



Pennsylvania Office of Children, Youth, and Families

Child and Family Services Review

Program Improvement Plan

May 2009

I. PIP General Information												
CB Region:	<input type="checkbox"/> I	<input type="checkbox"/> II	<input type="checkbox"/> III	<input checked="" type="checkbox"/> X	<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	
State: Pennsylvania												
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State PIP Team Members* (name, title, organization) Listed below are the members of the PIP Leadership Team which is comprised of OCYF Leadership and the facilitators, and chairs for each of the PIP development subcommittees. The entire subcommittee that helped to develop the PIP includes over 200 stakeholders from across Pennsylvania.												
1. Richard Gold, Deputy Secretary, Office of Children, Youth and Families												
2. Cathy Utz, Director, Bureau of Policy and Program Development, OCYF												
3. Jennifer Friedman, Chief of Staff, OCYF												
4. Ellen Whitesell, Division Director, Bureau of Policy and Program Development, OCYF												
5. Sandra Gallagher, Division Director, Bureau of Policy and Program Development, OCYF												
6. Stephanie Maldonado, Child and Family Services Review Manager, OCYF												

7. Lynette Hassinger, Bureau of Policy and Program Development, OCYF
8. Michael Byers, Program Development Department Lead, PA Child Welfare Training Program (CWTP)
9. Dennis Zeller, President, Hornby-Zeller Associates
10. Helaine Hornby, Vice-President, Hornby-Zeller Associates
11. Helen Cahalane, Principal Investigator, PA CWTP
12. Chuck Songer, Director, Pennsylvania Children and Youth Administrators Association
13. Brenda Lawrence, SWAN Program Administrator
14. Angelo Santore, Judicial Program Analyst, Administrative Office of Pennsylvania Courts
15. MaryRose McCarthy, Director, PA CWTP
16. Deb Mock, Practice Improvement Specialist, PA CWTP
17. Raheemah Shamsid-Deen Hampton, OCYF Southeast Regional Director
18. Jana Hitchcock, Curriculum Development, PA CWTP
19. Lisa Wilcox, Administrator, Sullivan County Children and Youth Services
20. Kay Rupert, Administrator, Clarion County Children and Youth Services
21. Wendy Unger, Practice Imp. Unit Lead, PA CWTP
22. James Biesecker, SWAN Senior Program Manager
23. William Browning, Administrator, Lackawanna County Children and Youth Services
24. Kerry Kimmick-Holmes, Court and Community Services Director, Lackawanna County Children and Youth Services
25. Christina Fatzinger, Practice Improvement, PA CWTP
26. David Mattern, Supervisor, Dauphin County Children and Youth Services
27. Annette Gross, MSW, Director of Placement Services, Wesley Spectrum Services
28. William Shutt, Assistant Executive Director, Family Care for Children and Youth, Inc.
29. Jennifer Caruso, Practice Improvement, PA CWTP
30. Bernadette Bianchi, Executive Director, PA Council of Child, Youth and Family Services
31. Mark Davis, Supervisor, SE OCYF Regional Office
32. Hope Rohde, Special Services Manager, Dauphin County Children and Youth Services
33. Christine Tirendi, Human Services Program Specialist, OCYF
34. Jeanne Schott, Program Development Specialist, PA CWTP

5/21/2009

Pennsylvania

Type of Report: PIP

Quarterly Report for Quarter: ____

Pennsylvania

Type of Report: PIP

Quarterly Report for Quarter: ____

II. PIP Agreement Form

The PIP should be signed and dated by the Chief Executive Officer of the State child welfare agency and by the Children's Bureau Regional Office responsible for the State. The approved PIP with original signature must be retained in the Children's Bureau Regional Office. A hard copy of the approved PIP must be submitted to the following parties immediately upon approval:

State child welfare agency
Children's Bureau (Child and Family Services Review staff)
Child Welfare Review Project, c/o JBS International, Inc.

Agreements

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

Estee A. Richman 5-21-09
Name of State Executive Officer for Child Welfare Services Date

Children's Bureau Date

5/21/2009

5/21/2009

III. PIP Narrative

Plan Overview

Pennsylvania is committed to achieving lasting positive change in the Child Welfare system. In an effort to do so, we evaluated the plan and approach that was used during the first round of the Child and Family Services Review (CFSR). While we successfully completed our first Program Improvement Plan (PIP), many of the findings from round one were the same in round two. To address this recurrence, Pennsylvania has taken a much broader approach to addressing the areas of concern. Our plan focuses extensively on shifting practice from being compliance focused to focusing on continuous quality improvement through the implementation of established outcome-based indicators to measure progress. Our self assessment findings, validated by the onsite review, revealed a clear and pressing need to make connections among the vast array of initiatives, programs, and models in place across the Commonwealth. Thus, many of our strategies build upon existing, promising approaches currently being implemented in Pennsylvania. In the following section, we will describe our approach to connecting these efforts to improve effectiveness and better utilization of available resources.

