

# Alaska Child and Family Services Review Program Improvement Plan 2009



**William Hogan, Commissioner  
Department of Health and  
Social Services**

**Tammy Sandoval, Director  
Office of Children's Services**

**Attachment A  
Children's Bureau  
Child and Family Services Reviews  
Program Improvement Plan  
Suggested Standard Format**

States are encouraged to use this PIP standard format to submit their PIP to the Children's Bureau Regional Office. The standard format includes the following sections:

- I. PIP General Information
- II. PIP Strategy Summary and TA Plan, Matrix Instructions, and Quality Assurance Checklist
- III. PIP Agreement Form (authorizing signatures)
- IV. PIP Matrix

**I. PIP General Information**

CB Region:	I		II		III		IV		V		VI		VII		VIII		IX		X	X
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\*List key individuals who are actually working on the PIP and not necessarily everyone who was consulted during the PIP development process.

## **Alaska Office of Children's Services Program Improvement Plan Introduction**

The Alaska Office of Children's Services looks forward to engaging in a process of planned program improvement which will benefit families and children. The Office of Children's Services (OCS) began its Program Improvement Plan (PIP) process prior to the federal on-site Child and Family Services Review. This was made possible through the valuable insight gained by Alaska's Statewide Assessment team while conducting an analysis and evaluation of practice, reviewing data from the National Data Profile and the Statewide Automated Child Welfare Information System (SACWIS), and reviewing findings from our Quality Assurance Reviews. The self assessment identified that new efforts would be necessary across the spectrum of safety, permanency, well-being, and the systemic factors. The results of the Child and Family Services Review (CFSR) confirmed that the work Alaska had already begun was necessary to keep Alaska's children safe and Alaska families strong.

Alaska formed three Program Improvement Plan workgroups to develop strategies that would address items that had been identified as needing improvement in the CFSR. The workgroups were comprised of statewide stakeholders, Tribal partners, and OCS staff. Many of the workgroup members also participated in the development of the Statewide Assessment which gave them insight into the program areas needing improvement. Strategies were developed and incorporated into the Program Improvement Plan which would have an immediate effect on the areas needing improvement. Longer term efforts have been developed and incorporated into the five-year Child and Family Services Plan.

The implementation of these strategies will begin with a clearly articulated Alaska Practice Model followed by system reform efforts firmly integrated and aligned within that model.

Throughout the PIP timeframe, OCS will work towards building a solid foundation for informed practice. Family Services Workers will gain knowledge and practice skills which will enable families to receive comprehensive assessments both initially and on an ongoing basis. Workers will be skilled in using this assessment process while involving families in the development of their case plans. When a family enters the system for family services, whether in-home or out-of-home, the primary focus will be to ensure the timely and appropriate identification of a permanency goal. Throughout the service process, overall management of risk and safety will occur.

The management of risk and safety will be enhanced by the completion of a protective capacity assessment. The case plan will include activities to enhance protective capacities and decrease threats to safety. Involvement of the family in the development of the case plan reflects respect for an individual's right to self determination. The implementation of the practice model, will serve to increase worker skills and competency around parent and child engagement.

The Alaska OCS has designated two innovation sites, Anchorage and Fairbanks, where a number of specific strategies will be exclusively implemented. Both of these sites have a population size which is sufficient to allow for ongoing measurement of the outcomes needing improvement. The purpose of the innovation sites is to facilitate, within a manageable arena, development and monitoring of the desired new practices.

The innovation sites will implement strategies to incorporate the Practice Model into the family services programs - currently referred to as “ongoing services”. This will allow the OCS to test specific development and implementation strategies, as well as monitor comprehension and fidelity prior to introducing the program to other offices across the state. Once practice standards and improvements are proven through data-driven evidence at the innovation sites, all OCS field offices will integrate the developed strategies and practices into their service delivery.

## **Program Improvement Plan Strategies**

Alaska’s Program Improvement Plan strategies were developed based on the information gathered from the Statewide Assessment, on-site review results, and monthly data reporting. Alaska’s three strategies are:

- Practice Model Integration and Implementation
- Accountability and Supervision
- Strengthening Systems Capacity

All three strategies have common crosscutting areas that are integral and fundamental to best practice and directly impact overall outcomes within safety, permanency, well-being and the systemic factors. It is recognized that increasing the frequency and quality of caseworker visits with parents and children; improving standardized safety decision-making, including ongoing assessments of safety and risk; and increasing family engagement in case planning, are all critical to improving outcomes for children and families. Additionally, systemic enhancements to the case review system, quality assurance system, service array, agency responsiveness, training, recruitment and retention are incorporated in Alaska’s PIP.

## **Practice Model Integration and Implementation**

Beginning in 2006, OCS adopted a Practice Model that is intended to standardize services to children in need of protection and to keep families intact whenever possible. The CFSR process highlighted the need to anchor implementation efforts of the Practice Model to ensure that a standardized assessment is conducted with every family screened in for investigation and that the assessment process is used for safety decision-making throughout OCS involvement with a family from intake to case closure. Alaska’s first priority for PIP implementation is to ensure child safety through the life of the case. Alaska’s Practice Model’s precise focus on safety informs permanency decisions.

A complete overview of the Practice Model is being developed and will be published and distributed to all OCS staff, stakeholders and partners. In conjunction with this document, program statements will be developed from each of the OCS program areas to inform, shape, and focus OCS’ integrated service and program efforts.

Clarity and education around Alaska’s Practice Model is in process. To appropriately serve families, staff must be able to clearly identify the safety threats; learn to identify the diminished and enhanced protective capacities of parents, and ensure that all interventions are based on meaningful family

engagement, using the family's identified needs, strengths and perspectives. By engaging in a collaborative, problem-solving process with parents, age appropriate children, and tribes, case plans can be tailored to the unique and individual needs of each family. This will enhance the capacity of the parent/caregiver to protect their children and help to provide a comprehensible strategy for everyone that is serving the family. More important than compliance alone is the identification of concrete and observable behavioral changes that enable the parent to provide a safe home.

The comprehensive, family-driven information gathered through these processes becomes the foundation for guiding decisions about reunification or, when indicated, establishment of other permanency goals. By engaging with the parent as "partner" in the case planning and decision-making process, the worker is more likely to develop trust, understanding, and an effective working relationship with the parent. This will advance the agency's ability to serve parents and children. Increased family and tribal engagement resulting in real knowledge of the family will enhance the capacity to make timely permanency plans, articulate and utilize concurrent planning, and determine conditions for return home.

The implementation of the Practice Model is critical to reducing the significant over-representation of Alaska Native children in the foster care system. By creating a system that is both strength-based and family-centered, workers will be required to complete individualized person/family assessments that are not incident-driven, but are instead based on the principle that child safety is paramount and that all families are treated equally. A determination that safety threats exist within a family or that an allegation is "substantiated" does not and should not result in a removal as the only response to child safety. At the core of every function provided by the OCS are the assurance of child safety and the development of family strengths. The objectives of intervention in a safety-driven approach are enhancement of caregiver protective capacities and establishment of safe homes. Skilled assessment and informed decision-making is key to the families' success.

Another vital effort to reducing the over representation of Alaska Native children in the foster care system is collaborative work that will be conducted via a grant received by a collective group of Alaska Native tribes from the Western and Pacific Implementation Center. This work will direct efforts toward disproportionality reduction, while decreasing the number of children in out-of-home care and increasing ICWA compliance. The Office of Children's Services is excited about partnering with Tribes on this innovative project that will aid in strengthening and providing more targeted resources to address the serious issue of disproportionality.

The CFSR identified Safety Outcome 1, item 1, as a primary concern for delays in initiating face-to-face contacts after a protective services report (PSR) has been screened in for assessment. Delays have been largely attributed to the lack of clear policy and procedures for intake functions. Currently, intake policy and procedures do not provide timelines for how quickly reports must be processed after receiving the initial protective services report. The lack of standardized practice at intake has created an infrastructure that often causes delays and impedes staff's ability to initiate face-to-face contact timely. Alaska is moving to a standardized intake structure, and is making concerted efforts to ensure PSRs are handled consistently, with initial assessment assignments occurring in a timely manner on a statewide basis.

Safety Outcome 2 results indicated that services offered to families were often not adequate to ensure child safety or reduce risk of harm, and did not address those underlying issues contributing to the

maltreatment. There was insufficient monitoring to assess whether parents were participating in services and whether children were safe. Alaska will design an in-home services program to provide a more feasible and effective option to keeping families intact and enabling families to provide for a safe environment for their children.

Strategies have been developed to address Permanency Outcome 1 concerns related to multiple placement settings; lack of timely establishment and changing of appropriate permanency planning goals; lack of sufficient effort to achieve permanency; lack of documentation of compelling reasons; and the inconsistent practice in filing for termination of parental rights. In addition, efforts within this strategy will also include focus on enhancing family contact and the function and delivery of administrative reviews.

The CFSR Well-Being Outcome 1 results reflected concern for the low rate of visits between caseworkers, families and children. The need for an increase in frequency and quality of face-to-face visitation with children and families is a significant priority that is reflected in the OCS PIP. Visits with children, parents, and foster parents provide opportunity to conduct on-going assessment of needs; enhance service delivery to decrease safety and risk; increase parental protective capacities; increase family engagement in case planning; and ensure appropriate services to meet their educational, physical and mental health needs.

Based on national data, 17 of the 23 CFSR items related to safety, permanency and well-being will be positively affected if quality caseworker visits are regularly conducted. This equates to improving overall outcomes to children and families.

## **Accountability and Supervision**

Alaska recognizes that in addition to practice and systemic changes, significant improvements to staff accountability and supervision are necessary in order to achieve lasting program improvements and successful outcomes. Effective supervision entails both practice expertise as well as leadership skills. The development of both areas is necessary for the supervisor or manager to be the conduit toward better outcomes in safety, permanency, and well-being for families. This strategy will provide action steps to enhance clarity to the leadership role, the agency's expectations and provide staff with the additional support and development to be successful.

Enhancements to the Quality Assurance process and staff training are included in this strategy. Alaska implemented a Quality Assurance review process during the first round of the CFSR and is refining the process for evaluating program improvement measures at the field office level through a standardized feedback mechanism from the field. Additionally, various modifications to Alaska's SACWIS (ORCA) have been developed in order to support this work.

Accountability and supervision is designed to ensure that Supervisors and Managers monitor progress and develop a Plan of Response related to practice changes included in the PIP. Children Service's Managers and the Child Welfare Administrator will track the progress of the Plan of Responses to ensure practice change activities are implemented. These methods will assist OCS to determine whether or not adjustments to PIP items are necessary to achieve the anticipated outcomes. Additionally, OCS will develop case review instruments for increasing supervisory competency to support the critical role Supervisors play in keeping children safe and families strong.



Training and support of workers was also an area of focus during the PIP development. Since the review, OCS has increased new worker training from two weeks to four weeks, doubling the amount of time new workers spend in formal training before becoming responsible for casework. This new training is called Standards, Knowledge and Insights Leading to Success (SKILS). Caseworkers attend SKILS in two sessions, each session lasting two weeks. There is a two-week break from training between the two sessions where the worker returns to their office location. As part of the PIP, Alaska will continue development of on-the-job training for caseworkers to be the component of training between the two-week sessions of SKILS. Also in the past year, OCS has implemented a new competency-based supervisory training curriculum. OCS anticipates that all current supervisors and managers will complete this 6-day course by the beginning of 2010.

Additionally, there are a number of staff development strategies developed to support the implementation of the Practice Model and Strengthening Systems components. Staff development is not only formalized training, but also includes on the job mentoring and coaching.

### **Strengthening System Capacities**

This strategy addresses the court case review system, foster parent training, recruitment and retention, the array of services, and agency responsiveness to stakeholders.

The CFSSR results indicated that there was consistent lack of documentation related to compelling reasons, concerns relating to permanency hearings and inconsistent notification of court hearings specifically to foster parents and tribes. Together with the Court Improvement Project (CIP) and the Department of Law (DOL) action steps were developed to address these areas needing improvement including standardizing the notification and training provided to Alaska Attorneys General and Judges related to permanency hearings. ORCA will be modified to ensure that workers will be able to better document compelling reasons.

The requirements for foster parent training which were not consistent, was noted as an area of concern in the CFSSR. During the PIP, OCS will require all foster parents to complete the CORE training within the first year. Alaska Native and non-Native resource family recruitment and retention efforts will continue as part of the PIP. Alaska will seek technical assistance to develop statewide and regional recruitment and retention plans for resource families. Training requirements for foster parents will be revised to ensure that all foster families have the appropriate training to meet the needs of the children in their care. The PIP also addresses the effort of better matching the needs of children to the placement options, decreasing multiple placements for children in care, and ensuring child safety in placements.

The OCS, stakeholders, and community partners must continue to work collaboratively to increase the availability, quality and consistency of services. Communities in rural Alaska face unique challenges to accessing the targeted services and resources necessary to support families. However, rural Alaska also offers unique opportunities for meeting families' needs through traditional cultural methods, services and resources. On-going collaborative efforts with Tribal and other community partners must continue to strengthen Alaska's systems to meet the needs of all of our families. Continued meetings to identify new strategies will occur with OCS service delivery partners as part of the PIP and will be on-going through the agency's five year Child and Family Services plan.

Alaska will develop a collaboration and coordination plan to ensure that all stakeholders are involved in the on-going monitoring and evaluation of the PIP and the Child and Family Services Plan. This collaboration is critical to the success of implementation efforts for both plans.

## **Data and Methods for Measuring Improvements**

Alaska will utilize its SACWIS system (ORCA) and continuous quality improvement process to compile data on the outcomes of our work with families. These data sources will serve as the base of information for formal reporting on the PIP as well as for the process of ongoing monitoring of improvements within the OCS.

The four composite measures and their components will be included in the range of measures to assess outcome improvement. Where the population is high enough, the four composite measures have been broken down by region. This will enable regions within Alaska to be more accurately assessed and allows for targeted improvements.

Improvements on Safety Outcomes 1 and 2, Permanency Outcome 1, and Well-being Outcome 1 will be measured through both the SACWIS reporting system and the quality assurance reviews. Quality assurance reviews are scheduled with field offices on a regularly scheduled basis, while the innovation sites, Anchorage and Fairbanks, will be reviewed quarterly.

The quality assurance review process applies the CFSR instrument to a randomly drawn sample. Alaska will conduct reviews on 62 cases per quarter. Approximately one-third of the cases will be from an in-home sample, while approximately two-thirds of the cases will be from an out-of-home sample. Specific data elements for items 3, 4, 7, 10, 17, 18, 19, and 20 will assist OCS with program improvement reporting.

After the quality assurance review is completed, a debriefing is held with each field office and a report is sent to management, supervisors and staff on the 7 outcomes and the 23 items on the CFSR instrument. SACWIS reports will produce data on the remaining items.

Alaska has already established a number of data sources and several methods for monitoring improvement. Monthly ORCA reports allow managers to monitor the process of managing intakes and initial assessments. These data reports provide individual workers, supervisors, managers and administrators with reliable information about practice taken from QA. The OCS also has a variety of standardized ORCA reports and monthly management reports on specific measures from the data profile.

Alaska will use QA data, ORCA reports, data profile, and regional plan of response reports to address specific areas needing improvement, as determined by the CFSR review, to assist in achieving its second round PIP.

The OCS is fortunate to have numerous stakeholders who are committed to the work set forth in the following matrix and we are confident that combined efforts from stakeholders along with OCS staff will lead to improved outcomes for children and families.

### III. PIP Strategy Summary and TA Plan

State: Alaska

Date Submitted: October 16, 2009

PRIMARY STRATEGIES	KEY CONCERNS	TA RESOURCES NEEDED
<p>Practice Model Integration and Implementation</p>	<p>Insufficient practice guidelines for intake and lack of standardized timeframes for making screening decisions</p> <p>Lack of structured in-home services program</p> <p>Insufficient initial and ongoing assessment of safety and protective capacities regarding goal attainment</p> <p>Case plan format:</p> <ul style="list-style-type: none"> <li>• is not user-friendly for family or worker;</li> <li>• workers have insufficient skills to create behavioral-based case plans</li> </ul> <p>Placement instability</p> <p>Delays in adhering to ASFA timelines:</p> <ul style="list-style-type: none"> <li>• TPR filing not timely</li> <li>• compelling reasons not documented</li> </ul> <p>Lack of understanding about role of concurrent planning and its application</p> <p>Delays in determining appropriate permanency goals or inappropriate change in goal</p>	<p>The National Resource Center for Child Protective Services</p> <p>The National Resource Center on Permanency Planning</p> <p>The National Resource Center for In-Home Services</p>

PRIMARY STRATEGIES	KEY CONCERNS	TA RESOURCES NEEDED
	Lack of understanding by caregivers about the importance of frequent family contacts between children and parents	
Accountability and Supervision	<p>Lack of system for accountability in the development of regional improvement plans that are based on QA review findings and data outcomes; and inconsistent implementation of practice standards</p> <p>Workers often not hired with sufficient skills or experience for CPS work, training provided is adequate for those coming with some relevant experience, but often not enough for those without basic skills. Post-training--there is lack of consistency in how what was learned is nurtured, developed, and evaluated</p> <p>Insufficient supervisory clinical skills</p> <p>On-going training is limited and no requirements outlined</p> <p>Insufficient frequency and quality of worker visits and engagement of parents and children (including assessment of education, medical and mental health needs for children)</p> <p>Inconsistent assessment of needs for parents and foster parents or relative caregivers</p> <p>Insufficient parent or child involvement in case plans (in-home and out-of-home)</p>	<p>The National Resource Center on Organizational Improvement</p> <p>The National Resource Center for Child Protection</p> <p>The National Resource Center for Child Welfare Data and Technology</p>

<b>PRIMARY STRATEGIES</b>	<b>KEY CONCERNS</b>	<b>TA RESOURCES NEEDED</b>
<p>Strengthening System Capacities</p>	<p>Lack of appropriate notice to care givers of legal proceedings</p> <p>Lack of consistent use of concurrent planning and compelling reasons</p> <p>Lack of community-based services, and waitlists in some areas of the state for the available programs/services for substance abuse treatment</p> <p>Lack of support, development, and recruitment of caregivers</p> <p>Insufficient assessment of resource families impact safety, permanency, and well-being of children</p> <p>Lack of compliance and barriers to caregivers receiving essential training, initial, and ongoing</p>	<p>Casey Family Programs</p> <p>The National Resource Center for Substance Abuse</p> <p>Annie E. Casey Foundation</p>

### III. 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:



October 16, 2009

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Name of State Executive Officer for Child Welfare Services

Date

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Children's Bureau

Date

<b>Primary Strategy A: Practice Model Integration and Implementation</b>			Applicable CFSR Outcomes or Systemic Factors: S1, S2, P1, P2, WB1, WB2, WB3, Case Review System		
Goal: To ensure the safety of children throughout the life of the case and provide relevant services to support the family and child.			Applicable CFSR Items: 1, 2, 3, 4, 6, 7, 8, 9, 10, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 25, 28		
<b>Action Steps and Benchmarks</b>	<b>Person Responsible</b>	<b>Evidence of Completion</b>	<b>Quarter Due</b>	<b>Quarter Completed</b>	<b>Quarterly Update</b>
<b>A.1.0 To provide clear program statements for implementation of practice model that will inform the individual practice and service delivery to children and families.</b>					
A.1.1 Develop individual program statements for intake, initial assessment, family services with an in-home and out-of-home program, service array section and resource family section.	Christy Lawton	Program Statements	1		
A.1.2 Develop dissemination and staff development plan for practice model and program statements. (reference B.3.1)			1		
A.1.3 Disseminate and provide staff development to all OCS staff related to practice model and program statements. (reference B.3.2)			1		
A.1.4 Develop dissemination and communication plan for practice model and program statements for stakeholders.	Christy Lawton	Dissemination and Communication Plan	1		
A.1.5 Disseminate and communicate practice model and program statements to stakeholders.	Senior Leadership Team, Statewide Managers	Agendas/Plan and List of Stakeholder Groups	2		
<b>A.2.0 Integrate and implement practice model into core functions statewide</b>					
<b>A.2.1 All regions will initiate timely face to face contacts during the initial assessment.</b>					
A.2.1.1 Develop work plan for design and systemic implementation of intake.	Christy Lawton	Copy of Plan	1		
A.2.1.2 Issue a Program Instruction to all OCS staff related to timely assignment and initiation of all Protective Services Reports.	Kristie Swanson	Program Statements and Dissemination Memo	1		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A.2.1.3 Provide staff development to all OCS field management and front line workers based on the Program Instruction for timely assignment and initiation of all protective services reports. (reference B.3.3)			1		
A.2.1.4 Disseminate updated intake policy reflecting a two tiered response system to all OCS staff.	Kristie Swanson	Policy Dissemination Memo	3		
A.2.1.5 Provide training to all statewide intake staff. (reference B.3.4)			3		
A.2.1.6 Provide education and training opportunities to tribes and stakeholders statewide regarding new intake practices. (reference B.3.5)			4		
A.2.1.7 Managers and Supervisors will monitor ORCA reports to ensure timeliness of initiation and develop a response plan to address when timelines are not met. (reference B.2.2.1)			3 and 6		
A.2.1.8 Children Services Managers and the Child Welfare Administrator will track plan of responses related to timely initiation to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.2)			4 and 7		
<b>A.2.2 Refine and continue initial assessment implementation efforts.</b>					
A.2.2.1 Develop work plan for continued focus and enhancement of the initial assessment.	Christy Lawton	Copy of Plan	2		
A.2.2.2 Provide staff development to all OCS field management and staff around the purpose, application and analysis of information gathered and how that informs the identification of safety threats and protective capacities/needs as well creation and management of safety plans. (reference B.3.6)			4		



Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A.2.2.3 Modify ORCA for tracking and monitoring of safety plans. (reference B.1.1)			6		
A.2.2.4 Managers and Supervisors will monitor quality assurance findings to ensure appropriate services are provided to children and parents to manage threats to safety and to ensure that safety plans are in place and develop a plan of response to address areas needing improvement. (reference B.2.2.3)			3 and 6		
A.2.2.5 Children Services Managers and the Child Welfare Administrator will track plan of responses related to management of safety threats and safety plans to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.4)			4 and 7		
<b>A.2.3 Increase the quality and frequency of case worker visits to ensure the safety, permanency and well-being of child and promote progress towards case plan goals.</b>					
A.2.3.1 Develop quality home visit guidelines for engaging families including education, health and behavioral/mental health components.	Christy Lawton and Kristie Swanson	Copy of Guidelines	2		
A.2.3.2 Develop training materials for staff development in family engagement.	Christy Lawton and Eileen Lally	Training Material	2		
A.2.3.3 Provide staff development to all OCS field management and front line workers on quality home visits and family engagement activities. (reference B.3.7)			4		
A.2.3.4 Managers and Supervisors will monitor quality and frequency of visits through ORCA, quality assurance review findings, and monthly supervisory case reviews and will develop a plan of response to address areas needing improvement. (reference B.2.2.5)			3 and 6		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A.2.3.5 Children Services Managers and the Child Welfare Administrator will track plan of responses related to quality and frequency of visits to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.6)			4 and 7		
A.2.3.6 Modify ORCA in order to track case worker visits for in-home cases. (reference B.1.2)			8		
A.2.3.7 Modify ORCA in order to track case worker visits for parents. (reference B.1.3)			8		
<b>A.2.4 Implement family contact protocol to enhance the continuity of family relationships.</b>					
A.2.4.1 Develop a method of measurement to monitor implementation of the family contact plan. (reference B.1.4)			2		
A.2.4.2 Modify ORCA to accommodate family contact plan and documentation. (reference B.1.5)			4		
A.2.4.3 Managers and Supervisors will monitor quality assurance review findings for family contact plans and develop a plan of response to address areas needing improvement. (reference B.2.2.7)			3 and 6		
A.2.4.4 Children Services Managers and the Child Welfare Administrator will track plan of responses related to family contact to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.8)			4 and 7		
A.2.4.5 Court Improvement Project (CIP) will provide training to judges at the Fall Judicial Conference related to family contact planning. (reference B.3.8)			1		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<b>A.2.5 Enhance administrative review process to ensure review recommendations are followed.</b>					
A.2.5.1 Review and revise administrative review policy to include case flagging and follow up of review recommendations.	Bernita Hamilton, Christy Lawton and Kristie Swanson	Copy of Policy	4		
A.2.5.2 Disseminate policy and provide staff development to all OCS field management and front line workers on the administrative review process. (reference B.3.9)			5		
A.2.5.3 Managers and Supervisors will monitor quality assurance findings for administrative review follow through and develop a plan of response to address areas needing improvement. (reference B.2.2.9)			6		
A.2.5.4 Children Services Managers and the Child Welfare Administrator will track plan of responses related to administrative review follow through to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.10)			7		
<b>A.2.6 Improve process for filing of termination of parental rights including adequate documentation of compelling reasons and timely permanency goal setting and changing.</b>					
A.2.6.1 OCS and Department of Law (DOL) will consult with the Court System for development of standardizing the process for filing of termination of parental rights (TPR) petitions or compelling reasons.	Susanne Dipietro, Carla Raymond and Kristie Swanson	TPR/Compelling Reason Process	4		
A.2.6.2 Revise TPR/compelling reasons policy to reflect standardization of process.	Kristie Swanson	Copy of Policy	5		
A.2.6.3 Provide training to AAGs related to filing compelling reasons. (reference B.3.10)			4		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A.2.6.4 Provide staff development to all OCS field management and front line workers regarding TPR/compelling reasons. (reference B.3.11)			5		
A.2.6.5 The Court Improvement Project (CIP) will monitor timely filing of TPRs and compelling reasons.	Susanne Dipietro, Carla Raymond and Kristie Swanson	Monitoring Plan	7		
A.2.6.6 CIP will convene and support a group of stakeholders to develop a strategic plan to address concurrent planning statewide.	Susanne Dipietro, Carla Raymond and Kristie Swanson	Strategic Plan	7		
<b>A.3.0 Implement the practice model from intake to case closure at Innovation Sites - Anchorage and Fairbanks.</b>					
<b>Note: Items A.3.1 through A.3.6 will be implemented in Anchorage and Fairbanks.</b>					
<b>A.3.1 Develop and implement practice model components for family services cases.</b>					
A.3.1.1 Request technical assistance to assist in development of a curriculum that includes case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure.	Christy Lawton	TA Request	1		
A.3.1.2 Develop a curriculum for integration and training related to extending the practice model through the life of the case.	Executive Steering Committee and FYSTA	Training Curriculum	3		
A.3.1.3 Revise permanency planning policies to extend and support practice model integration.	Kristie Swanson	Copy of Policies	4		
A.3.1.4 Provide staff development through use of training curriculum to all OCS management and front line workers in Anchorage and Fairbanks related to case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure. (reference B.3.12)			5		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A.3.1.5 Modify ORCA to support practice model integration and application within permanency planning. (reference B.1.6)			5		
A.3.1.6 Establish quality assurance process to monitor timeliness of case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure. (reference B.1.7)			4		
A.3.1.7 Managers and Supervisors will monitor quality assurance review findings related to case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure and develop a plan of response to address areas needing improvement. (reference B.2.2.11)			6		
A.3.1.8 Children Services Managers and the Child Welfare Administrator will track plan of responses related to case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.12)			7		
<b>A.3.2 Develop and refine initial and on-going assessment of needs for children, parents, and resource families to ensure appropriate service identification and provision.</b>					
A.3.2.1 Develop work plan for the design and systemic reinforcement for initial and on-going assessment of needs.	Christy Lawton	Copy of Plan	3		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A.3.2.2 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks to enhance appropriate identification of needs and service provision for children, parents and resource families. (reference B.3.13)			4		
A.3.2.3 Managers and Supervisors will monitor quality assurance findings to ensure appropriate identification of needs and service provision is occurring and develop a plan of response to address areas needing improvement. (reference B.2.2.13)			6		
A.3.2.4 Children Services Managers and the Child Welfare Administrator will track plan of responses related to identification of needs and service provision to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.14)			7		
<b>A.3.3 Safety and Risk will be addressed in all Team Decision Making (TDM) meetings.</b>					
A.3.3.1 Create policy for facilitation of TDMs to track and report that safety and risk factors are addressed in every TDM.	Kristie Swanson	Copy of Policy	4		
A.3.3.2 Provide staff development to TDM facilitators in Anchorage and Fairbanks to ensure that safety and risk factors are addressed in every TDM. (reference B.3.14)			4		
A.3.3.3 TDM facilitators will ensure that safety plans are in place during reunification TDM if needed.	Christy Lawton	TDM Quarterly Reports	4		
A.3.3.4 Develop and implement quality assurance methodology to ensure risk and safety factors are addressed during TDMs. (reference B.1.8)			6		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<b>A.3.4 Enhance case planning efforts through parent, child and tribal engagement.</b>					
A.3.4.1 Develop guidelines with NRCCPS to bring parents, age appropriate children, and tribes together within 30 days to participate in case plan development for in-home cases and 60 days for out-of-home cases.	Christy Lawton, Travis Erickson and Coleen Turner	Copy of Guidelines	4		
A.3.4.2 Revise case plan policy to ensure parent, child and tribal involvement during case plan development including the appropriate establishment of permanency goals and the timely changing of permanency goals	Kristie Swanson	Copy of Policy and Dissemination Memo	5		
A.3.4.3 Evaluate ORCA capabilities for case plan design and ability to document initial and on-going assessment of needs.	Mike Matthews and Christy Lawton	Copy of Evaluation	5		
A.3.4.4 Modify ORCA based on evaluation of case plan design and ability to document initial and on-going assessment of needs. (reference B.1.9)			8		
A.3.4.5 Continue staff attendance of Knowing Who You Are to increase cultural competency skills. (reference B.3.15)			3 and 6		
A.3.4.6 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks related to involving parents, age appropriate children and tribes in case plan development including the appropriate establishment of permanency goals and the timely changing of permanency goals. (reference B.3.16)			6		
A.3.4.7 Managers and Supervisors will monitor quality assurance findings to review the involvement of parents, age appropriate children and tribes in case plan development including the appropriate establishment of permanency goals and the timely changing of permanency goals and develop a plan of response to address areas needing improvement. (reference B.2.2.15)			7		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A.3.4.8 Children Services Managers and the Child Welfare Administrator will track plan of responses related to involving parents, age appropriate children and tribes in case plan development including the appropriate establishment of permanency goals and the timely changing of permanency goals to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.16)			8		
<b>A.3.5 Implement Ice Breakers to increase placement stability.</b>					
A.3.5.1 Develop Ice Breaker policy and protocol that address definition of roles, responsibilities, and documentation.	Christy Lawton	Copy of Policy/Protocol	7		
A.3.5.2 Develop roll out plan to prepare and engage partners and staff in Ice Breakers.	Christy Lawton	Copy of Plan	7		
A.3.5.3 Implement F2F tool kit in Fairbanks and Anchorage.	Christy Lawton	Implementation Plan	8		
<b>A.3.6 Redesign In-Home Program Model to increase number of children served in their own homes and enhance reunification efforts.</b>					
A.3.6.1 Develop program statement for in-home family services.	Christy Lawton	Copy of Program Statement	1		
A.3.6.2 Request TA from NRC for redesign of an in-home family services program.	Kristie Swanson	Copy of TA Request	2		
A.3.6.3 Develop work plan with NRC for design and implementation of an in-home family services program.	Christy Lawton	In-Home Model Work Plan	5		
A.3.6.4 Analyze existing Family Support, Family Preservation and Time Limited Reunification grants to ensure outcomes are reflective in supporting needs of children and families on a regional level. (reference C.3.2)			5		
A.3.6.5 Collect systematic data and develop reports that will provide data to track utilization at a youth/family level, local and regional levels. (reference C.3.3)			6		



Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
A.3.6.6 Work with OCS leadership, regional CSMs and local offices to review data and realign resources if warranted based on analysis. (reference C.3.4)			7		
A.3.6.7 Assess data to determine if ORCA is representing accurate in-home population.	Mike Matthews	Report on Accuracy	1		
A.3.6.8 Revise in-home policy and disseminate to all Anchorage and Fairbanks staff.	Kristie Swanson and Christy Lawton	Copy of Policy and Dissemination Agendas	7		
A.3.6.9 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks related to the in-home family services program. (reference B.3.17)			8		
<b>Primary Strategy B: Accountability and Supervision</b>			Applicable CFSR Outcomes or Systemic Factors: P2, Training, Quality Assurance		
Goal: To enhance the fidelity of the practice model through increased quality assurance, staff development and accountability			Applicable CFSR Items: 7, 13, 30, 31, 32, 33		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<b>B.1.0 Develop quality assurance processes to ensure program improvements are successfully implemented and modify ORCA.</b>					
B.1.1 Modify ORCA for tracking and monitoring of safety plans. (reference A.2.2.3)	Mike Matthews and Christy Lawton	ORCA Modification and Release Updates	6		
B.1.2 Modify ORCA in order to track case worker visits for in-home cases. (reference A.2.3.6)	Mike Matthews and Bernita Hamilton	ORCA Modification and Release Updates	8		
B.1.3 Modify ORCA in order to track case worker visits for parents. (reference A.2.3.7)	Mike Matthews and Bernita Hamilton	ORCA Modification and Release Updates	8		
B.1.4 Develop a method of measurement to monitor implementation of the family contact plan. (reference A.2.4.1)	Bernita Hamilton	Method of Measurement Plan	2		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B.1.5 Modify ORCA to accommodate family contact plan and documentation. (reference A.2.4.2)	Mike Matthews and Christy Lawton	ORCA Modification and Release Updates	4		
B.1.6 Modify ORCA to support practice model integration and application within permanency planning. (reference A.3.1.5)	Mike Matthews and Christy Lawton	ORCA Modifications	5		
B.1.7 Establish quality assurance process to monitor timeliness of case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure. (reference A.3.1.6)	Bernita Hamilton and Christy Lawton	QA Process	4		
B.1.8 Develop and implement quality assurance methodology to ensure risk and safety factors are addressed during TDMs (reference A.3.3.4)	Bernita Hamilton and Christy Lawton	Copy of Methodology	6		
B.1.9 Modify ORCA based on evaluation of case plan design and ability to document initial and on-going assessment of needs. (reference A.3.4.4)	Mike Matthews	ORCA Modification and Release Updates	8		
B.1.10 ORCA modification for foster care placement agreement (reference C.2.2)	Tracy Spartz Campbell	ORCA Template	4		
<b>B.2.0 Enhance the quality of supervision and increase accountability to keep children safe and make families stronger.</b>					
<b>B.2.1 Enhance the quality of supervision to support effective practice.</b>					
B.2.1.1 Request TA from National Resource Center for Organizational Improvement and Child Protection to work with supervisors to develop and implement a supervisory strategic plan.	Christy Lawton	TA Request	1		
B.2.1.2 Supervisory strategic planning team in collaboration with the NRCOI will develop a strategic plan.	Staff Managers and Supervisors	Strategic Plan	3		
B.2.1.3 Senior Leadership Team reviews and approves supervisory strategic plan.	OCS Senior Leadership Team	Evidence of Approval	4		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B.2.1.4 Implement supervisory strategic plan.	OCS Senior Leadership Team, Managers and Supervisors	Quarterly Report beginning Quarter 6 and every three months thereafter	6		
B.2.1.5 Develop program case staffing guidelines for supervisors to ensure the safety, permanency and well-being of all children.	Bernita Hamilton, Kristie Swanson and Supervisory Strategic Planning Team	Case Staffing Guidelines	3		
B.2.1.6 Evaluate and revise supervisory curriculum and incorporate relevant strategic plan components based on TA.	Christy Lawton and Eileen Lally	Revised Curriculum	8		
<b>B.2.2 Improve leadership accountability to ensure standards of service.</b>					
B.2.2.1 Managers and Supervisors will monitor ORCA reports to ensure timeliness of initiation and develop a regional response plan to address when timelines are not met. (reference A.2.1.7)	Supervisors, Staff Managers and Children's Services Managers	Regional Plan of Response	3 and 6		
B.2.2.2 Children Services Managers and the Child Welfare Administrator will track plan of responses related to timely initiation to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.1.8)	Children's Service Managers and Child Welfare Administrator	Corrective Action Plan	4 and 7		
B.2.2.3 Managers and Supervisors will monitor quality assurance findings to ensure appropriate services are provided to children and parents to manage threats to safety and to ensure that safety plans are in place and develop a plan of response to address areas needing improvement. (reference A.2.2.4)	Supervisors, Staff Managers and Children's Services Managers	Regional Plan of Response	3 and 6		
B.2.2.4 Children Services Managers and the Child Welfare Administrator will track plan of responses related to management of safety threats and safety plans to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.2.5)	Children's Service Managers and Child Welfare Administrator	Corrective Action Plan	4 and 7		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B.2.2.5 Managers and Supervisors will monitor quality and frequency of visits through ORCA, quality assurance review findings and monthly supervisory case reviews and will develop a plan of response to address areas needing improvement. (reference A.2.3.4)	Supervisors, Staff Managers and Children's Services Managers	Regional Plan of Response	3 and 6		
B.2.2.6 Children Services Managers and the Child Welfare Administrator will track plan of responses related to quality and frequency of visits to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.3.5)	Children's Service Managers and Child Welfare Administrator	Corrective Action Plan	4 and 7		
B.2.2.7 Managers and Supervisors will monitor quality assurance review findings for family contact plans and develop a plan of response to address areas needing improvement. (reference A.2.4.3)	Supervisors, Staff Managers and Children's Services Managers	Regional Plan of Response	3 and 6		
B.2.2.8 Children Services Managers and the Child Welfare Administrator will track plan of responses related to family contact to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.4.4)	Children's Service Managers and Child Welfare Administrator	Corrective Action Plan	4 and 7		
B.2.2.9 Managers and Supervisors will monitor quality assurance findings for administrative review follow through and develop plan of response to address areas needing improvement. (reference A.2.5.3)	Staff Managers and Children's Services Managers	Regional Plan of Response	6		
B.2.2.10 Children Services Managers and the Child Welfare Administrator will track plan of responses related to administrative review follow through to ensure that program change activities are implemented and provide corrective action where indicated (reference A.2.5.4)	Children's Service Managers and Christy Lawton	Corrective Action Plan	7		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B.2.2.11 Managers and Supervisors will monitor quality assurance review findings related to case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure and develop a plan of response to address areas needing improvement. (reference A.3.1.7) (Anchorage and Fairbanks)	Anchorage and Fairbanks Supervisors, Staff Managers and Children's Services Managers	Regional Plan of Response	6		
B.2.2.12 Children Services Managers and the Child Welfare Administrator will track plan of responses related to case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.3.1.8) (Anchorage and Fairbanks)	Anchorage and Fairbanks Children's Service Managers and Child Welfare Administrator	Corrective Action Plan	7		
B.2.2.13 Managers and Supervisors will monitor quality assurance findings to ensure appropriate identification of needs and service provision is occurring and develop a plan of response to address areas needing improvement. (reference A.3.2.3) (Anchorage and Fairbanks)	Anchorage and Fairbanks Supervisors, Staff Managers and Children's Services Managers	Regional Plan of Response	6		
B.2.2.14 Children Services Managers and the Child Welfare Administrator will track plan of responses related to identification of needs and service provision to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.3.4) (Anchorage and Fairbanks)	Anchorage and Fairbanks Children's Service Managers and Child Welfare Administrator	Corrective Action Plan	7		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B.2.2.15 Managers and Supervisors will monitor quality assurance findings to review the involvement of parents, age appropriate children and tribes in case plan development including the appropriate establishment of permanency goals and the timely changing of permanency goals and develop a plan of response to address areas needing improvement. (reference A.3.4.7) (Anchorage and Fairbanks)	Anchorage and Fairbanks Supervisors, Staff Managers and Children's Services Managers	Regional Plan of Response	7		
B.2.2.16 Children Services Managers and the Child Welfare Administrator will track plan of responses related to involving parents, age appropriate children and tribes in case plan development including the appropriate establishment of permanency goals and the timely changing of permanency goals to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.3.4.8) (Anchorage and Fairbanks)	Anchorage and Fairbanks Children's Service Managers and Child Welfare Administrator	Corrective Action Plan	7		
B.2.2.17 Develop ORCA Dashboard to measure monthly supervisory case staffings	Richard Nault and Mike Matthews	Copy of Dashboard	4		
<b>B.3.0 Staff Development</b>					
B.3.1 Develop dissemination and staff development plan for practice model and program statements. (reference A.1.2)	Christy Lawton	Staff Development Plan	1		
B.3.2 Disseminate and provide staff development to all OCS staff related to practice model and program statements. (reference A.1.3)	Richard Nault and Christy Lawton	Dissemination /Staff Development Plan and Percent of Staff in Attendance	1		
B.3.3 Provide staff development to all OCS field management and front line workers based on the Program Instruction for timely assignment and initiation of all protective services reports. (reference A.2.1.3)	Christy Lawton	Staff Development Plan and Percent of Staff in Attendance	1		
B.3.4 Provide training to all statewide intake staff. (reference A.2.1.5)	Tammy Sandoval & Regional Intake Supervisors	Agenda and Percent of Intake Staff Trained	3		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B.3.5 Provide education and training opportunities to tribes and stakeholders statewide regarding new intake practices. (reference A.2.1.6)	Children Services Managers and Supervisors	Education and Training Agenda / List of Stakeholder Groups	4		
B.3.6 Provide staff development to all OCS field management and staff around the purpose, application and analysis of information gathered and how that informs the identification of safety threats and protective capacities/needs as well creation and management of safety plans. (reference A.2.2.2)	Christy Lawton	Staff Development Plan and Percent of Staff in Attendance	4		
B.3.7 Provide staff development to all OCS field management and front line workers on quality home visits and family engagement activities. (reference A.2.4.3)	Christy Lawton	Agenda and Percent of Staff in Attendance	4		
B.3.8 CIP will provide training to judges at the Fall Judicial Conference related to family contact planning. (reference A.2.4.5)	Susanne Dipietro	Agenda and List of Attendees	1		
B.3.9 Disseminate policy and provide staff development to all OCS Field management and front line workers on the administrative review process. (reference A.2.5.2)	Bernita Hamilton and Christy Lawton	Agenda and Percent of Staff in Attendance	6		
B.3.10 Provide training to AAGs related to filing compelling reasons. (reference A.2.6.3)	Carla Raymond	Agenda and List of Attendees	4		
B.3.11 Provide staff development to all OCS field management and staff regarding TPR/compelling reasons. (reference A.2.6.4)	Carla Raymond and Regional Supervisors	Agenda and Percent of Staff in Attendance	5		
B.3.12 Provide staff development through use of training curriculum to all OCS management and front line workers in Anchorage and Fairbanks related to case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure. (reference A.3.1.4)	FYSTA and Christy Lawton	Training Agenda and Percent of Staff in Attendance	5		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B.3.13 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks to enhance appropriate identification of needs and service provision for children, parents and resource families. (reference A.3.2.2)	Christy Lawton	Staff Development Plan and Percent of Staff in Attendance	4		
B.3.14 Provide staff development to TDM facilitators in Anchorage and Fairbanks to ensure that safety and risk factors are addressed in every TDM. (reference A.3.3.2)	Christy Lawton and Family to Family Coordinators	Agenda and List of Attendees	4		
B.3.15 Continue staff attendance of Knowing Who You Are to increase cultural competency skills. (reference A.3.4.5)	Christy Lawton	Agenda and List of Attendees	3 and 6		
B.3.16 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks related to involving parents, age appropriate children and tribes in case plan development including the appropriate establishment of permanency goals and the timely changing of permanency goals. (reference A.3.4.6)	FYSTA and Christy Lawton	Training Agenda and Percent of Staff in Attendance	6		
B.3.17 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks related to the in-home family services program. (reference A.3.6.9) (Anchorage and Fairbanks)	Christy Lawton and Kristie Swanson	Agenda and Percent of Staff in Attendance	8		
B.3.18 Provide staff development to OCS field management and staff related to documentation of compelling reasons in ORCA. (reference C.1.1)	Mike Matthews and Christy Lawton	Documentation Plan and Percent of Staff in Attendance	2		
B.3.19 Provide staff development to OCS field management related to standardization of court hearing notification process. (reference C.1.3)	Carla Raymond and Kristie Swanson	Copy of Agenda and List of Attendees	5		
B.3.20 DOL will provide training to AAGs at Annual AAG conference related to quality of permanency planning. (reference C.1.4)	Carla Raymond	Copy of Agenda and List of Attendees	1		



Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B.3.21 CIP will provide training to Judges at Fall Judicial Conference related to quality of permanency hearings. (reference C.1.5)	Susan Dipietro	Agenda and List of Attendees	1		
B.3.22 Provide staff development to all OCS field management and front line workers on policy, forms, and protocols for creating foster care agreements. (reference C.2.4)	Tracy Spartz Campbell	Agenda and Percent of Staff in Attendance	7		
B.3.23 Provide training to all licensing staff on Casey Family Assessment Inventory (CFAI) instrument. (reference C.2.6)	Tracy Spartz Campbell	Agenda and List of Attendees	2		
B.3.24 Develop an on-going evaluation system for each individual that has successfully completed SKILS and their supervisor.	Eileen Lally	Quarterly Report	2		
B.3.25 SKILS and Supervisory training curriculums will be updated to reflect all staff development provided in the PIP.	Christy Lawton and Eileen Lally	Revised Curriculum	4 and 7		
B.3.26 Develop a diverse advisory group statewide to inform FYSTA curriculum effectiveness.	Eileen Lally	List of group members	1		
B.3.27 Submit recommendations for review and approval to FYSTA and OCS for possible revisions.	Eileen Lally	Revised Curriculum if Warranted	4 and 8		
B.3.28 Develop standardized on the job training for workers between the four weeks of SKILS training.	Recruitment and Retention Workgroup	Training Outline	5		
B.3.29 Implement on the job training for new workers in Anchorage and Fairbanks and acquire feedback from all workers that completed the training.	Children's Services Managers	List of Employees Trained	5		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
B.3.30 Review feedback and revise curriculum if determined necessary.	Recruitment and Retention Workgroup	Revised Curriculum or Feedback Report	6		
<b>Primary Strategy C: Strengthening Systems</b>			Applicable CFSR Outcomes or Systemic Factors: Case Review System, Training, Service Array, Agency Responsiveness, Foster / Adoptive Recruitment and Retention		
Goal: To provide systems that ensure the safety, permanency and well being of children through the life of the case.			Applicable CFSR Items: 25, 29, 34, 35, 36, 37, 38, 39, 41, 44		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<b>C.1.0 Case Review System</b>					
C.1.1 Provide staff development to OCS field management and staff related to documentation of compelling reasons in ORCA. (reference B.3.18)			2		
C.1.2 Develop protocols related to statewide standardization of court hearing notification process.	Kristie Swanson and Carla Raymond	Copy of Protocol	4		
C.1.3 Provide staff development to OCS field management related to standardization of court hearing notification process. (reference B.3.19)			5		
C.1.4 DOL will provide training to AAGs at Annual AAG conference related to quality of permanency planning. (reference B.3.20)			1		
C.1.5 CIP will provide training to Judges at Fall Judicial Conference related to quality of permanency hearings. (reference B.3.21)			1		
C.1.6 CIP will research why there are last minute court hearing changes and determine if uniformity statewide is possible and make recommendations.	Susan Dipietro and Carla Raymond	Recommendation List	4		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
C.1.7 Develop and implement a quality assurance measure for notification of court hearings for resource families.	Bernita Hamilton and Kristie Swanson	Quality Assurance Measure in quarter 4 and Quality Assurance Results in quarter 7	4 and 7		
<b>C.2.0 Recruit and Retain Resource Families</b>					
C.2.1 Review and revise policy to standardize the process for foster care placement agreements.	Tracy Spartz Campbell	Copy of Policy	2		
C.2.2 ORCA modification for foster care placement agreement. (reference B.1.10)			4		
C.2.3 Develop training protocol for foster care agreements.	Tracy Spartz Campbell	Training Protocol Completed	5		
C.2.4 Provide staff development to all OCS field management and front line workers on policy, forms, and protocols for creating foster care agreements. (reference B.3.22)			7		
C.2.5 Develop policy and procedures for a new culturally competent assessment and evaluation of potential resource families (Casey Family Assessment Inventory- CFAI).	Tracy Spartz Campbell	Copy of Policy/Procedures	1		
C.2.6 Provide training to all licensing staff on Casey Family Assessment Inventory (CFAI) instrument. (reference B.3.23)			1		
C.2.7 Collect CFAI data outcomes related to the strengths and weaknesses of resource families along with training and support needs.	Tracy Spartz Campbell	Data Outcomes From Casey Family Services	4		
C.2.8 Technical assistance and support from Denise Goodman to assist in development of a Recruitment and Retention Plan requested through Region 10.	Tracy Spartz Campbell	TA Request and NRC Report	2		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
C.2.9 Establish a team to develop recruitment and retention plans for resource families for use on both a statewide and regional basis - these plans will encompass strategies for outreach and support to Alaska Native resource families and for the development of resource homes to meet the needs of specific children.	Tracy Spartz Campbell and Children Services Managers	Team List and Agenda	3		
C.2.10 Implement recruitment plan and monitor progress.	Tracy Spartz Campbell	Copy of Plan Submitted Every Six Months	6		
C.2.11 Establish resource family advisory board.	Tracy Spartz Campbell	Agenda and List of Board Members	4		
C.2.12 Use Support, Development and Recruitment process in Anchorage and Fairbanks to develop innovative strategies related to retention of foster homes. (Anchorage and Fairbanks)	Tracy Spartz Campbell, Travis Erickson and Coleen Turner	Report of Innovative Strategies	4		
C.2.13 Establish requirement that ensures all resource families receive CORE training within one year from beginning of licensing process.	Tracy Spartz Campbell	Documentation that CORE Training is Required	2		
C.2.14 Track new and current resource families and their compliance with training requirements.	Tracy Spartz Campbell	Percent of Foster Families that Received CORE Training and Percent of Foster Families that have met the on- going training requirements	6		
<b>C.3.0 Service Array</b>					
C.3.1 Request National Resource Center TA (or consultants) to assist in evaluation of grants.	Steve Krall	TA Request & NRC Report	2		
C.3.2 Analyze existing Family Support, Family Preservation and Time Limited Reunification grants to ensure outcomes are reflective in supporting needs of children and families on a regional level. (reference A.3.6.4)	Steve Krall	Report of Analysis	5		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
C.3.3 Collect systematic data and develop reports that will provide data to track utilization at a youth/family level, local and regional levels. (reference A.3.6.5)	Steve Krall	Copy of Reports	6		
C.3.4 Work with OCS leadership, regional CSM's and local offices to review data and realign resources if warranted based on analysis. (reference A.3.6.6)	Steve Krall	Report on Realigned Resources	7		
C.3.5 Collaborate with Division of Behavioral Health to determine the possibility of increasing access and prioritizing behavioral health services to OCS clients.	Steve Krall	Meeting Summary Notes	3		
<b>C.4.0 Agency Responsiveness to the Community</b>					
C.4.1 Develop collaboration and coordination plan to monitor and evaluate CFSP and PIP status and progress including internal and external stakeholders.	Kristie Swanson and PIP Co-leads	Copy of Plan	1		
C.4.2 On-going monitoring/evaluation of the 5-year plan will take place during regularly scheduled meetings of the Regional Continuous Quality Improvement Teams, Court Improvement Project, Tribal State Collaboration Group, Birth Parents, Citizen's Review Panel, Facing Foster Care in Alaska Youth & Alumni, OCS Executive Steering Committee, Greater Anchorage Area Partnership, Child Advocacy Centers, Children's Justice Task Force, IV-B Grantees, partner divisions.	Statewide Managers, Field Managers, Program Managers	Copies of Agendas and Emails	4 and 8		

**Part A: Strategy Measurement Plan and Quarterly Status Report**  
(See Accompanying Excel File – January 31, 2010)

**Part B: National Standards Measurement Plan and Quarterly Status Report**

<b>Safety Outcome 1: Absence of Recurrence of Maltreatment</b>												
National Standard	94.6%											
Performance as Measured in Final Report/Source Data Period	90.7%											
Performance as Measured at Baseline/Source Data Period	90.9%											
Negotiated Improvement Goal	91.4%											
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
<b>Safety Outcome 1: Absence of Maltreatment of Children in Foster Care</b>												
National Standard	99.68%											
Performance as Measured in Final Report/Source Data Period	99.57%											
Performance as Measured at Baseline/Source Data Period	99.58%											
Negotiated Improvement Goal	99.67%											
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

<b>Permanency Composite 1: Timeliness and Permanency of Reunification</b>												
National Standard	122.6											
Performance as Measured in Final Report/Source Data Period	122.4											
Performance as Measured at Baseline/Source Data Period	99.5											
Negotiated Improvement Goal	102.4											
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
<b>Permanency Composite 2: Timeliness of Adoptions</b>												
National Standard	106.4											
Performance as Measured in Final Report/Source Data Period	81.1											
Performance as Measured at Baseline/Source Data Period	111.7											
Negotiated Improvement Goal	Goal Met											
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

<b>Permanency Composite 3: Achieving Permanency for Children in Foster Care for Long Periods of Time</b>												
National Standard	121.7											
Performance as Measured in Final Report/Source Data Period	125.4											
Performance as Measured at Baseline/Source Data Period	103.0											
Negotiated Improvement Goal	105.9											
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
<b>Permanency Composite 4: Placement Stability</b>												
National Standard	101.5											
Performance as Measured in Final Report/Source Data Period	73.1											
Performance as Measured at Baseline/Source Data Period	82.6											
Negotiated Improvement Goal	85.1											
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 C: Item-Specific and Quantitative Measurement Plan and Quarterly Status Report**  
**(This section will be completed January 31, 2010)**

Outcome/Systemic Factor: _____ Item: _____												
Performance as Measured in Final Report												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Method of Measuring Improvement												
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
Outcome/Systemic Factor: _____ Item: _____												
Performance as Measured in Final Report												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Method of Measuring Improvement												
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

<b>Outcome/Systemic Factor:</b> _____ <b>Item:</b> _____												
Performance as Measured in Final Report												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Method of Measuring Improvement												
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
<b>Outcome/Systemic Factor:</b> _____ <b>Item:</b> _____												
Performance as Measured in Final Report												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Method of Measuring Improvement												
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

<b>Outcome/Systemic Factor:</b> _____ <b>Item:</b> _____												
Performance as Measured in Final Report												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Method of Measuring Improvement												
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
<b>Outcome/Systemic Factor:</b> _____ <b>Item:</b> _____												
Performance as Measured in Final Report												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Method of Measuring Improvement												
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