### Assumptions/Findings:
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.

### Strategies:

| 1.1 | Provide guidance re: response times for GPS reports, including face to face contacts, and transitioning cases from GPS to CPS |
| 1.1a | Survey 67 CCYAs and States Liaison Officers list serve re: current response times and conduct analysis of their results |
| 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 |
| 1.1c | Develop training on above policy |
| 1.1d | Deliver training on above policy regionally to CCYAs and OCYF Regional Offices |
| 1.1e | Conduct informational sessions for private provider community regarding above policy |

### Action Steps for Service Strategies:

| 1.1 | Survey monkey results and analysis submitted |
| 1.1b | Copy of policy provided |
| 1.1c | Copy of training materials provided - handouts/curriculum |
| 1.1d | Training agenda and sign-in sheets provided |
| 1.1e | Presentation materials; sign in sheets provided |

### Measurement Tools/Evidence of Completion:

| 1.1 | Survey monkey results and analysis submitted |
| 1.1b | Copy of policy provided |
| 1.1c | Copy of training materials provided - handouts/curriculum |
| 1.1d | Training agenda and sign-in sheets provided |
| 1.1e | Presentation materials; sign in sheets provided |

### Responsible Agency/Person:
Lead: Safety Assessment Committee; CCYAs, OCYF Policy Unit; CWTP

### Quarter Due
2

### Quarter Done

### Long Term Outcome (Primary Strategy) 1: Children are protected from abuse and neglect.

Applicable Outcomes/Systemic Factors: Safety Outcome 1, and Statewide Information System

**Immediate Outcome (Goal):** Reports of child maltreatment will be investigated in a timely manner.

**Immediate Outcome (Goal):** Reduce repeat maltreatment of children.

PA PIP Attachment: PIP Logic Model Matrix
<table>
<thead>
<tr>
<th>Assumptions/Findings:</th>
<th>Strategies:</th>
<th>Action Steps for Service Strategies:</th>
<th>Measurement Tools/Evidence of Completion:</th>
<th>Responsible Agency/Person:</th>
<th>Quarter Due</th>
<th>Quarter Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>1.1f</td>
<td>Implement above policy</td>
<td>Annual LIS (Licensing Inspection Summaries)</td>
<td>Lead: CCYAs; OCYF Regional Offices</td>
<td>6 and ongoing</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>1.2a</td>
<td>Modify MCI to capture information on children who are known to the child welfare system</td>
<td>MCI Requirements and Design completed; MCI functionality is tested and accepted</td>
<td>Lead: OCYF IDMU Unit, BIS, CCYAs</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.2b</td>
<td>Conduct county conversion to MCI to include all children active at the time of conversion</td>
<td>Conversion completed and IDMU validation submitted</td>
<td>Lead: OCYF IDMU Unit, BIS, CCYAs</td>
<td>2</td>
<td></td>
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<tr>
<td></td>
<td>1.2c</td>
<td>Train CCYAs on new MCI functionality and business processes</td>
<td>Flowchart of processes; Training agenda, curriculum/handouts, and sign-in sheets provided</td>
<td>Lead: OCYF IDMU Unit, BIS, CCYAs</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.2d</td>
<td>Perform MCI search on all children to obtain unique id to determine if child was known to other CCYAs</td>
<td># of MCI searches performed by CCYAs submitted</td>
<td>Lead: CCYAs; OCYF IDMU Unit</td>
<td>3</td>
<td></td>
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<tr>
<td></td>
<td>1.2e</td>
<td>Register and obtain new unique id's for children not already having id's</td>
<td># of new children CCYAs registered submitted</td>
<td>Lead: CCYAs; OCYF IDMU Unit</td>
<td>3</td>
<td></td>
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<td></td>
<td>1.2f</td>
<td>Monitor implementation to ensure that steps are being followed</td>
<td>Annual LIS; IDMU QA of Quarterly AFCARS report</td>
<td>Lead: OCYF Regional Offices; OCYF IDMU Unit</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Results of CPS reports on foster homes (investigated by OCYF) not always communicated back to CCYAs</td>
<td>1.3a</td>
<td>Develop protocol for sharing CPS investigation information with CCYAs by OCYF Regional Offices</td>
<td>Issuance of protocol</td>
<td>Lead: OCYF Policy Unit and Regional Offices</td>
<td>2</td>
<td></td>
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<tr>
<td></td>
<td>1.3b</td>
<td>Develop and utilize a CPS investigation checklist which includes provision of a copy of CPS investigation record to CCYAs</td>
<td>Number of records reviewed for adherence to the protocol submitted on a quarterly basis</td>
<td>Lead: OCYF Regional Directors</td>
<td>2 and ongoing</td>
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<tr>
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<td>Strategies:</td>
<td>Action Steps for Service Strategies:</td>
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<tr>
<td>1.4 Ensure that reports of child maltreatment are initiated timely</td>
<td>1.4a Monitor timeliness of initiating investigations of reports of child maltreatment</td>
<td>QSR reports and/or county improvement plans from Phase One CQI CCYAs</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP</td>
<td>Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing</td>
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</tbody>
</table>

Renegotiated Action Steps and Benchmarks:  

Long Term Outcome (Primary Strategy) 2: Children are safely maintained in their own home whenever possible and appropriate.  

Applicable Outcomes/Systemic Factors: Safety Outcome 2  

Applicable CFSR Items: 3, 4  

Immediate Outcome (Goal): Risk and safety concerns for children are assessed and appropriate services are provided.  

<p>| 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. | 2.1 Implementation of the Safety Assessment and Management Process (SAMP) for In-Home Services Cases | 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 and ongoing |
| 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 |</p>
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</thead>
<tbody>
<tr>
<td></td>
<td>2.1d</td>
<td>Revisions to Charting the Course (CTC) regarding SAMP for In Home cases as needed</td>
<td>Revised CTC curriculum provided (as needed)</td>
<td>Lead: CWTP; OCYF Policy Unit and Regional Offices; County Safety Leads</td>
<td>3 and ongoing</td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>2.2</td>
<td>Implementation of the Safety Assessment and Management Process (SAMP) for Out-Of-Home Care Cases</td>
<td>2.2a</td>
<td>Development of a comprehensive Safety assessment tool for out-of-home care cases</td>
<td>Tool developed and provided</td>
<td>Lead: Out-of-Home Care Safety Assessment Committee and OCYF Policy Office; CWTP; County Safety Leads</td>
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<td>2.2b</td>
<td>Development of curriculum for SAMP for out-of-home care</td>
<td>Curriculum provided</td>
<td>Lead: Out-of-home care Safety Assessment Committee and OCYF Policy Office; CWTP; County Safety Leads; NRCCPS</td>
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<td>2.2c</td>
<td>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</td>
<td>Training session agenda, handouts, power point and sign in sheets provided</td>
<td>Lead: Out-of-home care Safety Assessment Committee; NRCCPS</td>
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<td>2.2d</td>
<td>Revise out-of-home care SAMP curriculum, as needed, based on the trial training</td>
<td>Curriculum revised</td>
<td>Lead: Out-of-home care Safety Assessment Committee; NRCCPS</td>
<td>1</td>
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<td>2.2e</td>
<td>Work with private providers to identify which portions of the curriculum are applicable to private providers. Develop that specific curriculum, if needed</td>
<td>Summary of discussion with Private Providers submitted; Private provider curriculum provided, if needed</td>
<td>Lead: Out-of-home care Safety Assessment Committee and Private Provider representatives; OCYF Policy Unit; CWTP</td>
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<td>2.2f</td>
<td>Identify and work with “Innovation Zone” counties (Elk, Philadelphia, Montgomery, Bucks, Berks, Chester, Cambria, and Crawford Counties) to plan for training and implementation</td>
<td>Meetings held; Innovation Zone County implementation and training plans provided</td>
<td>Lead: Innovation Zone Counties; out-of-home care Safety Assessment Committee; CWTP</td>
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<tr>
<td>2.2g</td>
<td>Training session on curriculum for Innovation Zone counties</td>
<td>Training session agenda, handouts, power point and sign in sheets provided</td>
<td>Lead: Out-of-home care Safety Assessment Committee and OCYF Policy and Regional Office; CWTP; Innovation Zone Counties;NRCCPS</td>
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<td>2.2h</td>
<td>Innovation zone counties pilot SAMP for out-of-home care cases</td>
<td>Pilot completed</td>
<td>Lead: Innovation Zone Counties</td>
<td>2</td>
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<tr>
<td>2.2i</td>
<td>Gather information from innovation zone county pilot and make any necessary revisions to tool and/or curriculum prior to statewide roll-out</td>
<td>Recommendations provided and changes made to tool and/or curriculum as needed</td>
<td>Lead: Safety Assessment Committee and OCYF Policy and Regional Office; CWTP; Innovation Zone CCYAs;NRCCPS</td>
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<tr>
<td>2.2j</td>
<td>Revisions to manual, as needed, to include SAMP for Out-of-home care</td>
<td>Manual updated</td>
<td>Lead: Out-of-Home Care Safety Assessment Committee, OCYF Policy Office and CWTP;NRCCPS</td>
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<tr>
<td>2.2k</td>
<td>Identify and work with remaining counties to plan for training and implementation</td>
<td>Meetings held; County implementation and training plans provided</td>
<td>Lead: CCYAs; out-of-home care Safety Assessment Committee; CWTP; OCYF Policy Unit</td>
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<tr>
<td>2.2l</td>
<td>Train the Trainer training for County Safety Leads and Leadership Teams statewide based on final curriculum</td>
<td>Training session agenda, handouts, power point and sign in sheets provided</td>
<td>Lead: Out-of-Home Care Safety Assessment Committee and OCYF Policy and Regional Offices; CCYAs; CWTP</td>
<td>3</td>
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<tr>
<td>2.2m</td>
<td>Conduct train the trainer sessions for private provider leads</td>
<td>Training session agenda, handouts, power point and sign in sheets provided</td>
<td>Lead: Out-of-home care Safety Assessment Committee and Private Provider representatives</td>
<td>4</td>
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<tr>
<td>2.2n</td>
<td>Training for County Staff by County Safety Leads and Training for Private provider staff by Private Provider Safety Leads</td>
<td>Training session agenda, handouts, power point and sign in sheets provided</td>
<td>Lead: County Safety Leads and Private Provider Safety Leads</td>
<td>6</td>
<td></td>
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<tr>
<td>2.2o</td>
<td>Implementation Out-of-Home Care begins</td>
<td>Annual LIS</td>
<td>Lead: CCYAs; OCYF Regional Offices</td>
<td>7</td>
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<tr>
<td>2.2p</td>
<td>Technical Assistance (TA) as needed re: SAMP for out-of-home care cases to include Regional Supervisory support sessions</td>
<td>TA requested and provided; # of regional support sessions held submitted</td>
<td>Lead: CWTP; OCYF Regional Offices; County Safety Leads</td>
<td>7 and ongoing</td>
<td></td>
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<tr>
<td>2.2q</td>
<td>Revisions to Charting the Course (CTC) re: SAMP for Out-of-Home Care cases as needed</td>
<td>Revised CTC curriculum provided (as needed)</td>
<td>Lead: CWTP; OCYF Policy Unit and Regional Offices; County Safety Leads</td>
<td>7</td>
<td></td>
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</tr>
</tbody>
</table>
### Assumptions/Findings:
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.

