

PENNSYLVANIA PROGRAM IMPROVEMENT PLAN

**DEPARTMENT OF PUBLIC WELFARE
OFFICE OF CHILDREN YOUTH AND FAMILIES**

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PLAN OVERVIEW

GOALS

Pennsylvania's response to the federal Child and Family Service Review (CFSR) focuses directly on the achievement of positive outcomes for children and families. The Commonwealth intends to enhance the safety, permanency and well-being of children in all areas found during the review to be in need of improvement. The child welfare system, led by the Bureau of County Children and Youth Programs in the Office of Children Youth and Families (OCYF) and encompassing the county Children and Youth (C&Y) and Juvenile Probation Offices (JPO), as well as private agencies, the Competency Based Training (CBT) program at the University of Pittsburgh and other partners, will achieve the goals set out below within two years of the finalization and approval of this Program Improvement Plan (PIP).

OCYF and its partners will enhance children's safety by:

- 1) Increasing the proportion of cases in which diligent efforts are made to maintain children safely in their own homes, from 85 percent to 88 percent; and
- 2) Increasing the proportion of cases in which sufficient efforts are made to reduce the risk of harm to children, from 85 percent to 88 percent.

OCYF and its partners will improve permanency outcomes by:

- 3) Reducing the percentage of children discharged from foster care who re-enter care within six months, from 4.8 percent to 3.45 percent;
- 4) Increasing the proportion of children in care less than 12 months who experience fewer than three placement settings, from 85.2 percent to 87.1 percent;
- 5) Increasing the proportion of children in foster care for whom an appropriate permanency goal has been established in a timely manner, from 68 percent to 71 percent;
- 6) Increasing the proportion of children entering foster care who are returned home within 12 months, from 33.3 percent to 35.72 percent;
- 7) Increasing the percentage of children with a goal of adoption for whom diligent efforts to achieve adoption are made in a timely manner, from 43 percent to 46 percent;
- 8) Increasing the proportion of children with a goal of Other Planned Permanent Living Arrangement for whom diligent efforts are made to attain emancipation, from 67 percent to 70 percent;

- 9) Increasing the proportion of children in placement residing in the same zip code and/or the same school district as the one in which they were residing prior to removal, from 80 percent to 83 percent;
- 10) Increasing the percentage of cases in which workers make concerted efforts to facilitate visitation, from 63 percent to 66 percent;
- 11) Increasing the percentage of cases in which the child welfare system makes diligent efforts to preserve children's connections, from 80 percent to 83 percent;
- 12) Increasing the percentage of children for whom the agency makes diligent efforts to locate and assess relatives as potential placement resources, from 53 percent to 56 percent;
- 13) Increasing the percentage of cases in which it makes efforts to support the parent-child relationship of children in foster care, from 67 percent to 70 percent; and
- 14) Propose language to the existing grounds for termination of parental rights in Pennsylvania Adoption Act to be more consistent with the provisions of the Adoption and Safe Families Act.

Finally, OCYF and its partners will contribute to the well-being of children by:

- 15) Increasing the percentage of children for whom the agency has adequately addressed the needs and services for children, parents and foster parents, from 68 percent to 71 percent;
- 16) Increasing the proportion of cases in which the agency involves parents and/or children in the case planning process, from 77 percent to 80 percent;
- 17) Increasing the percentage of cases in which the frequency of caseworker visits with children is sufficient to ensure adequate monitoring of children's safety or to otherwise meet their needs, from 84 percent to 87 percent;
- 18) Increasing the proportion of cases in which caseworker visits with parents are sufficiently frequent or of adequate quality to promote the safety and well-being of the child and enhance attainment of case goals, from 68 percent to 71 percent;
- 19) Increasing the percentage of cases in which the system effectively meets children's educational needs, from 86 percent to 88 percent; and
- 20) Increasing the percentage of cases in which the system effectively meets children's mental health needs, from 83 percent to 85 percent.

OBJECTIVES

While 20 different goals have been established to improve performance on CFSR-related issues, there will be a single, unified initiative to achieve those goals. This initiative consists of five objectives: defining standards; providing training on the defined standards and how to achieve them; providing tools and supports to assist them with that achievement; monitoring the achievement and actual implementation. This section describes how these objectives will be accomplished and how they are expected to contribute to improving the system's overall performance.

Embedded in the five objectives are four strategies that are new or emerging in Pennsylvania and should lead to achieving the established goals. These strategies are as follows:

- **Expanding Competency Based Training** programs to:
 - Private providers
 - Other child-serving systems such as mental health; drug and alcohol; and juvenile probation
 - Enhance skill building components
- **Creating a Center for Excellence in Child Welfare Practice** to provide technical assistance to counties on:
 - Research to practice models
 - Program implementation
 - Transfer of learning
- **Expanding the Quality Assurance Process** to include county and private provider participation
- **Creating an Evaluation and Data Analysis** resource to:
 - Target areas needing change
 - Measure improvements

To ensure that these objectives are met, OCYF will utilize the same process that was used to prepare for the CFSR. OCYF will establish a committee consisting of its own staff; representatives from county children and youth agencies; juvenile probation offices; private agencies; the Juvenile Court Judges Commission; and consultants. This committee will serve as a governing body for implementation of the PIP. Specific activities will be carried out by subcommittees, each led by OCYF staff or consultants whose responsibilities are within that activity. For example, OCYF policy staff will lead the effort to review and revise standards; Competency Based Training (CBT) staff will direct the review and revision of training, and OCYF's regional offices and consultants will be responsible for ensuring that counties and private agencies have adequate supports and

resources, as well as monitoring the results. All of the subcommittees will report back to the PIP committee, which will, in turn, report to the Bureau Director and the OCYF Deputy Secretary.

1. Defining Standards

Standards let those engaged in a given effort know what constitutes appropriate performance or achievement. In child welfare, standards are nearly always case specific, i.e., they define appropriate performance in relation to each child or family. Different types of standards, however, define appropriate performance in different ways. Regulations, for instance, represent minimal standards that are required in every case. In county-administered, state-supervised systems these are the primary means for assuring consistency. Practice standards, on the other hand, generally represent performance that workers should strive towards if not always achieve.

To determine which PIP goals can be achieved through new or revised standards, the strategy of defining standards will involve three steps:

- assessing the need for change;
- revising the standards if a change is needed; and
- promulgating or issuing the new or revised standards.

This review will occur for all relevant CFSR/PIP items simultaneously, and it will begin with a review of the regulations.¹ For each item, two questions will be asked.

1. Did the failure to achieve substantial conformity on the item imply the violation of an existing regulation?
2. If not, can an enforceable regulation be written which will provide adequate guidance?

The first question acknowledges that not every PIP goal requires a new or revised standard. If, for instance, child protective services investigations are required to be done within 30 days, but actual performance falls well short of that requirement, investigations are not likely to be done more quickly because a new statement of the standard is released. It is already clear what the standard is; lack of guidance is not the cause of poor performance.

The second question acknowledges that a simple mandate may not always provide the solution. Decisions will need to be made about how new standards should be presented. They may be embodied in regulation where the action to

¹ As noted earlier, there is one instance in which a change in statute will be sought. Since the need for this change has been acknowledged and proposing legislation to amend the statute is defined as a benchmark for the PIP, further discussion of that issue is not required here.

be taken is clear and the requirement is universal and unambiguous; in an OCYF bulletin where there is somewhat less rigidity but enforceability is still an issue; or in practice standards where the impact comes more from guidance than from enforcement.

