ensure safety of children both in the home and in out of home care.

Permanency Planning

Improve permanency outcomes for children that are timely and stable

Every child deserves and needs a permanent, safe home. It is imperative to achieve timely permanency for every child and delays, once reunification is no longer the plan, should be eliminated. Parents should be actively engaged in permanency planning for their children, and workers should be empowered to discuss concurrent planning with families with full recognition of the inherent duality between the plan and the concurrent plan. Early and continuous engagement of the child's family and support network is essential to well-grounded concurrent planning. Financial barriers to achieving permanency should be identified and removed. Timely concurrent permanency planning and achievement of permanency should be child focused and accomplished within the child's sense of timeliness. A child's permanency options are expanded and important connections are preserved when family, kin, kith (non-legally related "family") and significant others to the

child are considered in overall planning. The use of simple language, straightforward communication, and a focus on developing trust, all help to build the system-parent relationship that supports timely achievement of child permanency. Active engagement of foster parents as models and mentors for parents, support the timely achievement of permanency for a child. Effective concurrent planning includes the active engagement of the child's community to identify and access service and placement resources for children.

There are several indications that Oregon's early national lead on the use of concurrent planning now needs attention and improvement. Oregon's growing use of Other Planned Permanent Living Arrangement (OPPLA) as a permanency goal is an area that needs addressing. The structural supports for caseworkers to articulate the Plan and Concurrent plan to the Juvenile Court and Citizen's Review Board, in a narrative format, needs improvement. In addition, DHS workers lack early and ongoing Legal advice that contributes to a delay in achieving concurrent plans, when reunification is not effectuated. Visitation planning can be improved, as well as youth specific recruitment.

Areas in Permanency that could improve include, consistently establishing timely permanency goals for children; achieving reunification in a more timely manner; reducing the delays in achieving adoption in a timely manner; evaluating children who are assigned the goal of APPLA at very young ages; consider in planning, both maternal and paternal relatives as potential placement resources, for children; seek ways to file Termination of Parental Rights petitions timely; and improved documentation of compelling reasons not to pursue Termination of Parental Rights in the case file.

Stability for children in foster care placements is a concern in Oregon, and several factors contribute to this. Many children in foster care experience placement stability, but a substantial number of cases during the Oregon onsite review showed evidence of children who were not in a stable placement. Some children had experienced placement changes, and those changes were not in the child's best interest nor intended to further attainment of the child's permanency goal. The agency has not been as consistent in assessing and meeting the service needs of foster parents. Throughout the State, there is a serious shortage of foster homes and therapeutic foster homes. Although the State's standards for foster family homes and child care institutions are consistent with recommended national standards, these standards are not consistently adhered to in practice. This has been most evident in the practice of granting exceptions to place children into foster homes where the number of children in the home exceeds those for which the foster homes are licensed.

Finally, the frequency and quality of caseworker visits with children is not as consistent across cases. Improving caseworker visits with mothers and fathers, but particularly with fathers, is an area of focus. Lack of frequent and meaningful contact between caseworkers with children and parents makes it difficult to ensure children's safety, in their own homes or while they are placed in foster homes.

Oregon's Program Improvement Plan's largest number of strategies focuses on permanency issues. Work will focus on improving permanency outcomes for children that are timely and stable, and by enhancing caseworker engagement skills with children and youth through strong clinical supervision. There will be focus on strengthening workers skill in developing strong and appropriate permanency plans, and ongoing review of those plans, to ensure they are appropriate and meet the child's needs. DHS will partner with our Citizen's Review Boards and local Juvenile Courts to ensure Concurrent Plans are implemented, monitored, and Termination of Parental Rights petitions are filed timely.

Another Permanency focus area is the search and engagement of absent and non resident parents, as well as the engagement of relatives and other people who have a relationship with children in foster care. There will be attention to the immediate and ongoing search of absent and non resident parents, relatives, and persons with caregiver relationships to children, to engage potential resources in planning for children. We hope in part, this will also lead to improvement of the quality of visits between children and their parents and siblings. The use of good clinical supervision between workers and supervisors will help with ensuring that workers and supervisors are consistent with implementing DHS Administrative Rule that directs visitation, as well supporting parent/child visitation planning during caseworker- supervisor clinical supervision.

There will be a focus to improve permanency planning for children who have been in foster care for long periods of time, especially children who are in APPLA plans. This will be achieved in part, by collaborative efforts with local model Juvenile Courts, improved clinical supervision between workers and supervisors, and increased caseworker knowledge of permanency options for children. Efforts have been underway to identify and address institutional barriers to completing Adoptions in a timely manner. Those efforts include consultation with the National Resource Center on Adoption and state Transformation Initiative efforts through the LEAN Rapid Process Improvement process.

Improvements are planned to enhance stability for children in foster care. A change in how DHS completes Homestudies is planned using the SAFE Homestudy process. There will be an increased focus on safety for children in foster care with continued Oregon Safety Model training, and universal training for all staff on the elements of foster care safety standards.

Efforts to increase the number of foster homes, increase relative placements, and obtaining early and comprehensive mental health assessments of children will also lead to enhanced stability of children in foster care.

Finally, Oregon plans to address a reoccurring theme around the needs and services to foster parents. Array of Services to foster parents and a statewide system for diligent recruitment of foster and adoptive homes are significant practice change needs.

Resources

Ensure that appropriate resources and services are in place, accessible to children and families and are culturally relevant

As is evidenced throughout the findings from Oregon's 2007 CFSR, and acknowledged by the State's governor, the decline in resources for services for families who come to the attention of Oregon's child welfare system have had a negative impact on the agency's ability to help families keep their children safely at home or safely and permanently return them home. Resources are two fold; those resources that are designed as services to meet the needs of parents and children, and resources designed to be substitute care providers for children when they are unable to live in their own homes. The well-being of Oregon's children has been impacted by the reduction in resources. The CFSR provides an opportunity to quantify these impacts and to strategize ways, through the Program Improvement Plan, to improve this situation within the budget constraints Oregon is currently experiencing.

The needs of families, not the needs or limitations of the system, should drive service array and accessibility to services that strengthen families' capacity to care for their children. Mental health and drug and alcohol assessments of parents and children should be standardized, research- and evidence-based, and normed to the culture of the individual and family. Assessors of parents and children should be held to high standards of cultural and professional competency. Orientation toward recovery, increased parental protective capacity, prevention of future maltreatment, and individual and family health, safety and independence are the ultimate goals of service array and accessibility to services. Effective service planning and delivery begin with family involvement, and services grow and develop in order to meet the evolving and changing needs of families. Service planning should be inclusive, coordinated community efforts that are respectful and not punitive to

families, take into account families' natural supports, value timeliness and good customer service, and provide services in the least restrictive environment in proximity to the family.

All families and children who come to the attention of Oregon's child welfare system deserve to receive services that are responsive to their cultures. Effective face to face contact should always include an understanding of the family's culture and should be responsive to that culture. There is a fundamental relationship between the cultural competence of the agency as an organization, its individual staff and its contracted providers, and the quality and equality of services provided to children and families of all races and ethnicities.