### Strategies:

| 2.3 | Begin reviewing and planning for the development of the Safety Assessment and Management Process for Congregate Care Cases |
| 2.3a | Conduct a case review and make recommendations for the development of a new tool for congregate care settings |
| Measurement Tools/Evidence of Completion: Review completed and recommendations provided |
| Responsible Agency/Person: Lead: Congregate Care Safety Assessment Committee and NRCCPS |
| Quarter Due: 8 |

| 2.4 | Begin review and planning for the development of the Safety Assessment and Management Process for Older Youth |
| 2.4a | Technical assistance from the National Resource Center for Youth Development to provide recommendations for assessing safety of older youth |
| Measurement Tools/Evidence of Completion: Recommendations from NRC received |
| Responsible Agency/Person: Lead: Safety Assessment Committee; CWTP; OCYF Policy Unit; OCYF Regional Offices; CCYAs; NRC for Youth Development |
| Quarter Due: 7 |

| 2.5 | Evaluate the quality of the Safety Assessment and Management Process |
| 2.5a | Technical assistance from Action for Child Protection National Resource Center for Child Protective Services (NRCCPS) to provide recommendations for evaluating SAMP |
| Measurement Tools/Evidence of Completion: Evaluation completed and any necessary changes to SAMP considered; Recommendations from NRC provided |
| Responsible Agency/Person: Lead: Safety Assessment Committee; CWTP; OCYF Policy Unit; OCYF Regional Offices; County Safety Leads; CCYAs; NRCCPS |
| Quarter Due: 3 and ongoing |

| 2.5b | Develop a review tool that evaluates the quality of Safety Assessments and Plans for In-Home Services cases |
| Measurement Tools/Evidence of Completion: Quality Review tool developed and submitted |
| Responsible Agency/Person: Lead: Safety Assessment Committee; OCYF Regional Offices; OCYF Policy Unit |
| Quarter Due: 3 |

<p>| 2.5c | Train OCYF Regional Offices and CCYAs on the quality review tool |
| Measurement Tools/Evidence of Completion: Agendas and sign in sheets submitted |
| Responsible Agency/Person: Lead: Safety Assessment Committee; OCYF Regional Offices; OCYF Policy Unit; CCYAs |
| Quarter Due: 4 |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>2.5d Evaluate SAMP using the developed review tool</td>
<td>Annual LIS</td>
<td>Lead: CCYAs; OCYF Regional Offices</td>
<td>4 and ongoing</td>
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<tr>
<td>2.5e Revise and finalize SAMP bulletin to include current phases of Safety Assessment and Management Process</td>
<td>Draft bulletin provided periodically; and final bulletin submitted by Quarter 7</td>
<td>Lead: OCYF Policy Unit; Safety Assessment Committee; CWTP; OCYF Regional offices</td>
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<td>see 8.4</td>
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<tr>
<td>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.</td>
<td>2.6 Improve system partners knowledge of the Safety Assessment and Management Process (SAMP)</td>
<td>Material provided; Listing of meetings/events in which materials are provided to system partners will be provided</td>
<td>Lead: Safety Assessment Committee; OCYF Policy Unit; OCYF Regional Offices; CWTP; CCYAs; County Safety Leads</td>
<td>2 and ongoing</td>
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<tr>
<td>2.6a Develop informational materials about the new Safety Assessment and Management Process (SAMP)</td>
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<tr>
<td>2.6b Provide information re: SAMP to members of the legal system</td>
<td>OCYF updates will be provided at bi-annual Leadership Roundtables - materials provided</td>
<td>Lead: AOPC; OCYF Policy Unit; Dependency Court Judges; Juvenile Court Judges Commission (JCJC)</td>
<td>2 and ongoing</td>
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<td>2.6c</td>
<td>Provide information regarding SAMP to the Dependency Judges at the State Trial Court Judges conference</td>
<td>List of attendees and agenda will be provided</td>
<td>Lead: AOPC and OCYF Policy Unit</td>
<td>1</td>
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<td>2.7</td>
<td>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</td>
<td>Survey developed; Survey results provided; Analysis and recommendations provided</td>
<td>Lead: Enhancing Assessments Workgroup</td>
<td>2</td>
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<td></td>
<td>2.7a</td>
<td>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</td>
<td>Workgroup sign in sheets provided; Recommendations provided</td>
<td>Lead: Enhancing Assessments Workgroup</td>
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<td></td>
<td>2.7b</td>
<td>Develop recommendations for implementation of screening/assessment tools which address the identified gaps</td>
<td>Copy of assessment and planning toolkit provided</td>
<td>Lead: Enhancing Assessments Workgroup</td>
<td>4</td>
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<tr>
<td></td>
<td>2.7c</td>
<td>Review and revise the &quot;Compendium of Rapid Assessment Tools&quot; based upon previous survey analysis</td>
<td></td>
<td>Lead: Enhancing Assessments Workgroup</td>
<td>4</td>
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<td>2.7d</td>
<td>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</td>
<td>Discussion guide developed</td>
<td>Lead: Enhancing Assessments Workgroup; OCYF Central office, OCYF regional office, PCYA, CWTP; Statewide TA Providers, CCYAs, Private Providers</td>
<td>4</td>
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<td>2.7e</td>
<td>Release the Assessment and Planning Toolkit and facilitated discussion guide statewide to include targeted release to supervisors</td>
<td>Release provided</td>
<td>Lead: Enhancing Assessments Workgroup; OCYF; CWTP</td>
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Immediate Outcome (goal): Children, youth, parents, and resource families will be assessed and provided services to meet their individualized needs.
<table>
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<tbody>
<tr>
<td>2.7f Evaluate Ages and Stages Developmental Screening</td>
<td></td>
<td>Analysis provided on evaluation of screening tool</td>
<td></td>
<td>Lead: University of Pittsburgh Research department; CWTP; OCYF Policy Unit</td>
<td>3</td>
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<tr>
<td>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</td>
<td></td>
<td>Plan submitted</td>
<td></td>
<td>Lead: University of Pittsburgh Research department; CWTP; OCYF Policy Unit</td>
<td>5</td>
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<td>2.7h Monitor the use of comprehensive assessments</td>
<td></td>
<td>Annual LIS</td>
<td></td>
<td>Lead: CCYAs; OCYF Regional Offices</td>
<td>5 and ongoing</td>
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<td>see 8.4</td>
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<td>2.7i Monitor services being provided to families to protect children in the home and prevent removal or reentry into foster care</td>
<td></td>
<td>QSR reports and/or county improvement plans from Phase One CQI CCYAs</td>
<td></td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP</td>
<td>Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing</td>
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<td>see 8.4</td>
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<tr>
<td>2.7j Monitor the assessment of needs of children, parents and foster parents to identify and provide the appropriate services</td>
<td></td>
<td>QSR reports and/or county improvement plans from Phase One CQI CCYAs</td>
<td></td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP</td>
<td>Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing</td>
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<td>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</td>
<td></td>
<td>Request for TA submitted to NCSACW</td>
<td></td>
<td>Lead: OCYF Central Office; NCSACW</td>
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<td>Assumptions/Findings:</td>
<td>Strategies:</td>
<td>Action Steps for Service Strategies:</td>
<td>Measurement Tools/Evidence of Completion:</td>
<td>Responsible Agency/Person:</td>
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<td></td>
<td>2.7i</td>
<td>Develop work plan to address barriers and ways to improve collaboration and information sharing between drug and alcohol services and child welfare</td>
<td>Work plan developed and submitted</td>
<td>Lead: OCYF Central Office; NCSACW</td>
<td>4</td>
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<td></td>
<td>2.7m</td>
<td>Implement and monitor the work plan</td>
<td>Work plan implemented</td>
<td>Lead: OCYF Central Office; NCSACW</td>
<td>5 and ongoing</td>
<td></td>
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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.