Once the assessment has occurred for all relevant CFSR/PIP items, regulations, bulletins and practice standards will be drafted. Regulations and bulletins will go through the normal review processes, while practice standards will be reviewed by the PIP Committee and subcommittees.

OCYF's initial analysis indicates that regulatory changes will be needed in relation to:

- the setting of permanency goals;
- concurrent planning;
- visitation; and
- kinship care.

OCYF also intends to release two new bulletins: one on Permanent Legal Custodianship and one on Kinship Care. New practice standards are likely to be needed in relation to permanency issues, especially in relation to youth entering the system through the juvenile court. In addition, OCYF will review and revise the Self-assessment Tool for counties regarding practice standards which have an impact on permanency.

The final step in this process is the dissemination of the new or revised standards. OCYF, in collaboration with CBT, will publicize and educate counties on the changes, through direct communication to counties and presentation at quarterly meetings of children and youth administrators.

2. Enhancing Training

While standards relate to the way individual cases are handled, training addresses the knowledge and abilities of individual caseworkers, supervisors and others overseeing or providing services. For this reason, training becomes a contributor to progress towards the PIP goals when the lack of performance on a given item is attributable, at least in part, to deficiencies of knowledge and abilities.

Where enhancing training has been selected as a mechanism for improving performance, the PIP committee will examine three questions:

1. Is the issue covered in the content of existing curricula?
2. Does the training include sufficient skill building?
3. Is the training provided to all the right audiences?

If the issue under review is not covered by existing curricula, either a new curriculum will be developed or one or more curricula will be revised. If the current curricula incorporates the identified content, but trainees are unable to perform some of the tasks, then a change in approach will be made to emphasize skill building. Finally, if the curricula are adequate in both content and effectiveness, but either the target audience does not attend or some important audience has been omitted, plans will be made for expanding the training. This expansion may include, depending on the issue, children and youth staff, private providers; and workers from other child-serving systems such as juvenile justice and mental health.

The major focus of the training enhancement will be the CORE curriculum and the Supervisor Training Series (STS). The former ensures that new workers are given the right information and build the necessary skills, while the latter reinforces CORE content both by providing supervisors with the information they need to reinforce the worker's training and by giving experienced workers information and skills they need to keep up-to-date on new developments.

One of the issues identified in the statewide assessment is the need for additional skill building, starting in the training setting. Therefore the curricula will be reviewed and revised from that perspective. More emphasis will be placed on practicing what is learned. A second issue is the audience for training. A major emphasis in broadening the audience will be the expansion to private agency staff who provide a substantial portion of child welfare services in Pennsylvania. In addition, training will be expanded to mental health and juvenile probation staff.

For the training to have an impact, the schedule for implementation of new training strategies will need to ensure that trainings actually begin no later than the end of the first year of the PIP. Thus, the first few months will be spent in conducting the assessment, while the remainder of the year will be used to make the changes identified.

The review and revision of the training curricula will affect all three primary goals safety, permanency and well-being. Additional skill-building will be incorporated into the CORE and STS curricula to assist workers in linking assessment to case planning, to ensure that the educational needs of children are monitored by caseworkers; and to assist foster parents aid with ensuring that the educational needs of children are addressed. Training will also be used to reinforce practice standards on the importance of maintaining children's connections to their families, principally through emphasizing that when placing children the placement is with siblings and close to their home.

3. Assistance and Support

Requiring that something be done and showing workers how to do it are often not sufficient to ensure that it gets done. The third objective OCYF and its partners will employ is to provide assistance and support to county children and youth agencies, county probation offices and private providers. Through this assistance and support, the local agency will enhance their capacity to carry out their work and further improve child welfare practice.

The primary tool to provide assistance and support will be the **Center for Excellence in Child Welfare Practice**. OCYF plans to develop the center as an ongoing resource for county children and youth agencies, as well as for private providers and Juvenile Probation Offices. The center will be developed in working with CWLA and use their evidence-based initiative, as well as draw upon effective practices implemented across the country. The creation of this center represents an important part of the PIP initiative, because there is such diversity in the child welfare system in Pennsylvania that no single type of effort is likely to have universal applicability. Using the Center, individual agencies will be provided county- and provider-specific assistance, based on the kinds of issues they are facing.

The Center will also have a set of resources to assist county child and youth agencies and juvenile probation offices, as well as private providers, more concretely through hands-on technical assistance. However, there will need to be some method of determining how these resources will be used. The primary method will be to review the findings from the quality assurance reviews being established to meet the monitoring objective and submission of the Needs-Based Budget and Plan, which is part of the county and provider implementation objective.

As detailed below, quality assurance reviews will be conducted by the county children and youth agencies (or by probation offices or private providers), with validation by the OCYF regional offices during their annual licensing reviews. When a quality assurance review demonstrates that a county or a private provider is performing below standard on a CFSR/PIP item, the county will receive priority for technical assistance on that item through the Center for Excellence. The request will be made through the Needs-Based process, as outlined in the final part of this section. These connections among the various parts of the PIP initiative set the stage for an ongoing mechanism for quality improvement.

In addition to the Center for Excellence in Child Welfare Practice, OCYF will utilize two other types of resources to provide assistance and support: tools or protocols designed to assist with the achievement of specific goals; and a technical assistance support center available to counties and private providers for a variety of purposes. Examples of the kind of tools which will be identified or

developed include case planning formats and sample goals and objectives for case plans.

4. Monitoring

The Commonwealth will build on its strengths by enhancing a quality assurance system that is already making a significant contribution to child welfare practice. The major focus of the current system lies in monitoring compliance with law and regulation through annual licensing reviews. Unlike other states where “licensing” applies only to private agencies caring for children in out-of-home settings, in Pennsylvania the county children and youth agencies which have the primary responsibility for child welfare service delivery, are also licensed.

The focus of licensing is compliance with rules and regulations. Expansion of the quality assurance system will move the focus from compliance to quality and give each county children and youth agency, juvenile probation office and/or private provider the opportunity to review those items where it believes it is weakest. Perhaps most importantly, the review will be conducted by the agency itself. The intent is to make quality assurance an internal process integral to the operation of each service delivery agency.

The first step will be the creation of a quality assurance committee (QUAC), consisting of representatives of OCYF, county children and youth agencies, county juvenile probation offices and private providers. The committee will collect quality assurance instruments currently in use in either county or provider agencies and will use those, as well as the CFSR instrument itself, to create a new, unified quality assurance tool. It will be designed in a modular fashion so that agencies can select those items of the tool which are most relevant to them.

The intent of the quality assurance review is to assist individual agencies with identifying one or more of its practices that they should focus on as part of the larger PIP effort. It is also to provide a basis on which OCYF will decide to provide additional technical assistance and/or funding to the agency. Therefore, the OCYF regional offices will validate the findings of the review in the subsequent licensing review. This will be done through their review of a small sample of the cases reviewed by the agency for quality assurance. The regional office will validate the agency findings, if their findings in the sample are the same. After the regional office validates the findings, they become justification for assistance from OCYF.

5. County/Provider Implementation

The final objective, is one that was established more than a year prior to the CFSR. While this objective is termed “county/provider implementation,” what is actually intended is a process which translates statewide initiatives into county

actions. These are institutionalized in the Needs-Based Plan and Budget process.

In the guidelines for the state fiscal year 2003 Needs-Based Budget and the state fiscal year 2002 Implementation Plan, OCYF included instructions which required counties to initiate action when AFCARS data showed their performance on federal outcomes to be deficient. Each county was given information on its performance and plans were reviewed, in part, on the basis of the adequacy of the responses to that information. Similar guidelines were issued for the state fiscal year 2004 Needs-Based Budget and the state fiscal year 2003 Implementation Plan. In addition, counties were also trained in ways to analyze the data by Pennsylvania's emerging Evaluation and Data Analysis resource. In the future, this resource will provide county children and youth agencies with their scores on the federal performance measures every six months so they can track their own progress.

The Needs-Based Plan and Budget Process was a way to assist county children and youth agencies and juvenile probation offices in focusing attention on CFSR issues and ensuring that they knew what the federal standards were and what outcomes they should be striving to achieve. Now that the review has occurred and a statewide initiative to improve performance is being formulated, the role of the Needs-Based Plan and Budget Process is even more crucial. Once the quality assurance review has quantified the performance of a given county or private agency, that agency can begin making the necessary changes. If, however, assistance is needed, either financial or otherwise, it is the Needs-Based Plan and Budget Process that provides the forum for requesting that assistance.

For county agencies, this is true of all funding requests. The Needs-Based Plan and Budget Process is used both to communicate and to justify county needs to the state. The expansion of quality assurance provides an additional justification of need, and one that is specifically tied to the PIP.

Private providers do not directly receive funds from the state. However, it is important that some of the PIP resources be devoted to assisting these agencies, since they provide such a large proportion of the services. The primary support will come through the counties, since it is the county children and youth agency which contracts with the private providers. As part of the statewide effort to allocate appropriate resources for implementation of the PIP, OCYF will ensure that private agencies know the Needs-Based timelines and that they can obtain help through this process, if they work through their county children and youth agencies. When needed resources involve technical assistance private providers can make direct requests to OCYF.

EVALUATION

Pennsylvania will employ four strategies for measuring progress in achieving the goals of the PIP. The first is the use of AFCARS data to replicate the federal measurement. This approach will be used with the four measures for which there are numerical federal standards on permanency which the Commonwealth failed to meet.

The second involves the use of AFCARS data, but through what is called a prospective (as opposed to retrospective) analysis. This procedure was used in Pennsylvania's statewide assessment where the justification was both explained and accepted. The measures for which this method will be used are re-entry into foster care and children returning home within six months. Pennsylvania will use a standard at least equal to that required by the federal government as stated in ACYF-CB-IM-01-07 and apply it to its own score from the cohort beginning in FFY2000 as the baseline.

The third method is a qualitative case review process designed to replicate the CFSR process. Examples of measures in which this method will be used are children safely maintained in their own homes and proximity of foster care placement. This review will occur during the last semi-annual period covered by the PIP with results available at the end of the two-year period.

The final method is the achievement of process benchmarks, as outlined in the matrix in the following section. While they do not reflect the ultimate outcomes, they are intermediate steps that the Commonwealth deems must be taken to achieve the outcome. The matrix identifies the process and benchmarks that will be used to measure progress on each indicator requiring improvement.

CONCLUSION

Through the five objectives outlined above, OCYF and its partners believe that the Commonwealth can make significant progress over the next two years in achieving the established goals. Perhaps more importantly, these through these objectives, Pennsylvania is providing the foundation for ongoing improvements in practice long after the PIP has been completed. Specific applications of these strategies are depicted in the following matrix which is organized by the three primary child welfare goals: safety, permanency and well-being, and then the outcomes and specific items needing improvement as they relate to the goals.

MATRIX OF ITEMS, GOALS AND ACTIONS

SAFETY

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

ITEM 3.	SERVICES ARE PROVIDED TO PROTECT CHILDREN AND PREVENT REMOVAL
Measurement method:	Qualitative case review
CFSR Performance:	85%
Performance Goal:	88%

Action Steps	Benchmarks	Benchmark Achievement Periods ²	Tasks
1. Strengthen the skills-based practice of linking risk/safety/family assessment to case planning outcomes and activities in the CORE and Supervisory Training Series (STS) and offer refresher and skill enhancement training to already certified workers and supervisors.	<ul style="list-style-type: none"> ▪ Revision of CORE curriculum completed ▪ Revision of STS curriculum completed 	2003B 2004B	<ul style="list-style-type: none"> ▪ Appropriate placement of skills-based practice on linking assessment with case planning identified in CORE and STS curricula (04/03) ▪ CORE curriculum modified as needed to include skills-based practice in this area (08/03) ▪ STS curriculum modified as needed to include skills-based practice and supervisory skills in this area (03/04) ▪ Refresher and skills enhancement training delivered on these skills to certified workers and supervisors (07/04 and ongoing)
2. Develop and provide case planning resources and tools (such as outcomes/objectives, activities/tasks, documentation guidelines, and case record formats) which are consistent with the practice standards to facilitate case workers' development of the family	<ul style="list-style-type: none"> ▪ Case planning resources and tools developed 	2003B 2004A	<ul style="list-style-type: none"> ▪ Work group convened (05/03) ▪ Tools and resources completed (01/04) ▪ Tools and resources disseminated to the Regional Training Centers (RTC), counties and private providers (03/04)

² Benchmarks achievement periods are designated in six-month increments, using the same nomenclature used for designating AFCARS files, e.g., 2003B refers to the period April 1, 2003 through September 30, 2004, 2004A refers to the period October 1, 2003 through March 31, 2004, and so on.

Action Steps	Benchmarks	Benchmark Achievement Periods ²	Tasks
<p>service plans with the family. Make case planning resources and tools available in both print and electronic media formats.</p>			
<p>3. Develop a Quality Assurance Committee (QUAC) to assess the practice of county child welfare workers' and supervisors' routine assessment of the sufficiency of delivered services identified in the Family Service Plan.</p>			<ul style="list-style-type: none"> ▪ QUAC formed (05/03) ▪ Assessment tools to gather information on the sufficiency of delivered services developed (6/03) ▪ Practices measured in the 2nd and 3rd class counties (7/03 – 7/04) ▪ Case reviews conducted throughout 2003 and 2004 (2003 and 2004) ▪ Data reviewed to assess conformance with the delivery of identified services (8/04)

ITEM 4.	RISK OF HARM TO CHILD
Measurement method:	Qualitative case review
CFSR Performance:	85%
Performance Goal:	88%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Develop a statewide Quality Assurance Committee (QUAC) to assess the effectiveness of training on the skills of risk and safety assessment and the current level of transfer of those skills into practice.			<ul style="list-style-type: none"> ▪ QUAC formed (5/03) ▪ Complete revision as needed for delivery at skill practice level, including conducting pilot of revised curriculum (3/04) ▪ Statewide implementation of revised curriculum (7/04)
2. Based on the QUAC's assessment, include skills-based practice strategies during training as needed and strengthen strategies to transfer these skills to practice.	<ul style="list-style-type: none"> ▪ Revision of curricula completed 	2003B 2004A	<ul style="list-style-type: none"> ▪ Upon identification of skills to be assessed, curricula reviewed to identify appropriate placement of skills-based practice and strategies (6/03 and ongoing) ▪ Curricula reviewed to identify appropriate inclusion of transfer to learning strategies included in these curricula (6/03 and ongoing) ▪ Upon identification of skills to be assessed, baseline of the transfer of learning efforts by caseworkers, supervisors, and managers related to these sessions established (6/03 and ongoing) ▪ Revised curricula delivered (1/04) ▪ Transfer of learning assessments with participants at 30, 60, and 90 days post training, reporting on results to PIP committee (3/04 and on-going)

PERMANENCY³

Outcome: Children will have permanency and stability in their living situation.