Every child's first out of home placement should be his or her last out of home placement. Retention of foster families is a fundamental key to successful recruitment of new foster families. Improved identification, assessment, and approval of relatives who are able to meet the placement needs of their relative children is beneficial to children and families and can help relieve the need to place children with unrelated foster families, or in homes in excess of their numerical or skill capacity to meet their needs. Every child who requires placement in foster care deserves to have their birth family or a person with a close emotional connection be considered first prior to regular foster care; to be placed in the least restrictive setting in proximity to his or her family; to be placed with his or her siblings who also require out of home care; and to be matched with a family who receives, understands, and can respond to information about the child's behaviors and needs and the reasons for them, and is provided a variety of supports to meet those needs.

Every foster parent deserves to be matched with children for whom he or she has the capacity to safely and effectively take care of; to receive information, supports and services to enhance their capacity to care for children placed with them; to receive assistance for their own family to adjust to and accommodate the special needs of the children who are placed with them; to be honored and receive recognition.

Needs and services of children, parents, and foster parents; educational needs of children; physical health of children; mental/behavioral health of children; array of services to children, parents and foster parents; service accessibility; and individualizing services, are all areas Oregon can improve on. Although many Oregon children have their educational needs met, in many cases educational needs are identified but services are not provided to address those needs. The agency is generally effective in meeting children's physical health needs, but there are concerns regarding access to dental services. In many cases, children's mental health needs are not assessed, and in some cases, needs are assessed but services are not

provided. Throughout Oregon, there are insufficient inpatient substance abuse treatment services for parents and children who need this service. There is also an inadequate continuum of mental health resources in parts of Oregon, and services are not available in adequate supply. Additionally, transportation to services is limited or unavailable in some parts of Oregon. Although Oregon has some flexible funding and can access community resources to provide wraparound services, the scarcity of services and the lack of adequate service providers make it difficult to ensure individualization of services to meet unique needs.

Oregon's Program Improvement Plan will focus on increasing Foster Parent recruitment and improving services to parents and children. Those efforts will include completing an Exit Survey of former foster parents to learn what is working for foster children and where improvements need to be made. There are planned efforts to increase placement resources for children, increase child specific recruitment, and recruitment efforts to increase homes that can meet the cultural needs of African American and Native American children. Additional efforts to build resource capacity will also enhance and strengthen DHS's already strong collaboration with the Native American Tribes in Oregon. There is a plan to streamline Mental Health Services for children by ensuring that each child who is placed in foster care has a mental health assessment. There will be improved educational advocacy for children, and streamlined Drug and Alcohol services for parents. Family Based Service contracts will be revised and improved to include services to enhance children's safety in their own homes, and services that are more culturally responsive to the needs of families.

Oregon Program Improvement Plan Measurement Methodology

Oregon quarterly PIP measures and reporting will be based on either administrative data or data collected via case review using an abbreviated version of the CFSR case review tool.

PIP measures based on Administrative Data

Oregon administrative data, which includes Oregon's AFCARS and NCANDS data, will be used to report on Oregon's progress for CFSR Items 1, 2, 6, 8, 9, and 10. AFCARS 08A/08B and the FFY 2008 NCANDS report will be used for Oregon's baseline, and baseline measures calculated or collected from other sources will also reference the FFY 2008 reporting period. The following measures will be reported based on data for the 12 months preceding the report:

Item 1: [Timeliness of CPS response] will be tracked using an annualized version of Oregon's Timeliness of CPS Response report from ORBIT. This annualized version will be available by 1/31/08 and will provide data for the FFY 2008 baseline. On this date Oregon will also provide for ACF approval the specifics of what the report measures, definitions for fields entered by users, and the actual calculations of the data.

Item 2: [Safety 1; Absence of repeat maltreatment] will be tracked using a national standard derived from Oregon's NCANDS DCDC file;

No # Absence of Maltreatment of Children in Foster Care, source will be NCANDS and AFCARS.

The following items will be tracked using Federal CFSR composites:

Item 6: [Placement Stability] Permanency Composite 4; AFCARS,

Item 8: [Re-unification] Permanency Composite 1; AFCARS;

Item 9: [Adoption] Permanency Composite 2; AFCARS;

No # Achieving Permanency for Children in Foster Care for Long Periods of Time, Composite 3, AFCARS.

In addition, Oregon will be following two measures; Absence of Maltreatment of Children in Foster Care, and Achieving Permanency for children in Foster Care for Long Periods of Time. These measures will be tracked by a combination of NCANDS and AFCARS data and solely by AFCARS data respectively.

PIP Measures based on abbreviated CFSR Case Review

For the both the PIP baseline and for quarterly PIP reporting, Oregon will use abbreviated CFSR case review data for items where administrative data are not sufficient or not available to address the item of concern.

Item 3: [Services to maintain children in their homes]

Item 4: [Risk Assessment and Safety Management]

Item 7: [Timely establishment of permanency goals]

Item 10: [Achieving Permanency for Children in Foster Care for Long Periods of Time]

Item 17: [Comprehensive assessment of child/parent/foster parent needs]

Item 18: [Child and Family Involvement in Case Planning]

Item 19: [Face to face contact/child] and
Item 20: [Face to face contact/parent].

Baseline Measurement

To establish a baseline, reviewers will cover 120 cases in the 6 month period that encompasses January 2009 through June 2009. The period under review will be the 12 months prior to the date the case is read. The baseline case reading will be completed by June 30, 2009 and submitted by July 31, 2009. Subsequent case review data will be submitted on a quarterly basis. Approximately 33% of the cases reviewed will be In Home cases and approximately 67% will be foster care cases. 30 of the 120 cases proposed for review in the first six months will be from Multnomah. The remaining 80 cases will be drawn from Washington, Benton, Clackamas, Crook, Deschutes, Jefferson, Lane, Lincoln and Linn counties. The number of cases reviewed per county will be proportional to the number of Child Welfare supervisors in that county. A minimum of one case per county, and up to 30% of the foster care cases reviewed in each county, will be children/youth in OPPLA plans. The number of OPPLA cases reviewed will not exceed 30% of the cases reviewed in each county unless the sole case reviewed in a county takes us over the 30% maximum (in instances of very small counties), in which case we reserve the right to prioritize a topic more salient to that county.

