

State: Oregon	Date Submitted: May 4, 2017	Date Approved:
Action Plan (PIP) Proposed Effective Date: 7.1.17	Action Plan (PIP) Implementation Period: Proposed 7.1.17 through 6.30.2019	End of Non-Overlapping Year:
Reporting Schedule and Format: Quarterly Written Updates on milestones, data, and case review outcome report updates		

Goal 1 – Improve the safety outcomes for children throughout the life of a case

Strategy/ Intervention	Item or Systemic Factor(s) Addressed	Baseline or National Standard	Benchmark/ Improvement Goal/Threshold	Key Activities	Responsible Individual(s)	Quarter Begin	Projected Milestone Date	Projected Completion Date	Data Source(s)	Reporting Method	Comments
1. Workforce Development and Workflow Management	2, 3, 5, 6, 12, 13, 20, 29, 30			1.1. Implement new worker year one professional development 1.1.1. Supervisor training to new model 1.1.2. Knowledge assessment 1.1.3. Use of simulation 1.1.4. Skill assessment 1.1.5. New worker feedback 1.1.6. Computer Based Training design and delivery	J. Walling, K. Schimmels, Brooke Hall	Q1: 7.1.17	1.1.18	Ongoing	PSU Quarterly Reports Worker Knowledge and Skill Assessments	Quarterly Report from PSU to DHS Knowledge Assessment Results Skill Assessments Results New Caseworker Survey	Supervisor initial training July, Aug, 2017 New Casworker classroom training start date Sept 11.17 Also see Attachment 5. Unified Plan 1.3
	26, 27			1.2. Evaluate and assess supervisor and caseworker ongoing professional development through a structured redesign process using the model developed to implement new worker training 1.2.1. Develop the project plan for supervisor professional development redesign 1.2.1.1. Assess need 1.2.1.2. Assess resource capacity 1.2.1.3. Revise ongoing professional development 1.2.2. Develop the project plan for caseworker ongoing professional development redesign 1.2.2.1. Assess need 1.2.2.2. Assess resource capacity 1.2.2.3. Revise design of ongoing professional development	J Walling, K Schimmels, Brooke Hall	Q1: 7.1.17	Q3: 4.1.18	Q8: 7.1.19	PSU Quarterly reports, Ilearn Quarterly Reports Ilearn quarterly reports Ilearn Quarterly reports		Unified Plan 1.3
	1-18			1.3. Quarterly Supervisor Meetings with structured Agenda items 1.3.1 Advanced Training Component 1.3.2 Management Through Data 1.3.3 Progress Status Updates: CFSR case Reviews, QA Reviews, QBR measures	J Walling	Q1:7.1.17 Ongoing			QBR review QA Review CFSR case review	Agenda and minutes	Unified Plan 5.3

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Workforce Development and Workflow Management, continued	1-18			1.4. Quarterly District Manager and Child Welfare Program Manager Meetings with structured Agenda items 1.4.1 Advanced Training Component 1.4.2 Management Through Data 1.4.3 Progress Status Updates: CFSR case Reviews, QA Reviews, QBR measures	J Walling	Q1:7.1.17 Ongoing				Agenda and minutes	Unified Plan 5.3
	1			1.5. Develop and implement systems and strategies that increase consistency and efficiency of screening in Oregon. 1.5.1 Design, Develop, and Implement Cenralized Screening (as resoureces are available) 1.5.2. Staff Training 1.5.3 Implementation 1.5.2. Develop back-up processes for screening supervisors through on-call response solutions and consistent expectations that apply throughout the state. 1.5.3. Review and revise, if necessary, administrative rule requirements for supervisory approval of screening to increase efficiency and effectiveness. 1.5.4. Develop and deliver training on screening and assessment data entry and workload monitoring. 1.5.4.1.Train on data entry after 60 days 1.5.4.2. Train on use and documentation of extensions 1.5.4.3.Use of ROM CPS.03 as workload monitoring tool	Stacy Lake, Stacey Ayers, Alain Datcher	Q1.7.1.17 Planning	Q3:1.1.18		ROM CPS.03,	Project Plan update reports Written procedures in place Administrative rule changes effective I Learn	Unified Plan 3.2
	3			1.6. Develop a distinct model for out of home care assessments 1.6.1. Develop the project plan 1.6.2. Assess need 1.6.3. Assess resource capacity 1.6.4. Assess training needs 1.6.5. Implement revised assessment model 1.6.6. Standardized expectations and implentation of Foster Home Review Committees	Stacey Ayers, Justin Hopkins, Kevin George, Kris Skaro	Q2:10.1.17	Q4: 4.1.18	Q5:7.1.18			Project Plan update reports