Pennsylvania developed the PIP matrix utilizing a logic model to help ensure strong connections between findings and desired outcomes. This approach acknowledged that adjustments to policy and training are only part of the solution. Our approach to this plan, and the manner in which we facilitated the CFSR, are grounded in values and practice principles. These values and principles were developed through an extensive and collaborative process and they will be the cornerstone of our efforts to improve outcomes for Pennsylvania's children, youth, and families. Our child welfare values are:

Service Excellence: Continual efforts will be made to ensure all services and practices are of the highest quality

Honesty: Showing integrity and principled behaviors, rooted in a shared mission, vision, values, in the way you treat others while recognizing our own biases and challenges

Accountability: Working proactively to accept and promote responsibility for achieving positive outcomes for children, youth, and families

Respect: Acknowledging the worth of every person, treating each with dignity, regard and consideration

Engagement: Involvement of stakeholders, including youth and families throughout all phases of the child welfare system, from policy planning to case-related

Diversity: To acknowledge and embrace differences as a beneficial tool when engaging others.

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These values are the foundation to our approach in working with children, youth, and families in Pennsylvania. We will promote and celebrate these values in our continual efforts to improve safety, permanency, and well-being for Pennsylvania's children, youth, and families. We believe how we do our work is as important as the work we do. As such, these values will be demonstrated in the following practice principles:

Child, Youth, and Family Engagement

- We believe children, youth, and families are experts on themselves
- We will ensure children, youth, and families are fully engaged/involved in all decisions impacting their life
- We believe children, youth, and family input is vitally important and will be treated with respect and value
- We will maintain and promote lifelong connections
- We will ensure system planning and reforms are driven by children, youth, and families

Strength-Based Approach

- We believe that every child, youth, and family has strengths and the capacity to change, grow and prosper
- We believe that all children, youth, and families have intrinsic worth and we will assist them in utilizing their strengths to meet their needs
- We believe all challenges have solutions grounded in family and community strengths
- We believe every community has strengths and resources for children, youth, and families
- We believe every child and youth deserves a safe, permanent, and nurturing family

Collaboration/Integration

- We believe children, youth, and families are best served by agencies working together to provide a single, coordinated delivery system
- We believe children, youth, and families are best served by agencies that create partnerships to guarantee the best possible, and most effective services to achieve optimal outcomes
- We believe children, youth, and families are best served by a system that demonstrates a commitment to teamwork through inclusion and meaningful collaboration

Cultural Awareness/Responsiveness

- We believe that cultures, beliefs and traditions are important and will be respected, valued, and celebrated
- We will continue to pursue cultural competence for our work with children, youth, and families and ensure services are culturally relevant
- We believe children, youth, and families are best served by a system that not only works with, but also respects and enhances their diversity

- We will ensure community connections are maintained and all work with children, youth, and families is developmentally appropriate

Staff Development

- We believe staff are a precious commodity and valuable resource
- We believe children, youth, and families are best served by staff that are provided with the necessary resources, and opportunities for professional development
- Staff who are competent, confident, and committed to families and their profession are more effective
- We believe improving staff retention is essential to improving outcomes for children, youth, and families
- We will ensure staff are prepared to work effectively with children, youth, and families in a solution-focused manner

Organizational Commitment

- Organizations who model these principles and values achieve better outcomes for children, youth and families
- We affirm that leadership must demonstrate a commitment to actualizing these values and principles
- We believe systems must be inclusive and rely extensively on input from children, youth, and families

These values and principles are the foundation of the Pennsylvania Practice Model. This model of practice will be one of our seminal approaches to move practice forward in the Commonwealth. Our PIP matrix details a comprehensive plan to implement this practice model and the connected strategies.

As indicated in the findings and self-assessment, Pennsylvania's Child Welfare system has considerable strengths and has improved in significant ways since the last CFSR review in 2002; from the rapid expansion of county-driven quality improvement efforts to the increase of evidence-based practices and state supported initiatives. As a state, Pennsylvania will continue to build upon its strengths, but this improvement plan will focus extensively on how to implement change at the local level; an enhanced challenge to a county-administered, state-supervised Child Welfare system.

A newly developed Continuous Quality Improvement (CQI) process will be the primary vehicle to drive change in Pennsylvania. This approach is grounded in Pennsylvania's child welfare values and principles of inclusion and engagement. By supporting a process that is locally driven, it utilizes the strengths of the local community within each county to assess, plan, implement, and evaluate according to their specific needs.

Pennsylvania's approach was developed by a broad array of public and private stakeholders. We relied heavily on the National Resource Center for Organizational Improvement's (NRCOI) work on implementing change at the local level. Our PIP

matrix utilizes a systemic approach to change; one that is a joint effort between stakeholders at the state and local level.

We will begin by describing what the CQI process will involve at the local level. Fortunately, many components of this process exist, in one capacity or another, in many agencies throughout the Commonwealth; but, unfortunately these individual pieces are not often connected to a clearly defined process. Pennsylvania is committed to formalizing the connections between the four phases of quality improvement: Assessment; Planning; Implementation; and Evaluation.

Recognizing the achievement of positive outcomes will only be realized when the full resources of a community are garnered; the locally driven assessment will be an inclusive process. The assessment process will lead to the planning process, which will also be an inclusive one cumulating in the completion of each county's Needs Based Plan and Budget. The counties will be developing their own improvement plan based on the mutually identified needs of the agency and community. The counties will be supported during the implementation of their plan through a coordinated effort of all those providing technical assistance to the counties. Internal strategies will focus on enhancing overall quality improvement while emphasizing the role of the child welfare supervisor in improving outcomes. Pennsylvania recognizes supervisors as primary practice change agents and will dedicate the resources necessary to support them in their work.

The evaluative process will be driven by both internal and external quality reviews. Externally, the Quality Service Review (QSR) will drive the evaluative process. Pennsylvania is committed to every county experiencing a QSR every year. Just as the federal review is a shared process between the state and the federal government, Pennsylvania's process will be shared equally between the state and the county. The process will mirror the federal review in its structure and scope. Internal quality improvement efforts will focus on building capacity to self evaluate as well as integrating the evaluative results into daily practice. The external evaluative processes will validate and compliment the internal quality improvement efforts.

Pennsylvania acknowledges that structural shifts are needed in order for local agencies to be better supported in their quality improvement work. To this end, key statewide stakeholders, including membership of the County Children and Youth Agencies (CCYAs), the Private Provider communities, and the Child Welfare Training Program, are committed to reshaping their systems to best support the achievement of improved child and family outcomes. This statewide CQI process will ensure that initiatives, programs, and models are delivered in a coordinated, outcome-driven manner. Primary strategies include: formalizing the connection between all forms of assessment, planning, implementation, and evaluation; increasing the coordination of those providing technical assistance and support to local agencies; enhancing the Quality Service Review process; and making stronger links between training and outcomes.

The Program Improvement Plan is highlighted by several themes, which will frame our work as we move toward implementation. These themes include: Child, Youth and Family Engagement; Collaboration; Sustaining Change; Quality Practice; Enhancing Assessments; and Timely Permanence. We have a full array of strategies and actions related to each theme, but have identified a foundational strategy in each category to lead the change effort.

We will begin by highlighting the foundational strategy for child, youth and family engagement. Pennsylvania believes meaningful child, youth and family engagement throughout the time of involvement with the family is vital to improving child, youth and family outcomes. At the front end, increased family involvement should result in more effective in-home service delivery through targeted assessments of strengths and needs leading to more improved identification of underlying issues and more meaningful service agreements that are owned by families and youth. Identification of the underlying issues and root causes of maltreatment will reduce repeat maltreatment. Families are experts on themselves and meaningful involvement by the child, youth and family lends itself to more effective in-home service delivery and should result in fewer children entering care. For those children that have been in care for some time, specific efforts to locate relatives and permanent connections through family finding techniques will be beneficial and targeted recruitment of resource homes for older children will also be guided by input from youth and existing resource families. Our strategies are intended to provide a significant increase in the number of children, youth and families experiencing meaningful engagement during their involvement with the Child Welfare system. Local agencies will be offered a menu of child, youth and family engagement resources to meet these strategies. By providing multiple options, child serving agencies will be empowered to choose a resource that compliments their existing offerings and is aligned with their individualized improvement plans. The menu options will include: Family Group Decision Making; family team meetings; Family to Family; Functional Family Therapy (FFT); Multi-Systemic Therapy (MST); High Fidelity Wrap-Around; Multi-dimensional Treatment Foster Care (MDTFC); and Youth/Parent Advisory Board participation.

Our foundational strategy for collaboration involves making connections between the individual initiatives, programs, and models through implementation of an integrated, outcomes-based strategic plan. Key action steps within this strategy include: coordinating the efforts of all technical assistance organizations; interagency participation in the local CQI process; and use of Court Improvement Project's roundtables to develop local solutions to enhancing collaboration between the Courts and the County Children and Youth Agencies.

Our foundational strategy for sustaining change is our locally driven CQI process. Key action steps associated with this strategy include: the release of guidance via the Need Based Plan and Budget Bulletin; outreach to local leadership, supervisors, and child welfare professionals; enhancing internal Quality Improvement work; and the development of a statewide Continuous Quality Improvement process.

Our foundational strategy for quality practice is implementation of the Pennsylvania practice model. Resources for implementation include: the revised Pennsylvania Standards for Child Welfare Practice; policy and guidelines rooted in quality practice efforts; training; transfer of learning; and technical assistance. This strategy includes key action steps intended to build capacity, enhance supervision, and develop value and principle based leadership.

Our foundational strategy for enhancing assessments is to identify and implement standardized screening and assessment tools and processes to be used by county and private provider agencies. Key action steps include: the release of a compendium of rapid assessments tools; early intervention screening for all children 3 and under; and working with the National Resource Centers to identify barriers to enhancing information sharing and assist with the implementation of the Safety Assessment and Management Process (SAMP). A series of strategies have also been developed for our youth and families also involved with the Juvenile Justice system.

Our foundational strategy for timely permanence is to increase and strengthen the Court's review of family engagement and reasonable efforts while also ensuring the appropriateness of child and family goals which correspond to the Family Service Plan (FSP) and Child's Permanency Plan (CPP). Our approach to improving the timeliness of permanence relies on the engagement of all stakeholders within the Legal and Child Welfare systems. We acknowledge that the achievement of positive permanency efforts require the meaningful collaboration among the Courts and the other partners within the child welfare community. Since the last CFPSR, the partnership between the Courts and child welfare agencies has grown substantially. This partnership has been guided through the establishment of the Office of Children and Families in the Courts under the Administrative Office of the Pennsylvania Courts (AOPC). The commitment to shared leadership between OCYF and AOPC will support continued collaboration that will impact permanency outcomes for children and youth. Key action steps include: increasing the frequency of Court reviews; training and implementation of strategies to locate kin and non-kin family resources; expanding the use of paralegals; developing resources to support local legal changes; and the coordination of legal trainings and technical assistance. Menu options will include: participation in the Permanency Planning Initiative (PPI); participation in the Legal Services Initiative (LSI); participation in the American Bar Association's Barriers to Permanency Project; and county-identified promising practices intended to improve permanency outcomes.

These themes emerged from the logic model framework of our Program Improvement Plan. Pennsylvania used the seven CFPSR outcomes related to Safety, Permanency, and Well-Being, as well as the Systemic Factors to center our strategies and link them to the findings. The PIP matrix lists strategies related to each outcome, section by section, to better allow for measurement of how each strategy impacts the improvement of the corresponding outcome; yet, the strategies and action steps are interconnected and often build upon one another in an effort to lead to sustainable change. Next, we will highlight our approach to improving the outcomes associated with the four main categories of Safety, Permanency, Well-Being, and Systemic Factors.

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Safety

Pennsylvania's strategies related to improving Safety include, but are not limited to: creating a response time for General Protective Services (GPS) reports; improving communication between Regional OCYF offices and County Children and Youth Agencies (CCYAs) regarding child abuse and neglect investigations; and instituting a Statewide Safety Assessment and Management Process (SAMP). These strategies relate directly to the findings that response times were inconsistent, results of reports on foster homes (handled by regions) were not always communicated back to counties, and that Risk and Safety Assessments often focus on presenting problems and not underlying issues, resulting in multiple reports. The Safety Assessment and Management Process was developed in collaboration with the Action for Child Protection National Resource Center for Child Protective Services. The process will help move Pennsylvania beyond incident-focused investigations, require greater engagement of all family members, and guide assessment of safety threats and caregiver protective capacities to improve safety planning. This process is grounded in our child welfare values and principles.

Permanency

Pennsylvania's strategies related to improving permanency are substantial and include, but are not limited to: increasing and strengthening the Court's review of family engagement and reasonable efforts while also ensuring the appropriateness of child, youth and family goals which correspond to the child, youth and family's plans; providing additional support to the members of the Legal/Child Welfare systems; implementing a concurrent planning process that establishes the child/youth's primary permanency goal and the most appropriate concurrent goal; engaging birth families and youth in the selection of out of home placements; ensuring immediacy of quality visitations; and improving the timeliness of permanence. These strategies focus heavily on improving the utilization of existing resources known to have a positive impact on permanency. These strategies relate to the findings of: not establishing timely and appropriate goals for children in foster care; lack of engaging non-custodial parents; inconsistent notice and right to be heard; inconsistent implementation of concurrent planning; lack of consistent engagement of families in the placement process; and lack of quality visitation.

Well-Being

Pennsylvania's strategies related to improving well-being outcomes include, but are not limited to: identifying standardized screening, assessment tools and processes; assessing underlying needs; implementation of youth and family engagement techniques; provision of appropriate services; creation of a single plan; working with fathers; and enhanced transition planning. These strategies are intended to improve the findings related to: underlying issues not being identified; lack of youth and family engagement; services not aligning with the identified needs; and multiple plans for one

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family. Meaningful youth and family engagement is a cornerstone of our approach to improving well-being outcomes for youth and families.

Systemic Factors

Pennsylvania's strategies related to systemic issues include, but are not limited to: implementation of a CQI process; improving the quality of practice through implementation of a practice model; enhancing caseworker recruitment and retention; redefining the role of supervision; addressing service gaps; and exploring statewide information system options. These strategies relate directly to the findings of: practice/systems changes not being sustained at the local level; inconsistent model of practice; significant turnover of child welfare professionals; limited focus on the supervisor's role in transforming practice; identified service needs of dental care, housing, and transportation; and a lack of a statewide information system.

In January of 2008, Pennsylvania procured vendor services to conduct a Feasibility Study and Alternatives Analysis that would determine how best to move forward with an automated system that would meet federal, state and county business needs. The outcome of this feasibility study and alternatives analysis will culminate with the development of a strategic plan for successful implementation of technology solution that will result in real or near real time statewide data. To date, this work has been guided by a steering committee that includes county and Commonwealth partners to ensure that child welfare practice needs are at the forefront of solution identification and planning. We will continue to work with the Administration for Children and Families to obtain necessary approvals in moving toward implementation of this plan. This solution will allow for tracking of GPS information across counties; enhanced data, collection, integrity and consistency; and case management functions that promotes integration with other county agencies.

Pennsylvania's approach to ensuring complete implementation of the PIP demonstrates our commitment to collaboration by utilizing the statewide Quality Improvement Committee to oversee the plan. Therefore, broad representation of statewide and local stakeholders makes up the membership of this committee. This approach will help ensure ownership of the plan and help maintain the necessary momentum to move change forward. Subcommittees will be established in all key areas to develop and manage solutions throughout the life of this plan.

**IV. PIP Strategy Summary and TA Plan
State: Pennsylvania**

Primary Strategies	Key Concerns	TA Resources Needed
Child, Youth and Family Engagement	The need for increased family engagement to involve the child, youth and family throughout the case process.	Not Applicable
Collaboration	All outcomes are impacted by the need for increased collaboration among key stakeholders.	Technical Assistance from the National Center on Substance Abuse and Child Welfare (NCSACW) to develop a work plan to address barriers and ways to improve collaboration and information sharing between the courts, drug and alcohol services, and child welfare.
Sustaining Change	Need to implement change at the local level.	Technical Assistance from the National Resource Center for Organizational Improvement related to implementing change at the local level.
Quality Practice	Shift focus from compliance to quality.	Not Applicable
Enhancing Assessments	Assessments should identify and then address underlying issues. Response times were inconsistent.	Technical assistance with Action for Child Protection National Resource Center for Child Protective Services (NRCCPS) will include case reviews in selected CCYAs to evaluate the implementation of the Safety Assessment and Management Process and suggest changes, transfer of learning, and help with finalizing bulletin, and evaluation of existing Risk Assessment process. Technical assistance from the National Resource Center for Youth Development to assist in the development of a model for assessing safety of older youth.

Timely Permanence	Concurrent goals are established but casework is being done sequentially. Not establishing timely and appropriate goals for children and youth in Foster Care.	Technical assistance from NRC for Family Centered Practice and Permanency Planning and NRC on Legal and Judicial Issues regarding policy implications and recommendations for procedural changes related to concurrent planning.
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Part V. PIP Matrix

Part A: Strategy Measurement Plan and Quarterly Status Report

Part B: National Standards Measurement Plan and Quarterly Status Report

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

Part D: Amendments

Pennsylvania

Type of Report: PIP

Quarterly Report for Quarter: ____

Part A: Strategy Measurement Plan and Quarterly Status Report

Pennsylvania

Type of Report: PIP

Quarterly Report for Quarter: ____

Part B: National Standards Measurement Plan and Quarterly Status Report

Safety Outcome 1: Absence of Recurrence of Maltreatment												
National Standard	94.6%											
Performance as Measured in Final Report/Source Data Period	97.0%											
Performance as Measured at Baseline/Source Data Period	N/A											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Safety Outcome 2: Absence of Maltreatment of Children in Foster Care												
National Standard	99.68%											
Performance as Measured in Final Report/Source Data Period	99.76%											
Performance as Measured at Baseline/Source Data Period	N/A											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Timeliness and Permanency of Reunification												
National Standard	122.6											
Performance as Measured in Final Report/Source Data Period	85.2											
Performance as Measured at Baseline/Source Data Period	86.9 Pending final approval by ACF											
Negotiated Improvement Goal	89.4 Pending final approval by ACF											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 2: Timeliness of Adoptions												
National Standard	106.4											
Performance as Measured in Final Report/Source Data Period	106.7 (per revised data profile) and 115.0 in 2009A file – Pending final approval by ACF											
Performance as Measured at Baseline/Source Data Period	N/A											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 3: Achieving Permanency for Children in Foster Care for Long Periods of Time												
National Standard	121.7											
Performance as Measured in Final Report/Source Data Period	135.5											
Performance as Measured at Baseline/Source Data Period	N/A											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 4: Placement Stability												
National Standard	101.5											
Performance as Measured in Final Report/Source Data Period	102.4											
Performance as Measured at Baseline/Source Data Period	N/A											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Pennsylvania

Type of Report: PIP

Quarterly Report for Quarter: ____

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

Safety Outcome 1: Item 1 Timeliness of initiating investigations of reports of child maltreatment												
Performance as Measured in Final Report	57.7%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Safety Outcome 1: Item 2 Repeat maltreatment												
Performance as Measured in Final Report	65%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Safety Outcome 2: Item 3 Services to family to protect child(ren) in the home and prevent removal or reentry into foster care												
Performance as Measured in Final Report	67%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Safety Outcome 2: Item 4 Risk assessment and safety management												
Performance as Measured in Final Report	69%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Item 5 Foster care re-entries												
Performance as Measured in Final Report	28.5%											
Performance as Measured at Baseline/Source Data Period	27.8% Pending ACF approval											
Negotiated Improvement Goal	26.5% Pending ACF approval											
Method of Measuring Improvement	National Standard											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 1: Item 6 Stability of foster care placement												
Performance as Measured in Final Report	69%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Item 7 Permanency goal for child												
Performance as Measured in Final Report	51%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 1: Item 8 Reunification, guardianship, or permanent placement with relatives												
Performance as Measured in Final Report	69.3%											
Performance as Measured at Baseline/Source Data Period	68.0% pending ACF approval											
Negotiated Improvement Goal	69.7% pending ACF approval											
Method of Measuring Improvement	National Standard											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Item 9 Adoption												
Performance as Measured in Final Report	20%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 1: Item 10 Other planned permanent living arrangement												
Performance as Measured in Final Report	83%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well-Being Outcome 1: Item 17 Needs and services of child, parents and foster parents												
Performance as Measured in Final Report	45%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Well-Being Outcome 1: Item 18 Child and family involvement in case planning												
Performance as Measured in Final Report	42%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well-Being Outcome 1: Item 19 Caseworker visits with child												
Performance as Measured in Final Report	75%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well-Being Outcome 1: Item 20 Caseworker visits with parents												
Performance as Measured in Final Report	29%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1 st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Part D: Amendments

This section should be completed only in the event of renegotiations regarding the content of the PIP, pursuant to 45 CFR 1355.35(e)(4). Copies of approved, renegotiated PIPs must be retained and distributed as noted above immediately upon completion of the renegotiation process.

The content of the attached PIP was renegotiated on [enter date]. The renegotiated content of the attached PIP has been approved (initialed) by State personnel and the Children's Bureau Regional Office with authority to negotiate such content and is approved by Federal and State officials:

Renegotiated Action Steps, Benchmarks or Improvement Goal	Date	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Approval of State Executive Officer for Child Welfare Services
						Approval Children's Bureau