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Identify those Practice Standards that, when implemented, are most likely to have a positive impact on permanence for children and youth in PA.	<ul style="list-style-type: none"> Review of practice standards completed 	2003B	<ul style="list-style-type: none"> <i>Pennsylvania Standards for Child Welfare</i> reviewed for selection of the key standards impacting on permanency (3/03)
2. Review the Practice Standards Self-Assessment Tool for county use to assist with implementation of practice standards that support meeting ASFA outcomes and to identify what changes need to be made to support CFSR outcomes.	<ul style="list-style-type: none"> Review of practice standard self-assessment tool completed 	2003B 2004A	<ul style="list-style-type: none"> Self assessment tool revised by CWLA and new standards developed as needed (6/03) Final assessment tools issued to all counties and private agencies for use during FY2004-05 (3/04)
3. Identify evidence-based practice and program models that could be implemented in counties most in need of improving permanency outcomes.	<ul style="list-style-type: none"> Center for Excellence in Child Welfare Practice established 	2003B	<ul style="list-style-type: none"> CWLA research to practice materials provided to PIP Management Team (3/03)
4. Identify Pennsylvania counties with good Permanency outcomes and, using CWLA, identify the practices and programs that lead to county success.			
5. Develop tools for county and private agency organizational assessment to identify areas in which technical assistance is needed, using the expertise of the CWLA Research to Practice Initiative and Consultation Division.	<ul style="list-style-type: none"> Organizational assessment tool disseminated to counties and private agencies 	2003B 2004A 2004B 2005A 2005B	<ul style="list-style-type: none"> County and private agency organizational assessment tools drafted by CWLA for identified areas of technical assistance need of (6/03) Draft tools piloted in counties and private agencies (1/04) Tools revised based on pilot use (3/04) Final tools sent to counties and private agencies (5/04) Training and technical assistance provided to OCYF regional staff, counties and private agencies on the use of the tools (9/03) Tools used by counties and private agencies in FY2004-05 (FY2004-05) Tools evaluated for effectiveness (8/05)

³ The activities and benchmarks listed here are applicable to several of the CFSR/PIP items in both the permanency and well-being areas. To avoid repetition, they are listed here without reference to a specific item.

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
6. Incorporate county data analysis and practice assessment into future Needs-Based Plan and Budget guidelines.	<ul style="list-style-type: none"> ▪ NBB guidelines issued to counties 	2003B 2004B	<ul style="list-style-type: none"> ▪ FY04-05 Needs-Based Plan and Budget Guidelines developed which include this data analysis and practice assessment information (2/03) ▪ Data packages developed by Hornby Zeller Associates for use by counties and private agencies (5/03) ▪ Assistance provided to counties seeking to measure performance of their private provider networks (6/03) ▪ Annual training package on Needs-Based Plan and Budget Guidelines developed and delivered by OCYF/PCYA and Hornby Zeller Associates (5/03) ▪ Targeted training for private agencies on data analysis and the Needs-Based Plan and Budget developed and delivered (6/03) ▪ Needs-Based Plan and Budgets reviewed by OCYF Regional Offices and Hornby Zeller Associates (8/04-10/04)
7. Identify existing curricula that support the identified knowledge and value base listed in each practice standard identified as most likely to have a positive impact on permanency for children and youth in PA.	<ul style="list-style-type: none"> ▪ Review of CORE and STS curricula completed ▪ Revisions of CORE and STS curricula completed 	2003B	<ul style="list-style-type: none"> ▪ Continue to review existing curricula and newly developed curricula with practice standards (8/03 and ongoing) ▪ Identified changes developed in curricula by CBT (8/03)
8. Identify existing curricula that require inclusion of skill development to support each practice standard identified as most likely to have a positive impact on permanency for children and youth in PA.	<ul style="list-style-type: none"> ▪ Review of CORE and STS curricula completed ▪ Revisions of CORE and STS curricula completed 	2003B	<ul style="list-style-type: none"> ▪ Review and revise curriculum to assist with permanency planning, including concurrent planning, for children (6/03 and on-going) ▪ Statewide training scheduled to include key workshops so that all training regions offer sufficient numbers of workshops to accommodate public and private agency staff (9/03) ▪ Quarterly reports issued from CBT to Training Steering Committee and PIP Management Team on trainee participation data and calendar schedules for these classes (6/03 and ongoing)
9. Provide training to public and private agencies to assist in implementing relevant practice standards.			<ul style="list-style-type: none"> ▪ Upon identification of key standards, identify workshops associated with standards for inclusion in statewide training schedule so that all training regions offer sufficient numbers of workshops to accommodate public and

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
			<ul style="list-style-type: none"> private staff (9/03 and ongoing) ▪ Assess training needs of private agency staff, provide reports to Training Steering Committee for consideration of expanded funding (5/03) ▪ Quarterly reports by CBT to Training Steering Committee and PIP Management Team on trainee participation issued (10/03 and ongoing)
<p>10. Expand the audience for relevant training to include county and private agency teams, cross system county-based teams and county and juvenile court teams.</p>			<ul style="list-style-type: none"> ▪ Workshops identified that support key practice standards and are relevant to cross-system stakeholders (3/03 and ongoing) ▪ Identify other training resources through the Court Improvement Project for judges in dependency courts and develop curriculum (3/03) ▪ Through input from counties and private providers, to identify relevant permanency topics (6/03) ▪ County teams identified to attend relevant trainings (6/03 and ongoing) ▪ CBT training data used, as one source, to identify the number of county teams attending relevant training (6/03 and ongoing) ▪ Impact of team training assessed by partners (7/04) ▪ Recommendations for FY04-05 team training made (7/04)
<p>11. Establish technical assistance supports for groups of counties working on implementation of the same practice standards using the CWLA Research to Practice Initiative and Consultation Division Staff.</p>	<ul style="list-style-type: none"> ▪ Center for Excellence in Child Welfare Practice established 	<p>2003B 2004A 2004B</p>	<ul style="list-style-type: none"> ▪ Counties invited based on their choice of identified practice standards to participate in TA support groups (3/03) ▪ TA groups formed (4/03) ▪ TA provided by CWLA (3/04) ▪ Usefulness of TA groups evaluated (6/04) ▪ Review and decision regarding revisions to TA m groups for FY2004-05 decided (6/04)
<p>12. Provide AFCARS data for items 5,6,7,8, and 9 for each county and statewide on an ongoing basis in order to monitor progress on these items.</p>			<ul style="list-style-type: none"> ▪ AFCARS data for counties and state on these items compiled (04/03 and ongoing)
<p>13. Provide technical assistance to the counties based on identified needs from a review of the AFCARS data.</p>			<ul style="list-style-type: none"> ▪ Types of TA to be made available based on AFCARS analysis identified (6/03) ▪ TA offered to counties based on AFCARS reports (7/03) ▪ Feedback from counties receiving TA evaluated within 60 days of conclusion

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
			of TA (ongoing)
<p>14. Establish a Center of Excellence in Child Welfare Practice within the CBT/ Child Welfare Education for Leadership (CWEL)/ Child Welfare Education for Baccalaureates (CWEB) constellation at the University of Pittsburgh to provide ongoing data analysis and practice and program research and technical assistance to OCYF, county and private agency staff.</p>	<ul style="list-style-type: none"> ▪ Center for Excellence in Child Welfare Practice established 	<p>2003B 2004B</p>	<ul style="list-style-type: none"> ▪ Initiate development of Center for Excellence in Child Welfare Practice (7/03) ▪ Consultation and technical assistance model developed with assistance from CWLA and Hornby Zeller Associates (6/03) ▪ Consultation and technical assistance integrated with existing CBT training initiatives and into curriculum and field placements for CWEL and CWEB students at all participating undergraduate and graduate schools (9/04)