| 2.8 Philadelphia DHS will identify assessment strategies and tools that will enhance assessments throughout the life of a case |

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<thead>
<tr>
<th>Strategies:</th>
<th>Action Steps for Service Strategies:</th>
<th>Measurement Tools/Evidence of Completion:</th>
<th>Responsible Agency/Person:</th>
<th>Quarter Due</th>
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<tbody>
<tr>
<td>2.8a</td>
<td>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</td>
<td>The number of children with ages and stages completed questionnaire</td>
<td>Lead: Philadelphia DHS CYD/PMA</td>
<td>2 and ongoing</td>
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<tr>
<td>2.8b</td>
<td>Implementation of Family Advocacy Support Tool (FAST) used by Alternative Response Services (ARS)</td>
<td># of FAST tools completed each quarter</td>
<td>Lead: Philadelphia DHS CYD</td>
<td>1 and ongoing</td>
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<tr>
<td>2.8c</td>
<td>Provide Interviewing Skills training, which will enhance skill development around assessment, for providers and DHS staff</td>
<td>Training curriculum and sign in sheets provided; Case review to review the quality of the protective capacity assessment</td>
<td>Lead: Philadelphia DHS CYD</td>
<td>2</td>
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<tr>
<td>2.8d</td>
<td>Develop implementation plan for protective capacity assessment training for DHS and providers</td>
<td>Provide copy of implementation plan</td>
<td>Lead: Philadelphia DHS CYD</td>
<td>4</td>
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<tr>
<td>2.8e</td>
<td>Training of the trainers on protective capacity assessment</td>
<td>Sign in sheets and trainer curriculum</td>
<td>Lead: Philadelphia DHS CYD</td>
<td>5</td>
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</tr>
<tr>
<td>2.8f</td>
<td>Training for providers and DHS staff on Protective Capacity Assessment</td>
<td>Sign in sheets and curriculum provided</td>
<td>Lead: Philadelphia DHS CYD</td>
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</table>
### Assumptions/Findings:
- Strategies:

<table>
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<tr>
<th>Action Steps for Service Strategies:</th>
<th>Measurement Tools/Evidence of Completion:</th>
<th>Responsible Agency/Person:</th>
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<tr>
<td>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</td>
<td>Summaries of review provided</td>
<td>Lead: Philadelphia Quality Improvement Department</td>
<td>1 and ongoing</td>
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</tbody>
</table>

### Renegotiated Action Steps and Benchmarks:

#### Long Term Outcome (goal) 1: Children and youth have permanency and stability in their living situations.

**Applicable Outcomes/Systemic Factors:** Permanency Outcome 1, Case Review

**Applicable CFSR Items:** 5, 6, 7, 8, 9, 10, 28

**Immediate Outcome (goal):** Timely and appropriate goals are established for children and youth.

<p>| PA does not consistently establish timely and appropriate goals for children in foster care. | 3.1 Provide additional support to members of the Legal System | 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) |</p>
<table>
<thead>
<tr>
<th>Assumptions/Findings:</th>
<th>Strategies:</th>
<th>Action Steps for Service Strategies:</th>
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<tbody>
<tr>
<td>PA does not consistently establish timely and appropriate goals for children in foster care.</td>
<td>3.2 Develop a workgroup which will provide recommendations regarding training for GALs in PA</td>
<td>3.2a Identify workgroup members to address the training needs of GALs in dependency cases</td>
<td>Workgroup formed</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
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<td>3.2b Convene the GAL training workgroup</td>
<td>Workgroup meeting sign in sheets and agendas provided</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
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<td>3.2c Evaluate current GAL training practices</td>
<td>Current practices collected, reviewed, and evaluated and recommendations made</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
<td>2</td>
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<td>3.2d Identify core training items</td>
<td>Training document created and provided</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
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<td>3.2e Identify pre-service requirements</td>
<td>Training document created and provided</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
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<td></td>
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<td>3.2f Identify training delivery methods</td>
<td>Training document created and provided</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
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<td></td>
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<td>3.2g Identify trainers</td>
<td>Training document created and provided</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
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<td>3.2h Collaborate with Continuing Legal Education Board</td>
<td>Meeting held - agenda and sign in sheet provided</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
<td>3</td>
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<td></td>
<td></td>
<td>3.2i Develop a plan for roll-out of core training statewide</td>
<td>Statewide GAL training plan provided</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
<td>3</td>
<td></td>
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<tr>
<td>PA does not consistently establish timely and appropriate goals for children in foster care.</td>
<td>3.3 Agreement and commitment to State level training plan for GALs</td>
<td>3.3a Report regarding GAL training to Statewide Roundtable</td>
<td>Training plan disseminated to SWRT members; plan adoption</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
<td>3</td>
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<tr>
<td>Assumptions/Findings:</td>
<td>Strategies:</td>
<td>Action Steps for Service Strategies:</td>
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<tr>
<td>PA does not consistently establish timely and appropriate goals for children in foster care.</td>
<td>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</td>
<td>3.3b Disseminate information to dependency system legal stakeholders and CCYAs regarding the requirements of training</td>
<td>Adopted statewide training plan disseminated to counties</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units, CCYAs</td>
<td>3</td>
<td></td>
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<tr>
<td>PA does not consistently establish timely and appropriate goals for children in foster care.</td>
<td>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</td>
<td>3.4a Identify and implement uniform training requirements for GALs in Dependency cases (i.e. Statewide Roundtable consensus, Juvenile Rules, NBPB)</td>
<td>Workgroup meeting sign in sheets provided, uniform requirements document provided</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
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</tr>
<tr>
<td>PA does not consistently establish timely and appropriate goals for children in foster care.</td>
<td>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</td>
<td>3.4b Develop a training plan for ongoing training</td>
<td>Training plan developed and submitted</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>PA does not consistently establish timely and appropriate goals for children in foster care.</td>
<td>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</td>
<td>3.4c Deliver training to GALs in accordance with the roll-out plan</td>
<td>Sign in sheets, evaluation forms provided</td>
<td>AOPC-OCFC; OCYF Policy and Program Units; trainers</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>PA does not consistently establish timely and appropriate goals for children in foster care.</td>
<td>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</td>
<td>3.4d Confirm that training for GALS has been completed</td>
<td>Training completion form provided</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units; participants</td>
<td>6</td>
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<tr>
<td>PA does not consistently establish timely and appropriate goals for children in foster care.</td>
<td>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</td>
<td>3.4e Evaluate GAL training and report to Statewide Round Table</td>
<td>Evaluation report disseminated to Statewide Roundtable members and provided</td>
<td>Lead: AOPC-OCFC; OCYF Policy and Program Units</td>
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<tr>
<td>PA does not consistently establish timely and appropriate goals for children in foster care.</td>
<td>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</td>
<td>3.5a Track trends and root causes surrounding NGA goal of safely reducing the number of children in out of home care</td>
<td>NGA workplans from participating CCYAs submitted; data from NGA participating CCYAs</td>
<td>Lead: NGA participating CCYAs (16); OCYF NGA leads</td>
<td>1 and ongoing</td>
<td></td>
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<tr>
<td>PA does not consistently establish timely and appropriate goals for children in foster care.</td>
<td>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</td>
<td>3.5b Monitor the timely establishment of the appropriate permanency goal for children for NGA CCYAs</td>
<td>NGA workplans from participating CCYAs submitted; data from NGA participating CCYAs</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central; CWTP</td>
<td>1 and ongoing</td>
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<tr>
<td>Assumptions/Findings:</td>
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<td>3.5c</td>
<td>Track trends and root causes</td>
<td>AOPC quarterly PPI reports or CPCMS data</td>
<td>Lead: CCYAs participating in PPI; AOPC; OCYF Central Office</td>
<td>1 and ongoing</td>
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<td>surrounding establishing timely and appropriate goals during participation with the Permanency Practice Initiative (PPI)</td>
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<td>3.5d</td>
<td>Monitor the timely establishment of the appropriate permanency goals for PPI participating CCYAs</td>
<td>AOPC quarterly PPI reports or CPCMS data</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central; CWTP</td>
<td>1 and ongoing</td>
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<td>see 8.4</td>
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<td>3.5e</td>
<td>Monitor the timely establishment of the appropriate permanency goal for children for Phase One CQI CCYAs</td>
<td>QSR reports and/or county improvement plans from Phase One CQI CCYAs</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP</td>
<td>Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing</td>
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<td>3.5f</td>
<td>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</td>
<td>ABA/CCYA work plans; and monthly ABA reports to OCYF submitted</td>
<td>Lead: ABA; NGA, PPI, Phase One CQI CCYAs; OCYF Program Unit</td>
<td>3 and ongoing</td>
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**Immediate Outcome (Goal):** Court and agency processes will support timely achievement of permanency for children and youth.

