

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
<b>Safety</b>							
<b>Long Term Outcome (Primary Strategy) 1: Children are protected from abuse and neglect.</b>							
<b>Applicable Outcomes/Systemic Factors: Safety Outcome 1, and Statewide Information System</b>							
<b>Applicable CFSR Items: 1, 2, and 24</b>							
<b>Immediate Outcome (Goal): Reports of child maltreatment will be investigated in a timely manner.</b>							
<b>Immediate Outcome (Goal): Reduce repeat maltreatment of children.</b>							
The case reviews identified inconsistent practice in regard to initiating a response to child maltreatment reports and establishing face-to-face contact with children. Response times for Child Protective Services (CPS) cases are detailed in regulation. Response times for General Protective Services (GPS) cases are guided by county policy and may not be applied consistently throughout the state. There seemed to be poor communication and lack of timely transfer between GPS and CPS.	<b>1.1 Provide guidance re: response times for GPS reports, including face to face contacts, and transitioning cases from GPS to CPS</b>	1.1a	Survey 67 CCYAs and States Liaison Officers list serve re: current response times and conduct analysis of their results	Survey monkey results and analysis submitted	Lead: Safety Assessment Committee; CCYAs, OCYF Policy Unit; CWTP	2	
		1.1b	Develop policy utilizing information from analysis of survey results to issue guidelines for alternative response, establish GPS response times, as well as guidelines for transition to CPS	Copy of policy provided	Lead: OCYF Policy Unit; CWTP; CCYAs; Safety Assessment Committee	3	
		1.1c	Develop training on above policy	Copy of training materials provided - handouts/curriculum	Lead: OCYF Policy Unit; CWTP	4	
		1.1d	Deliver training on above policy regionally to CCYAs and OCYF Regional Offices	Training agenda and sign-in sheets provided	Lead: OCYF Policy Unit and Regional Offices; CWTP; CCYAs	5	
		1.1e	Conduct informational sessions for private provider community regarding above policy	Presentation materials; sign in sheets provided	Lead: OCYF Policy Unit; CWTP; PCCYFS	6	

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		1.1f	Implement above policy	Annual LIS (Licensing Inspection Summaries)	Lead: CCYAs; OCYF Regional Offices	6 and ongoing	
All GPS data is not tracked at the state level. ChildLine does not capture data pertaining to GPS cases that are referred directly to CCYAs.	<b>1.2 Utilize the DPW Master Client Index (MCI) Service to provide CCYAs with means to search statewide for all children known to child welfare system</b>	1.2a	Modify MCI to capture information on children who are known to the child welfare system	MCI Requirements and Design completed; MCI functionality is tested and accepted	Lead: OCYF IDMU Unit, BIS, CCYAs	2	
		1.2b	Conduct county conversion to MCI to include all children active at the time of conversion	Conversion completed and IDMU validation submitted	Lead: OCYF IDMU Unit, BIS, CCYAs	2	
		1.2c	Train CCYAs on new MCI functionality and business processes	Flowchart of processes; Training agenda, curriculum/handouts, and sign-in sheets provided	Lead: OCYF IDMU Unit, BIS, CCYAs	3	
		1.2d	Perform MCI search on all children to obtain unique id to determine if child was known to other CCYAs	# of MCI searches performed by CCYAs submitted	Lead: CCYAs; OCYF IDMU Unit	3	
		1.2e	Register and obtain new unique id's for children not already having id's	# of new children CCYAs registered submitted	Lead: CCYAs; OCYF IDMU Unit	3	
		1.2f	Monitor implementation to ensure that steps are being followed	Annual LIS; IDMU QA of Quarterly AFCARS report	Lead: OCYF Regional Offices; OCYF IDMU	4	
Results of CPS reports on foster homes (investigated by OCYF) not always communicated back to CCYAs	<b>1.3 Improve communication between OCYF Regions and CCYAs regarding CPS investigations</b>	1.3a	Develop protocol for sharing CPS investigation information with CCYAs by OCYF Regional Offices	Issuance of protocol	Lead: OCYF Policy Unit and Regional Offices	2	
		1.3b	Develop and utilize a CPS investigation checklist which includes provision of a copy of CPS investigation record to CCYAs	Number of records reviewed for adherence to the protocol submitted on a quarterly basis	Lead: OCYF Regional Directors	2 and ongoing	

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	<b>1.4 Ensure that reports of child maltreatment are initiated timely</b>	1.4a	Monitor timeliness of initiating investigations of reports of child maltreatment	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
<b>Renegotiated Action Steps and Benchmarks:</b>							
<b>Long Term Outcome (Primary Strategy) 2: Children are safely maintained in their own home whenever possible and appropriate.</b>							
<b>Applicable Outcomes/Systemic Factors: Safety Outcome 2</b>							
<b>Applicable CFSR Items: 3, 4</b>							
<b>Immediate Outcome (Goal): Risk and safety concerns for children are assessed and appropriate services are provided.</b>							
Risk and Safety Assessments often focus on presenting problem and not underlying issues, resulting in multiple reports. Inconsistency of ongoing and initial risk and safety assessments.(Risk and Safety assessments were not completed prior to reunification and case closure.) Preventing FC reentries within a 12 month period is a challenge for PA. Siblings in juvenile justice cases were generally not assessed for service needs or for safety/risk. GPS cases had a higher frequency of referral back to the agency after previous case closure.	<b>2.1 Implementation of the Safety Assessment and Management Process (SAMP) for In-Home Services Cases</b>	2.1a	Development of Manual and Curriculum; and Training provided	Manual finalized; Curriculum finalized; Training delivered; Results of training delivery will be reported via ENCOMPASS	Lead: CCYAs; CWTP; OCYF Policy Unit and Regional Offices; County Safety Leads	1	
		2.1b	Implementation of SAMP for in-home service cases begins	Annual LIS	Lead: CCYAs; OCYF Regional Offices	1 and ongoing	
		2.1c	Technical Assistance (TA) provided as needed regarding SAMP for in-home services cases to include Regional Supervisory support sessions	# of TA requests submitted; # of regional support sessions held submitted	Lead: CWTP; OCYF Regional Offices; County Safety Leads	3 and ongoing	

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		2.1d	Revisions to Charting the Course (CTC) regarding SAMP for In Home cases as needed	Revised CTC curriculum provided (as needed)	Lead: CWTP; OCYF Policy Unit and Regional Offices; County Safety Leads	3 and ongoing	
Risk and Safety Assessments often focus on presenting problem and not underlying issues, resulting in multiple reports. Inconsistency of ongoing and initial risk and safety assessments. (Risk and Safety assessments were not completed prior to reunification and case closure.) Preventing FC reentries within a 12 month period is a challenge for PA. Siblings in juvenile justice cases were generally not assessed for service needs or for safety/risk. GPS cases had a higher frequency of referral back to the agency after previous case closure.	<b>2.2 Implementation of the Safety Assessment and Management Process (SAMP) for Out-Of-Home Care Cases</b>	2.2a	Development of a comprehensive Safety assessment tool for out-of-home care cases	Tool developed and provided	Lead: Out-of-Home Care Safety Assessment Committee and OCYF Policy Office; CWTP; County Safety Leads	1	
		2.2b	Development of curriculum for SAMP for out-of-home care	Curriculum provided	Lead: Out-of-home care Safety Assessment Committee and OCYF Policy Office; CWTP; County Safety Leads; NRCCPS	1	
		2.2c	Conduct 3 trial training sessions for OCYF; CWTP staff; and members of the out-of-home care Safety Assessment Committee to ensure effectiveness of curriculum	Training session agenda, handouts, power point and sign in sheets provided	Lead: Out-of-home care Safety Assessment Committee; NRCCPS	1	
		2.2d	Revise out-of-home care SAMP curriculum, as needed, based on the trial training	Curriculum revised	Lead: Out-of-home care Safety Assessment Committee; NRCCPS	1	