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Workforce Development and Workflow Management, continued	6			1.7. Increase adoption finalization within 12 months of termination of parental rights (any child legally free on or before 7.1.17) 1.7.1 Permanency support staff to send up to six ticklers at specific case junctures to caseworker with reminder of outstanding paperwork 1.7.2 Caseworkers required to submit adoption tracking page status and other case materials to any court or CRB hearing (When adoption becomes the Permanency Plan) 1.7.3 Develop local implementation plans at 2017 Model Court Summit	Permanency Manager, JCIP, CRB, Model Court Teams	Q1: 7.1.17			ROM PA.12	ROM PA.12 report	8.8.17 (date of Model Court Regional/Statewide Summit) Unified Plan 3.1	
	2. Strengthen Casework Practice	2, 3, 5, 6, 12, 13, 20, 29, 30			2.1 Training 2.1.1. Develop and deliver advanced training on the following OSM and casework practice components 2 x per year 2.1.1.1. Safety threshold criteria 2.1.1.2. Safety threat identification 2.1.1.3. Safety Decision 2.1.1.4. In-home Safety Plan Criteria (including cooperative cases) 2.1.1.5. Conditions for Return 2.1.1.6. Protective Capacity Assessment 2.1.1.7. Expected Outcomes 2.1.1.8. Family Engagement 2.1.1.9. Child contact 2.1.1.10 Group Supervision	Stacy Lake, Stacey Ayers Safety Consultants, Lacey Andresen, Permanency Consultants	Q2:10.1.18			CFSR Reviews, QA Reviews	I Learn	Unified Plan: 1.3, 4
		2			2.1.2. Develop standardized process for courtesy supervision 2.1.2.1. Timeliness of Response 2.1.2.2. Standardized communication processes 2.1.2.3. Define clear roles and responsibilities	Stacy Lake, Stacey Ayers, Lacey Andresen, Pamela Heisler	Q1: 7.1.17			CFSR Reviews	Written procedures in place	Unified Plan 1.1
		12a, 12c			2.1.3. Development and delivery of Child and Adolescent Needs and Strengths screening CBT.	PSU	Q1:10.1.17			Ilearn, PSU Quarterly Reports	Ilearn	
		2			2.1.4. Develop training and tools available to judges, attorneys, and CASAs on the Oregon Safety Model	Stacey Ayers, Stacy Lake, Lacey Andresen	Q1: 7.1.17				Attendance data	Also see new worker professional development training 5. Preparing and Presenting for Success in Court. Unified Plan 1.1