On-going PIP measurement using Case Review

Oregon will be shifting to an on-going/rolling review process. Reviewers will work in teams of two. Oregon currently has 2 FTE in assigned case-review positions. The following table outlines the elements of Oregon's Case Review plan:

When to review	District(s)	Number of Supervisory Units	Sample size	Review results ready for reporting
September-March	2 (half of Multnomah), 16	42	60 (30 from District 2, Multnomah)	March
December–June	4, 5, 10, 15	42	60	June
March-September	1, 2 (the other half of Multnomah), 6, 7, 9, 13, 14	39	60 (30 from District 2, Multnomah)	September
June-December	3, 8, 11, 12	40	60	December

District 1 Clatsop, Columbia, Tillamook
District 2 Multnomah
District 3 Marion, Polk, Yamhill
District 4 Benton, Lincoln, Linn
District 5 Lane
District 6 Douglas
District 7 Coos, Curry
District 8 Jackson, Josephine
District 9 Gilliam, Hood River, Sherman, Wasco, Wheeler
District 10 Crook, Deschutes, Jefferson
District 11 Klamath, Lake
District 12 Morrow, Umatilla
District 13 Baker, Union, Wallowa
District 14 Grant, Harney, Malheur
District 15 Clackamas
District 16 Washington

This rotation was established to ensure a diversity of branches by size and geographic location in every reporting period. The overall sample in two consecutive quarters will consist of 25% District 2 (Multnomah) and 75% balance from the rest of the state.

Case review data will be gathered both via case reading and interviews; interviews will be more limited than in a full CFSR review, but will include parents whenever appropriate (for example, parents whose rights have been terminated would not be interviewed). Focus groups with community partners will not be part of these reviews as they are being done for outcome measurement rather than for understanding community process.

The PIP improvement goal will be considered achieved with the combined data from two consecutive quarters meets the improvement goal and the number of applicable cases meets or exceeds the number of applicable cases for the item in the final CFSR report.

Part A: Strategy Measurement Plan and Quarterly Status Report

Primary Strategy 1A: Improve Effective Clinical Supervision				**Applicable CFSR Outcomes or Systemic Factors:** Safety 1, Permanency 1.	
Goal Workforce: Provide effective supervision, workload management and quality improvement systems.				**Applicable CFSR Items:** Item 2, Item 5, Item 6, Item 7, Item 8, Item 9, Item 10.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Implement a Clinical Supervision Model which includes ongoing leadership support. 1.1 Seek TA from NRC to fully develop a clinical supervision model.	CAF-OPPR, Maurita Johnson	Copy of the written Clinical Supervision Model.	**Q3**		
2. Implement Clinical supervision training for all Casework Supervisors. 2.1 Complete training of supervisors 2.2 Establish monthly/quarterly calls with the supervisory training cohorts for support and peer consultation.	CAF-Training, Karyn Schimmels	-Training System Documentation -Monthly Phone call schedule	**Q3** **Q1**		
3. Supervisor Quarterly Meetings and Supervisor Annual Conference. 3.1 Develop annual Plan for roll-out of topics for discussion and training at Quarterly meetings which includes review of policy and Procedure Manual revisions, and training strategies referred to in Safety and Permanency Planning sections of the Program Improvement Plan. (see Permanency 3H-4)	CAF-Field, Marge Reinhart		**Q1, Q5**		

4. Fully implement the use of 90 day staffings that includes: 4.1 Work with NRC to develop a format to capture the content of a 90 day staffing with a supervisor that includes clinical consultation regarding specific strategies for Safety and Permanency Planning and includes a 100% review of cases between supervisors and workers. (See also Safety 2A-3, 2C-3 and Permanency 3A-4, 3B-5, 3C3, 3E-3, and 3H6) 4.2 Train supervisors and workers regarding the use of 90 day staffing and the supervision tool. 4.3 Develop and implement a method to track that clinical supervision and case staffings are occurring.	CAF-Program, Irvin Minten/ CAF-Training, Karyn Schimmels	-Copy of the 90 Day Staffing format/tool -Training System Documentation -Written description of the process.	**Q2** **Q3** **Q1**	
5. Quarterly Child Welfare Managers Practice forums. 5.1 Implement Quarterly Child Welfare Managers Practice forums that include policy and Procedures Manual revisions, training and discussion of data, progress, challenges and problem-solving re barriers to effective implementation of PIP strategies and leadership's support of supervisors 5.2 Develop Plan for roll-out of topics for discussion and training at Quarterly meetings. (see Permanency 3H-4)	CAF-Field, Marge Reinhart		**Q1, Q5** **Q2, Q3, Q4 Q6, Q7, Q8**	

6. Develop format for policy implementation plans for each Districts.	CAF-Field, Marge Reinhart	- Format for Policy Implementation Plans	**Q2**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 1B: Complete statewide training initiatives to support PIP strategies within Safety and Permanency Planning sections.				**Applicable CFSR Outcomes or Systemic Factors:** Safety 1, Safety 2, Permanency 2.	
Goal Workforce: Provide effective supervision, workload management and quality improvement systems				**Applicable CFSR Items:** Item 1, Item 2, Item 3, Item 4, Item 13, Item 14, Item 15, Item 16.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Train all DHS Caseworkers, Supervisors, and Child Welfare Managers on the implementation of the Oregon Safety Model. (See Safety 2A-1)	CAF-Training, Karyn Schimmels	-Training System Documentation	**Q1**		
2. Train all Casework and Casework Supervisory staff on Family Engagement. (See Safety 2A-3 and Permanency 3A-2)			**Q2**		
3. Train all staff on Cultural competency.	CAF-Training, Karyn Schimmels	-Training System Documentation	**Q1**		
4. Enhance engagement skills with children and youth. 4.1 Develop and provide training all to supervisors, caseworkers, and partners on involving age appropriate children and youth in case planning. (See also Permanency 3A-1)			**Q4**		
5. Develop and implement training for all workers on the elements of foster care safety standards and the use of "Confirming Safe Environments" for all children, including those in foster care.(See Safety 2B-1)			**Q3**		

6. Develop training on Permanency Committees and re-evaluating Permanency for children in APPLA plans. (See Permanency 3F-1.2)			**Q3**		
7. Train all Permanency Supervisors and workers, as well as Certification Supervisors and workers, on the new process for Adoption Selection.(See Permanency 3G-2)			**Q2**		
8. Improve all caseworkers' knowledge of ICWA in each of the Tribal Service Area's. (See Resources 4F-2)			**Q5**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 1C: Develop method to clearly identify in the state system, the **physical location** of all children in out of home placement within CPAs and DDD.				**Applicable CFSR Outcomes or Systemic Factors:** Systemic Factor, Statewide Information System.	
Goal Workforce: Provide effective supervision, workload management and quality improvement systems.				**Applicable CFSR Items:** Item 24.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Develop and implement an IIS Code to identify the type and physical location of all DHS-CW children in the Mental Health and DD System in out of home care.	CAF-Foster Care, Kevin George	Report showing use of IIS Code in the IIS System	**Q1**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 2A: Fully Implement the Oregon Safety Model.				**Applicable CFSR Outcomes or Systemic Factors:** Safety 1, Safety 2	
Goal Safety: Improve system response to ensure that children are safe from maltreatment in their own homes and in out-of-home placement.				**Applicable CFSR Items:** Item 1, Item 2, Item 3, Item 4	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Provide training on the Oregon Safety Model (OSM) and its implementation, to all Child Welfare Staff (see Workforce section 1B).			**Q1**		
2. Improve timely CPS response.					
2.1 Identify local barriers to initiate timely investigations and with their CPS consultants develop a written plan to address any identified barriers.	CW Managers	-Written Plans	**Q3**		
2.2 Implement a process for monitoring progress on the plans and outcomes to address timeliness of CPS response.	CAF- CPS Mgr, Stacey Ayres.	-Written Process	**Q4**		
2.3 Review progress and adjust plans as needed	CAF-CPS Mgr., Stacey Ayres	-Revised plans as needed.	**Q6**		
3. Engagement:					
3.1 Provide Engagement training, to improve early worker engagement with families. (See Workforce section 1B-2 and 3A-2.)	CAF-Training, Karyn Schimmels	-Training System Documentation	**Q3**		
3.2 Use Clinical Supervision and 90 Day Staffings to ensure the completion of the Protective Capacity Assessment, and Child Safety meetings. (See Workforce section 1A-4)			**Q3**		