**Pennsylvania is not consistently achieving permanency in a timely manner.**

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<tr>
<th>3.6 Support implementation of more frequent case reviews</th>
<th>3.6a</th>
<th>Phase in expedited reviews for appropriate cases in PPI counties as determined by the Courts</th>
<th>AOPC quarterly PPI reports or CPCMS data submitted to show # of expedited reviews held for PPI counties</th>
<th>Lead: CCYAs participating in PPI; PA Dependency Courts; AOPC</th>
<th>1 and ongoing</th>
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<tbody>
<tr>
<td>3.6b</td>
<td>Philadelphia to implement the pilot project for targeted cases for which barriers to permanency have been identified</td>
<td>Report number of three month court reviews held in H court; copy of action plan for implementation of 3 month reviews provided</td>
<td></td>
<td>Lead: Philadelphia Courts (H Court); Philadelphia DHS</td>
<td>1 and ongoing</td>
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<tr>
<td>Assumptions/Findings: 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</td>
<td>Strategies:</td>
<td>Action Steps for Service Strategies:</td>
<td>Measurement Tools/Evidence of Completion:</td>
<td>Responsible Agency/Person:</td>
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<td>3.7 Establish policy and best practice related to permanency planning and concurrent planning</td>
<td>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</td>
<td>TA received - recommendations provided</td>
<td>Lead: Timely Permanence Workgroup</td>
<td>1 and ongoing</td>
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<tr>
<td>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</td>
<td>Survey results submitted</td>
<td>Lead: Timely Permanence Workgroup</td>
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<tr>
<td>3.7c Conduct analysis of survey results and provide recommendations for policy development and training regarding Concurrent Planning</td>
<td>Analysis and recommendations submitted</td>
<td>Lead: Timely Permanence Workgroup</td>
<td>2</td>
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<td>3.7d Issue Concurrent Planning policy</td>
<td>Policy Issued</td>
<td>Lead: OCYF Policy Unit</td>
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<tr>
<td>3.7e Develop training and TOL on concurrent planning (to include locating permanent resources) based on workgroup's findings and OCYF's policy</td>
<td>Training, TOL developed</td>
<td>Lead: CWTP; OCYF; ABA; SWAN; NRC for Permanency and Family Connections and NRC on Legal and Judicial Issues</td>
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<td>3.7f Develop training specific to role of Judges in concurrent planning and a plan for delivery of training</td>
<td>Training developed and training plan developed</td>
<td>Lead: Dependency Education Committee; Timely Permanence Workgroup</td>
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<td>3.7g Develop training specific to role of CASAs in concurrent planning and a plan for delivery of training</td>
<td>Training developed and training plan developed</td>
<td>Lead: Timely Permanence Workgroup</td>
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<td>3.7h Develop training specific to role of GALs in concurrent planning and a plan for delivery of training</td>
<td>Training developed and training plan developed</td>
<td>Lead: Timely Permanence Workgroup; Legal Representation workgroup</td>
<td>5</td>
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<td>3.7i Develop training specific to role of Solicitors in concurrent planning and a plan for delivery of training</td>
<td>Training developed and training plan developed</td>
<td>Lead: Timely Permanence Workgroup; Solicitor's group</td>
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<td>3.7j Develop training specific to role of resource families in concurrent planning and plan for delivery of training</td>
<td>Training developed and training plan developed</td>
<td>Lead: Timely Permanence Workgroup; PA State Resource Family Association</td>
<td>5</td>
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<td>3.7k Develop plan for statewide rollout of concurrent planning</td>
<td>Plan developed</td>
<td>Lead: CWTP; OCYF; ABA; SWAN; NRC for Permanency and Family Connections and NRC on Legal and Judicial Issues</td>
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<td>3.7l Begin statewide roll-out of Concurrent Planning training</td>
<td>Training roll-out plan submitted; Training sign in sheets provided</td>
<td>Lead: CWTP; OCYF Policy Unit</td>
<td>6 and ongoing</td>
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<td></td>
<td>3.7m Monitor concurrent planning</td>
<td>QSR reports and/or county improvement plans from Phase One CQI CCYAs; Annual LIS</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs and OCYF RO - for Annual LIS</td>
<td>1 and ongoing</td>
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<td>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.</td>
<td><strong>3.8 Reinforce requirements related to timely filing of TPR and documentation of compelling reasons to not file TPR</strong></td>
<td>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</td>
<td>Bulletin reissued</td>
<td>Lead: OCYF Policy Unit</td>
<td>1</td>
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<tr>
<td>Pennsylvania is not consistently achieving permanency in a timely manner.</td>
<td><strong>3.9 Utilize available resources to support local courts/legal changes to improving the timeliness of permanency</strong></td>
<td>3.9a Expand use of paralegals</td>
<td>Legal Services Initiative (LSI) expansion in 2009-2011; # of counties with paralegals increasing from a baseline of 14 cty’s in 2008 to 50 cty’s by FFY 09/10; and a projected increase of 60 cty’s by 10/11; Quarterly outcomes data submitted</td>
<td>Lead: CCYAs; OCYF Program Unit</td>
<td>1 and ongoing</td>
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<tr>
<td>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.</td>
<td><strong>3.10 Improving timeliness of the Termination of Parental Rights (TPR) and adoption finalization process</strong></td>
<td>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</td>
<td>Facilitated discussion guide developed</td>
<td>Lead: ABA; OCYF Program Unit; LSI; CCYAs; TA Collaboration workgroup; AOPC</td>
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<td>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</td>
<td>ABA/CCYA work plans; and monthly ABA reports to OCYF submitted</td>
<td>Lead: ABA; CCYAs; OCYF Program Unit</td>
<td>3 and ongoing</td>
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<td>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</td>
<td>Request and response submitted</td>
<td>Lead: AOPC</td>
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<td>3.11 Philadelphia DHS will ensure timely and efficient utilization of SWAN services</td>
<td>3.11a Philadelphia DHS will collaborate with SWAN to ensure services are provided in the most efficient and timely way possible</td>
<td>Monthly meetings held – sign in sheets provided; reports on services provided submitted</td>
<td>Lead: Philadelphia DHS, SWAN, and OCYF</td>
<td>1 and ongoing</td>
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<td>3.11b DHS to provide training on SWAN services to DHS staff</td>
<td></td>
<td>Agenda and minutes of meeting held with SWAN to set up training plan provided; Training plan developed; sign in sheets provided</td>
<td>Lead: Philadelphia DHS CYD</td>
<td>2</td>
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<td>3.11c Increase in the number of referrals for SWAN services that support permanency outcomes</td>
<td>Quarterly data collection on SFY 09/10 referrals; Use SFY 08/09 as baseline</td>
<td>Lead: Philadelphia DHS CYD</td>
<td>3</td>
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<td>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</td>
<td>Unit created and verification of training provided; Goals of unit established and provided</td>
<td>Lead: Philadelphia DHS CYD</td>
<td>5</td>
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<td>3.11e Monitor the goals of the unit; Monitor the unit’s ability to improve timely permanence for this population</td>
<td>Quarterly reports from the unit</td>
<td>Lead: Philadelphia DHS CYD</td>
<td>6; 7</td>
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<td>3.11f</td>
<td>Present and discuss data on identifying barriers to timeliness from the point that the child is freed to finalization</td>
<td>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</td>
<td>Lead: Philadelphia DHS CYD/PMA</td>
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<td>3.11g</td>
<td>Finalize recommendations to address the barriers to timeliness</td>
<td>Recommendations provided</td>
<td>Lead: Philadelphia DHS CYD</td>
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<td>3.11h</td>
<td>Develop and implement the improvement plan</td>
<td>Submit improvement plan</td>
<td>Lead: Philadelphia DHS CYD</td>
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<td>3.11i</td>
<td>Identify and develop specific timeliness to permanency measurements</td>
<td>Measures identified and discussed during Child Stat meetings - minutes provided</td>
<td>Lead: Philadelphia DHS- CYD/PMA</td>
<td>8</td>
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<td>3.11j</td>
<td>Issues surrounding timely petitioning of TPR and barriers to TPR will be placed on the children's roundtable agenda</td>
<td>Agendas; meeting minutes; and recommendations provided</td>
<td>Lead: Philadelphia DHS</td>
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<td></td>
<td>Pennsylvania is not consistently achieving permanency in a timely manner.</td>
<td>3.12 Promote utilization of PLC as a permanency option when adoption has been ruled out</td>
<td>3.12a Revise and reissue Permanent Legal Custodian (PLC)/Subsidized Permanent Legal Custodian (SPLC) bulletin to include standardized subsidy agreement</td>
<td>Bulletin provided</td>
<td>Lead: OCYF Policy and Fiscal Units</td>
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<td>3.12b Provide training and TA to CCYAs regarding provision of appropriate subsidies and supports to permanent legal custodians</td>
<td>List of attendees and agenda will be provided</td>
<td>Lead: OCYF Program Unit; OCYF Regional Offices; OCYF Fiscal Unit</td>
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<td>3.12c Monitor adherences to PLC/SPLC bulletin</td>
<td>Annual LIS</td>
<td>Lead: CCYAs; OCYF Regional Offices</td>
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<td></td>
<td>Pennsylvania is not consistently achieving permanency in a timely manner.</td>
<td>3.13 Promote utilization of kin as a permanency option</td>
<td>3.13a Review and reissue kinship and emergency caretaker bulletins</td>
<td>Bulletins provided</td>
<td>Lead: OCYF Policy and Fiscal Units</td>
<td>3</td>
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<td>Reunification services were often terminated when court services were terminated.</td>
<td><strong>3.14 Engage families in planning for services to support and maintain reunification</strong></td>
<td>3.14a Convene a workgroup to review policies, procedures and practices of other states regarding the provision of post reunification services</td>
<td>Findings compiled and submitted; workgroup meeting minutes and sign in sheets provided</td>
<td>Lead: Reunification Workgroup</td>
<td>3</td>
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<tr>
<td>3.14b Issue policy related to the provision of post reunification services and case closure</td>
<td></td>
<td>Policy developed and issued</td>
<td>Lead: OCYF Policy Unit; Reunification Workgroup</td>
<td>6</td>
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<td>3.14c Monitor adherence to policy</td>
<td>Annual LIS</td>
<td>Lead: CCYAs; OCYF Regional Offices</td>
<td>6 and ongoing</td>
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<td>Pennsylvania is not consistently achieving permanency in a timely manner.</td>
<td><strong>3.15 Provide support to CCYAs to enhance timely permanence</strong></td>
<td>3.15a Monitor provision of technical assistance to CCYAs and affiliates to ensure the effective use of SWAN services</td>
<td>TA contact report provided</td>
<td>Lead: SWAN; CCYAs; SWAN affiliates; OCYF Program Unit</td>
<td>1 and ongoing</td>
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<tr>
<td>3.15b Monitor the timley completion of SWAN services delivered to CCYAs</td>
<td></td>
<td>Monthly reports from SWAN prime contractor provided</td>
<td>Lead: OCYF Program Unit; SWAN</td>
<td>1 and ongoing</td>
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<tr>
<td>3.15c Identify and analyze barriers impacting the timely completion of referrals made by CCYAs to the SWAN prime contractor</td>
<td></td>
<td>Monthly reports from SWAN prime contractor reviewed and provided</td>
<td>Lead: OCYF Program Unit; SWAN</td>
<td>1 and ongoing</td>
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<tr>
<td>3.15d Develop and implement county specific and/or affiliate specific action plans, as needed, to remedy the identified barriers</td>
<td></td>
<td>Summary of implementation of plans provided; Monthly reports from SWAN prime contractor provided</td>
<td>Lead: OCYF Program Unit; SWAN</td>
<td>1 and ongoing</td>
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<tr>
<td><strong>see 8.4</strong></td>
<td><strong>3.15e Monitor the achievement of timely permanence</strong></td>
<td>QSR reports and/or county improvement plans from Phase One CQI CCYAs</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central; CWTP</td>
<td>Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing</td>
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**Renegotiated Action Steps and Benchmarks:**
### Immediate Outcome (Goal): Older youth in care will receive services toward permanence and permanent connections and will be assisted in their transition to independence.