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Strengthening Casework Practice - continued	8, 9, 11, 12a, 12b, 13, 14, 16, 17, 18, 20 (2, 3, 4, 5, 6, 7, 10, 12c)			2.2 Tools 2.2.1 Development and implementation of standardized case supervision and quarterly (90-day) case plan review tool 2.2.1.1 Review of ongoing safety plan 2.2.1.2 Review of CANS results 2.2.1.3 Review of evaluations/assessments and recommendations 2.2.1.4 Review of placement 2.2.1.5 Case planning engagement strategies including tribal involvement 2.2.1.6 Review of parent engagement in the visitation plan 2.2.1.7 Regular review of SSA/SSA Supervisor feedback 2.2.1.8 Review of non-custodial parents 2.2.1.9 Service referrals, service engagement 2.2.1.10 Connections with siblings, neighborhood, community, faith, extended family, tribe, school, friends, etc. (Effective services across language, culture and race) 2.2.1.11 IF ICWA, ICWA placement preferences 2.2.1.12 Do all aspects of case planning contain pertinent information related to race, culture or family cultural norms? 2.2.1.13 Status of permanency planning	Lacey Andresen, permanency consultants, branch caseworkers, management staff, Brooke Hall	Q1: 7.1.17 Development	Q3: 1.1.18 Implementation	Q8: 4.1.19	QA reviews, OR-Kids report (under development)	Branch summary reviews	Unified Plan 2.1, 4
	8, 9, 11, 12a, 12b, 13, 14, 16, 17, 18, 20, 29, 30 (2, 3, 4, 5, 6, 7, 10, 12c)			2.2.2 Formalize and standardize the use of structured meetings with families 2.2.2.1 Family focused, family friendly language and structure, inclusive of cultural values and traditions, supports identified by the family and meeting the language needs of the family 2.2.2.2 Use regularly scheduled meetings. 2.2.2.3 Focused agenda 2.2.2.4 Child and youth involvement 2.2.2.5 Parent involvement 2.2.2.6 Partner involvement 2.2.2.7 Review of child connections, including relative and sibling placement 2.2.2.8 Review of ongoing safety plan 2.2.2.9 Review of individual needs of children, overall assessment of how these are working for each child 2.2.2.10 Reivew of progress toward Conditions for Return and Expected Outcomes as applicable 2.2.2.11 Discussion of concurrent plan and progress as applicable	Tami Kane-Suleiman, Lacey Andresen, permanency consultants, branch caseworkers and management staff, Pamela Heiseler	Q1: 7.1.17 Development	Q5: 7.1.18 Staged Implementation	Q8: 4.1.19	QA reviews, OR-Kids report (under development)	OR-Kids reports	Unified Plan 4.

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Strengthen Casework Practice - continued	8, 9, 11, 12a, 12b, 13, 14, 16, 17, 18 (2, 3)			2.2.3. Development of face to face contact casenote template for children to support documentation in the following areas 2.2.3.1 Review ongoing needs with the provider 2.2.3.2 Educational needs/service/progress 2.2.3.3 Physical/dental health needs 2.2.3.4 Mental/behavioral health needs 2.2.3.5 Review of cultural and community connections 2.2.3.6 Ongoing safety, confirm safe environment 2.2.3.7 Review of any new assessments/evaluations 2.2.3.8 Visitation and safety plan updates	Waiver Manager, Permanency Consultants	Q1: 7.1.17 Development	Q2: 10.1.17 Implementation		CFSR Reviews	CFSR case review outcomes	Unified Plan 1.1
	8, 9, 11, 12a, 12b, 13, 14, 16, 17, 18 (2, 3)			2.4. Development of face to face contact casenote template for parents to support documentation in the following areas 2.4.1 Overall well being 2.4.2 Status of involvement with services 2.4.3 Progress toward conditions for return and expected outcomes 2.4.4 Review of any new assessments/evaluations 2.4.5 Parent feedback: additional supports or services identified by parents 2.4.6 Visitation and safety plan updates	Waiver Manager, Permanency Consultants	Q1: 7.1.17 Development	Q2: 10.1.17 Implementation		CFSR Reviews	CFSR case review outcomes	Unified Plan 1.1
	8, 9, 11, 12a, 12b, 13, 14, 16, 17, 18 (2, 3)			2.5. Development of visitation casenote template to support documentation of the following: 2.5.1 Consistent observations 2.5.2 SSA recommendations, business process to notify caseworker/supervisor 2.5.3 Question prompts	Waiver Manager, Permanency Consultants	Q1: 7.1.17 Development	Q2: 10.1.17 Implementation		CFSR Reviews	CFSR case review outcomes	Unified Plan 1.1
	1 - 18			2.6 Standardize schedule of QA reviews	Stacy Lake, Stacey Ayers, Lacey Andresen, Kevin George, Sherril Kuhns, Matt Bogart; Angela Leet	Q1: 7.1.17	Q6: 1.1.18		QA Review Schedule, Screening, Closed at Screening, CPS Assessment, Ongoing OSM fidelity, SAFE home study, IV-E Eligibility, CFSR Reviews	Schedule established and published	Unified Plan 5.3
3. Technology Enhancements				3.1. I-phones and tablets for caseworkers and certifiers.	Laurie Price, Tori Algee, Kelsi Eisel	Q1: 7.1.17					Unified Plan 4.1

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4. Resource Development	29, 30			4.1. Routine review of Service Array 4.1.1 Structured and consistent assessment of local service arrays and contract actions to promote a comprehensive array of contracted and other related services by Region/District/County	Lacey Andresen , Stacy Lake, Contracts staff, Sherril Kuhns	Q3: 4.1.18 Q3: 4.1.18		Q4: 7.1.18 Q4: 7.1.18			Evaluated and revised in conjunction with local Strategic Plans under strategy 5. Data Informed Strategic Planning Unified Plan 2
	26			4.2. Evaluate and assess initial family Foster Care provider training through a structured redesign process 4.2.1 Assess need 4.2.2 Determine provider competencies 4.2.3 Revise design and delivery of initial provider training 4.2.4 Assess resource capacity 4.2.5 Implement redesign of initial provider training	Kevin George, Karyn Schimmels, Pamela Heisler	Q1: 7.1.17 Planning		Q8: 7.1.19	Redesign meeting project plan and minutes		With incremental change during the PIP period Unified Plan 5
	27			4.3. Evaluate and assess ongoing family Foster Care provider training through a structured redesign process 4.3.1 Assess need 4.3.2 Determine provider competencies 4.3.3 Revise design and delivery of initial provider training 4.3.4 Assess resource capacity 4.3.5 Implement redesign of ongoing provider training	Kevin George, Karyn Schimmels, Pamela Heisler	Q1: 7.1.17 Planning		Q8: 7.1.19	Redesign meeting project plan and minutes		With incremental change during the PIP period Unified Plan 5
	4, 9, 10, 12c			4.4. Evaluate needs and resources to fully support relative caregivers 4.4.1 Develop a detailed project plan 4.4.2 Assess training, certification, support, and system navigation needs 4.4.3. Assess capacity to provide child treatment services in a relative's home	Kevin George, Peter Rosenblatt, Angela Leet	Q2: 10.1.17 Planning		Q5: 10.1.18	Redesign meeting project plan and minutes		Unified Plan 5

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Resource Development - continued	35			4.5. Develop a statewide, comprehensive recruitment strategy for certified family foster homes and contracted private child caring agency resources 4.5.1 Develop a detailed project plan 4.5.2 Complete comprehensive assessment of capacity needs through a comprehensive data analysis 4.5.3 Complete comprehensive review of reasons for placement moves specific to race, geography, age and gender 4.5.4 Develop specific strategies for recruitment 4.5.5 Implement local recruitment plans (also see data driven strategic planning)	Kevin George, Peter Rosenblatt, Pamela Heisler	Q2: 10.1.17		Q4: 4.1.18	OR-Kids report (to be developed, Strategy 5) Redesign meeting project plan and minutes		Unified Plan 5
	35			4.6. Develop a statewide, comprehensive retention strategy for certified family foster homes and contracted private child caring agency resources 4.6.1 Develop a detailed project plan 4.6.2 Complete comprehensive assessment of barriers to retention 4.6.3 Develop specific strategies for improve retention 4.6.4 Develop local retention plans 4.6.5 Implement retention strategies at the local level (also see data driven strategic planning)	Kevin George, Peter Rosenblatt, Pamela H	Q2: 10.1.17		Q5: 7.1.18	OR-Kids report (to be developed, Strategy 5) Redesign meeting project plan and minutes		Unified Plan 5
	7			4.7. Complete in-depth review of sibling placement 4.7.1 Idenify barriers to sibling placements 4.7.2 Develop solutions to address identified barriers	Kevin George, Peter Rosenblatt	Q3: 1.1.18		Q4: 4.1.18	OR-Kids report to be deelopd (Strategy 5)		Unified Plan 3