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		2.2e	Work with private providers to identify which portions of the curriculum are applicable to private providers. Develop that specific curriculum, if needed	Summary of discussion with Private Providers submitted; Private provider curriculum provided, if needed	Lead: Out-of-home care Safety Assessment Committee and Private Provider representatives; OCYF Policy Unit; CWTP	2	
		2.2f	Identify and work with "Innovation Zone" counties (Elk, Philadelphia, Montgomery, Bucks, Berks, Chester, Cambria, and Crawford Counties) to plan for training and implementation	Meetings held; Innovation Zone County implementation and training plans provided	Lead: Innovation Zone Counties; out-of-home care Safety Assessment Committee; CWTP	1	
		2.2g	Training session on curriculum for Innovation Zone counties	Training session agenda, handouts, power point and sign in sheets provided	Lead: Out-of-home care Safety Assessment Committee and OCYF Policy and Regional Office; CWTP; Innovation Zone Counties;NRCCPS	2	
		2.2h	Innovation zone counties pilot SAMP for out-of-home care cases	Pilot completed	Lead: Innovation Zone Counties	2	
		2.2i	Gather information from innovation zone county pilot and make any necessary revisions to tool and/or curriculum prior to statewide roll-out	Recommendations provided and changes made to tool and/or curriculum as needed	Lead: Safety Assessment Committee and OCYF Policy and Regional Office; CWTP; Innovation Zone CCYAs;NRCCPS	3	
		2.2j	Revisions to manual, as needed, to include SAMP for Out-of-home care	Manual updated	Lead: Out-of-Home Care Safety Assessment Committee, OCYF Policy Office and CWTP;NRCCPS	3	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		2.2k	Identify and work with remaining counties to plan for training and implementation	Meetings held; County implementation and training plans provided	Lead: CCYAs; out-of-home care Safety Assessment Committee; CWTP; OCYF Policy Unit	3	
		2.2l	Train the Trainer training for County Safety Leads and Leadership Teams statewide based on final curriculum	Training session agenda, handouts, power point and sign in sheets provided	Lead: Out-of-Home Care Safety Assessment Committee and OCYF Policy and Regional Offices; CCYAs; CWTP	3	
		2.2m	Conduct train the trainer sessions for private provider leads	Training session agenda, handouts, power point and sign in sheets provided	Lead: Out-of-home care Safety Assessment Committee and Private Provider representatives	4	
		2.2n	Training for County Staff by County Safety Leads and Training for Private provider staff by Private Provider Safety Leads	Training session agenda, handouts, power point and sign in sheets provided	Lead: County Safety Leads and Private Provider Safety Leads	6	
		2.2o	Implementation Out-of-Home Care begins	Annual LIS	Lead: CCYAs; OCYF Regional Offices	7	
		2.2p	Technical Assistance (TA) as needed re: SAMP for out-of-home care cases to include Regional Supervisory support sessions	TA requested and provided; # of regional support sessions held submitted	Lead: CWTP; OCYF Regional Offices; County Safety Leads	7 and ongoing	
		2.2q	Revisions to Charting the Course (CTC) re: SAMP for Out-of-Home Care cases as needed	Revised CTC curriculum provided (as needed)	Lead: CWTP; OCYF Policy Unit and Regional Offices; County Safety Leads	7	

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	<b>2.4 Begin review and planning for the development of the Safety Assessment and Management Process for Older Youth</b>	2.4a	Technical assistance from the National Resource Center for Youth Development to provide recommendations for assessing safety of older youth	Recommendations from NRC received	Lead: Safety Assessment Committee; CWTP; OCYF Policy Unit; OCYF Regional Offices; CCYAs; NRC for Youth Development	7	
	<b>2.5 Evaluate the quality of the Safety Assessment and Management Process</b>	2.5a	Technical assistance from Action for Child Protection National Resource Center for Child Protective Services (NRCCPS) to provide recommendations for evaluating SAMP	Evaluation completed and any necessary changes to SAMP considered; Recommendations from NRC provided	Lead: Safety Assessment Committee; CWTP; OCYF Policy Unit; OCYF Regional Offices; County Safety Leads; CCYAs; NRCCPS	3 and ongoing	
		2.5b	Develop a review tool that evaluates the quality of Safety Assessments and Plans for In-Home Services cases	Quality Review tool developed and submitted	Lead: Safety Assessment Committee; OCYF Regional Offices; OCYF Policy Unit	3	
		2.5c	Train OCYF Regional Offices and CCYAs on the quality review tool	Agendas and sign in sheets submitted	Lead: Safety Assessment Committee; OCYF Regional Offices; OCYF Policy Unit; CCYAs	4	

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		2.5d	Evaluate SAMP using the developed review tool	Annual LIS	Lead: CCYAs; OCYF Regional Offices	4 and ongoing	
		2.5e	Revise and finalize SAMP bulletin to include current phases of Safety Assessment and Management Process	Draft bulletin provided periodically; and final bulletin submitted by Quarter 7	Lead: OCYF Policy Unit; Safety Assessment Committee; CWTP; OCYF Regional offices	7	
see 8.4		2.5f	Monitor agency efforts to assess and address the risk and safety concerns to children in their own homes or while in foster care	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
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		2.6b	Provide information re: SAMP to members of the legal system	OCYF updates will be provided at bi-annual Leadership Roundtables - materials provided	Lead: AOPC; OCYF Policy Unit; Dependency Court Judges; Juvenile Court Judges Commission (JCJC)	2 and ongoing	



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		2.6c	Provide information regarding SAMP to the Dependency Judges at the State Trial Court Judges conference	List of attendees and agenda will be provided	Lead: AOPC and OCYF Policy Unit	1	
<b>Immediate Outcome (goal): Children, youth, parents, and resource families will be assessed and provided services to meet their individualized needs.</b>							
Need to ensure assessments identify underlying issues and that assessments are done ongoing through the life of the case. The State is inconsistent in providing services to prevent removal. High number of children reunified but reenter care within 12 months	<b>2.7 Assessments of child/youth/family issues (including safety, permanency, visitation, and educational, physical and behavioral needs) need to be enhanced to identify underlying issues and ensure appropriate services are provided</b>	2.7a	Develop, disseminate, and conduct analysis of a survey to CCYA and Family Center supervisors and case workers which will gather information about screening/assessment tools currently used to identify gaps in practice areas not covered in existing tools	Survey developed; Survey results provided; Analysis and recommendations provided	Lead: Enhancing Assessments Workgroup	2	
		2.7b	Develop recommendations for implementation of screening/assessment tools which address the identified gaps	Workgroup sign in sheets provided; Recommendations provided	Lead: Enhancing Assessments Workgroup	3	
		2.7c	Review and revise the "Compendium of Rapid Assessment Tools" based upon previous survey analysis	Copy of assessment and planning toolkit provided	Lead: Enhancing Assessments Workgroup	4	
		2.7d	Develop a facilitated discussion guide specific to identification of needed assessments for child welfare workers (case workers and supervisors) to utilize during peer collaboration and case consultation	Discussion guide developed	Lead: Enhancing Assessments Workgroup; OCYF Central office, OCYF regional office, PCYA, CWTP; Statewide TA Providers, CCYAs, Private Providers	4	
		2.7e	Release the Assessment and Planning Toolkit and facilitated discussion guide statewide to include targeted release to supervisors	Release provided	Lead: Enhancing Assessments Workgroup; OCYF; CWTP	5	

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		2.7f	Evaluate Ages and Stages Developmental Screening	Analysis provided on evaluation of screening tool	Lead: University of Pittsburgh Research department; CWTP; OCYF Policy Unit	3	
		2.7g	Utilize analysis of Ages and Stages Developmental Screening to determine if child is at risk or has delay, whether services match assessment, and whether there are gaps and needs for services recommended and develop a plan to address any areas of concern	Plan submitted	Lead: University of Pittsburgh Research department; CWTP; OCYF Policy Unit	5	
		2.7h	Monitor the use of comprehensive assessments	Annual LIS	Lead: CCYAs; OCYF Regional Offices	5 and ongoing	
see 8.4		2.7i	Monitor services being provided to families to protect children in the home and prevent removal or reentry into foster care	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
see 8.4		2.7j	Monitor the assessment of needs of children, parents and foster parents to identify and provide the appropriate services	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
		2.7k	Request Technical Assistance from the National Center on Substance Abuse and Child Welfare (NCSACW) to assist in development of a work plan to address drug and alcohol-related concerns	Request for TA submitted to NCSACW	Lead: OCYF Central Office; NCSACW	2	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		2.7l	Develop work plan to address barriers and ways to improve collaboration and information sharing between drug and alcohol services and child welfare	Work plan developed and submitted	Lead: OCYF Central Office; NCSACW	4	
		2.7m	Implement and monitor the work plan	Work plan implemented	Lead: OCYF Central Office; NCSACW	5 and ongoing	
Need to ensure assessments identify underlying issues and that assessments are done ongoing through the life of the case. The State is inconsistent in providing services to prevent removal.	<b>2.8 Philadelphia DHS will identify assessment strategies and tools that will enhance assessments throughout the life of a case</b>	2.8a	Philadelphia DHS's contracted providers will administer Ages and Stages to children 5 and under for children in IHPS and Placement. Philadelphia DHS will refer children identified as needing further assessment for recommended services	The number of children with ages and stages completed questionnaire	Lead: Philadelphia DHS CYD/PMA	2 and ongoing	
		2.8b	Implementation of Family Advocacy Support Tool (FAST) used by Alternative Response Services (ARS)	# of FAST tools completed each quarter	Lead: Philadelphia DHS CYD	1 and ongoing	
		2.8c	Provide Interviewing Skills training, which will enhance skill development around assessment, for providers and DHS staff	Training curriculum and sign in sheets provided; Case review to review the quality of the protective capacity assessment	Lead: Philadelphia DHS CYD	2	
		2.8d	Develop implementation plan for protective capacity assessment training for DHS and providers	Provide copy of implementation plan	Lead: Philadelphia DHS CYD	4	
		2.8e	Training of the trainers on protective capacity assessment	Sign in sheets and trainer curriculum	Lead: Philadelphia DHS CYD	5	
		2.8f	Training for providers and DHS staff on Protective Capacity Assessment	Sign in sheets and curriculum provided	Lead: Philadelphia DHS CYD	6	