4. Include Protective Capacity focused services in current FBS redesign project that is congruent with the Oregon Safety Model. (see Resources section 4E-2)			**Q4**		
5. Oregon Safety Model and Oregon Family Decision Meetings. 5.1 Request assistance from NRC for OSM consultation. 5.2 Review OSM and OFDM policy to ensure the OFDM policy and OSM are consistent with one another. 5.3 Make adjustments as needed. 5.4 Review OFDM policy with Child Welfare Managers and supervisors (see Workforce section 1A.3, 1A.5)	-CAF-FBS Manager, Jan Slick and CAF-CPS Manager, Stacey Ayres -CAF-Field, Marge Reinhart	-Consultation report -Memo of Policy Review -Memo of Policy adjustments. -Agenda	**Q4** **Q4** **Q6** **Q6**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 2B: Ensure that the safety needs of children in foster care are met.				**Applicable CFSR Outcomes or Systemic Factors:** Safety 2, Foster Parent and Adoptive Parent Licensing, Recruitment and Retention.	
Goal Safety: Improve system response to ensure that children are safe from maltreatment in their own homes and in out-of-home placement				**Applicable CFSR Items:** Item 4, Item 41.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Assessment for risk and safety in the foster home during all foster home visits and contacts with children by caseworkers. 1.1 Develop and deliver training for all workers on the elements of foster care safety standards and the use of "Confirming Safe Environments" for all children, including those in foster care. 1.2 Train Child Welfare Managers and supervisors and discuss new Administrative Rule, II-B 1.1, section Responsibilities in Developing a Placement Support Plan. (see quarterly meetings in Workforce section 1A-3 and 1A-5)	CAF-CW Training, Karyn Schimmels CAF-Training, Karyn Schimmels	-Training Curriculum and Training System Documentation Agenda of quarterly meetings.	Q3 Q3		
2. CPS Response to Maltreatment in Foster homes. 2.1 Implement Administrative Rules for CPS response to maltreatment of children in foster homes. 2.2 Train Child Welfare Managers and Supervisors on new Administrative Rule (see quarterly meetings in Workforce section 1A-3 and 1A-5)	CAF-CPS, Stacey Ayres	-Copy of final Administrative Rule	Q1 Q2		

3. Address foster families with placements of children in excess of the standard policy for parent to child ratio. 3.1 Develop a baseline document of over fills for the individual District Offices. 3.2 District offices with overfill homes will develop and implement a plan to reduce the number of homes who are overfilled with placements. 3.3 Develop and implement a process to ensure that safety plans are done consistently. 3.4 District plan review of progress of reduction of overfills, make adjustments as needed	CAF-Foster Care, Kevin George CAF-Field, Marge Reinhart CAF-Field, Marge Reinhart CAF-Field, Marge Reinhart	-Baseline List -Copies of District Implementation Plans -Written process and implementation plan -Copies of district progress reports, or if needed copies of Districts adjustment plans.	**Q3** **Q3** **Q3** **Q6**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 2C: Improve face-to-face worker contacts with parents, and with children and youth.				**Applicable CFSR Outcomes or Systemic Factors:** Well-Being 1	
Goal Safety: Improve system response to ensure that children are safe from maltreatment in their own homes and in out-of-home placement.				**Applicable CFSR Items:** Item 19, Item 20.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Clarify expectations for face-to face frequency and content, including Practice Tips. 1.1 Update Oregon Procedure Manual 1.2 Review Manual revisions and discuss practices to improve contacts with Child Welfare Managers and supervisors (see Workforce section 1A-3 and 1A-5)	CAF-Program, Irvin Minten	-Manual Revision -CW Manager/ Supervisor Agenda	Q4 Q5		
2. Use technology to improve timely input of Face to Face contacts. 2.1 Pilot Technology in 7 Districts. 2.2 Propose to District Managers statewide and after pilots, what technology to use, based on documented effectiveness, cost, and availability of funds.	CAF-OPPR, Angela Long	-Pilot Proposals -Report results	Q1 Q4		
3. Use Clinical supervision and 90 day staffings support to ensure face to face frequency and quality of contact with parents and with children (see Workforce section 1A-1 and 1A-4)			Q3		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 3A: Improve parents, child, youth and relatives' engagement in assessment and planning throughout the life of their case.				**Applicable CFSR Outcomes or Systemic Factors:** Well-Being 1	
Goal Permanency: Improve permanency outcomes for children that are timely and stable.				**Applicable CFSR Items:** Item 17, Item 18	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Enhance engagement skills with children and youth. 1.1 Develop training for all supervisors and caseworkers on involving age appropriate children and youth in case planning. (See also Workforce 1B4-1) 1.2 Implement training.	CAF-Training, Karyn Schimmels	-Training Curriculum -Training System Documentation	**Q3** **Q4**		
2. Enhance engagement skills with families 2.1 Provide caseworker engagement training to all casework staff. (see Workforce 1B2 and 2A3) 2.2 Develop and implement Family Decision Making meeting waiver projects Multnomah, Marion and Washington Counties. 2.2.1 Develop and implement contracts with selected Districts 2.2.2 Share results.	CAF-Training, Karyn Schimmels CAF-OPPR, Angela Long	-List of Waiver projects -District Contracts -Outcome Reports	**Q2** **Q1** **Q2** **Q4**		
3. Update Oregon Child Welfare Procedure Manual to describe steps worker can take to engage non-resident parents in case planning.	CAF-FBS, Jan Slick	Procedure Manuel Updates	**Q4**		

4. Use Clinical supervision and 90 day staffings to support family involvement, including absent parents and youth in case planning. (see Workforce section 1A-4)			**Q3**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 3B: Strengthen the development of all permanency plans, including consideration of moving from one plan to another.				**Applicable CFSR Outcomes or Systemic Factors:** Permanency 1, Case Review System.	
Goal Permanency: Improve permanency outcomes for children that are timely and stable.				**Applicable CFSR Items:** Item 7, Item 8, Item 9, Item 10, Item 25.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Selection and pursuit of the permanency plan. 1.1 Revise and implement the Administrative Rules for the selection and pursuit of the permanency plan, the concurrent plan, including moving from one plan to another. 1.2 Train Child Welfare Managers and Supervisors on the Rule changes.(see Workforce section 1A-3, 1A-5)	CAF-Program, Irvin Minten CAF-Training, Karyn Schimmels	-New Administrative Rule -Agenda	Q5 Q6		