ITEM 5.	FOSTER CARE RE-ENTRIES
Measurement method:	Analysis of AFCARS data
CFSR Performance:	Cohort: 4.8%; Federal: 20.1%
Performance Goal:	Cohort: 3.45%; Federal: 18.75%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
<i>The action steps and benchmarks for this item are all encompassed in those listed above for the permanency outcome of permanency and stability.</i>			

ITEM 6.	STABILITY OF PLACEMENT
Measurement method:	Analysis of AFCARS data
CFSR Performance:	85.2%
Performance Goal:	87.1%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
<i>The action steps and benchmarks for this item are all encompassed in those listed above for the permanency outcome of permanency and stability.</i>			

ITEM 7.	PERMANENCY GOAL FOR CHILD
Measurement method:	Qualitative case review
CFSR Performance:	68%
Performance Goal:	71%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Revise county children and youth administrative regulations regarding goal setting to establish clear regulatory requirements regarding the timeliness of goal setting, the appropriateness of the goal based on the family and child's situation and the timely review of progress toward goal achievement with requirements for changes in placement goal when necessary.	<ul style="list-style-type: none"> ▪ Draft regulations published 	2003B 2004A 2004B 2005A 2005B	<ul style="list-style-type: none"> ▪ Work group convened (1/03) ▪ Draft regulations developed (9/03) ▪ Draft regulations published for public comment (1/04) ▪ Comments reviewed and revisions made (6/04) ▪ Final regulations approved through Independent Regulatory Review process and disseminated (6/05)
2. Revise county children and youth administrative regulations to clearly establish requirements regarding the use of concurrent planning as a tool for achieving timely permanency.	<ul style="list-style-type: none"> ▪ Draft regulations published 	2003B 2004A 2004B 2005A 2005B	<ul style="list-style-type: none"> ▪ Work group convened (1/03) ▪ Draft regulations developed (9/03) ▪ Draft regulations published for public comment (1/04) ▪ Comments reviewed and revisions made (6/04) ▪ Final regulations approved through Independent Regulatory Review process and disseminated (6/05)
3. Revise private children and youth administrative regulations to clearly establish requirements regarding the use of concurrent planning as a tool for achieving timely permanency.	<ul style="list-style-type: none"> ▪ Draft regulations published 	2003B 2004B 2005A 2005B	<ul style="list-style-type: none"> ▪ Work group convened (8/03) ▪ Draft regulations developed (4/04) ▪ Draft regulations published for public comment (8/04) ▪ Comments reviewed and revisions made (4/05) ▪ Final regulations approved through Independent Regulatory Review process and disseminated (04/06)
4. Expand the Court Improvement Project beyond Philadelphia County to all counties.	<ul style="list-style-type: none"> ▪ Court Improvement Project implemented in some counties outside Philadelphia ▪ Court Improvement Project implemented in all counties 	2003B 2004A 2004B	<ul style="list-style-type: none"> ▪ National models for inclusion in the conference identified and invitations to participate mailed (4/03) ▪ CFSR review data and AFCARS data sent to juvenile court judges in all counties with invitation to attend the conference in the Fall of 2003 (5/03) ▪ Pre-conference assignments prepared for local teams (5/03) ▪ Post conference assignments prepared for local teams (7/03)

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
			<ul style="list-style-type: none"> ▪ Training Conference occurred (10/03) ▪ Follow-up took place with local teams to assure implementation (3/04) ▪ Sample case reviews occurred (4/04)
<p>5. Using the American Bar Association (ABA) Barriers to Termination Project and Court Improvement Project resources, assess the reasons for delay in filing petitions for termination of parental rights in order to determine whether the timelines are sufficient given the dynamics of the family and the issues needing to be resolved prior to making a decision about permanency.</p>	<ul style="list-style-type: none"> ▪ Assessments completed in all counties 	2003B	<ul style="list-style-type: none"> ▪ Resources assembled (3/03) ▪ Resources distributed to county work groups (3/03) ▪ Local assessment of reasons for delays, using ABA resource material conducted by county work groups (6/03) ▪ Action plans to remove barriers developed by county class-based work-groups (9/03) ▪ Action plan implemented (county specific time lines)
<p>6. Develop practice standards for cases involved in juvenile court, especially around the issues of permanency goals for children.</p>	<ul style="list-style-type: none"> ▪ New practice standards disseminated to counties and private agencies 	2004B	<ul style="list-style-type: none"> ▪ Develop appropriate practice standards for child welfare agencies to guide their work with cases involved in juvenile court to assure timely and appropriate goals for children (7/04)

ITEM 8.	REUNIFICATION, GUARDIANSHIP OR PERMANENT PLACEMENT WITH RELATIVES
Measurement method:	Analysis of AFCARS data
CFSR Performance:	Cohort: 33.3%; Federal: 69.7%
Performance Goal:	Cohort: 35.72%; Federal: 72.12%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Revise county children and youth administrative regulations regarding goal setting to establish clear regulatory requirements regarding the timeliness of goal setting, the appropriateness of the goal based on the family and child's situation and the timely review of progress toward goal achievement with requirements for changes in placement goal when necessary.	<ul style="list-style-type: none"> Draft regulations published 	2003B 2004A 2004B 2005A 2005B	<ul style="list-style-type: none"> Work group convened (1/03) Draft regulations developed (9/03) Draft regulations published for public comment (1/04) Comments reviewed and revisions made (6/04) Final regulations approved through Independent Regulatory Review process and disseminated (6/05)
2. Revise county children and youth administrative regulations to clearly establish requirements regarding the use of concurrent planning as a tool for achieving timely permanency.	<ul style="list-style-type: none"> Draft regulations published 	2003B 2004A 2004B 2005A 2005B	<ul style="list-style-type: none"> Work group convened (1/03) Draft regulations developed (9/03) Draft regulations published for public comment (1/04) Comments reviewed and revisions made (6/04) Final regulations approved through Independent Regulatory Review process and disseminated (6/05)
3. Revise private children and youth administrative regulations to clearly establish requirements regarding the use of concurrent planning as a tool for achieving timely permanency.	<ul style="list-style-type: none"> Draft regulations published 	2003B 2004B 2005A 2006B	<ul style="list-style-type: none"> Work group convened (8/03) Draft regulations developed (4/04) Draft regulations published for public comment (8/04) Comments reviewed and revisions made (4/05) Final regulations approved through Independent Regulatory Review process and disseminated (4/06)
4. Issue OCYF Bulletin on the use of Permanent Legal Custodianship as a permanency option.	<ul style="list-style-type: none"> Bulletin issued 	2003B	<ul style="list-style-type: none"> Bulletin published (6/03)
5. Issue OCYF Bulletin on Kinship.	<ul style="list-style-type: none"> Bulletin issued 	2003B	<ul style="list-style-type: none"> Bulletin published (6/03)

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
6. Review existing CBT curriculum on Kinship Care and make revisions to incorporate the key practice standards and the OCYF policy bulletins.	<ul style="list-style-type: none"> ▪ Curriculum reviewed ▪ Curriculum revised 	2003B 2004A	<ul style="list-style-type: none"> ▪ Kinship Care QUAC convened to review existing curriculum and to determine lack of attendance by county staff (08/03) ▪ Make revisions, as needed to include practice standards, notify trainer of changes, and offer training in statewide training calendar (1/04) ▪ Upon identification of reasons for lack of attendance at kinship care training, use information to market training and increase attendance (1/04 and on-going)
7. Offer updated training to public and private agency staff statewide.			<ul style="list-style-type: none"> ▪ Training conducted in all training regions (01/04 and ongoing)
8. Fully implement subsidized permanent legal custodianship in all 1 st , 2 nd , and 3 rd class counties.	<ul style="list-style-type: none"> ▪ A majority of counties, including all 1st, 2nd and 3rd class counties are subsidizing some permanent legal custodianships 	2005A	<ul style="list-style-type: none"> ▪ Data on the number of subsidized legal custodianships by county collected (3/05)

ITEM 9.	ADOPTION
Measurement method:	Qualitative case review and analysis of AFCARS data
CFSR Performance:	43% from qualitative case review; 19.1% from analysis of AFCARS data
Performance Goal:	46% from qualitative case review; 22% from analysis of AFCARS data

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Expand the Court Improvement Project beyond Philadelphia to counties with a focus on 2 nd and 3 rd class counties.			<ul style="list-style-type: none"> ▪ National models for inclusion in the conference identified and invitations to participate made (4/03) ▪ CFSR review data and AFCARS data disseminated to juvenile judges all counties with an invitation to attend the conference in the Spring of 2004 (7/03)
2. Provide technical assistance to county court/children and youth to reduce or remove barriers to timely adoption of children, using the resources available to the Court Improvement Project, ABA's Barriers to Termination project, and the SWAN legal services initiative.			<ul style="list-style-type: none"> ▪ Technical assistance needs of counties, specifically 1st, 2nd, and 3rd class counties identified and needed technical assistance provided (12/03) ▪ County based action plans implemented (07/04)
3. Conduct forums for judges and masters to highlight the results of the Court Improvement Project as well as other successful court reform projects in Pennsylvania.			<ul style="list-style-type: none"> ▪ Agenda, leadership, locations and dates for forums identified (9/03) ▪ County children and youth agency executives, judges and masters invited (9/03) ▪ Forums held (4/04)
4. Provide counties and private agencies with practice and program models that have had success in achieving timely adoptions, using the CWLA Research to Practice initiative.	<ul style="list-style-type: none"> ▪ New practice standards disseminated to counties and private agencies 	<p>2003B 2004A 2004B</p>	<ul style="list-style-type: none"> ▪ Practice and program models identified (10/03) ▪ Technical assistance needs identified by counties and private providers/SWAN affiliates (8/03) ▪ Action plans for implementation of selected models developed by counties (6/04) ▪ Implementation per county timelines (7/04 and ongoing)

ITEM 10.	PERMANENCY GOAL OF OTHER PLANNED PERMANENT LIVING ARRANGEMENT
Measurement method:	Qualitative case review
CFSR Performance:	67%
Performance Goal:	70%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Revise county children and youth administrative regulations to clearly establish the circumstances under which a goal of planned permanent living arrangement is permissible.	<ul style="list-style-type: none"> ▪ Draft regulations published 	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> ▪ Work group convened (1/03) ▪ Draft regulations developed (9/03) ▪ Draft regulations published in the PA Bulletin for comment (1/04) ▪ Comments reviewed and revisions made (6/04) ▪ Final regulations approved through Independent Regulatory Review process and disseminated (6/05)
2. Revise private children and youth administrative regulations to clearly establish program and service requirements for youth transitioning out of placement to adulthood.	Draft regulations published	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> ▪ Work group convened (8/03) ▪ Draft regulations developed (4/04) ▪ Draft regulations published in the PA Bulletin for comment (8/04) ▪ Comments reviewed and revisions made (4/05) ▪ Final regulations approved through Independent Regulatory Review process and disseminated (04/06)
3. Revise private children and youth administrative regulations to clearly establish program and service requirements for youth transitioning out of placement to adulthood.	Draft regulations published	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> ▪ Work group convened (8/03) ▪ Draft regulations developed (4/04) ▪ Draft regulations published for public comment (8/04) ▪ Comments reviewed and revisions made (4/05) ▪ Final regulations approved through the Independent Regulatory Review process and disseminated (04/06)
4. Identify independent living, youth development and transition to adulthood practices and program models that have been successful in Pennsylvania and in other jurisdictions, using CWLA Research to Practice Initiative.	<ul style="list-style-type: none"> ▪ Practice standards developed for successful youth development and transition to adulthood programs 	2003B 2004B	<ul style="list-style-type: none"> ▪ Practice and program models identified (1/03) ▪ Technical assistance needs identified by counties and private agencies (8/03) ▪ Action plans of selected models developed by counties and private agencies and implementation per county timelines (6/04 and ongoing)

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

ITEM 11.	PROXIMITY OF FOSTER CARE PLACEMENT
Measurement method:	Qualitative case review
CFSR Performance:	80%
Performance Goal:	83%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Revise county children and youth administrative regulations to require documentation that distance from a child's place of residence was considered when making any placement.	Draft regulations published	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> ▪ Work group convened (1/03) ▪ Draft regulations developed (9/03) ▪ Draft regulations published for public comment (1/04) ▪ Comments reviewed and revisions made (6/04) ▪ Final regulations approved through the Independent Regulatory Review process and disseminated (6/05)
2. Revise private children and youth administrative regulations to require documentation that distance from a child's place of residence was considered when making any placement.	Draft regulations published	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> ▪ Work group convened (8/03) ▪ Draft regulations developed (4/04) ▪ Draft regulations published for public comment (8/04) ▪ Comments reviewed and revisions made (4/05) ▪ Final regulations approved through the Independent Regulatory Review process and disseminated (4/06)
3. Establish greater emphasis in the CORE training curriculum for supervisors on the importance of children being placed close to their families.	Draft regulations published	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> ▪ Changes in CORE curriculum completed (6/04) ▪ Statewide implementation (07/04)
4. Establish greater emphasis in the CORE training curriculum for caseworkers on the importance of children being placed close to their families.			<ul style="list-style-type: none"> ▪ Changes in CORE curriculum completed (6/04) ▪ Statewide implementation (7/04)
5. Identify evidence-based practice and program models regarding targeted foster family recruitment.			<ul style="list-style-type: none"> ▪ CWLA research to practice materials provided to PIP Management Team (3/03)

ITEM 13.	VISITING WITH PARENTS AND SIBLINGS
Measurement method:	Qualitative case review
CFSR Performance:	63%
Performance Goal:	66%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Revise county children and youth administrative regulations to establish clear program and service requirements related to visitation.	Draft regulations published	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> ▪ Work group convened (1/03) ▪ Draft regulations developed (9/03) ▪ Draft regulations published for public comment (1/04) ▪ Comments reviewed and revisions made (6/04) ▪ Final regulations disseminated (06/05)
2. Revise private children and youth administrative regulations to establish clear program and service requirements related to visitation.	Draft regulations published	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> ▪ Work group convened (08/03) ▪ Draft regulations developed (04/04) ▪ Draft regulations published for public comment (08/04) ▪ Comments reviewed and revisions made (04/05) ▪ Final regulations approved through the Independent Regulatory Review process and disseminated (04/06)
3. Review the Pennsylvania Visitation Manual, CFSR standards for the visiting with parents and siblings, and Practice Standards; revise and enhance the guidelines, as needed.	<ul style="list-style-type: none"> ▪ Visitation manual available on all county servers 	2003B 2004A	<ul style="list-style-type: none"> ▪ Evaluator selected and plan made for oversight by PIP Management Team subcommittee (3/03) ▪ Review and revisions completed (9/03) ▪ Publication and dissemination (12/03)
4. Review CBT curriculum on visitation, Practice Standards and the Visitation Manual. Revise and enhance the curriculum and guidelines, if needed.			<ul style="list-style-type: none"> ▪ Visitation QUAC convened to review existing curriculum and manual and to determine reasons for lack of attendance by county staff (12/03) ▪ Make revisions, as needed, to include practice standards, notify trainer of changes, approve additional trainers as needed and offer training in statewide training calendar (6/04) ▪ Upon identification of reasons for lack of attendance at visitation training, use information to market training and increase attendance (6/04 and on-going)
5. Review CBT curriculum on visitation the Visitation Manual, and Practice Standards. Revise and enhance the curriculum and guidelines, if needed.			<ul style="list-style-type: none"> ▪ Visitation QUAC convened to review existing curriculum and manual and to determine reasons for lack of attendance by county staff (12/03)

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
			<ul style="list-style-type: none"> ▪ Make revisions, as needed to include practice standards, notify trainer of changes, approve additional trainers as needed and offer training in statewide training calendar (6/04) ▪ Upon identification of reasons for lack of attendance at visitation training, use information to market training and increase attendance (6/04 and on-going)
6. Revise OCYF Bulletin to include sibling visits.			<ul style="list-style-type: none"> ▪ Committee to revise the Bulletin convened (2/03) ▪ Draft Bulletin issued (2/04) ▪ Final Bulletin issued (8/04)

ITEM 14.	PRESERVING CONNECTIONS
Measurement method:	Qualitative case review
CFSR Performance:	80%
Performance Goal:	83%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Revise the county children and youth administrative regulations to establish clear program and service expectation regarding the need for preservation of a child's connections and the Indian Child Welfare Act (ICWA) requirements.	<ul style="list-style-type: none"> ▪ Draft regulations published 	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> ▪ Work group convened (1/03) ▪ Draft regulations developed (9/03) ▪ Draft regulations published for public comment (1/04) ▪ Comments reviewed and revisions made (6/04) ▪ Final regulations approved through the Independent dissemination (06/05)
2. Revise the county children and youth administrative regulations to establish clear program and service expectation regarding the need for preservation of a child's connections and ICWA requirements.	<ul style="list-style-type: none"> ▪ Draft regulations published 	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> ▪ Work group convened (08/03) ▪ Draft regulations developed (04/04) ▪ Draft regulations published for public comment (08/04) ▪ Comments reviewed and revisions made (04/05) ▪ Final regulations approved through the Independent Regulatory Review process and disseminated (04/06)
3. Review CBT curriculum to ensure that emphasis is placed on preservation of child's connections to their family, and ICWA requirements.			<ul style="list-style-type: none"> ▪ Training survey completed (3/03) ▪ Appropriate enhancements evaluated and incorporated into CBT curriculum (7/03) ▪ ▪ Enhanced training received by appropriate staff (9/03)
4. Implement practice standard(s) applicable to supporting preservation of family connections.	<ul style="list-style-type: none"> ▪ Practice standard(s) implemented 	2003B	<ul style="list-style-type: none"> ▪ <i>Pennsylvania Standards for Child Welfare</i> reviewed for selection of the key standard(s) impacting on permanency (3/03)

ITEM 15.	RELATIVE PLACEMENTS
Measurement method:	Qualitative case review
CFSR Performance:	53%
Performance Goal:	56%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Revise county children and youth administrative regulations to emphasize use of kin as a placement resource.	<ul style="list-style-type: none"> Draft regulations published 	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> Work group convened (1/03) Draft regulations developed (9/03) Draft regulations published for public comment (1/04) Comments reviewed and revisions made (6/04) Final regulations approved through the Independent Regulatory Review process and disseminated (6/05)
2. Issue Bulletin stating OCYF kinship care policy.	<ul style="list-style-type: none"> Bulletin on kinship care disseminated 	2003B	<ul style="list-style-type: none"> Policy bulletin issued (6/03)
3. Identify and implement Practice Standards that support the use of kin as placement resources for children who enter substitute care.			<ul style="list-style-type: none"> <i>Pennsylvania Standards for Child Welfare</i> reviewed for selection of the key standards impacting on permanency (3/03)
4. Assess CBT curriculums to emphasize the importance of kin as placement resources and assess the utilization of the curriculum "Supporting the Kinship Triad."			<ul style="list-style-type: none"> Kinship Care QUAC convened to review existing curriculum and to determine reasons for lack of attendance by county staff (8/03) Make revisions, as needed to include practice standards, notify trainer of changes, and offer training in statewide training calendar (1/04) Upon identification of reasons for lack of attendance at kinship care training, use information to market training and increase attendance (1/04 and on-going)
5. Identify evidence-based practice and program models that could be implemented in public and private agencies to improve family involvement in case planning.			<ul style="list-style-type: none"> CWLA research to practice materials provided to PIP Management Team (3/03)

ITEM 16.	RELATIONSHIP OF CHILD IN CARE WITH PARENTS
Measurement method:	Qualitative case review
CFSR Performance:	67%
Performance Goal:	70%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Revise county children and youth administrative regulations to establish clear expectation regarding requirements for parent/child visitation and outreach to non-custodial parents.	<ul style="list-style-type: none"> ▪ Draft regulations published 	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> ▪ Work group convened (1/03) ▪ Draft regulations developed (9/03) ▪ Draft regulations published for public comment (1/04) ▪ Comments reviewed and revisions made (6/04) ▪ Final regulations approved through the Independent Regulatory Review process and disseminated (6/05)
2. Revise private children and youth administrative regulations to establish clear expectation regarding requirements for parent/child visitation and outreach to non-custodial parents	<ul style="list-style-type: none"> ▪ Draft regulations published 	2003B 2004B 2005B 2006A	<ul style="list-style-type: none"> ▪ Work group convened (8/03) ▪ Draft regulations developed (4/04) ▪ Draft regulations published for public comment (8/04) ▪ Comments reviewed and revisions made (4/05) ▪ Final regulations approved through the Independent Regulatory Review Process and disseminated (4/06)
3. Review CBT curriculum s to ensure that CORE training incorporates Practice Standards regarding visitation with parents.	<ul style="list-style-type: none"> ▪ Curriculum revisions completed 	2003B	<ul style="list-style-type: none"> ▪ Training review and curriculum revisions completed (6/03)

WELL-BEING

Outcome: Families have enhanced capacity to provide for their children's needs.

ITEM 17.	NEEDS AND SERVICES OF CHILD, PARENTS, AND FOSTER PARENTS
Measurement method:	Qualitative case review
CFSR Performance:	68%
Performance Goal:	71%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Revise county children and youth administrative regulations to require family involvement in case plan development.	<ul style="list-style-type: none"> Draft regulations published 	2003B 2004A 2004B 2005B	<ul style="list-style-type: none"> Work group convened (1/03) Draft regulations developed (9/03) Draft regulations published for public comment (1/04) Comments reviewed and revisions made (6/04) Final regulations approved through the Independent Regulatory Review Process and disseminated (6/05)
2. Revise private children and youth administrative regulations to require family involvement in case plan development.	<ul style="list-style-type: none"> Draft regulations published 	2003B 2004B 2005B 2006B	<ul style="list-style-type: none"> Work group convened (8/03) Draft regulations developed (4/04) Draft regulations published for public comment (8/04) Comments reviewed and revisions made (4/05) Final regulations approved through the Independent Regulatory Review process and disseminated (4/06)
3. Identify and implement practice standards that are most likely to have a positive impact on family involvement in case planning to ensure that family's are involved in identifying strengths and needs and that services are provided to that meet the needs of the family.	<ul style="list-style-type: none"> Standards identified 	2003B	<ul style="list-style-type: none"> <i>Pennsylvania Standards for Child Welfare</i> reviewed for selection of the key standards impacting on permanency (3/03)
3. Ensure that family involvement in service planning is contained in CORE training.	<ul style="list-style-type: none"> Revisions of the CORE training completed 	2004B	<ul style="list-style-type: none"> Revisions of the CORE training completed (6/04)
4. Identify evidence-based practice and program models that could be implemented in public and private agencies to improve family involvement in case planning.			<ul style="list-style-type: none"> CWLA research to practice materials provided to PIP Management Team (3/03)

ITEM 18.	CHILD, FAMILY INVOLVEMENT IN CASE PLANNING
Measurement method:	Qualitative case review
CFSR Performance:	77%
Performance Goal:	80%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
<i>The action steps and benchmarks for this item are all encompassed in those listed above for item 17.</i>			

ITEM 19.	WORKER VISITS WITH CHILD
Measurement method:	Qualitative case review
CFSR Performance:	84%
Performance Goal:	87%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Revise county children and youth administrative regulations to establish clear expectations regarding the frequency of contact with the child and parents.	<ul style="list-style-type: none"> ▪ Draft regulations published 	2003B 2004B 2005B 2006B	<ul style="list-style-type: none"> ▪ Work group convened (1/03) ▪ Draft regulations developed (9/03) ▪ Draft regulations published for public comment (1/04) ▪ Comments reviewed and revisions made (6/04) ▪ Final regulations approved through the Independent Regulatory Review process and disseminated (06/05)
2. Revise private children and youth administrative regulations to establish clear expectations regarding the frequency of contact with the child and parents.	<ul style="list-style-type: none"> ▪ Draft regulations published 	2003B 2004B 2005B 2006B	<ul style="list-style-type: none"> ▪ Work group convened (8/03) ▪ Draft regulations developed (4/04) ▪ Draft regulations published for public comment (8/04) ▪ Comments reviewed and revisions made (4/05) ▪ Final regulations approved through the Independent Regulatory Review process and disseminated (04/06)
3. Review CBT curriculum and Practice Standards regarding family reunification and visitation; if necessary revise and enhance the CBT curriculum.	<ul style="list-style-type: none"> ▪ Curriculum revised 	2004A 2004B	<ul style="list-style-type: none"> ▪ Visitation QUAC convened to review existing curriculum and manual and to determine reasons for lack of attendance by county staff (12/03) ▪ Make revisions, as needed to include practice standards, notify trainer of changes, approve additional trainers as needed and offer training in statewide training calendar (6/04) ▪ Upon identification of reasons for lack of attendance at visitation training, use information to market training and increase attendance (6/04 and on-going)

ITEM 20.	WORKER VISITS WITH PARENTS
Measurement method:	Qualitative case review
CFSR Performance:	68%
Performance Goal:	71%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
<i>The action steps and benchmarks for this item are all encompassed in those listed above for Item 19.</i>			

Outcome: Children receive appropriate services to meet their educational needs.

ITEM 21.	EDUCATIONAL NEEDS OF CHILD
Measurement method:	Qualitative case review
CFSR Performance:	86%
Performance Goal:	88%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. The Departments of Education and Public Welfare provide guidance to local agencies and school districts to meet the unique educational needs of children served in the child welfare/juvenile justice system.	<ul style="list-style-type: none"> Protocol on educational needs of children served in the child welfare/juvenile justice system developed and provided to schools and counties developed 	2003B	<ul style="list-style-type: none"> Protocols provided to the counties and school districts (3/03)
2. Incorporate an assessment to insure that the skills needed for direct line staff and supervisors are contained in both the CORE and STS curriculum.			<ul style="list-style-type: none"> Curriculum reviewed and identified revisions implemented (1/04)
3. Provide guidance requiring that each foster parent receive training in how to access educational resources for the children placed in their homes.			<ul style="list-style-type: none"> Transmittal sent (9/03)

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

ITEM 23.	MENTAL HEALTH OF CHILD
Measurement method:	Qualitative case review
CFSR Performance:	83%
Performance Goal:	85%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Address the mental health needs of all children who are within the children and youth and/or juvenile justice system by reviewing the products developed by the Dependency and Delinquency Health Care Services Work Group.	<ul style="list-style-type: none"> Review products developed by the Dependency and Delinquency Health Care Services Work Group. These products include a wide range of information, tools and resources to address issues relating to the physical and behavioral health care needs of children and youth in the children and youth and/or juvenile justice system. 	2003B 2004A	<ul style="list-style-type: none"> Committee appointed that includes all child-serving systems (3/03) Recommendations made regarding products (10/03)
2. Award grants to four counties to implement a Demonstration Project for Screening and Assessment of children and youth placed in shelter care and detention. The counties awarded grants are those using the Massachusetts Youth Survey Instrument-2 [MAYSI-2] and will, in addition, utilize the Child and Adolescent Level of Care Utilization System [CALOCUS]. The goal is to insure that the level of care is sufficient to meet a child needs.	<ul style="list-style-type: none"> Grants awarded to 4 counties to implement Demonstration Project for Screening and Assessment Decision made on whether to implement screening and assessment process in all counties 	2003B 2004B 2005A	<ul style="list-style-type: none"> Award of grants to 4 counties to implement Demonstration Project (1/03) Evaluation of the Demonstration Project completed (2/05) Decision to implement Screening and Assessment process in all counties made (2/05)
3. Expand the training curriculum to incorporate the skills needed to use any mental health assessment tool.			<ul style="list-style-type: none"> Training curriculum revised (12/04-06/05)

CASE REVIEW SYSTEM

ITEM 25.	PROVIDES A PROCESS THAT ENSURES THAT EACH CHILD HAS A WRITTEN CASE PLAN TO BE DEVELOPED JOINTLY WITH THE CHILD'S PARENTS
Measurement method:	Qualitative case review
CFSR Performance:	77%
Performance Goal:	80%

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
<i>The action steps and benchmarks for this item are all encompassed in those listed above for Item 17.</i>			

ITEM 28.	PROVIDES A PROCESS FOR TERMINATION OF PARENTAL RIGHTS PROCEEDINGS IN ACCORDANCE WITH THE PROVISIONS OF ASFA
Measurement method:	Introduction of legislation to amend Adoption Act

Action Steps	Benchmarks	Benchmark Achievement Periods	Tasks
1. Propose language to the existing grounds for termination of parental rights in Pennsylvania's Adoption Act to be more consistent with the provisions of the Adoption and Safe Families Act.			<ul style="list-style-type: none"> ▪ Introduce legislation to amend the Pennsylvania Adoption Act

APPENDIX

PIP General Information	
ACF Region: I <input type="checkbox"/> II <input type="checkbox"/> III <input type="checkbox"/> IV <input type="checkbox"/> V <input type="checkbox"/> VI <input type="checkbox"/> VII <input type="checkbox"/> VIII <input type="checkbox"/> IX <input type="checkbox"/> X <input type="checkbox"/>	
State:	
Lead ACF Regional Office Contact Person:	Telephone Number:
	E-mail Address:
State Agency Name:	Address:
	Telephone Number:
Lead State Agency Contact Person for the Child and Family Services Review:	Telephone Number:
	E-mail Address:
Lead State Agency PIP Contact Person (if different):	Telephone Number:
	E-mail Address:
Lead State Agency Data Contact Person:	Telephone Number:
	E-mail Address:

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