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		2.8g	Random review of safety assessments and case files to determine the quality of the assessments and whether Family Service Plans are reflective and connected to identified issues	Summaries of review provided	Lead: Philadelphia Quality Improvement Department	1 and ongoing	
<b>Renegotiated Action Steps and Benchmarks:</b>							
<b>Permanency</b>							
<b>Long Term Outcome (goal) 1: Children and youth have permanency and stability in their living situations.</b>							
<b>Applicable Outcomes/Systemic Factors: Permanency Outcome 1, Case Review</b>							
<b>Applicable CFSR Items: 5, 6, 7, 8, 9, 10, 28</b>							
<b>Immediate Outcome (goal): Timely and appropriate goals are established for children and youth.</b>							
PA does not consistently establish timely and appropriate goals for children in foster care.	<b>3.1 Provide additional support to members of the Legal System</b>	3.1a	Submit request to PA Juvenile Court Rules Committee to develop guidelines for establishment of timely and appropriate goals for children/youth in the rules that govern Juvenile Court proceedings	Copy of request submitted	Lead: AOPC	1	
		3.1b	Provide information regarding the Judicial Benchbook, GAL training and Concurrent Planning to Dependency Court Judges at the State Trial Court Judges conference	Workshop sign-in sheets provided for Feb	Lead: AOPC and OCYF	1 (Feb 2010)	
		3.1c	Provide overview and issue Benchbook for Dependency Court Judges to improve consistency among PA's courts to each Dependency Court Judge	Overview provided to all Dependency Court Judges during plenary session of State Trial Court Judges conference in July 2010; Benchbook issued and provided to Judges at State Trial Court Judges Conference (either hard copy or CD version)	Lead: AOPC	2 (July 2010)	

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PA does not consistently establish timely and appropriate goals for children in foster care.	<b>3.2 Develop a workgroup which will provide recommendations regarding training for GALs in PA</b>	3.2a	Identify workgroup members to address the training needs of GALs in dependency cases	Workgroup formed	Lead: AOPC-OCFC; OCYF Policy and Program Units	1	
		3.2b	Convene the GAL training workgroup	Workgroup meeting sign in sheets and agendas provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	2	
		3.2c	Evaluate current GAL training practices	Current practices collected, reviewed, and evaluated and recommendations made	Lead: AOPC-OCFC; OCYF Policy and Program Units	2	
		3.2d	Identify core training items	Training document created and provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	2	
		3.2e	Identify pre-service requirements	Training document created and provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	2	
		3.2f	Identify training delivery methods	Training document created and provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	2	
		3.2g	Identify trainers	Training document created and provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	3	
		3.2h	Collaborate with Continuing Legal Education Board	Meeting held - agenda and sign in sheet provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	3	
		3.2i	Develop a plan for roll-out of core training statewide	Statewide GAL training plan provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	3	
PA does not consistently establish timely and appropriate goals for children in foster care.	<b>3.3 Agreement and commitment to State level training plan for GALs</b>	3.3a	Report regarding GAL training to Statewide Roundtable	Training plan disseminated to SWRT members; plan adoption	Lead: AOPC-OCFC; OCYF Policy and Program Units	3	

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		3.3b	Disseminate information to dependency system legal stakeholders and CCYAs regarding the requirements of training	Adopted statewide training plan disseminated to counties	Lead: AOPC-OCFC; OCYF Policy and Program Units, CCYAs	3	
PA does not consistently establish timely and appropriate goals for children in foster care.	<b>3.4 Pre-service training will be provided to attorneys interested in becoming GALs prior to being assigned new cases; Pre-service training will be available to currently appointed GALs</b>	3.4a	Identify and implement uniform training requirements for GALs in Dependency cases (i.e. Statewide Roundtable consensus, Juvenile Rules, NBPB)	Workgroup meeting sign in sheets provided, uniform requirements document provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	5	
		3.4b	Develop a training plan for ongoing training	Training plan developed and submitted	Lead: AOPC-OCFC; OCYF Policy and Program Units	6	
		3.4c	Deliver training to GALs in accordance with the roll-out plan	Sign in sheets, evaluation forms provided	AOPC-OCFC; OCYF Policy and Program Units; trainers	6	
		3.4d	Confirm that training for GALs has been completed	Training completion form provided	Lead: AOPC-OCFC; OCYF Policy and Program Units; participants	6	
		3.4e	Evaluate GAL training and report to Statewide Round Table	Evaluation report disseminated to Statewide Roundtable members and provided	Lead: AOPC-OCFC; OCYF Policy and Program Units	7	
PA does not consistently establish timely and appropriate goals for children in foster care. See 2.1b; 2.2o; and 3.6	<b>3.5 CCYAs will examine and address barriers to establishing timely and appropriate goals</b>	3.5a	Track trends and root causes surrounding NGA goal of safely reducing the number of children in out of home care	NGA workplans from participating CCYAs submitted; data from NGA participating CCYAs	Lead: NGA participating CCYAs (16); OCYF NGA leads	1 and ongoing	
		3.5b	Monitor the timely establishment of the appropriate permanency goal for children for NGA CCYAs	NGA workplans from participating CCYAs submitted; data from NGA participating CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	1 and ongoing	

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		3.5c	Track trends and root causes surrounding establishing timely and appropriate goals during participation with the Permanency Practice Initiative (PPI)	AOPC quarterly PPI reports or CPCMS data	Lead: CCYAs participating in PPI; AOPC; OCYF Central Office	1 and ongoing	
		3.5d	Monitor the timely establishment of the appropriate permanency goals for PPI participating CCYAs	AOPC quarterly PPI reports or CPCMS data	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	1 and ongoing	
see 8.4		3.5e	Monitor the timely establishment of the appropriate permanency goal for children for Phase One CQI CCYAs	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
		3.5f	Request county-specific TA, as needed, from the ABA to address barriers identified through participation in NGA, PPI, or Phase One CQI and monitor through ABA reports/workplans	ABA/CCYA work plans; and monthly ABA reports to OCYF submitted	Lead: ABA; NGA, PPI, Phase One CQI CCYAs; OCYF Program Unit	3 and ongoing	
<b>Immediate Outcome (Goal): Court and agency processes will support timely achievement of permanency for children and youth.</b>							
Pennsylvania is not consistently achieving permanency in a timely manner.	<b>3.6 Support implementation of more frequent case reviews</b>	3.6a	Phase in expedited reviews for appropriate cases in PPI counties as determined by the Courts	AOPC quarterly PPI reports or CPCMS data submitted to show # of expedited reviews held for PPI counties	Lead: CCYAs participating in PPI; PA Dependency Courts; AOPC	1 and ongoing	
		3.6b	Philadelphia to implement the pilot project for targeted cases for which barriers to permanency have been identified	Report number of three month court reviews held in H court; copy of action plan for implementation of 3 month reviews provided	Lead: Philadelphia Courts (H Court); Philadelphia DHS	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Timely and appropriate goals are not achieved consistently. Concurrent planning is not used statewide. Concurrent goals are often identified but implemented consecutively; See 5.1 and 8.5a	<b>3.7 Establish policy and best practice related to permanency planning and concurrent planning</b>	3.7a	Receive TA from NRC for Permanency and Family Connections and NRC on Legal and Judicial Issues regarding concurrent planning that includes: Help with framing CP within permanency planning for policy development; review and revision of current CP curriculum; guidance on implementation of CP in a state-supervised/county-administered state; assistance with training and implementation with the courts; and assistance in identifying resources and evaluation of effectiveness of the practice	TA received - recommendations provided	Lead: Timely Permanence Workgroup	1 and ongoing	
		3.7b	Develop and disseminate surveys to Resource Families, Birth Families, Youth, Public and Private Child Welfare agencies and legal community (i.e. Judges, attorneys, solicitors, GALs) about concurrent planning	Survey results submitted	Lead: Timely Permanence Workgroup	1	
		3.7c	Conduct analysis of survey results and provide recommendations for policy development and training regarding Concurrent Planning	Analysis and recommendations submitted	Lead: Timely Permanence Workgroup	2	
		3.7d	Issue Concurrent Planning policy	Policy Issued	Lead: OCYF Policy Unit	4	
		3.7e	Develop training and TOL on concurrent planning (to include locating permanent resources) based on workgroup's findings and OCYF's policy	Training, TOL developed	Lead: CWTP; OCYF; ABA; SWAN; NRC for Permanency and Family Connections and NRC on Legal and Judicial Issues	5	



Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		3.7f	Develop training specific to role of Judges in concurrent planning and a plan for delivery of training	Training developed and training plan developed	Lead: Dependency Education Committee; Timely Permanence Workgroup	5	
		3.7g	Develop training specific to role of CASAs in concurrent planning and a plan for delivery of training	Training developed and training plan developed	Lead: Timely Permanence Workgroup	5	
		3.7h	Develop training specific to role of GALs in concurrent planning and a plan for delivery of training	Training developed and training plan developed	Lead: Timely Permanence Workgroup; Legal Representation workgroup	5	
		3.7i	Develop training specific to role of Solicitors in concurrent planning and a plan for delivery of training	Training developed and training plan developed	Lead: Timely Permanence Workgroup; Solicitor's group	5	
		3.7j	Develop training specific to role of resource families in concurrent planning and plan for delivery of training	Training developed and training plan developed	Lead: Timely Permanence Workgroup; PA State Resource Family Association	5	
		3.7k	Develop plan for statewide rollout of concurrent planning	Plan developed	Lead: CWTP; OCYF; ABA; SWAN; NRC for Permanency and Family Connections and NRC on Legal and Judicial Issues	5	
		3.7l	Begin statewide roll-out of Concurrent Planning training	Training roll-out plan submitted; Training sign in sheets provided	Lead: CWTP; OCYF Policy Unit	6 and ongoing	
		3.7m	Monitor concurrent planning	QSR reports and/or county improvement plans from Phase One CQI CCYAs; Annual LIS	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs and OCYF RO - for Annual LIS	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Timely TPR is not filed in accordance with ASFA's requirement when a child is in placement 15 of 22 months. Compelling reasons for not filing a petition to TPR are not documented consistently.	<b>3.8 Reinforce requirements related to timely filing of TPR and documentation of compelling reasons to not file TPR</b>	3.8a	Reissue bulletin on filing for TPR when a child is in placement 15 of 22 months and documentation of compelling reasons to not file TPR	Bulletin reissued	Lead: OCYF Policy Unit	1	
see 8.4		3.8b	Monitor CCYAs adherence to ASFA guidelines for timely filing of petitions	Annual LIS	Lead: CCYAs; OCYF Regional Offices	1 and ongoing	
Pennsylvania is not consistently achieving permanency in a timely manner.	<b>3.9 Utilize available resources to support local courts/legal changes to improving the timeliness of permanency</b>	3.9a	Expand use of paralegals	Legal Services Initiative (LSI) expansion in 2009-2011; # of counties with paralegals increasing from a baseline of 14 cty in 2008 to 50 cty by FFY 09/10; and a projected increase of 60 cty by 10/11; Quarterly outcomes data submitted	Lead: CCYAs; OCYF Program Unit	1 and ongoing	
		3.9b	Increase number of counties receiving support from the ABA Barriers to Permanency Project	Expansion of ABA involvement from 12 to 30 counties by the end of PIP implementation	Lead: ABA and CCYAs; OCYF Program Unit	1 and ongoing	
PA is not consistently meeting ASFA requirements and filing TPR in a timely manner but did meet the national standard for Permanency Composite 3: Permanency for children in FC for extended periods. Compelling reasons for not filing a petition to TPR are not documented consistently.	<b>3.10 Improving timeliness of the Termination of Parental Rights (TPR) and adoption finalization process</b>	3.10a	Develop a Facilitated Discussion Guide based on identified barriers to timely petitioning of TPR and TPR appeals, which will be provided to CCYAs and Courts for use during county roundtables to identify county-specific solutions	Facilitated discussion guide developed	Lead: ABA; OCYF Program Unit; LSI; CCYAs; TA Collaboration workgroup; AOPC	2	
		3.10b	Request county-specific TA from the ABA to address barriers identified through the utilization of the Facilitated Discussion Guide and monitor through ABA reports/workplans	ABA/CCYA work plans; and monthly ABA reports to OCYF submitted	Lead: ABA; CCYAs; OCYF Program Unit	3 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		3.10c	Submit request to PA Juvenile Court Rules Committee to explore the definition of compelling reasons and provide guidance on the implementation on compelling reasons	Request and response submitted	Lead: AOPC	1	
Pennsylvania is not consistently achieving permanency in a timely manner.	<b>3.11 Philadelphia DHS will ensure timely and efficient utilization of SWAN services</b>	3.11a	Philadelphia DHS will collaborate with SWAN to ensure services are provided in the most efficient and timely way possible	Monthly meetings held – sign in sheets provided; reports on services provided submitted	Lead: Philadelphia DHS, SWAN, and OCYF	1 and ongoing	
		3.11b	DHS to provide training on SWAN services to DHS staff	Agenda and minutes of meeting held with SWAN to set up training plan provided; Training plan developed; sign in sheets provided	Lead: Philadelphia DHS CYD	2	
		3.11c	Increase in the number of referrals for SWAN services that support permanency outcomes	Quarterly data collection on SFY 09/10 referrals; Use SFY 08/09 as baseline	Lead: Philadelphia DHS CYD	3	
		3.11d	Provide training for and create a unit that specializes in working with youth that have TPR and a goal of APPLA to help transition them to permanency; Identify the goals of the unit	Unit created and verification of training provided; Goals of unit established and provided	Lead: Philadelphia DHS CYD	5	
		3.11e	Monitor the goals of the unit; Monitor the unit's ability to improve timely permanence for this population	Quarterly reports from the unit	Lead: Philadelphia DHS CYD	6; 7	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		3.11f	Present and discuss data on identifying barriers to timeliness from the point that the child is freed to finalization	Submit data reports presented during monthly meetings; Trend line data for timeliness of cases moving to the Adoptions units once child is freed for adoption is reported out at each month's Child Stat meetings	Lead: Philadelphia DHS CYD/PMA	5	
		3.11g	Finalize recommendations to address the barriers to timeliness	Recommendations provided	Lead: Philadelphia DHS CYD	6	
		3.11h	Develop and implement the improvement plan	Submit improvement plan	Lead: Philadelphia DHS CYD	7	
		3.11i	Identify and develop specific timeliness to permanency measurements	Measures identified and discussed during Child Stat meetings - minutes provided	Lead: Philadelphia DHS- CYD/PMA	8	
		3.11j	Issues surrounding timely petitioning of TPR and barriers to TPR will be placed on the children's roundtable agenda	Agendas; meeting minutes; and recommendations provided	Lead: Philadelphia DHS	2	
Pennsylvania is not consistently achieving permanency in a timely manner.	<b>3.12 Promote utilization of PLC as a permanency option when adoption has been ruled out</b>	3.12a	Revise and reissue Permanent Legal Custodian (PLC)/Subsidized Permanent Legal Custodian (SPLC) bulletin to include standardized subsidy agreement	Bulletin provided	Lead: OCYF Policy and Fiscal Units	2	
		3.12b	Provide training and TA to CCYAs regarding provision of appropriate subsidies and supports to permanent legal custodians	List of attendees and agenda will be provided	Lead: OCYF Program Unit; OCYF Regional Offices; OCYF Fiscal Unit	2	
		3.12c	Monitor adherences to PLC/SPLC bulletin	Annual LIS	Lead: CCYAs; OCYF Regional Offices	2	
Pennsylvania is not consistently achieving permanency in a timely manner.	<b>3.13 Promote utilization of kin as a permanency option</b>	3.13a	Review and reissue kinship and emergency caretaker bulletins	Bulletins provided	Lead: OCYF Policy and Fiscal Units	3	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Reunification services were often terminated when court services were terminated.	<b>3.14 Engage families in planning for services to support and maintain reunification</b>	3.14a	Convene a workgroup to review policies, procedures and practices of other states regarding the provision of post reunification services	Findings compiled and submitted; workgroup meeting minutes and sign in sheets provided	Lead: Reunification Workgroup	3	
		3.14b	Issue policy related to the provision of post reunification services and case closure	Policy developed and issued	Lead: OCYF Policy Unit; Reunification Workgroup	6	
		3.14c	Monitor adherence to policy	Annual LIS	Lead: CCYAs; OCYF Regional Offices	6 and ongoing	
Pennsylvania is not consistently achieving permanency in a timely manner.	<b>3.15 Provide support to CCYAs to enhance timely permanence</b>	3.15a	Monitor provision of technical assistance to CCYAs and affiliates to ensure the effective use of SWAN services	TA contact report provided	Lead: SWAN; CCYAs; SWAN affiliates; OCYF Program Unit	1 and ongoing	
		3.15b	Monitor the timely completion of SWAN services delivered to CCYAs	Monthly reports from SWAN prime contractor provided	Lead: OCYF Program Unit; SWAN	1 and ongoing	
		3.15c	Identify and analyze barriers impacting the timely completion of referrals made by CCYAs to the SWAN prime contractor	Monthly reports from SWAN prime contractor reviewed and provided	Lead: OCYF Program Unit; SWAN	1 and ongoing	
		3.15d	Develop and implement county specific and/or affiliate specific action plans, as needed, to remedy the identified barriers	Summary of implementation of plans provided; Monthly reports from SWAN prime contractor provided	Lead: OCYF Program Unit; SWAN	1 and ongoing	
see 8.4		3.15e	Monitor the achievement of timely permanence	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
<b>Renegotiated Action Steps and Benchmarks:</b>							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
<b>Immediate Outcome (Goal): Older youth in care will receive services toward permanence and permanent connections and will be assisted in their transition to independence.</b>							
Discharge planning and transition planning need to be improved for youth who are aging out of the system.	<b>3.16 Provide guidance and support regarding services to older youth to assist in their transition to independence</b>	3.16a	Issue Independent Living Services bulletin	Bulletin issued	Lead: OCYF Policy and Program Unit	2	
		3.16b	Issue FAQ document in conjunction with the IL Bulletin to facilitate implementation	FAQs provided	Lead: Child, Youth and Family Engagement workgroup	2	
		3.16c	Develop a "Transition Packet" which must be presented to the youth at a youth's final court hearing and includes critical forms including educational and health records	Transition packet developed	Lead: Child, Youth and Family Engagement workgroup; YABs; OCYF Program Unit	2	
		3.16d	Provide training/TA surrounding IL services, Know Your Rights manual, and implementation of IL bulletin to CCYAs, IL providers, and OCYF regional staff	ENCOMPASS; SWAN quarterly and Statewide Meeting sign in sheets; Sign in sheets from Know Your Rights trainings provided to youth by youth trainers; regional office training events sign in sheets and agenda	Lead: CWTP; OCYF Program Unit; Youth Ambassadors; SWAN; KidsVoice; Youth Advisory Board (YAB)	4 and ongoing	
		3.16e	Implement IL bulletin and utilization of Transition Packets	IL Annual Site Visits; QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs; CWTP; OCYF Program Unit- for IL Site Visits	6	
<b>Long Term Outcome (goal) 2: Continuity of Family Relationships and Connections is Preserved</b>							
<b>Applicable Outcomes/Systemic Factors: Permanency Outcome 2</b>							
<b>Applicable CFSR Items: Items 12,13,14</b>							
<b>Immediate Outcome (Goal): Children in care will maintain a relationship with their parents and permanent connections will be preserved.</b>							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Children's visitation with mothers, fathers and siblings was not of sufficient quality to meet the needs of the family. Visits were more likely to occur with siblings and mothers than with fathers. The support of the parent's relationship with their children while the children were in FC was generally inconsistent.	<b>4.1 Improve the quality of visitation between the children/youth and family and children/youth and siblings</b>	4.1a	Provide "Reunification Through Visitation" training	ENCOMPASS	Lead: CWTP; CCYAs; Private Providers	4 and ongoing	
<i>See 6.1d and 6.1g</i>		4.1b	Review the Visitation Manual and develop a field guide version to be utilized by CCYAs as needed	Field Guide for quality visitation between children/youth and their parents	Lead: Quality visitation subcommittee	8	
PA was inconsistent in its efforts to place siblings together. <i>See 8.4</i>	<b>4.2 Provide guidance and monitor the assurance that siblings are placed together as appropriate</b>	4.2a	Develop policy that requires written rationale for not placing siblings together	Policy developed and issued; Annual LIS	Lead: OCYF Policy Unit; CCYAs, Private Providers; OCYF Regional Offices	4	
		4.2b	Collect and analyze data through QSRs to develop county specific solutions regarding siblings being placed together as needed	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	4 and ongoing	
Children's connections with extended family, school, and community were not being consistently maintained.	<b>4.3 Ensure children and youth's cultural and community ties are maintained</b>	4.3a	Reinforce PA's practice standards related to children's connections with extended family, school, and community through Diversity Task Force events	Annual regional diversity task force events; sign in sheets/agendas provided	Lead: Diversity Task Force; Practice Standards subcommittee; Youth Ambassadors/Youth Advisory Board	8	
<i>see 8.4</i>		4.3b	Monitor the continued connection of children and youth's cultural and community ties	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
<b>Renegotiated Action Steps and Benchmarks:</b>							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
<b>Well being</b>							
<b>Long Term Outcome (goal) 1: The capacity of families' ability to provide for their children's needs will be enhanced.</b>							
<b>Applicable Outcomes/Systemic Factors: Permanency Outcomes 1 and 2, Well-Being Outcome 1, Case Review</b>							
<b>Applicable CFSR Items: 7,13,15,16,17,18, 25</b>							
<b>Immediate Outcome(goal): Children, parents, and providers will be engaged throughout the life of the case and will therefore be a team responsible for assessing, coordinating, developing and monitoring case plans.</b>							
PA is not consistent in involving parents and children in the case planning process. Mothers and children were more likely to be involved in case planning than fathers. The support of the parent's relationship with their children while the children were in FC was generally inconsistent.	<b>5.1 Implementation of family engagement strategies to ensure child, youth and family involvement throughout the life of a case</b>	5.1a	Provide TA/Training, as needed, to support CCYA's and Private Providers implementation of family engagement processes (ie. Family Group Decision Making, engaging families from a strength-based solution-focused perspective, SAMP, etc.)	ENCOMPASS and sign in sheets; curriculum content/course summaries	Lead: CWTP; SWAN; OCYF; CCYAs; Private Providers	1 and ongoing	
		5.1b	Roll-out and monitoring of new discussion board focused on FGDM and other family engagement strategies	Discussion board developed and posted to CWTP website; list of members provided	Lead: CCYAs, JPO and Private Providers; CWTP, OCYF	1 and ongoing	
see 8.4		5.1c	Monitor child and family involvement in case planning	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
PA is not consistent in involving parents and children in the case planning process.	<b>5.2 Philadelphia DHS will continue to utilize and expand their use of FGDM</b>	5.2a	Implement Family Group Decision Making (FGDM); provide FGDM conferences to targeted population (Children at risk of placement, change in placement level, placement disruption and those being discharged)	Number of family group conferences held for targeted population	Lead: Philadelphia DHS CYD	1 and ongoing	
		5.2b	FGDM Evaluation Subcommittee will review evaluations received from Philadelphia DHS	Review completed of FGDM evaluations from Philadelphia	Lead: FGDM Evaluation Subcommittee	1 and ongoing	



Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		5.2c	Develop plan for expansion of FGDM conferences for additional populations	Provide copy of expansion plan	Lead: Philadelphia DHS CYD	4	
Maternal and paternal resources need to be identified and engaged initially and throughout the life of a case. PA is not consistent in diligent efforts to reunify children with parents or relatives. Inconsistent efforts were made to search for maternal and paternal relatives as placement resources for children. Findings show concerns about not engaging non-custodial caregivers - absent parents, particularly fathers, were not assessed for, or provided, services.	<b>5.3 Mothers, fathers (including noncustodial caregivers), paternal and maternal formal and informal kin will be identified early and located throughout the life of a case</b>	5.3a	Develop a draft curriculum based upon Kevin Campbells' Family Finding Training	Draft curriculum provided	Lead: CWTP curriculum dept; AOPC; OCYF Central Office	1	
		5.3b	Conduct pilot of Family Finding training	Pilot completed	Lead: CWTP curriculum dept; AOPC; OCYF Central Office	2	
		5.3c	Finalize Family Finding Training	Curriculum provided	Lead: CWTP curriculum dept; AOPC; OCYF Central Office	2	
		5.3d	Statewide roll-out of the Family Finding training	ENCOMPASS; sign in sheets	Lead: OCYF Central Office; AOPC; CWTP; CCYAs	3 and ongoing	
		5.3e	Utilize available resources (ACCURINT, FPLS, SWAN Diligent Search) to locate noncustodial caregivers initially and ongoing throughout the life of a case	Annual LIS	Lead: CCYAs; OCYF Regional Offices	1 and ongoing	
		5.3f	Monitor implementation of strategies to locate kin/non-kin resources through Family Finding techniques and Diligent Search	Number of family finding searches conducted by 27 PPI counties; Number of diligent searches for LSI (minimum 50) counties	Lead: AOPC and SWAN; OCYF program unit	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
	<b>5.4 Philadelphia DHS will implement Family Finding for youth with a goal of APPLA</b>	5.4a	Provide Family Finding Overview Training primarily for DHS supervisors and others	Provide Sign-in sheets for evidence of # of staff that attended the trainings; presentations and curriculum provided	Lead: Philadelphia DHS CYD	2	
		5.4b	Plan and coordinate train the trainer (TOT) sessions	Training plan provided	Lead: Philadelphia DHS CYD	2	
		5.4c	Conduct train the trainer training	# of staff/sign-in sheets from sessions; curriculum/content provided	Lead: Philadelphia DHS CYD	2	
		5.4d	Establish an implementation plan for Family Finding once TOT training is completed	Provide implementation plan	Lead: Philadelphia DHS CYD	3	
		5.4e	Pilot of Family Finding with Older Youth with a goal of APPLA	DHS will provide quarterly updates for Family Finding usage and outcomes; # of searchers; # of individuals found and connections made	Lead: Philadelphia DHS CYD	5	
		5.4f	Review findings of the pilot of Family Finding with Older Youth with a goal of APPLA	Findings and analysis provided	Lead: Philadelphia DHS CYD	6	
Visits were more likely to occur with siblings and mothers than with fathers. Absent parents, particularly fathers, were not assessed for, or provided, services. The exclusion of fathers from case planning occurred even when whereabouts were known and they were involved with or living with the child. Less attention was given to promoting children's bonds with fathers than mothers.	<b>5.5 Increase engagement efforts to include fathers at all stages of the case</b>	5.5a	Examine the Transfer of Learning (TOL) package on Engaging Fathers and make recommendations for marketing and delivery	Agenda and sign-in sheets from the workgroup provided; Recommendations of the workgroup provided	Lead: Child, Youth and family Engagement workgroup	3	
		5.5b	Develop a state roundtable subcommittee to explore best practices regarding engaging fathers	Subcommittee developed; meeting minutes and sign in sheets provided	Lead: AOPC/OCYF; State roundtable subcommittee	1	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		5.5c	Identify national and statewide best practices regarding engaging fathers	Best practices identified	Lead: AOPC/OCYF; State roundtable subcommittee	1	
		5.5d	Provide a written report of recommendations of best practices to the state roundtable to approve for dissemination to the leadership roundtables	Report submitted	Lead: AOPC/OCYF; State roundtable subcommittee	2 (May 2010)	
		5.5e	Disseminate approved report to Leadership roundtables and CCYAs for their review and consideration at their local children's roundtables	Plan disseminated to leadership roundtables and presentation at PCYA	Lead: AOPC/OCYF; Leadership roundtables	2 (June 2010)	
		5.5f	Discuss at local children's roundtables if family engagement is an issue within their county, and if so, develop a plan to address the issues	Meetings held at local children's roundtable and plans developed provided	Lead: Local children's roundtables	3	
		5.5g	Determine if a request should be made, in partnership with local children's roundtable and family center (if applicable) through the NBPB for a family engagement special grant	Baseline is number of family engagement special grants from 08/09	Lead: CCYAs	4 (8/1/2010)	
see 8.4		5.5h	Monitor the engagement of fathers throughout the life of a case	QSR reports and/or county improvement plans from Phase One CQI CCYAs; Annual LIS	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs and OCYF RO - for Annual LIS	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
		5.5i	Philadelphia DHS will increase number of referrals to Achieving Reunification Center	Increase in the number of referrals	Lead: Philadelphia DHS CYD	4	
<b>Renegotiated Action Steps and Benchmarks:</b>							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
<b>LONG TERM OUTCOME (goal) 2: Staff will have frequent and quality face-to-face contact with children and with parents.</b>							
<b>Applicable Outcomes/Systemic Factors: Well-Being Outcome 1</b>							
<b>Applicable CFSR Items:19,20</b>							
<b>Immediate Outcome (goal): The quality and frequency of caseworker visits with the child, youth, mother, father and foster parents will be improved.</b>							
Need to ensure assessments identify underlying issues and that assessments are completed through the life of the case. PA is not consistently effective in ensuring the quality of caseworker visits with children in FC or receiving in-home services.	<b>6.1 Improve the quality of visitation between the caseworker and child/youth to include a focus on visits needing to be purposeful in discussing assessed needs and reviewing FSP/ CPP goals</b>	6.1a	Consult with NRC for Permanency and Family Connections to assist in identifying Evidence-Based practices re: quality visitation	Recommendation from NRC for Permanency and Family Connections provided	Lead: Quality Visitation Proactive Initiative Subcommittee and CWTP	1	
		6.1b	Conduct survey of 67 counties to identify current practices related to caseworker visitation	Survey results provided	Lead: Univ. of Pitt. Researchers in conjunction with the Quality Visitation Practice Initiative Subcommittee	1	
		6.1c	Analyze information gathered along with recommendations from NRC to develop a Field Guide for quality caseworker visitation with children in out of home care	Field Guide for quality visitation provided	Lead: Substitute Care Subcommittee	2	
		6.1d	Revise the field guide to include quality visits of children in their own home and with their caregivers	Expanded Field Guide for quality visitation provided	Lead: Substitute Care Subcommittee	6	
		6.1e	Incorporate concepts of quality visitation into the Out of Home Safety Assessment and Management Process training curriculum	Curriculum developed	Lead: CWTP; Quality Visitation Practice Initiative Subcommittee; Substitute Care Committee	1	
		6.1f	Technical Assistance (TA) as requested re: quality visitation through SAMP	TA requested and provided; regional support sessions held	Lead: CWTP; OCYF Regional Offices; County Safety Leads	7 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
See 3.5e and 8.4		6.1g	Monitor the quality of visitation between caseworkers and children, youth and families	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
PA is not consistently effective in ensuring the frequency of caseworker visits with children in FC or receiving in-home services, or with parents, particularly visits with fathers. See 3.5e	<b>6.2 Improve frequency of caseworker visits with children and youth</b>	6.2a	Monitor frequency of caseworker visitation	Caseworker visitation data submitted by all 67 counties every six months	Lead: OCYF-Information Data Management Unit (IDMU); CCYAs	2 and ongoing	
		6.2b	Develop county specific improvement plans when counties do not visit 90% of children in care monthly	County improvement plans submitted	Lead: CCYAs	2 and ongoing	
		6.2c	Provide technical assistance to CCYAs as needed	Agency service reports from CWTP and tracking form from OCYF will show TA provided	Lead: OCYF Regional Offices;-CWTP and other TA providers; CCYAs	2 and ongoing	
		6.2d	Monitor county specific improvement plans	Annual LIS	Lead: CCYAs; OCYF Regional Offices; CWTP Regional Teams	2and ongoing	
see 8.4		6.2e	Monitor frequency of visitation between caseworkers and children, youth and families	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
<b>Renegotiated Action Steps and Benchmarks:</b>							
<b>Long Term Outcome (Primary Strategy) 3: Children's educational, physical, and behavioral health needs will be met.</b>							
<b>Applicable Outcomes/Systemic Factors: Well Being Outcomes 2 and 3</b>							
<b>Applicable CFSR Items: 21, 22, 23</b>							
<b>Immediate Outcome (goal): Children will have their educational needs assessed and services provided to meet those needs.</b>							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
A key issue indicated by stakeholders is that although there are State standards, there is not a statewide curriculum, which makes transferring between school districts problematic. Children transferring to different school districts because of placement changes often lose credits, thus falling behind in their education. Obtaining school records after a transfer can often be difficult.	<b>7.1 Promote and support children remaining in the same school when in their best interest and whenever possible; and facilitate a seamless education transition for youth who enter care or move between placements</b>	7.1a	Revise the educational stability bulletin to include Fostering Connections requirements	Bulletin revised and provided	Lead: OCYF Policy Unit, Education Law Center, Juvenile Law Center; YABs	4	
		7.1b	Provide informational materials for educational professionals to receive information on supporting improved educational outcomes	Informational materials provided	Lead: SWAN; CWTP; OCYF Policy; Educational professionals; Private providers	4 and ongoing	
		7.1c	Offer web-based/online training content supporting improved educational outcomes	Content of web-based/online training provided	Lead: SWAN; CWTP; OCYF Policy; CCYAs; Private providers	4	
		7.1d	Develop and issue joint correspondence from DPW and Department of Education re: the educational stability bulletin	Joint correspondence issued	Lead: DPW - OCYF Policy Unit, Dept of Education	4	
There was no assessment of educational needs even when there was clear evidence that the child was experiencing school-related problems. Need to ensure assessments identify underlying issues and that assessments are done ongoing through the life of the case; Preventing foster care reentries within a 12 month period is a challenge for PA; See 2.1b; 2.2o; and 5.1a	<b>7.2 Screen all school age children to assess if their educational needs are being met, and if not, take recommended steps to address any identified needs by referring for and coordinating the appropriate services</b>	7.2a	Develop a screening tool to assess if the educational needs of all children actively involved in child welfare system are being met throughout the life of a case	Screening tool developed	Lead: Education Law Center and Juv. Law Center, OCYF Policy Office, CWTP, CCYAs	1	
		7.2b	Develop and issue joint correspondence from DPW and Department of Education re: the use of the educational screening tool	Joint correspondence issued	Lead: OCYF Policy Unit, Education Law Center and Juv. Law Center, Dept of Education	2	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		7.2c	Issue policy bulletin regarding the educational screening tool	Bulletin issued	Lead: OCYF Policy Unit	2	
		7.2d	Develop training on use of the educational screening tool for educational liaisons	Training developed	Lead: Education Law Center and Juv. Law Center, OCYF Policy Office, CWTP	3	
		7.2e	Train the Trainer training for County Education Liaisons	Training session agenda and sign in sheets provided	Lead: CWTP; OCYF Policy and Regional Offices; CCYAs	3	
		7.2f	Training for County Staff by Education Liaisons	Training session agenda and sign in sheets provided	Lead: County Education Liaisons	4 and ongoing	
		7.2g	Implement use of educational screening tool by educational liaisons	Tool implemented	Lead: CCYA educational liaisons	4 and ongoing	
		7.2h	Monitor use of the educational screening tool and the coordination of needed services that were identified	Annual LIS	Lead: CCYAs; OCYF Regional Offices	4 and ongoing	
		7.2i	Monitor the assessment of children's educational needs and the coordination of needed services that were identified	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central; CWTP	Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing	
<b>Immediate Outcome (goal): Children will have physical, dental, and behavioral health needs assessed and services provided to meet needs.</b>							
Need to ensure assessments identify underlying issues and that assessments are done ongoing through the life of the case. PA is not consistent in meeting children's physical or behavioral health needs. Preventing foster care reentries within a 12 month period is a challenge for PA. See 2.1b; 2.2o; and 5.1a.	<b>7.3 Improve the assessment and provision of services provided to meet children's physical and behavioral health needs</b>	7.3a	Monitor the provision of services to meet the children/youths identified physical and behavioral health needs	QSR reports and/or county improvement plans from Phase One CQI CCYAs; Annual LIS	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs and OCYF RO - for Annual LIS	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
PA is not consistent in meeting children's physical needs or mental health needs. CCYAs are more consistent in assessing and meeting the medical and mental health needs of children in FC than children receiving in-home services.	<b>7.4 Collaborate with OMAP to expand Medical Assistance provider network including dental services</b>	7.4a	Develop statewide committee to collaborate with and advocate directly to provider community	Committee developed - list of committee members provided; quarterly meeting sign in sheets provided	Lead: Statewide committee comprised of OCYF, Healthcare Providers, Dental School; Department of Health, OMAP, Youth, CCYAs, OMHSAS	3 and ongoing	
Need to ensure assessments identify underlying issues and that assessments are done ongoing through the life of the case. PA is not consistent in meeting children's physical or behavioral health needs	<b>7.5 County Child Welfare Professionals obtain health summaries from child's health care providers following interaction with health care professionals</b>	7.5a	Disseminate a uniform health form to ensure that the state can track children's primary medical health care provider information (DPW Child Health form: CY-51, 09/08)	Forms will be disseminated	Lead: OCYF Policy Unit; CCYAs	2	
		7.5b	Philadelphia DHS will develop a draft Medical Information Form that will be used to secure health information and history from the primary care practitioner of a child who becomes known to the Department	Draft form developed and copy provided	Lead: Philadelphia DHS CYD	1	
		7.5c	Philadelphia DHS to field test the Medical Information form with a ninety day pilot in one section of Philadelphia DHS Intake (two units have been identified as the start-up)	Child Health Consultants (CHC) and Health Management Unit (HMU) will QA the process and evaluate at the end of the first ninety days – results of QA provided	Lead: Philadelphia DHS CYD	1	
		7.5d	Philadelphia DHS will finalize the Medical Information Form that will be used to secure health information and history from the primary care practitioner of a child who becomes known to the Department	Final form submitted	Lead: Philadelphia DHS CYD	4	



Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
PA is not consistent in meeting children's physical or behavioral health needs.	<b>7.6 Improve cross-systems collaboration regarding access to services to provide behavioral health and drug and alcohol services for children and youth</b>	7.6a	Integrated Children's Services Plans (ICSP) will be submitted which outline local strategies for continuing cross-systems collaboration	County ICSP's submitted	Lead:CCYAs; DPW Secretary's Office	3 and 7	
		7.6b	Referral of complex cross system cases may be referred to a state level review team to determine and identify strategies to enhance local service delivery	# of cases reviewed and update on final determination provided, if applicable	Lead: DPW Secretary's Office; CCYAs; OCYF;OMHSAS; OMAP; ODP	1 and ongoing	
		7.6c	Develop state-level infrastructure and strategic plan to support the PA System of Care Partnership	Copy of strategic plan/logic model provided	Lead: SOC State Leadership Team	2	
		7.6d	Develop and issue county application for participation in Phase One of the SOC Partnership	Copy of application provided	Lead: SOC State Leadership Team	2	
		7.6e	Select 5 counties for participation of Phase One SOC Partnership	List of selected counties provided	Lead: SOC State Leadership Team	3	
		7.6f	Develop and issue county application for participation in Phase Two of the SOC Partnership	Copy of application provided	Lead: SOC State Leadership Team	5	
		7.6g	Select 5 counties for participation of Phase Two SOC Partnership	List of selected counties provided	Lead: SOC State Leadership Team	6	
		7.6h	Demonstrate provision of services to approximately 15 families from child welfare system	Phase One SOC Partnership Counties	Lead: Phase One SOC Partnership Counties	6	
<b>Renegotiated Action Steps and Benchmarks:</b>							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
<b>SYSTEMIC FACTORS</b>							
<b>Long Term Outcome (Primary Strategy) 1: Improved outcomes for Pennsylvania's children and families.</b>							
<b>Applicable Outcomes/Systemic Factors: Quality Assurance System</b>							
<b>Applicable CFSR Items:31</b>							
<b>Immediate Outcome (Goal): Systems are structured to support the achievement of child, youth, and family outcomes.</b>							
Impacting change at the local level requires structural changes at the state level; therefore, PA is establishing a CQI process that will better allow us to monitor the sustainability of improved outcomes at the local level within our state-supervised, county-administered child welfare system.	<b>8.1 Utilize a phased-in approach to the implementation of a statewide continuous quality improvement (CQI) process that builds capacity for local (county) CQI processes that are foundationally built upon the PA Practice Model</b>	8.1a	Develop a CQI process at the state and local level	Meeting agenda, minutes and sign in sheets provided	Lead: Sustaining Change Workgroup	1 and ongoing	
		8.1b	Receive technical assistance and consultation from the Child Welfare Policy and Practice Group (CWPPG) and Human Systems and Outcomes (HSO) to aid in the development of the CQI process. This assistance includes: instrument selection, sample selection, review team composition, frequency of reviews, and practice model development	Work plans submitted	Lead: Sustaining Change Workgroup; CWPPG; HSO	1 and ongoing	
		8.1c	Receive technical Assistance from the National Resource Center on Organizational Improvement (NRCOI) to assist in implementing change at the local level	Copy of request for technical assistance provided	Lead: Sustaining Change Workgroup	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		8.1d	Receive training and technical assistance from American Public Human Services Association (APHS) regarding an Organizational Effectiveness framework	Sign in sheet will be provided; Meeting notes	Lead: CWTP	2	
		8.1e	Observe Utah's QCR process to identify elements for inclusion in the development and implementation of Pennsylvania's QSR process	Staff travel to Utah and summary of their findings/observations submitted	Lead: Sustaining Change Workgroup	1	
		8.1f	Conduct pilot of Indiana's QSR protocol in Philadelphia, York and Washington counties. 12 cases will be reviewed at each site	Pilot completed - Final report of QSR findings provided	Lead: 3 pilot CCYAs; OCYF Regional Offices and Policy Unit; CWTP	1	
		8.1g	Conduct pilot of PA specific QSR tool and process in Allegheny County and Venango County	Pilot completed - Final report of QSR findings provided	Lead: Allegheny and another CCYA; OCYF Regional Offices and Policy Unit; CWTP	2	
		8.1h	Finalize the PA specific QSR tool and process making changes as necessary based upon pilot findings, inclusive of a review of tool by ACF	Provide PA's specific QSR tool and an outline of the process	Lead: Sustaining Change Workgroup	3	
		8.1i	Establish a network for collaboration among TA providers	Agendas, Minutes, Sign in sheets	Lead: OCYF, SWAN, CWTP, ABA, AOPC	1 and ongoing	
		8.1j	Development and finalization of strategic work plan that identifies statewide rollout of CQI over multiple years	Work plan provided	Lead: Sustaining Change Workgroup	3	
		8.1k	Issue parameters to CCYAs re: CQI	Bulletin issued	Lead: OCYF Policy and Fiscal Bureaus	5 (5/1/2011)	
		8.1l	Provide training to regional teams in a phased in approach re: CQI and Practice Model implementation	Trainings conducted; sign in sheets provided	Lead: CWTP; OCYF Central and Regional Offices	3	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		8.1m	Conduct Phase One CQI process with 6-8 counties	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; Regional OCYF offices; CWTP; Statewide TA providers	3- 6 (10/1/10 - 09/30/11)	
		8.1n	Conduct crosswalk of PA QSR tool and Licensing tool to identify which areas are covered within both and could require revisions to Licensing tool	Analysis provided	Lead: Phase One CCYAs; Regional OCYF offices; CWTP; Statewide TA providers	7 (10/1/2011)	
		8.1o	Review of revised licensing tool by DPW legal department	Review of tool by legal department	Lead: DPW Legal Department	7 (10/1/2011)	
		8.1p	Finalize the revised licensing tool	Revised Licensing tool provided	Lead: OCYF Regional Office	7 (10/1/2011)	
		8.1q	Applications from potential Phase Two CQI counties received	Copies of county applications provided	Lead: Phase Two CCYAs; Regional and Central OCYF offices; CWTP	5 (4/1/2011)	
		8.1r	Selection of Phase Two CQI Counties	Provide list of counties involved in Phase Two of CQI implementation	Lead: Phase Two CCYAs; Regional and Central OCYF offices; CWTP	5 (6/1/2011)	
		8.1s	Conduct Phase Two CQI process with 6-8 counties	QSR reports and/or county improvement plans from Phase Two CQI CCYAs	Lead: Phase Two CCYAs; Regional and Central OCYF offices; CWTP; Statewide TA providers	7 and ongoing (10/1/11 - 10/1/12)	
		8.1t	Continuation of Phase One counties implementation	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; Regional and Central OCYF offices; CWTP; Statewide TA providers	7 and ongoing (10/1/11 - 10/1/12)	
Siblings in juvenile justice cases were generally not assessed for service needs or for safety/risk	<b>8.2 Increased coordination and collaboration between CCYAs and JPO</b>	8.2a	Issue Shared Case Responsibility Bulletin	Bulletin provided	Lead: OCYF Policy Unit	1	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		8.2b	Hold regional conference calls with CCYAs and JPOs to identify their county-specific technical assistance needed to implement Shared Case Responsibility	Agendas; participant representation/sign-in sheets and minutes submitted	Lead: OCYF policy unit; CWTP	2	
		8.2c	Provide county-specific technical assistance as needs are identified through regional conference calls	# of technical assistance requests submitted	Lead: OCYF policy unit; CWTP	3	
		8.2d	Implementation started	County policies and plans developed	Lead: CCYAs and JPOs	3	
see 8.4		8.2e	Monitor implementation	Annual LIS; QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs and OCYF RO - for Annual LIS; JPOs	4 and ongoing	
PA is not consistent in involving parents and children in state level planning processes.	<b>8.3 Systems will be structured to foster youth and family engagement at the system level</b>	8.3a	Develop statewide orientation for youth and families about being members on advisory boards	Orientation curriculum provided	Lead: Youth and Parent Ambassadors and Youth Advisory Boards (YABs); CWTP; CCYAs; private providers; PSRFA, SWAN, OCYF	3	
		8.3b	Provide orientation to youth and families	ENCOMPASS	Lead: Youth and Parent Ambassadors and Youth Advisory Boards (YABs); CWTP; CCYAs; private providers; PSRFA, SWAN, OCYF	4 and ongoing	
		8.3c	Utilize youth and families as co-facilitators, panel members, or consultants	ENCOMPASS; sign in sheets	Lead: Youth and Parent Ambassadors; YAB representatives; CWTP	1 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
<b>Renegotiated Action Steps and Benchmarks:</b>							
<b>Immediate Outcome (goal): Increased skill and knowledge at the supervisor level.</b>							
Strength Based Supervision is a balance of regulatory requirements and best practice. Supervisors play a critical role in improving outcomes for children, youth and families.	<b>8.4 Redefine the role of supervisors by focusing on Quality-Based Supervision</b>	8.4a	Develop and implement a guide for supervisors to use during case consultations to support their staff from a quality perspective including a focus on the following practice areas: assessment of a child/family's underlying issues; practice surrounding SAMP (In home and Out-of-Home); utilization of family engagement strategies; teaming with all key partners connected to the case; establishment of timely and appropriate goals for children/youth; achievement of timely permanence to include permanency throughout the life of a case (especially at the front end) and utilization of kin as a permanency option; concurrent planning; quality visitation; and establishing and maintaining family relationships and connections.	Copy of guide provided	Lead: Sustaining Change Workgroup	5 (June 2011)	
		8.4b	Supervisors will be reviewers on QSR team	QSR Review Team lists	Lead: CCYAs	4 and ongoing	
		8.4c	Monitor the utilization of the Supervisor's use and application of the guide to be used during case consultation as well as Supervisors involvement in the QSR process	QSR reports and/or county improvement plans from Phase One CQI CCYAs	Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs	6 and ongoing	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Pennsylvania recognizes supervisors as primary practice change agents and will dedicate the resources necessary to support them in their work.	<b>8.5 Supervisory forums will be held regionally to support supervisors and their staff</b>	8.5a	Conduct quarterly supervisor forums in each region	Agendas; Participant representation/sign-in sheets and meeting recommendations provided	Lead: CWTP; CCYA Supervisors; OCYF Regional Offices; OCYF Policy Unit	1 and ongoing	
		8.5b	Establish feedback loop to ensure that information gathered from regional forums is shared statewide	Posting on statewide web-site	Lead: CWTP; CCYA Supervisors; OCYF Regional Offices; OCYF Policy Unit	1 and ongoing	
Pennsylvania recognizes supervisors as primary practice change agents and will dedicate the resources necessary to support them in their work.	<b>8.6 Foundational curriculum is current and relevant</b>	8.6a	Revise foundational curriculum for Supervisors	Draft of revised Supervisor Training Series (STS) curriculum provided	Lead: CWTP Curriculum Department	5 (June 2011)	
		8.6b	Pilot revised Supervisory Training Series	Pilot completed	Lead: CWTP Curriculum Department	7 (Dec 11)	
		8.6c	Delivery of final STS curriculum to new supervisors and marketing to all supervisors	Final Supervisor Training Series (STS) curriculum provided; Training sign in sheets provided; ENCOMPASS	Lead: CWTP Curriculum Department	8 (mar 12)	
<b>Renegotiated Action Steps and Benchmarks:</b>							
<b>Long Term Outcome (primary strategy) 2: Counties and the state are able to exchange and share data in real time.</b>							
<b>Applicable Outcomes/Systemic Factors: Statewide Information System</b>							
<b>Applicable CFSR Items: 24</b>							
<b>Immediate Outcome(Goal): A statewide information process will be identified that is capable of providing accurate and useful data to counties and the State.</b>							