<table>
<thead>
<tr>
<th>Assumptions/Findings:</th>
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<tbody>
<tr>
<td>Discharge planning and transition planning need to be improved for youth who are aging out of the system.</td>
<td>3.16 Provide guidance and support regarding services to older youth to assist in their transition to independence</td>
</tr>
</tbody>
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<tr>
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<tr>
<td>3.16a Issue Independent Living Services bulletin</td>
<td>Bulletin issued</td>
<td>Lead: OCYF Policy and Program Unit</td>
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<td>3.16b Issue FAQ document in conjunction with the IL Bulletin to facilitate implementation</td>
<td>FAQs provided</td>
<td>Lead: Child, Youth and Family Engagement workgroup</td>
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<tr>
<td>3.16c Develop a &quot;Transition Packet&quot; which must be presented to the youth at a youth's final court hearing and includes critical forms including educational and health records</td>
<td>Transition packet developed</td>
<td>Lead: Child, Youth and Family Engagement workgroup; YABs; OCYF Program Unit</td>
<td>2</td>
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<tr>
<td>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</td>
<td>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</td>
<td>Lead: CWTP; OCYF Program Unit; Youth Ambassadors; SWAN; KidsVoice; Youth Advisory Board (YAB)</td>
<td>4 and ongoing</td>
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<tr>
<td>3.16e Implement IL bulletin and utilization of Transition Packets</td>
<td>IL Annual Site Visits; QSR reports and/or county improvement plans from Phase One CQI CCYAs</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs; CWTP; OCYF Program Unit - for IL Site Visits</td>
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### Long Term Outcome (goal) 2: Continuity of Family Relationships and Connections is Preserved

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<th>Applicable Outcomes/Systemic Factors:</th>
<th>Permanency Outcome 2</th>
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<tr>
<th>Applicable CFSR Items:</th>
<th>Items 12, 13, 14</th>
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<p>| Immediate Outcome (Goal): | Children in care will maintain a relationship with their parents and permanent connections will be preserved. |</p>
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<tr>
<td>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.</td>
<td><strong>4.1 Improve the quality of visitation between the children/youth and family and children/youth and siblings</strong></td>
<td>4.1a Provide &quot;Reunification Through Visitation&quot; training</td>
<td>ENCOMPASS</td>
<td>Lead: CWTP; CCYAs; Private Providers</td>
<td>4 and ongoing</td>
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<tr>
<td>See 6.1d and 6.1g</td>
<td>4.1b Review the Visitation Manual and develop a field guide version to be utilized by CCYAs as needed</td>
<td>Field Guide for quality visitation between children/youth and their parents</td>
<td>Lead: Quality visitation subcommittee</td>
<td>8</td>
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<td>PA was inconsistent in its efforts to place siblings together. See 8.4</td>
<td><strong>4.2 Provide guidance and monitor the assurance that siblings are placed together as appropriate</strong></td>
<td>4.2a Develop policy that requires written rationale for not placing siblings together</td>
<td>Policy developed and issued; Annual LIS</td>
<td>Lead: OCYF Policy Unit; CCYAs, Private Providers; OCYF Regional Offices</td>
<td>4</td>
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<td>4.2b Collect and analyze data through QSRs to develop county specific solutions regarding siblings being placed together as needed</td>
<td>QSR reports and/or county improvement plans from Phase One CQI CCYAs</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central; CWTP</td>
<td>4 and ongoing</td>
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<td>Children's connections with extended family, school, and community were not being consistently maintained.</td>
<td><strong>4.3 Ensure children and youth's cultural and community ties are maintained</strong></td>
<td>4.3a Reinforce PA's practice standards related to children's connections with extended family, school, and community through Diversity Task Force events</td>
<td>Annual regional diversity task force events; sign in sheets/agendas provided</td>
<td>Lead: Diversity Task Force; Practice Standards subcommittee; Youth Ambassadors/Youth Advisory Board</td>
<td>8</td>
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<tr>
<td>see 8.4</td>
<td>4.3b Monitor the continued connection of children and youth's cultural and community ties</td>
<td>QSR reports and/or county improvement plans from Phase One CQI CCYAs</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central; CWTP</td>
<td>Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing</td>
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**Renegotiated Action Steps and Benchmarks:**
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<td>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.</td>
<td>5.1 Implementation of family engagement strategies to ensure child, youth and family involvement throughout the life of a case</td>
<td>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.)</td>
<td>ENCOMPASS and sign in sheets; curriculum content/course summaries</td>
<td>Lead: CWTP; SWAN; OCYF; CCYAs; Private Providers</td>
<td>1 and ongoing</td>
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<td>5.1b Roll-out and monitoring of new discussion board focused on FGDM and other family engagement strategies</td>
<td>Discussion board developed and posted to CWTP website; list of members provided</td>
<td>Lead: CCYAs, JPO and Private Providers; CWTP, OCYF</td>
<td>1 and ongoing</td>
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<td>5.1c Monitor child and family involvement in case planning</td>
<td>QSR reports and/or county improvement plans from Phase One CQI CCYAs</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central; CWTP</td>
<td>Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing</td>
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<tr>
<td>PA is not consistent in involving parents and children in the case planning process.</td>
<td>5.2 Philadelphia DHS will continue to utilize and expand their use of FGDM</td>
<td>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)</td>
<td>Number of family group conferences held for targeted population</td>
<td>Lead: Philadelphia DHS CYD</td>
<td>1 and ongoing</td>
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<td>5.2b FGDM Evaluation Subcommittee will review evaluations received from Philadelphia DHS</td>
<td>Review completed of FGDM evaluations from Philadelphia</td>
<td>Lead: FGDM Evaluation Subcommittee</td>
<td>1 and ongoing</td>
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**Well being**