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5. Data Informed Strategic Planning	7, 12 c, 13, 20, 35			5.1. Development of the following OR-Kids reports: 5.1.1 Case plan development within 60 days of substitute care and timely updated case plans 5.1.2 Provider capacity detail reports for all levels and types of care 5.1.3 Sibling placement reports 5.1.4 90-Day staffing report	Anna Cox	Q3: 1.1.18					Unified Plan 5
	1-18			5.2. Incremental Improvement plans based on combined information and a reflective, qualitative review of results of the following: CFSR case reviews, QA reviews on practice fidelity to screening/assessment, permanency, SAFE home study, and IV-E eligibility, and data reports used in Quarterly Business Reviews. This will be managed through development of a designated program area within Child Welfare.	Jason Walling, Stacey Ayers, Stacy Lake, Lacey Andresen, Kevin George, Sherril Kuhns, Angela Leet, Pamela Heisler, local management staff	Q: 10.1.17 (start date for 5.2.1)		Ongoing	written plans available		Unified Plan 5
	5,6			5.2.1 Develop branch/district specific strategic plans in the large and medium branches needing the most improvement for all three legal permanency goals: reunification, adoption, guardianship (D 1, 2, 4, 5, 6) 5.2.1.1. For the five driver Districts, local leadership, permanency consultants, model court teams and data analysts develop stecific strategic plans that address the root cause of delays in permanency for that specific local area. Use the data analysis for each district for the following data points: * Median length of time in months to achieve reunification, guardianship or adoption * Federal permanency measures * Number of days from removal to trial home visit * Number of days from guardianship eligibility to finalization B* Number of days from dependency petition to jurisdiction * Number of days from dependency petition to termination of parental rights process * Number of days to resolve a termination of parental rights petition * Number of days from a child being legally free to adoption * Median length of time in months to achieve reunification, guardianship or adoption * Federal permanency measures	Permanency Manager, permanency consultants, local management staff	Q2: 10.1.17	developed by 1.1.18		ROM PA 07, PA, 08, PA 09, OR 05, JCIP Reports		Will incorporate and build on whatever improvement work is already underway in each program area.

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Data Informed Strategic Planning continued				5.2.2 In partnership with community members, Central office staff, and local child welfare leadership, develop branch/district specific strategic plans based on a comprehensive analysis of CFSR case reviews, QA reviews, and data reports used in QBR Tier 3 measures. 5.2.3 Develop local foster parent recruitment and retention plans	See 5.2 Kevin George, Peter Rosenblatt, Pamela Heisler	Q4: 4.1.18 Q5 7.1.18		Ongoing Q6. 10.1.18	Written Plans Available Written Plans Available		Also see Resource Development (5. and 6.) Unified Plan 5
				5.3 Review and analysis of casework recruitment, hiring and retention 5.3.1 Develop detailed project plan 5.3.2 Assess current status and identified gaps 5.3.3 Assess resource capacity 5.3.4 Implement changes in practice as resources allow	Michelle Johnson, Jennifer Molisa, Brooke Hall	Q1: 7.1.18		Q6: 10.1.19	Human Resources Staff hiring and retention data		Unified Plan 5
	1-36			5.4. Oregon Child Welfare Program (OCWP) meetings scheduled for Quarterly review of the following data: 5.4.1 Quarterly Business Review Measures 5.4.2 CFSR Case Reviews from the prior quarter 5.4.3 QA Reviews	Laurie Price, J Walling	Q1: 7.1.17		Ongoing			Unified Plan 5
	1 - 36			5.5. Routine review of PIP progress with the Steering Committee (CWAC) and the following Advisory Committees: 5.5.1. ICWA Advisory 5.5.2 Parent Advisory 5.5.3 Youth Advisory 5.5.4 Racial Edquity Advisory (REACT)	Laurie Price, L. Alhusseini	Q1: 7.1.17		Ongoing	Meeting minutes		Unified Plan 1, 5