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Lack of a statewide information system impacts access to information about families across counties and PA is not in substantial conformity with this systemic factor	<b>9.1 Finalize a plan for a statewide information technology solution that will efficiently and effectively support child welfare programs and case management in PA</b>	9.1a	Complete and approve a strategic implementation plan for a statewide information system solution	All necessary state level approvals received: Office of Information Technology (OIT), DPW Secretary and Budget Office, Governor Budget Office. Project strategic plan is adjusted based on total funds approved and allocated to the project for the 2010-2011 budget year	Lead: OCYF IDMU; DPW Bureau of Information Systems (BIS)	2	
		9.1b	Complete an Advanced Planning Document (APD) and any associated Request for Proposal (RFP) documents, if needed, for the planning and implementation of the statewide solution (part of multi-opdiv APD for DPW)	APD and procurement documents are submitted to ACF requesting federal approval and funding for the project	Lead: OCYF IDMU; BIS	2	
		9.1c	Receive federal approval of the APD and procurement method	APD approved by ACF	Lead: ACF	3	
	<b>9.2 Perform the remaining planning activities required to determine the design and development tasks needed to implement a statewide information technology solution, that will efficiently and effectively support child welfare programs and case management in PA using a multi-year approach</b>	9.2a	Complete planning tasks within the timeframes set forth in the approved APD schedule	Weekly project meetings, Weekly review of task plans and schedule, Monthly project calls with ACF, Division of State Systems, Quarterly PIP Updates	Lead: OCYF IDMU; BIS	4 and ongoing (beginning quarter is contingent on ACF approval of APD)	
		9.2b		Completion of requirements for data dictionary	Lead: OCYF IDMU; BIS	7	



Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
		9.2c		Submission and approval of Annual APDU Update (part of multi-opdiv APD for DPW)	Lead: OCYF IDMU; BIS; ACF	7	
	<b>9.3 Perform initial tasks to procure services for the design and development of the information technology solution</b>	9.3a	Identify type of procurement vehicle to use and create procurement documents	Procurement documents completed	Lead: OCYF IDMU; BIS	6 and ongoing	
	<b>9.4 Perform initial tasks to obtain ACF approval for the design and development of the information technology solution</b>	9.4a	Create or update Advanced Planning Document (APD)	APD completed	Lead: OCYF IDMU; BIS	6 and ongoing	
	<b>9.5 Interim Project Work for federal reporting and county case management</b>	9.5a	Complete and submit an Implementation Advanced Planning Document (IAPD) for the Interim Work	APD completed; Submission and approval of IAPD	Lead: OCYF IDMU; BIS; ACF	1	
		9.5b	Complete Annual IAPD Updates	Submit Annual IAPDU and ACF Approval	Lead: OCYF IDMU; BIS; ACF	4 and 8	
		9.5c	Improve AFCARS reporting by obtaining a unique ID for all children in AFCARS (part of MCI work described within Safety section)	Implement Unique AFCARS IDs using the DPW Master Client Index (MCI)	Lead: OCYF IDMU; BIS; CCYAs	3	
		9.5d		Submit an AFCARS file to ACF with 97% of records having an MCI identifier	Lead: OCYF IDMU; BIS; CCYAs	5	
		9.5e	Create Web Portal as communication tool and unified entry point for all child welfare system users	Complete requirements	Lead: OCYF IDMU; BIS; CCYAs	1	
		9.5f		Complete design and development and submit screen shots	Lead: OCYF IDMU; BIS	2	
		9.5g		Complete implementation and submit # of registered users and summary of use	Lead: OCYF IDMU; BIS; CCYAs	3	

Assumptions/Findings:	Strategies:		Action Steps for Service Strategies:	Measurement Tools/Evidence of Completion:	Responsible Agency/Person:	Quarter Due	Quarter Done
Lack of a statewide information system impacts access to information about families across counties	<b>9.6 Increase the number of CCYAs with a sustainable case management system</b>	9.6a	Support CCYAs in implementing a case management system	15 CCYAs currently use CAPS case management information system, by the end of FFY 2010/11 35 CCYAs will be using CAPS	Lead: OCYF IDMU; CCYAs	1 and ongoing	
Preventing foster care reentries within a 12 month period is a challenge for PA.	<b>9.7 Verify the quality of re-entry data</b>	9.7a	Reconvene the data subcommittee of QIC to examine reentry data to ensure that it is accurate	Subcommittee established; meeting minutes and sign in sheets submitted	Lead: QIC data subcommittee; OCYF IDMU; Hornby Zeller Associates (HZA)	3	
		9.7b	Identify data issues and submit recommendations	Recommendations submitted	Lead: QIC data subcommittee; OCYF IDMU; Hornby Zeller Associates (HZA)	5	
		9.7c	Develop consistent re-entry measurement tools	Tools provided	Lead: QIC data subcommittee; OCYF IDMU; Hornby Zeller Associates (HZA)	7	
		9.7d	Philadelphia DHS will continue working to correct the issues regarding the re-entry data collected within the FACTS system (Philadelphia DHS data collection system)	Verification of changes made in FACTS resulting in proper collection of re-entry data	Lead: Philadelphia DHS; OCYF Central and Regional Offices	2 and ongoing	
<b>Renegotiated Action Steps and Benchmarks:</b>							