**Long Term Outcome (goal) 1: The capacity of families’ ability to provide for their children’s needs will be enhanced.**

**Applicable Outcomes/Systemic Factors: Permanency Outcomes 1 and 2, Well-Being Outcome 1, Case Review**

**Applicable CFSR Items: 7,13,15,16,17,18, 25**

**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.**
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<td>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.</td>
<td>5.2c Develop plan for expansion of FGDM conferences for additional populations</td>
<td>Provide copy of expansion plan</td>
<td>Lead: Philadelphia DHS CYD</td>
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<td>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</td>
<td>5.3a Develop a draft curriculum based upon Kevin Campbells' Family Finding Training</td>
<td>Draft curriculum provided</td>
<td>Lead: CWTP curriculum dept; AOPC; OCYF Central Office</td>
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<td>5.3b Conduct pilot of Family Finding training</td>
<td>Pilot completed</td>
<td>Lead: CWTP curriculum dept; AOPC; OCYF Central Office</td>
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<td>5.3c Finalize Family Finding Training</td>
<td>Curriculum provided</td>
<td>Lead: CWTP curriculum dept; AOPC; OCYF Central Office</td>
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<td>5.3d Statewide roll-out of the Family Finding training</td>
<td>ENCOMPASS; sign in sheets</td>
<td>Lead: OCYF Central Office; AOPC; CWTP; CCYAs</td>
<td>3 and ongoing</td>
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<td>5.3e Utilize available resources (ACCURINT, FPLS, SWAN Diligent Search) to locate noncustodial caregivers initially and ongoing throughout the life of a case</td>
<td>Annual LIS</td>
<td>Lead: CCYAs; OCYF Regional Offices</td>
<td>1 and ongoing</td>
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<td>5.3f Monitor implementation of strategies to locate kin/non-kin resources through Family Finding techniques and Diligent Search</td>
<td>Number of family finding searches conducted by 27 PPI counties; Number of diligent searches for LSI (minimum 50) counties</td>
<td>Lead: AOPC and SWAN; OCYF program unit</td>
<td>1 and ongoing</td>
<td></td>
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<tr>
<td>Assumptions/Findings:</td>
<td>Strategies:</td>
<td>Action Steps for Service Strategies:</td>
<td>Measurement Tools/Evidence of Completion:</td>
<td>Responsible Agency/Person:</td>
<td>Quarter Due</td>
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<tr>
<td><strong>5.4 Philadelphia DHS will implement Family Finding for youth with a goal of APPLA</strong></td>
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<tr>
<td>5.4a Provide Family Finding Overview Training primarily for DHS supervisors and others</td>
<td></td>
<td>Provide Sign-in sheets for evidence of # of staff that attended the trainings; presentations and curriculum provided</td>
<td></td>
<td>Lead: Philadelphia DHS CYD</td>
<td>2</td>
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<tr>
<td>5.4b Plan and coordinate train the trainer (TOT) sessions</td>
<td></td>
<td>Training plan provided</td>
<td></td>
<td>Lead: Philadelphia DHS CYD</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>5.4c Conduct train the trainer training</td>
<td></td>
<td># of staff/sign-in sheets from sessions; curriculum/content provided</td>
<td></td>
<td>Lead: Philadelphia DHS CYD</td>
<td>2</td>
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</tr>
<tr>
<td>5.4d Establish an implementation plan for Family Finding once TOT training is completed</td>
<td></td>
<td>Provide implementation plan</td>
<td></td>
<td>Lead: Philadelphia DHS CYD</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>5.4e Pilot of Family Finding with Older Youth with a goal of APPLA</td>
<td></td>
<td>DHS will provide quarterly updates for Family Finding usage and outcomes; # of searchers; # of individuals found and connections made</td>
<td></td>
<td>Lead: Philadelphia DHS CYD</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>5.4f Review findings of the pilot of Family Finding with Older Youth with a goal of APPLA</td>
<td></td>
<td>Findings and analysis provided</td>
<td></td>
<td>Lead: Philadelphia DHS CYD</td>
<td>6</td>
<td></td>
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</tbody>
</table>

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.

**5.5 Increase engagement efforts to include fathers at all stages of the case**

<p>| | | | | | |
| | | | | | |
| 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 |</p>
<table>
<thead>
<tr>
<th>Assumptions/Findings:</th>
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<th>Quarter Due</th>
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<tbody>
<tr>
<td></td>
<td>5.5c</td>
<td>Identify national and statewide best practices regarding engaging fathers</td>
<td>Best practices identified</td>
<td>Lead: AOPC/OCYF; State roundtable subcommittee</td>
<td>1</td>
<td></td>
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<tr>
<td></td>
<td>5.5d</td>
<td>Provide a written report of recommendations of best practices to the state roundtable to approve for dissemination to the leadership roundtables</td>
<td>Report submitted</td>
<td>Lead: AOPC/OCYF; State roundtable subcommittee</td>
<td>2 (May 2010)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.5e</td>
<td>Disseminate approved report to Leadership roundtables and CCYAs for their review and consideration at their local children's roundtables</td>
<td>Plan disseminated to leadership roundtables and presentation at PCYA</td>
<td>Lead: AOPC/OCYF; Leadership roundtables</td>
<td>2 (June 2010)</td>
<td></td>
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<tr>
<td></td>
<td>5.5f</td>
<td>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</td>
<td>Meetings held at local children's roundtable and plans developed provided</td>
<td>Lead: Local children's roundtables</td>
<td>3</td>
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<td></td>
<td>5.5g</td>
<td>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</td>
<td>Baseline is number of family engagement special grants from 08/09</td>
<td>Lead: CCYAs</td>
<td>4 (8/1/2010)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.5h</td>
<td>Monitor the engagement of fathers throughout the life of a case</td>
<td>QSR reports and/or county improvement plans from Phase One CQI CCYAs; Annual LIS</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs; CCYAs and OCYF RO - for Annual LIS</td>
<td>Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing</td>
<td></td>
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<tr>
<td></td>
<td>5.5i</td>
<td>Philadelphia DHS will increase number of referrals to Achieving Reunification Center</td>
<td>Increase in the number of referrals</td>
<td>Lead: Philadelphia DHS CYD</td>
<td>4</td>
<td></td>
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</table>

**Renegotiated Action Steps and Benchmarks:**  

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PA PIP Attachment: PIP Logic Model Matrix 27
<table>
<thead>
<tr>
<th>Assumptions/Findings:</th>
<th>Strategies:</th>
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</table>

**LONG TERM OUTCOME (goal) 2:** Staff will have frequent and quality face-to-face contact with children and with parents.

Applicable Outcomes/Systemic Factors: Well-Being Outcome 1

Applicable CFSR Items: 19, 20

**Immediate Outcome (goal):** The quality and frequency of caseworker visits with the child, youth, mother, father and foster parents will be improved.

<p>| 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 | 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 |</p>
<table>
<thead>
<tr>
<th>Assumptions/Findings: See 3.5e and 8.4</th>
<th>Strategies:</th>
<th>Action Steps for Service Strategies:</th>
<th>Measurement Tools/Evidence of Completion:</th>
<th>Responsible Agency/Person:</th>
<th>Quarter Due</th>
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<tbody>
<tr>
<td><strong>See 3.5e and 8.4</strong></td>
<td>6.1g</td>
<td>Monitor the quality of visitation</td>
<td>QSR reports and/or county improvement</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central; CWTP</td>
<td>Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing</td>
<td></td>
</tr>
<tr>
<td><strong>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</strong></td>
<td>6.2 Improve frequency of caseworker visits with children and youth</td>
<td>6.2a Monitor frequency of caseworker visitation</td>
<td>Caseworker visitation data submitted by all 67 counties every six months</td>
<td>Lead: OCYF-Information Data Management Unit (IDMU); CCYAs</td>
<td>2 and ongoing</td>
<td></td>
</tr>
<tr>
<td>6.2b Develop county specific improvement plans when counties do not visit 90% of children in care monthly</td>
<td>County improvement plans submitted</td>
<td>Lead: CCYAs</td>
<td>2 and ongoing</td>
<td></td>
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<tr>
<td>6.2c Provide technical assistance to CCYAs as needed</td>
<td>Agency service reports from CWTP and tracking form from OCYF will show TA provided</td>
<td>Lead: OCYF Regional Offices; CWTP Regional Teams</td>
<td>2 and ongoing</td>
<td></td>
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<tr>
<td>6.2d Monitor county specific improvement plans</td>
<td>Annual LIS</td>
<td>Lead: CCYAs; OCYF Regional Offices; CWTP Regional Teams</td>
<td>2 and ongoing</td>
<td></td>
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<tr>
<td><strong>see 8.4</strong></td>
<td>6.2e</td>
<td>Monitor frequency of visitation</td>
<td>QSR reports and/or county improvement</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central; CWTP</td>
<td>Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing</td>
<td></td>
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<tr>
<td><strong>Renegotiated Action Steps and Benchmarks:</strong></td>
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**Long Term Outcome (Primary Strategy) 3: Children’s educational, physical, and behavioral health needs will be met.**

**Applicable Outcomes/Systemic Factors: Well Being Outcomes 2 and 3**

**Applicable CFSR Items: 21, 22, 23**

**Immediate Outcome (goal): Children will have their educational needs assessed and services provided to meet those needs.**
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.