2. Concurrent Planning development. 2.1 Seek Technical Assistance from NRC to develop and implement tools to assist workers in choosing and implementing Concurrent Planning options, such as a flow chart.	CAF-Program, Irvin Minten	-TA Report	**Q3**	
2.2 Develop and implement tools such as universal check lists that address all plans, not just adoption that can be used by DHS Caseworkers and Supervisors, Court, CASA, Lawyers, and CRB.	CAF-Program, Irvin Minten	-Check List Document	**Q4**	
2.3 Update the Oregon Child Welfare Procedure Manual and implement updates to make clear and to enhance practice directions around Concurrent Planning (including the new and revised tools).	CAF-Program, Irvin Minten	-Procedure Manuel addition	**Q5**	
2.4 Train Child Welfare Managers and Supervisors on the tools and Procedure Manuel changes and review Concurrent Planning basic principles and practice. (see Workforce section 1A-3, 1A-5)	CAF-Training, Karyn Schimmels	-Agenda	**Q6**	
3. Operationalize the "Guidelines to Achieving Permanency" grid.	CAF-OPPR, Maurita Johnson	Website Link/ JCIP Road Show materials	**Q1**	

4. 333a Case Plan Narrative. 4.1 Implementation of the revised 333a Case Plan document to help structure and document case plan decision making. 4.2 Develop a narrative recording guide tool for workers to assist them in writing a 333a. 4.3 Train all Child Welfare Supervisors on how to capture documentation in the 333a (see Workforce section 1A-3) 4.4 Incorporate Narrative Recording training into future New Worker Training. 4.5 Share the narrative recording guide tool with the Court, CRB and other community partners during the Fall JCIP Road Show.	CAF-Program, AJ Goins OPPR, Maurita Johnson CAF-Training, Karyn Schimmels CAF-Training, Karyn Schimmels CAF-OPPR, Maurita Johnson	-Revised 333a Format -Narrative Recording Guide -Agenda -Training Curriculum -JCIP Road Show Materials	**Q1** **Q1** **Q1** **Q1** **Q1**	
5. Use Clinical Supervision and 90 Day Staffings to ensure the implementation of ongoing development of plans and concurrent plans. (See Workforce section 1A-4)			**Q3**	

6. AAG Review of Concurrent Plans. 6.1 Ensure that Concurrent Plans are reviewed by the Assistant Attorney General at the initial and permanency legal review. 6.2 Ensure that Compelling Reasons are reviewed by the Assistant Attorney General at the permanency legal review. 6.3 Implement a method to track that these issues are covered and staffing are happening.	CAF-Field, Marge Reinhart CAF-Field, Marge Reinhart CAF-Field, Marge Reinhart	-AAG Staffing Sheet -AAG Staffing Sheet -Written description of tracking process	**Q1** **Q1** **Q2**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 3C: Partner with the Citizen's Review Board and the Juvenile Court to ensure Concurrent Planning is implemented, monitored and TPR is timely.				**Applicable CFSR Outcomes or Systemic Factors:** Permanency 1.	
Goal Permanency: Improve permanency outcomes for children that are timely and stable.				**Applicable CFSR Items:** Item 7, Item 8, Item 9, Item 10.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Seek consistent review by the CRB and the court of the agency's concurrent planning efforts. 1.1 Provide Joint training of DHS staff with JCIP on Concurrent Planning during the JCIP Road Show. 1.2 Share tools described in 3B-1 with the court and CRB so the review is consistent with the work of DHS.	CAF-Program, Irvin Minten	JCIP 2008 Road Show materials, announcement of meetings, general list of attendees JCIP 2009 Road Show Materials, announcement of meetings, general list of attendees	**Q1** **Q4**		
2. Seek NRC assistance to explore the 90 day staffing process, Initial and Permanency legal reviews, and Legal Assistance Referral process for mergers to streamline.	CAF-Program, Irvin Minten	Streamlined Legal Assistance referral process document.	**Q4**		
3. Use Clinical Supervision and 90 Day Staffings to ensure that Compelling Reason not to pursue TPR is covered in every Foster Care case. (See Workforce section 1A-4)			**Q3**		

4. Identify and address the appropriateness and timing of filing Termination of Parental Rights Petitions.				
4.1 Train all Child Welfare Supervisors on how to assist workers to capture compelling reason documentation in the 333a (see Workforce section 1A3 as well as 3B-4)	CAF-Training, Karyn Schimmels	-Training Curriculum	**Q1**	
4.2 Selection of three sites; one large, one medium and one small, of Model Courts and Child Welfare offices to look at barriers to timely filing TPR petitions.	CAF-Field, Marge Reinhart/ CAF-OPPR, Maurita Johnson	-Memo of Selection	**Q4**	
4.3 Model Courts and the respective Child Welfare Offices will develop and implement a joint response identifying what they learned the TPR data findings.	CAF-Field, Marge Reinhart	-3 sites written Findings and implementation plans	**Q6**	
4.4 Model Courts and CW offices will track progress and use the knowledge gained to present at JCIP Conference and JCIP Road Show for possible replication statewide.	CAF-Field, Marge Reinhart/ CAF-OPPR Maurita Johnson	-JCIP 2010 Road Show Materials, announcement of meetings, general list of attendees	**Q7**	
Renegotiated Action Steps and Benchmarks				

Primary Strategy 3D: Enhance the immediate and ongoing search and engagement of Absent/Non-Resident Parents and relatives and persons who have a caregiver relationship with children, in case planning.				**Applicable CFSR Outcomes or Systemic Factors:** Permanency 2, Well-Being 1.	
Goal Permanency: Improve permanency outcomes for children that are timely and stable.				**Applicable CFSR Items:** Item 13, Item 15, Item16, Item18.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Lean Leader completion of the RPI process of support staff duties re: search activities. 1.1 (see 3D-3.2).	CAF-Field, Marge Reinhart	Lean Leader Report of implemented changes.	**Q2**		
2. Update Oregon Child Welfare Procedure Manual to make expectations and the resources for searching for Absent Parents clear and more directive.	CAF-Program, Irvin Minten	Procedure Manuel Update	**Q3**		
3. Capture outcomes and share Family Finding initiatives across the state. 3.1 Identify key outcomes that can be measured. 3.2 Track these initiatives for 6-12 months to determine effectiveness, including results of Lean Leader RPI (see 3D-1) 3.3 Propose to District Managers what model or models to use, based on documented effectiveness, cost, and availability of funds.	CAF-Program, Irvin Minten	-Outcomes Report -6 and 12 month progress reports -District Managers Proposals and Plans	**Q1** **Q5** **Q6**		

4. Improve Relative Search, Assessment, and Engagement. 4.1 Complete the work of the workgroup in process to rewrite the "Working with Relative" policy. 4.2 Train child welfare managers and supervisors (see Workforce section 1A.3, 1A.5)	CAF-Program, Irvin Minten	- Copy of revised Policy Agenda	Q2 Q3		
5. Ensure that absent parents are reviewed and addressed by the Assistant Attorney General at the initial and permanency legal review.	CAF-Program, Irvin Minten	AAG staffing format	Q1		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 3E: Improve the quality of the visits between children and their parents and siblings.				**Applicable CFSR Outcomes or Systemic Factors:** Permanency 2	
Goal Permanency: Improve permanency outcomes for children that are timely and stable.				**Applicable CFSR Items:** Item 13	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Review DHS Policy "Visits and other types of Child and Family contact" with Child Welfare Managers and supervisors (see Workforce section 1A-3, 1A-5)	CAF-Foster Care, Kevin George	Agenda	**Q2**		
2. Develop and implement a tool to for supervisors to monitor and track that all families with children in foster care have written visitation plans consistent with DHS Policy stated in 3E-1.	CAF-Field, Kevin George CAF-OPPR, Angela Long	Tracking Tool and instructions requiring use.	**Q3**		
3. Use of Clinical Supervision and 90 Day Staffings to ensure parent-child visitation and sibling visits are addressed (see Workforce section 1A-4)			**Q3**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 3F: Improve permanency planning for children in care for long periods of time, with a special focus on cases with APPLA plans.				**Applicable CFSR Outcomes or Systemic Factors:** Permanency 1	
Goal Permanency: Improve permanency outcomes for children that are timely and stable.				**Applicable CFSR Items:** Item 7, Item 10.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Improve permanency planning for children in APPLA plans.	CAF-Program, Irvin Minten	Agenda			
1.1 Review New DHS Policy "Another Planned Permanent Living Arrangement" with Child Welfare Managers and supervisors (see Workforce section 1A-3, 1A-5)			**Q3**		
1.2 Develop training on Permanency Committees and re-evaluating Permanency for children in APPLA plans.	CAF-Training, Karyn Schimmels	-Training Curriculum	**Q3**		
1.3 Train all Permanency Supervisors and workers. (See also Workforce 1B-6)			**Q4**		
1.4 Use Clinical Supervision and 90 Day Staffings to ensure that APPLA Case Plan Reviews are completed every 6 months. (See Workforce section 1A-4)			**Q3**		
1.5 Compelling Reasons (see 3C-3)			**Q3**		

2. Address children and youth in APPLA Plans. 2.1 Identify three Child Welfare Offices; one large (Multnomah), one medium and one small, and their respective Courts, who have the greatest number of children in APPLA Plans. 2.2 DHS to develop a list of children who are in APPLA plans and identify 3 sites. 2.3 DHS and JCIP to convene a meeting to discuss joint goals of reducing children in APPLA plans. 2.4 Model Courts and the respective Child Welfare Offices will develop and implement a joint response to address the children with APPLA plans, and track progress. 2.5 JCIP to present the knowledge gained at JCIP Conference and JCIP Road Show for possible replication statewide.	CAF-Field, Marge Reinhart/ CAF-OPPR, Maurita Johnson	-Selection Memo -Transmission memo for list of children with instructions for how to proceed. -Meeting Minutes -Joint Response memos -2009 JCIP Road Show Materials, announcement of meetings, general list of attendees	**Q1** **Q1** **Q2** **Q3** **Q4**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 3G: Identify and address institutional barriers to completing a timely Adoption.				**Applicable CFSR Outcomes or Systemic Factors:** Permanency 1.	
Goal Permanency: Improve permanency outcomes for children that are timely and stable.				**Applicable CFSR Items:** Item 9.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Address work inefficiencies of the Adoption and Guardianship program. 1.1 Complete a LEAN Rapid Process Improvement of the Adoption Program. 1.2 Present recommended changes to Child Welfare Managers, and at a Supervisors quarterly meeting. (1A5 and 1A3).	CAF-Adoptions, Angela Cause	-Lean RPI Report -Agenda	**Q1** **Q3**		
2. Improve the Adoption Selection Process. 2.1 Review and develop an action plan to implement the National Resource Center Adoption consultation on adoption committee process. 2.2 Modify Adoption Selection Policy 2.3 Develop training on new Adoption Selection Policy 2.4 Train all Permanency Supervisors and workers, as well as Certification Supervisors and workers, on new process for Adoption Selection. (See also Workforce 1B-6)	CAF-Adoptions, Angela Cause CAF-Training, Karyn Schimmels CAF-Training, Karyn Schimmels	-Review and Action Plan -New Policy -Training Curriculum -Training System Documentation	**Q1** **Q1** **Q1** **Q2**		

Renegotiated Action Steps and Benchmarks					

Primary Strategy 3H: Stability in Foster Care Placement.				**Applicable CFSR Outcomes or Systemic Factors:** Permanency 1.	
Goal Permanency: Improve permanency outcomes for children that are timely and stable.				**Applicable CFSR Items:** Item 6.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Exit Survey for foster parents. 1.1 Develop and implement of a statewide exit survey for foster parents that includes an inquiry to effective supports for foster parents that promote stability as well as lack of supports that could be implemented. 1.2 Implementation plan in response to survey results.	CAF-Foster Care, Kevin George	-Written Foster Parent Survey. -Written Implementation plan.	**Q2** **Q3**		
2. Improve Foster Home studies by using the SAFE home study process. 2.1 Identify SAFE home study pilot implementation sites 2.2 Set SAFE home study training dates for pilot sites for all identified staff. 2.3 Implement the SAFE home study in pilot sites. 2.4 Review effectiveness for statewide implementation.	CAF-Foster Care, Kevin George	-Site Selection Memo -Training Plan -Site implementation memo. -SAFE Homestudy implementation report	**Q1** **Q1** **Q1** **Q4**		

3. Develop and implement training for all workers on the elements of foster care safety standards and the use of "Confirming Safe Environments" for all children, including those in foster care. (see Safety 2B-1.1)			Q3	
4. Train Child Welfare Managers and supervisors on child stability issues. 4.1 Discuss new Administrative Rule, II-B 1.1, and "Responsibilities in Developing a Placement Support Plan". (see Safety 2B-1.3)	CAF-Foster Care, Kevin George	Agenda	Q2	
5. Address child Stability issues. 5.1 Review children in Multnomah County (D2) who have had 3-4 placement moves, using the QSR review instrument. 5.2 Analyze common themes in children's moves. 5.3 Meet with Multnomah Child Welfare Managers to discuss findings. 5.4 Develop a plan to address the common themes. 5.5 Provide results and recommended changes to Child Welfare Managers, and at a Supervisors quarterly meeting. (1A5 and 1A3).	CAF-OPPR, Maria Duryea CAF-Foster Care, Kevin George D2 Child Welfare Managers CAF-Foster Care, Kevin George	-QSR findings -Common Themes Memo -Meeting notes -Written Plan -Agenda	Q1 Q2 Q2 Q3 Q4	
6. Develop a respite care code to clarify data.	CAF-Foster Care, Kevin George		Q1	

7. Use Clinical Supervision and 90 Day Staffings to ensure that there is an inquiry between the worker and supervisor on the stability of the child (ren's) placement. (See Workforce section 1A.4)			**Q3**		
8. Implement a process to have all children who are placed in foster care complete a mental health screening. (See Resources 4B-1)			**Q2**		
9. Relative Search. (See 3D-3, 3D-4)					
10. Foster Parent Recruitment.(See 4A)					
Renegotiated Action Steps and Benchmarks					

Primary Strategy 4A: Increase Foster Parent recruitment that focuses efforts to increase placement resources for children, increase efforts on targeted recruitment, specifically related to increasing the pool of African American and Native American Children, and increase child specific recruitment.				**Applicable CFSR Outcomes or Systemic Factors:** Permanency 1, Foster Parent and Adoptive Parent Licensing, Recruitment, and Retention.	
Goal Resources: Ensure that appropriate resources and services are in place, accessible to children and families and are culturally relevant.				**Applicable CFSR Items:** Item 6, Item 41, Item 44.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Restructure the statewide Recruitment Contract. 1.1 Select contractor and implement contract. 1.2 Develop a baseline number of foster homes, both by number and race/ethnicity of foster parents. 1.3 Develop a final outcome report as a result of targeted recruitment.	CAF-Foster Care, Kevin George	-Written Contract -Baseline Memo -Final Outcome Report	**Q1** **Q1** **Q4**		
2. Implement a Statewide Recruitment Advisory Committee. 2.1 Develop the committee's mission and composition. 2.2 Establish an ongoing meeting schedule. 2.3 Collect and review District reports and provide a semi annual report to the Child Welfare Managers for local implementation strategies.	CAF-Foster Care, Kevin George	-Written mission Document. -Meeting Schedule and notes. -Semi Annual Report.	**Q1** **Q1** **Q4, Q6,**		

3. Engage Oregon's Native American Tribes in planning foster and adoptive home recruitment and retention strategies. 3.1 Foster care coordinators will work with District offices and Tribes to develop recruitment plans specific to Native American families who can provide culturally specific care. 3.2 Report results to Statewide Recruitment Advisory Committee. 3.3 Adjust recruitment plans as needed.	CAF-Foster Care, Kevin George	-Copies of Recruitment Plans -Copy of Reports -Copies of adjusted plans.	**Q2** **Q4** **Q4, Q6,**	
4. Increase African American foster families who can provide culturally specific care. 4.1 Foster care coordinators will work with District offices and community partners to develop recruitment plans. 4.2 Report results to Statewide Recruitment Advisory Committee 4.3 Adjust District Plans as needed.	CAF-Foster Care, Kevin George	-Copies of Recruitment Plans -Copy of Report. -Copies of adjusted plans.	**Q2** **Q4** **Q4, Q6,**	
Renegotiated Action Steps and Benchmarks				

Primary Strategy 4B: Increase and streamline Mental Health services for children.				**Applicable CFSR Outcomes or Systemic Factors:** Permanency 1, Well-Being 3.	
Goal Resources: Ensure that appropriate resources and services are in place, accessible to children and families and are culturally relevant.				**Applicable CFSR Items:** Item 6, Item 22, Item 23	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. All children who are placed in foster care will complete a mental health screening. 1.1 Develop process. 1.2 Develop a common assessment tool. 1.3 Implement process and tool. 1.4 Make follow up adjustments as needed.	CAF-Foster Care, Kevin George	-Written process description -Copy of tool -Report of progress -Report of needed adjustments.	**Q1** **Q2** **Q3** **Q4**		
2. Improve Psychotropic Medication Management of children in Foster Care. 2.1 Develop a Medical Advisory Committee. 2.2 Revise and issue Psychotropic Medication Management Policy 2.3 Train Child Welfare Managers and Supervisors on new Policy (see Workforce Section 1A-3)	CAF-Foster Care, Kevin George	-Committee composition and mission. -Copy of revised Policy -Agenda	**Q2** **Q6** **Q7**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 4C: Improve the time frames in the provision of A+ D Services for parents involved in the child welfare system.				**Applicable CFSR Outcomes or Systemic Factors:** Well Being 1, Service Array.	
Goal Resources: Ensure that appropriate resources and services are in place, accessible to children and families and are culturally relevant.				**Applicable CFSR Items**: Item 17, Item 35, Item 36, Item 37.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Maximize use of ITRS funds to provide A+ D services for parents. 1.1 Employ the use of the IIS tracking codes to systematically enter into the database every client referred for A+ D services. 1.2 Develop a plan to track success of timeliness of client assessments and service through Data. 1.3 Track timeliness and make adjustments to service access as needed.	CAF-OPPR, Angela Long	-Written report documenting code use. -Plan from the ITRS workgroup. -Report from ITRS Workgroup.	**Q1** **Q1** **Q2, Q4, Q6**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 4D: Improve educational advocacy for children in out of home care.				**Applicable CFSR Outcomes or Systemic Factors:** Well-Being 2	
Goal Resources: Ensure that appropriate resources and services are in place, accessible to children and families and are culturally relevant.				**Applicable CFSR Items:** Item 21.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Improve foster parents knowledge on education surrogate/advocacy. 1.1 Develop and implement training to be included in all foster parent curriculums. 1.2 Deliver the training.	CAF-Foster Care, Kevin George	-Training Curriculum -Training System Documentation	**Q5** **Q6**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 4E: Improve Family Based Services.				**Applicable CFSR Outcomes or Systemic Factors:** Safety 1, Service Array and Resource Development.	
Goal Resources: Ensure that appropriate resources and services are in place, accessible to children and families and are culturally relevant.				**Applicable CFSR Items:** Item 3, Item 35, Item 36, Item 37.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Include Cultural Proficiency in Family Base Services RFP's. 1.1 Issue rewritten RFP's that contains statements of Cultural Proficiency from potential contract providers.	CAF-FBS, Jan Slick	-Rewritten RFP's list of revised and issued contracts.	**Q4**		
2. Redesign Family Base Services. 2.1 The templates for FBS contracts change to In-Home Safety Services, within current and future Family Based Service (FBS) Contracts, to support safety of children who are in their own homes and those whom have returned home from foster care.	CAF-FBS, Jan Slick	-Copies of new FBS Services Contracts templates and a list of signed contracts using it.	**Q4**		
Renegotiated Action Steps and Benchmarks					

Primary Strategy 4F: Enhance collaboration with local tribes and expertise about Native American culture.				**Applicable CFSR Outcomes or Systemic Factors:** Permanency 2, Service Array and Resource Development.	
Goal Resources: Ensure that appropriate resources and services are in place, accessible to children and families and are culturally relevant.				**Applicable CFSR Items:** Item 14, Item 35, Item 36, Item 37.	
Action Steps and Benchmarks	**Person Responsible**	**Evidence of Completion**	**Quarter Due**	**Quarter Completed**	**Quarterly Update**
1. Improve cultural testimony in DHS ICWA cases. 1.1 Develop Expert Group. 1.2 Develop expert witness list. 1.3 Develop written procedures to access Expert Witnesses and distribute procedures and list of Expert Witnesses to DHS offices.	CAF-Admin, Mary McNevins	-List of group membership, and mission statement. -Copy of expert Witness list -Procedure, and distribution memo.	Q3 Q4 Q5		
2. Improve all caseworkers' knowledge of ICWA in each Tribal Service Area's. 2.1 Engage the tribes in planning and implementing worker training by identifying a workgroup of both Tribal and DHS staff in each Tribal Service Area. 2.2 Develop local training, specific to the fostering Tribal-DHS collaboration 2.3 Deliver training.	CAF-Training, Karyn Schimmels	-List of workgroup members, and mission statement. -Training curriculum. -Training System Documentation	Q3 Q4 Q5		
Renegotiated Action Steps and Benchmarks					

Part B: National Standards Measurement Plan and Quarterly Status Report

Safety Outcome 1: Absence of Recurrence of Maltreatment												
National Standard	94.6%											
Performance as Measured in Final Report/Source Data Period	62.5%											
Performance as Measured at Baseline/Source Data Period	FFY 08, NCANDS to be reported as soon as data is available.											
Negotiated Improvement Goal	1.006 x Baseline Measure											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Safety Outcome 1: Absence of Maltreatment of Children in Foster Care												
National Standard	99.68%											
Performance as Measured in Final Report/Source Data Period	62.5 %											
Performance as Measured at Baseline/Source Data Period	AFCARS and NCANDS for FFY 2008 to be reported as soon as data is available.											
Negotiated Improvement Goal	1.001 x Baseline Measure											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Timeliness and Permanency of Reunification												
National Standard	122.6											
Performance as Measured in Final Report/Source Data Period	118.5											
Performance as Measured at Baseline/Source Data Period	AFCARS 08A/08B to be reported as soon as data is available.											
Negotiated Improvement Goal	Factor=1.029											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Timeliness of Adoptions												
National Standard	106.4											
Performance as Measured in Final Report/Source Data Period	96.4											
Performance as Measured at Baseline/Source Data Period	AFCARS 08A/08B to be reported as soon as data is available.											
Negotiated Improvement Goal	Factor 1.041											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Achieving Permanency for Children in Foster Care for Long Periods of Time												
National Standard	121.7											
Performance as Measured in Final Report/Source Data Period	107.8											
Performance as Measured at Baseline/Source Data Period	AFCARS 08A/08B to be reported as soon as data is available.											
Negotiated Improvement Goal	Factor= 1.28											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 1: Placement Stability												
National Standard	101.5											
Performance as Measured in Final Report/Source Data Period	96.7											
Performance as Measured at Baseline/Source Data Period	AFCARS 08A/08B, to be reported as soon as data is available.											
Negotiated Improvement Goal	Factor= 1.03											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Part C: Item-Specific and Quantitative Measurement Plan and Quarterly Status Report

Item 1: Timeliness of Investigations												
Performance as Measured in Final Report	67.5%											
Performance as Measured at Baseline/Source Data Period	Annual file from ORBIT for the period from January 1, 2008 to December 31, 2008. Data and description of report to be provided January 31, 2009 for approval. ORBIT measures the timeliness of the initiation of CPS investigations by worker, work unit, branch office, district and statewide data.											
Negotiated Improvement Goal	When the annual file meets the improvement goal for one quarter.											
Method of Measuring Improvement	% of timely investigations in the annual file for one quarter.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Item 3: Services to family to protect children in the home and prevent removal or re-entry into foster care.												
Performance as Measured in Final Report	74.0 %											
Performance as Measured at Baseline/Source Data Period	Will be determined July 31, 2009											
Negotiated Improvement Goal	When the combined data from two consecutive quarters meets the improvement goal and the number of abpplicable cases meets or exceeds the number of applicable case for the item in the final CFSR report.											
Method of Measuring Improvement	Case Review, percent of cases rated as strength by review of counties each quarter.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Item 4: Risk Assessment and Safety Management												
Performance as Measured in Final Report	63.0 %											
Performance as Measured at Baseline/Source Data Period	Will be determined July 31, 2009											
Negotiated Improvement Goal	When the combined data from two consecutive quarters meets the improvement goal and the number of applicable cases meets or exceeds the number of applicable cases for the item in the final CFSR report.											
Method of Measuring Improvement	Case Review, percent of cases rated as strength by review of counties each quarter.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Item 7: Permanency Goal for child												
Performance as Measured in Final Report	78.0 %											
Performance as Measured at Baseline/Source Data Period	Will be determined July 31, 2009											
Negotiated Improvement Goal	When the combined data from two consecutive quarters meets the improvement goal and the number of applicable cases meets or exceeds the number of applicable cases for the item in the final CFSR report.											
Method of Measuring Improvement	Case review, percent of cases rated as strength by review of counties each quarter.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Item 10: Other planned permanent living arrangement.												
Performance as Measured in Final Report	60.0 %											
Performance as Measured at Baseline/Source Data Period	Will be determined July 31, 2009											
Negotiated Improvement Goal	When the combined data from two consecutive quarters meets the improvement goal and the number of applicable cases meets or exceeds the number of applicable cases for the item in the final CFSR report.											
Method of Measuring Improvement	Case review, percent of cases rated as strength by review of counties each quarter.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Item 17: Needs and services of child, parents and foster parents												
Performance as Measured in Final Report	43.0 %											
Performance as Measured at Baseline/Source Data Period	Will be determined July 31, 2009											
Negotiated Improvement Goal	When the combined data from two consecutive quarters meets the improvement goal and the number of applicable cases meets or exceeds the number of applicable cases for the item in the final CFSR report.											
Method of Measuring Improvement	Case review, percent of cases rated as strength by review of counties each quarter.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Item 18: Child and Family involvement in case planning												
Performance as Measured in Final Report	44.0 %											
Performance as Measured at Baseline/Source Data Period	Will be determined July 31, 2009											
Negotiated Improvement Goal	When the combined data from two consecutive quarters meets the improvement goal and the number of applicable cases meets or exceeds the number of applicable cases for the item in the final CFSR report.											
Method of Measuring Improvement	Case review, percent of cases rated as strength by review of counties each quarter.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Item 19: Caseworker visits with the child												
Performance as Measured in Final Report	55.0%											
Performance as Measured at Baseline/Source Data Period	Will be determined July 31, 2009											
Negotiated Improvement Goal	When the combined data from two consecutive quarters meets the improvement goal and the number of applicable cases meets or exceeds the number of applicable cases for the item in the final CFSR report.											
Method of Measuring Improvement	Case review, percent of cases rated as strength by review of counties each quarter.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Item 20: Caseworker visits with the parent(s)												
Performance as Measured in Final Report	39.0 %											
Performance as Measured at Baseline/Source Data Period	Will be determined July 31, 2009											
Negotiated Improvement Goal	When the combined data from two consecutive quarters meets the improvement goal and the number of applicable cases meets or exceeds the number of applicable cases for the item in the final CFSR report.											
Method of Measuring Improvement	Case review, percent of cases rated as strength by review of counties each quarter.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12