<table>
<thead>
<tr>
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<th>Quarter Due</th>
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</thead>
<tbody>
<tr>
<td>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</td>
<td>7.1a Revise the educational stability bulletin to include Fostering Connections requirements</td>
<td>Bulletin revised and provided</td>
<td>Lead: OCYF Policy Unit, Education Law Center, Juvenile Law Center; YABs</td>
<td>4</td>
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<tr>
<td>7.1b Provide informational materials for educational professionals to receive information on supporting improved educational outcomes</td>
<td>Informational materials provided</td>
<td>Lead: SWAN, CWTP; OCYF Policy; Educational professionals; Private providers</td>
<td>4 and ongoing</td>
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<tr>
<td>7.1c Offer web-based/online training content supporting improved educational outcomes</td>
<td>Content of web-based/online training provided</td>
<td>Lead: SWAN, CWTP; OCYF Policy; CCYAs; Private providers</td>
<td>4</td>
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<tr>
<td>7.1d Develop and issue joint correspondence from DPW and Department of Education re: the educational stability bulletin</td>
<td>Joint correspondence issued</td>
<td>Lead: DPW - OCYF Policy Unit, Dept of Education</td>
<td>4</td>
<td></td>
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<tr>
<td>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</td>
<td>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</td>
<td>Screening tool developed</td>
<td>Lead: Education Law Center and Juv. Law Center, OCYF Policy Office, CWTP, CCYAs</td>
<td>1</td>
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<td></td>
<td>7.2b Develop and issue joint correspondence from DPW and Department of Education re: the use of the educational screening tool</td>
<td>Joint correspondence issued</td>
<td>Lead: OCYF Policy Unit, Education Law Center and Juv. Law Center, Dept of Education</td>
<td>2</td>
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<tr>
<td>Strategies:</td>
<td>Action Steps for Service Strategies:</td>
<td>Measurement Tools/Evidence of Completion:</td>
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<td>Quarter Due</td>
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<tr>
<td>7.2c</td>
<td>Issue policy bulletin regarding the educational screening tool</td>
<td>Bulletin issued</td>
<td>Lead: OCYF Policy Unit</td>
<td>2</td>
<td></td>
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<tr>
<td>7.2d</td>
<td>Develop training on use of the educational screening tool for educational liaisons</td>
<td>Training developed</td>
<td>Lead: Education Law Center and Juv. Law Center, OCYF Policy Office, CWTP</td>
<td>3</td>
<td></td>
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<tr>
<td>7.2e</td>
<td>Train the Trainer training for County Education Liaisons</td>
<td>Training session agenda and sign in sheets provided</td>
<td>Lead: CWTP; OCYF Policy and Regional Offices; CCYAs</td>
<td>3</td>
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<tr>
<td>7.2f</td>
<td>Training for County Staff by Education Liaisons</td>
<td>Training session agenda and sign in sheets provided</td>
<td>Lead: County Education Liaisons</td>
<td>4 and ongoing</td>
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<tr>
<td>7.2g</td>
<td>Implement use of educational screening tool by educational liaisons</td>
<td>Tool implemented</td>
<td>Lead: CCYA educational liaisons</td>
<td>4 and ongoing</td>
<td></td>
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<td>7.2h</td>
<td>Monitor use of the educational screening tool and the coordination of needed services that were identified</td>
<td>Annual LIS</td>
<td>Lead: CCYAs; OCYF Regional Offices</td>
<td>4 and ongoing</td>
<td></td>
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<tr>
<td>7.2i</td>
<td>Monitor the assessment of children's educational needs and the coordination of needed services that were identified</td>
<td>QSR reports and/or county improvement plans from Phase One CQI CCYAs</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central; CWTP</td>
<td>Baseline established quarters 1 through 4 and improvement measured quarters 4 and ongoing</td>
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**Immediate Outcome (goal):** Children will have physical, dental, and behavioral health needs assessed and services provided to meet needs.

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.

7.3 Improve the assessment and provision of services provided to meet children's physical and behavioral health needs

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 |
<table>
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<th>Quarter Done</th>
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<tbody>
<tr>
<td>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.</td>
<td>7.4 Collaborate with OMAP to expand Medical Assistance provider network including dental services</td>
<td>7.4a Develop statewide committee to collaborate with and advocate directly to provider community</td>
<td>Committee developed - list of committee members provided; quarterly meeting sign in sheets provided</td>
<td>Lead: Statewide committee comprised of OCYF, Healthcare Providers, Dental School; Department of Health, OMAP, Youth, CCYAs, OMHSAS</td>
<td>3 and ongoing</td>
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<td></td>
<td>7.5 County Child Welfare Professionals obtain health summaries from child’s health care providers following interaction with health care professionals</td>
<td>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)</td>
<td>Forms will be disseminated</td>
<td>Lead: OCYF Policy Unit; CCYAs</td>
<td>2</td>
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<tr>
<td></td>
<td>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</td>
<td>Draft form developed and copy provided</td>
<td>Draft form developed and copy provided</td>
<td>Lead: Philadelphia DHS CYD</td>
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<tr>
<td></td>
<td>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)</td>
<td>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</td>
<td>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</td>
<td>Lead: Philadelphia DHS CYD</td>
<td>1</td>
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<tr>
<td></td>
<td>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</td>
<td>Final form submitted</td>
<td>Final form submitted</td>
<td>Lead: Philadelphia DHS CYD</td>
<td>4</td>
<td></td>
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<tr>
<td>Assumptions/Findings:</td>
<td>Strategies:</td>
<td>Action Steps for Service Strategies:</td>
<td>Measurement Tools/Evidence of Completion:</td>
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<tr>
<td>PA is not consistent in meeting children's physical or behavioral health needs.</td>
<td>7.6 Improve cross-systems collaboration regarding access to services to provide behavioral health and drug and alcohol services for children and youth</td>
<td>7.6a Integrated Children's Services Plans (ICSP) will be submitted which outline local strategies for continuing cross-systems collaboration</td>
<td>County ICSP's submitted</td>
<td>Lead: CCYAs; DPW Secretary's Office</td>
<td>3 and 7</td>
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<td>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</td>
<td># of cases reviewed and update on final determination provided, if applicable</td>
<td>Lead: DPW Secretary's Office; CCYAs; OCYF; OMHSAS; OMAP; ODP</td>
<td>1 and ongoing</td>
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<td></td>
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<td>7.6c Develop state-level infrastructure and strategic plan to support the PA System of Care Partnership</td>
<td>Copy of strategic plan/logic model provided</td>
<td>Lead: SOC State Leadership Team</td>
<td>2</td>
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<td>7.6d Develop and issue county application for participation in Phase One of the SOC Partnership</td>
<td>Copy of application provided</td>
<td>Lead: SOC State Leadership Team</td>
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<td></td>
<td></td>
<td>7.6e Select 5 counties for participation of Phase One SOC Partnership</td>
<td>List of selected counties provided</td>
<td>Lead: SOC State Leadership Team</td>
<td>3</td>
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<td>7.6f Develop and issue county application for participation in Phase Two of the SOC Partnership</td>
<td>Copy of application provided</td>
<td>Lead: SOC State Leadership Team</td>
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<td>7.6g Select 5 counties for participation of Phase Two SOC Partnership</td>
<td>List of selected counties provided</td>
<td>Lead: SOC State Leadership Team</td>
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<td>7.6h Demonstrate provision of services to approximately 15 families from child welfare system</td>
<td>Phase One SOC Partnership Counties</td>
<td>Lead: Phase One SOC Partnership Counties</td>
<td>6</td>
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**Renegotiated Action Steps and Benchmarks:**
### 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.

#### Applicable CFSR Items:31

<table>
<thead>
<tr>
<th>Immediate Outcome (Goal):</th>
<th>Systems are structured to support the achievement of child, youth, and family outcomes.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>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</strong></td>
<td></td>
</tr>
<tr>
<td>8.1a Develop a CQI process at the state and local level</td>
<td>Meeting agenda, minutes and sign in sheets provided</td>
</tr>
<tr>
<td>Lead: Sustaining Change Workgroup</td>
<td>1 and ongoing</td>
</tr>
<tr>
<td>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</td>
<td>Work plans submitted</td>
</tr>
<tr>
<td>Lead: Sustaining Change Workgroup; CWPPG; HSO</td>
<td>1 and ongoing</td>
</tr>
<tr>
<td>8.1c Receive technical Assistance from the National Resource Center on Organizational Improvement (NRCOI) to assist in implementing change at the local level</td>
<td>Copy of request for technical assistance provided</td>
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<td>Lead: Sustaining Change Workgroup</td>
<td>1 and ongoing</td>
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<td>Assumptions/Findings:</td>
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<tr>
<td>8.1d Receive training and technical assistance from American Public Human Services Association (APHSA) regarding an Organizational Effectiveness framework</td>
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<td>8.1e Observe Utah's QCR process to identify elements for inclusion in the development and implementation of Pennsylvania's QSR process</td>
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<td>8.1f Conduct pilot of Indiana's QSR protocol in Philadelphia, York and Washington counties. 12 cases will be reviewed at each site</td>
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<td>8.1g Conduct pilot of PA specific QSR tool and process in Allegheny County and Venango County</td>
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<td>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</td>
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<td>8.1i Establish a network for collaboration among TA providers</td>
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<td>8.1j Development and finalization of strategic work plan that identifies statewide rollout of CQI over multiple years</td>
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<td>8.1l Provide training to regional teams in a phased in approach re: CQI and Practice Model implementation</td>
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<tr>
<td>Siblings in juvenile justice cases were generally not assessed for service needs or for safety/risk</td>
<td>8.2 Increased coordination and collaboration between CCYAs and JPO</td>
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<td>8.2a</td>
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<td>Assumptions/Findings:</td>
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### Renegotiated Action Steps and Benchmarks:

**Immediate Outcome (goal): Increased skill and knowledge at the supervisor level.**

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<tr>
<td>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.</td>
<td><strong>8.4 Redefine the role of supervisors by focusing on Quality-Based Supervision</strong></td>
<td>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.</td>
<td>Copy of guide provided</td>
<td>Lead: Sustaining Change Workgroup</td>
<td>5 (June 2011)</td>
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<td>8.4b Supervisors will be reviewers on QSR team</td>
<td>QSR Review Team lists</td>
<td>Lead: CCYAs</td>
<td>4 and ongoing</td>
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<td>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</td>
<td>QSR reports and/or county improvement plans from Phase One CQI CCYAs</td>
<td>Lead: Phase One CCYAs; OCYF Regional and Central Offices; CWTP - for Phase One CQI QSRs</td>
<td>6 and ongoing</td>
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<td>Pennsylvania recognizes supervisors as primary practice change agents and will dedicate the resources necessary to support them in their work.</td>
<td><strong>8.5 Supervisory forums will be held regionally to support supervisors and their staff</strong></td>
<td>8.5a Conduct quarterly supervisor forums in each region</td>
<td>Agendas; Participant representation/sign-in sheets and meeting recommendations provided</td>
<td>Lead: CWTP; CCYA Supervisors; OCYF Regional Offices; OCYF Policy Unit</td>
<td>1 and ongoing</td>
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<td>8.5b Establish feedback loop to ensure that information gathered from regional forums is shared statewide</td>
<td>Posting on statewide web-site</td>
<td>Lead: CWTP; CCYA Supervisors; OCYF Regional Offices; OCYF Policy Unit</td>
<td>1 and ongoing</td>
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</tr>
<tr>
<td>Pennsylvania recognizes supervisors as primary practice change agents and will dedicate the resources necessary to support them in their work.</td>
<td><strong>8.6 Foundational curriculum is current and relevant</strong></td>
<td>8.6a Revise foundational curriculum for Supervisors</td>
<td>Draft of revised Supervisor Training Series (STS) curriculum provided</td>
<td>Lead: CWTP Curriculum Department</td>
<td>5 (June 2011)</td>
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<td>8.6b Pilot revised Supervisory Training Series</td>
<td>Pilot completed</td>
<td>Lead: CWTP Curriculum Department</td>
<td>7 (Dec 11)</td>
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<td>8.6c Delivery of final STS curriculum to new supervisors and marketing to all supervisors</td>
<td>Final Supervisor Training Series (STS) curriculum provided; Training sign in sheets provided; ENCOMPASS</td>
<td>Lead: CWTP Curriculum Department</td>
<td>8 (mar 12)</td>
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**Renegotiated Action Steps and Benchmarks:**

**Long Term Outcome (primary strategy) 2:** Counties and the state are able to exchange and share data in real time.

**Applicable Outcomes/Systemic Factors:** Statewide Information System

**Applicable CFSR Items:** 24

**Immediate Outcome(Goal):** A statewide information process will be identified that is capable of providing accurate and useful data to counties and the State.
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.

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<tr>
<td>9.1  <strong>Finalize a plan for a statewide information technology solution that will efficiently and effectively support child welfare programs and case management in PA</strong></td>
<td>9.1a Complete and approve a strategic implementation plan for a statewide information system solution</td>
<td>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</td>
<td>Lead: OCYF IDMU; DPW Bureau of Information Systems (BIS)</td>
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<td>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)</td>
<td>APD and procurement documents are submitted to ACF requesting federal approval and funding for the project</td>
<td>Lead: OCYF IDMU; BIS</td>
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<td>9.1c Receive federal approval of the APD and procurement method</td>
<td>APD approved by ACF</td>
<td>Lead: ACF</td>
<td>3</td>
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<tr>
<td>9.2  <strong>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</strong></td>
<td>9.2a Complete planning tasks within the timeframes set forth in the approved APD schedule</td>
<td>Weekly project meetings, Weekly review of task plans and schedule, Monthly project calls with ACF, Division of State Systems, Quarterly PIP Updates</td>
<td>Lead: OCYF IDMU; BIS</td>
<td>4 and ongoing (beginning quarter is contingent on ACF approval of APD)</td>
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<td>9.2b Completion of requirements for data dictionary</td>
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<td>Lead: OCYF IDMU; BIS</td>
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<td>9.2c</td>
<td>Submission and approval of Annual APDU Update (part of multi-opdiv APD for DPW)</td>
<td>Lead: OCYF IDMU; BIS; ACF</td>
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<tr>
<td>9.3 Perform initial tasks to procure services for the design and development of the information technology solution</td>
<td>9.3a</td>
<td>Identify type of procurement vehicle to use and create procurement documents</td>
<td>Procurement documents completed</td>
<td>Lead: OCYF IDMU; BIS</td>
<td>6 and ongoing</td>
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<tr>
<td>9.4 Perform initial tasks to obtain ACF approval for the design and development of the information technology solution</td>
<td>9.4a</td>
<td>Create or update Advanced Planning Document (APD)</td>
<td>APD completed</td>
<td>Lead: OCYF IDMU; BIS</td>
<td>6 and ongoing</td>
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<tr>
<td>9.5 Interim Project Work for federal reporting and county case management</td>
<td>9.5a</td>
<td>Complete and submit an Implementation Advanced Planning Document (IAPD) for the Interim Work</td>
<td>APD completed; Submission and approval of IAPD</td>
<td>Lead: OCYF IDMU; BIS; ACF</td>
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<td>9.5b</td>
<td>Complete Annual IAPD Updates</td>
<td>Submit Annual IAPDU and ACF Approval</td>
<td>Lead: OCYF IDMU; BIS; ACF</td>
<td>4 and 8</td>
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<td>9.5c</td>
<td>Improve AFCARS reporting by obtaining a unique ID for all children in AFCARS (part of MCI work described within Safety section)</td>
<td>Implement Unique AFCARS IDs using the DPW Master Client Index (MCI)</td>
<td>Lead: OCYF IDMU; BIS; CCYAs</td>
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<td>9.5d</td>
<td></td>
<td>Submit an AFCARS file to ACF with 97% of records having an MCI identifier</td>
<td>Lead: OCYF IDMU; BIS; CCYAs</td>
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<td>9.5e</td>
<td>Create Web Portal as communication tool and unified entry point for all child welfare system users</td>
<td>Complete requirements</td>
<td>Lead: OCYF IDMU; BIS; CCYAs</td>
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<td>9.5f</td>
<td>Complete design and development and submit screen shots</td>
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<td>Lead: OCYF IDMU; BIS</td>
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<td>9.5g</td>
<td>Complete implementation and submit # of registered users and summary of use</td>
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<td>Lead: OCYF IDMU; BIS; CCYAs</td>
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<tr>
<td>Lack of a statewide information system impacts access to information about families across counties</td>
<td>9.6 Increase the number of CCYAs with a sustainable case management system</td>
<td>9.6a Support CCYAs in implementing a case management system</td>
<td>15 CCYAs currently use CAPS case management information system, by the end of FFY 2010/11 35 CCYAs will be using CAPS</td>
<td>Lead: OCYF IDMU; CCYAs</td>
<td>1 and ongoing</td>
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<tr>
<td>Preventing foster care reentries within a 12 month period is a challenge for PA.</td>
<td>9.7 Verify the quality of re-entry data</td>
<td>9.7a Reconvene the data subcommittee of QIC to examine reentry data to ensure that it is accurate</td>
<td>Subcommittee established; meeting minutes and sign in sheets submitted</td>
<td>Lead: QIC data subcommittee; OCYF IDMU; Hornby Zeller Associates (HZA)</td>
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<td>9.7b Identify data issues and submit recommendations</td>
<td>Recommendations submitted</td>
<td>Lead: QIC data subcommittee; OCYF IDMU; Hornby Zeller Associates (HZA)</td>
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<td>9.7c Develop consistent re-entry measurement tools</td>
<td>Tools provided</td>
<td>Lead: QIC data subcommittee; OCYF IDMU; Hornby Zeller Associates (HZA)</td>
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<td>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)</td>
<td>Verification of changes made in FACTS resulting in proper collection of re-entry data</td>
<td>Lead: Philadelphia DHS; OCYF Central and Regional Offices</td>
<td>2 and ongoing</td>
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Renegotiated Action Steps and Benchmarks: