

# 2014

## Annual **PROGRESS & SERVICES** Report



### **State of Alaska**

Department of Health & Social Services

### **Office of Children Services**

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## Section 1: Introduction

This is the final update to Alaska's 2010-2014 Child and Family Services Plan. The report is designed to keep a running report of progress made during the life of the plan. However, some sections in this final report have been condensed and summarized to reflect the highlights and cumulative achievements over the last five years. This final report illustrates that OCS was very successful in achieving the activities outlined in the 2010-2014 Plan.

### *Overview*

The Governor of Alaska has designated the Alaska Department of Health and Social Services, Office of Children's Services as the single state agency responsible for administering Child Welfare Services (IV-B, subpart 1), Promoting Safe and Stable Families (IV-B, subpart 2), CAPTA, Chafee Foster Care Independence and Education and Training Vouchers.

The Office of Children's Services has administrative responsibility for development and implementation of the Child and Family Services Plan, including all policies and procedures relating to child protection services in Alaska. In addition, the Office of Children's Services administers the Early Intervention Programs and Early Childhood Comprehensive Systems Planning.

Every five years, Alaska is required to develop a Child and Family Services Plan (CFSP). The CFSP is a five-year strategic plan that sets forth the vision and the goals to be accomplished to strengthen the overall child welfare system. Alaska's plan for 2010-2014 was submitted and approved in 2009. Alaska's 2009 Program Improvement Plan (PIP) was incorporated into this CFSP. The Office of Children's Services was pleased to mark the close-out of its PIP on November 30, 2011 with steady improvement in nearly every targeted outcome area.

Alaska continues to have a disproportionate number of Alaskan Native Children involved in the child welfare system. Alaskan Native children are the subject of a disproportionate number of child abuse reports, substantiated reports of abuse/neglect and custody/placements into foster care. We have identified Alaskan Native children as having the greatest risk of maltreatment in our state. Consequently, the OCS dedicates a significant amount of time and resources targeted at nurturing our relationships with tribal partners, developing practice and policy strategies aimed at Indian Child Welfare Act (ICWA) compliance, targeted Alaskan Native foster home recruitment and the purchase of culturally appropriate family support services. Many of these strategies are highlighted in Strategy D and all throughout this report.

Goals and strategies contained in the CFSP are designed to strengthen families, keep Alaska's children safe, address disproportionality of Alaska Native children in the system, maintain a stable workforce, enhance service array and resource family services, and ensure continued collaboration with stakeholders. Employing the most effective strategies available, the Office of Children's Services strives to fulfill its mission to protect and serve Alaska's children.

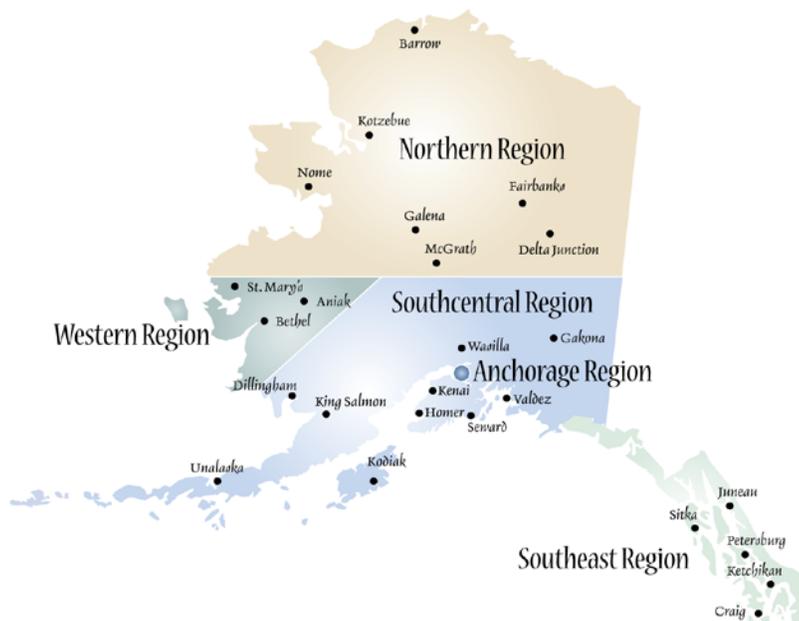
The Office of Children's Services (OCS) provides services to families whose children have been determined to be unsafe or at high risk of maltreatment by their parent or caregiver. OCS strives to serve every family with dignity and consideration to their cultural values. Services are to be provided in the least restrictive, least intrusive manner possible. Decisions regarding needed interventions with families are based on thorough information collection that guides the initial and ongoing

assessment of safety and risk. According to the March 10, 2014 Data Profile<sup>1</sup> which is based on AFCARS data, there were 1,941 (FFY11ab), 1,926 (FFY12ab), and 2,030 (FFY13ab) children in out of home placement. OCS continues to experience a relatively stable number of children in care.

### ***Agency Structure-***

**2014 APSR:** The Director has overall responsibility for the administration of the agency. The Deputy Director is responsible for statewide program management and the Division Operations Manager oversees field practice. OCS is state administered and has 26 field offices statewide, organized into four geographic regions. A Protective Services Manager II administers each Region.

- The Anchorage Regional Office (ARO) is responsible for the municipality of Anchorage.
- The Northern Regional Office (NRO) is located in Fairbanks. The NRO Children’s Services Manager is responsible for management of the Fairbanks, Nome, Kotzebue, Barrow, Galena, McGrath, and Delta Junction field offices as well as surrounding areas.
- The South Central Regional Office (SCRO) is located in Wasilla. The SCRO Children’s Services Manager is responsible for management of the Wasilla, Kenai, Bethel, St. Mary’s, Aniak, Valdez, Kodiak, Dillingham, Homer, King Salmon, Glennallen, Seward, and Unalaska field offices as well as surrounding areas.
- The Southeastern Regional Office (SERO) is located in Juneau. The SERO Children’s Services Manager is responsible for management of the Juneau, Craig, Sitka, Petersburg and Ketchikan field offices as well as
- The Western Regional Office (WRO) is located in Bethel and responsible Bethel, St. Mary’s and Aniak field offices as well as surrounding areas.



<sup>1</sup> Based on AFCARS resubmission in 2011 the 2009 and 2010 numbers previously reported have been updated.

## *Guiding Principles*

OCS' practice model is grounded by the following guiding principles:

- A child's safety is paramount.
- A determination that safety threats are present within a family does not equate with removal of a child from their home. The assessment of safety threats directs staff to make informed decisions about safety planning that will control and manage the threats identified. These actions may be in-home, out-of-home or a combination of the two.
- Relevant services will be sought with respect for and understanding of the families' culture and specific needs.
- Collaboration with Alaska Native Tribes is fundamental to best practice.
- Families are treated respectfully, thoughtfully and as genuine partners.
- A person's right to self determination is valued and supported.
- A safety intervention system is congruent with strengths based and family centered practice.
- Assessing for the safety of children is what we do; family centered practice is how we do it.
- Interventions are identified using the family's perspective about what needs and strengths exist that are selected in collaboration through family engagement.
- By engaging in a collaborative problem solving process with the family, case plans will be specific to the uniqueness of each family served.
- Enhancing parent/caregiver protective capacities are essential for the ability of families to protect their children.
- OCS needs partnerships within the community and stakeholders to achieve strong outcomes for children and families.

## *Mission Statement*

OCS works in partnership with families and communities to support the well-being of Alaska's children and youth. Services will enhance families' capacities to give their children a healthy start, to provide them with safe and permanent homes, to maintain cultural connections, and to realize their potential.

## *Vision Statement*

Safe Children, Strong Families

## *Collaboration and Coordination*

The Office of Children's Services is highly invested in collaboration and coordination with stakeholders, without which our goals could not be achievable. At statewide and regional levels, the following internal and external stakeholder groups have been and continue to play an essential role in implementation of Alaska's Child and Family Services Plan goals and objectives.

## **Court Improvement Project**

**2010 - 2014:** The Court Improvement Project (CIP) and the Office of Children's Services planned and worked together on many key activities in the five-year plan. CIP members and staff worked closely on the 2008 CFSR assessment and CFSR PIP development and implementation.

The CIP took the lead on implementation of the OCS family contact protocols, including training for all practitioners, service providers and resource families; ongoing training and development of the regional interdisciplinary training teams; and monitoring, in conjunction with the OCS Quality Assurance group, successful implementation of the policy. The CIP Substance Abuse subcommittee collaborated with OCS on a project related to obtaining more timely and appropriate substance abuse treatment for parents; which was a PIP strategy regarding increasing behavioral health services to OCS clients. The CIP also worked with OCS on standardizing filing for termination of parental rights (TPR) and setting permanency goals.

During the 2011 Annual Legal and Judicial Conference, OCS presented Alaska's Practice Model to attendees from judicial, legal, child welfare and tribal agencies throughout Alaska. Also in 2011, the CIP hosted a series of workshops with all OCS family contact grantees and local staff in which the participants used process mapping to design or improve the design of the referral process. The CIP next will turn its attention to resource families and their need for training and guidance.

In 2012, the CIP began compiling and to the Department of Law (DOL) a quarterly list of cases older than 16 months where there was a lack of documented compelling reasons or filing of a TPR petition. This data helped to expose cases that needed immediate attention.

Additionally, in 2012, the CIP developed a comprehensive, multi-disciplinary, Alaska-specific core curriculum to be offered to all legal parties in child protection cases.

In 2013, at the request of Alaska's Superior Court, Alaska's Court Improvement Project established a subcommittee specific to independent living services to youth, who were either in care or have exited care. Specifically, the committee was tasked with looking into available housing options for youth as the youth transition from custody, as well as to look at other areas for transition-age youth.

In 2014, the CIP's Curriculum Development workgroup conducted a 3-day "pilot" in Anchorage in mid-April of the CINA Legal Module for 26 statewide child protection stakeholders, including 4 OCS staff and 2 state court judges. An OCS manager consulted with the workgroup on the finalization of the Legal Module and also assisted the CIP trainers with the delivery of the Legal Module.

In conjunction with OCS, CIP has formed a Continuous Quality Improvement (CQI) workgroup of Court System, OCS, and other CINA case stakeholder staff. The CQI workgroup is focused on improving data-sharing among stakeholder agencies, as well as utilizing data to assess performance baseline measures and develop performance target goals. As an initial step, the Court System is in the process of modifying its CourtView case management database to add an ORCA# identifier field to allow for reliable case identification and data-sharing between the Court System and OCS.

CIP has also continued to work closely with OCS in the restructuring of the therapeutic Family Care Court, with the expected rollout of a "pilot" CINA Therapeutic Court in July 2014

### **Tribal State Collaboration Group**

**2014 APSR:** The Tribal State Collaboration Group (TSCG) meets three times a year. Membership is primarily comprised of Tribal child welfare leaders, ICWA workers and OCS statewide leaders, regional managers and ICWA Specialists. Over 100 Alaskan tribes are represented at TSCG meetings. The TSCG meetings are one of the forums OCS uses regularly to solicit feedback on the progress of goals and evaluate effectiveness of policy implementation. A detailed list of activities to enhance tribal and state relations, reduce disproportionality and increase ICWA compliance is included Section 2, Strategy D of this report

## **Department of Law**

**2014 APSR:** The DOL and OCS works together on a regular basis. The Chief Assistant Attorney General was involved in the development of the Child and Family Services Self Assessment and Review as well as served as a member of the Program Improvement Plan development team. DOL has contributed to the development of the Child and Family Services Plan as well as the Annual Progress and Services Report.

Over the past five years, DOL and OCS have been working collaboratively on streamlining improvements to the OCS notifications systems, related to placement change and denial notification; notification of removal processes to adult grandparents and relatives; and consistent and timely notifications of administrative reviews in ICWA cases.

OCS and DOL worked on other important strategies such as: standardizing court hearing notification; streamlining termination of parental rights processes; compelling reasons processes; modification of numerous CPS policies related to how OCS works with Tribal partners; continued collaboration with OCS on the development of new processes related to the client Grievance/Complaint procedures; and new protocols related to court oversight for emergency placement of foster care youth in secure residential treatment facilities.

DOL continues to provide on-going training and staff development through the Child Welfare Academy to OCS workers and supervisors on best practice in court preparation and participation.

Finally, DOL partnered with OCS to secure the administration's approval for, and was integral in, the successful achievement of a Tribal IV-E Maintenance Pass-Through Agreement, which was signed in December 2014.

## **Alaska Citizen Review Panel**

**2014 APSR:** Alaska's Citizen Review Panel (CRP) evaluates OCS compliance with federal and state laws, examines policies and procedures for consistent statewide implementation. Additionally, the CRP conducts public outreach and gathers public comment on current OCS procedures and practices involving children and family services. Each year the CRP prepares a public annual report containing a summary of its activities and recommendations for the improvement of child protection services in the state. See Appendix A for the 2013 Report. Over the last five years OCS has achieved many of the key recommendations identified by the CRP including:

- Increasing computer speed/connectivity in OCS rural offices;
- Creating a fifth service region in Western Alaska, headquartered in Bethel, with a full complement of child welfare staff;
- Supporting and developing the relationship between OCS & Tribal ICWA workers; and further exploration of any and all means to relieve social workers of some of their paperwork burden.
- Take action to reduce staff turnover.

## **Facing Foster Care in Alaska**

**2014 APSR:** Over the last five years, Alaska partnered with Facing Foster Care in Alaska (FFCA) on improving outcomes for older youth, who are either in care or have exited foster care. In SFY 2014, OCS initiated quarterly leadership meetings between OCS and FFCA to discuss relevant concerns, issues and program improvements; these leadership meetings occur in conjunction with

the quarterly FFCA-led youth retreats; this venue provides the opportunity for peer mentoring in life skills and exposure to available resources.

## **Anchorage Region**

**2014 APSR:** Over the last five years the Anchorage region OCS leadership has been highly involved with the Greater Anchorage Area Partnership (GAAP). This is a group of community partners (primarily service providers, educators, military personnel, medical and therapeutic service representatives) who meet every month to discuss topics related to child and family issues in Anchorage. The purpose of the partnership is to provide a consistent forum for local child, youth, and family service providers and interested stakeholders to discuss community issues, brainstorm solutions to problems, and further strengthen our network of services with a strong emphasis on relationship development, transparency, and shared responsibility to be part of the solution. The Anchorage OCS office regularly used this venue to share CFSP goals and updates including:

- Current data reviews;
- Family services practice model implementation;
- Independent living & youth services;
- Adoption activities and celebration;
- Reunification efforts and celebration
- Facing Foster Care in Alaska
- Mentorship opportunities for foster care youth

Additional collaborative work in Anchorage includes:

- The Fix It meeting, a monthly meeting which includes OCS, Office of Public Advocacy (OPA), Public Defender's Office (PD) and Attorney General's Office (AG or AAG); with the purpose of maintaining open communication to discuss practice changes at OCS and how they affect the legal system.
- The Anchorage Regional Disproportionality Team meets monthly which includes local tribal partners and community partners. Issues addressed include the implementation of the ARO Alaska Native Unit, tribal inclusion, preference placements, etc.
- There is a community partnership group that meets monthly regarding permanency and trauma informed care. The group consists of OCS and local mental health providers. The group developed a train the trainer curriculum on the 3-5-7 model which discusses transitions with children and grief and loss. Each agency in the group will use the training with their staff.
- The ARO management team continues to meet quarterly with the Anchorage School District administration.
- The CIP Care Court Subcommittee which group consists of OCS, OPA, PD, AAG, the Court Judge, Division of Behavioral Health (DBH) and Cook Inlet Tribal Council (CITC).
- The ARO Multiple Disciplinary Committee unit continues the collaboration related to the work of the Anchorage Child Advocacy Center, Alaska Cares. OCS, Alaska Cares and the Anchorage Police Department (APD) are collocated together; collectively this unit works all of priority 1 reports.

## **Northern Region**

**2014 APSR:** The Northern region is very fortunate to have a wide variety of Alaska Native organizations that they work with throughout the region: Tanana Chiefs Conference which serves Interior Alaska; Maniilaq Corporation which serves Kotzebue and surrounding villages; and Kawerak Association and Nome Eskimo Community which serves the Seward Peninsula and surrounding areas. The collaborative efforts between the tribes and NRO OCS to meet mutual goals have increased through the Tribal State Collaboration Group; routine case staffing; Alaska Native

foster home recruitment, and joint training. Additionally, NRO has been working closely with Interior Alaska Center for Non-Violent Living with monthly meetings, training, and shared understanding. The Family to Family Workgroup, a collaboration of community stakeholders, faith-based organizations, foster parents, and non-profit organizations have reorganized and are focusing on our strategic plan.

## **South Central Region**

**2014 APSR:** Over the past five years the South Central Regional management has made significant progress in developing positive community relationships. In 2012 compression planning, facilitated by CFP, helped the region to develop their own guiding principles and protocols for information sharing to develop trust and open communication with all partners. This worked helped to transform the SCRO region where community relations were historically volatile and extremely negative, into a region that is now highly collaborative with significant community partnership. Currently, all regional supervisors participate in MDT meetings, regional leadership is represented on the Matsu Health Foundation Community Scan group and plans are underway to partner with regional tribes in regional Tribal-State Collaboration meetings. Additionally, community partners are positively engaged in discussions around regional outcomes and direction of practice during the following venues:

- Mat-Su Area Partnership Meeting
- MDT quarterly protocol meetings

## **Southeast Region Continuous Quality Assurance**

**2014 APSR:** Southeast OCS managers and supervisors continue to meet with Central Council Tlingit & Haida Indian Tribes of Alaska (T&H), Tribal Family & Youth Services staff on a quarterly basis for half-day meetings that are facilitated by Casey Family Programs (CFP) to help facilitate communication and collaboration. Additional joint work sessions have focused on creating a protocol for partnering on initial assessments, addressing out of preference placements, and creating a protocol for talking circles to involve family members in potential removals. Collaborative work also continues in Juneau with AWARE (the local DV service provider); staff from the three agencies: OCS, T&H and AWARE - routinely orient new staff from each others' agencies in order to build relationships and an understanding of each others' missions.

## **Western Region**

**2014 APSR:** As the newest Regional Office, the Western Regional Office (WRO) continues to make modest gains in tribal community and stakeholders coordination efforts. Throughout the past year, significant changes have occurred in the senior leadership of various community organizations. The Elluantmun Partnership continues to bring together all the community-based agencies. In the area of Multidisciplinary Teams the participation has increased across the Yukon Kuskokwim Health Corporation (YKHC), local law enforcement agencies, and the victim advocacy program (Tundra Women's Coalition, Child Advocacy Center) with the goal of national accreditation. The presence with various Tribal Councils and Governments also continues with invitations to participate in community based meetings. Cross training on Trauma Informed Care was also completed in which community and tribal invitees participated in a multi-day topical discussion.

WRO has increased greater involvement in community awareness during Domestic Violence Awareness Month, Child Abuse Awareness Month, and Foster Parent Appreciation Month to further cement the needs and strengths within the region. The newly formed Calricaraq: Healing our Families program has transitioned from conceptual to direct planning of cultural and traditional services for the Yupik and Cupik peoples with the support and active participation of OCS. WRO

OCS was part of the YKHC Annual Shareholder Meeting and met with all the delegates representing the 56 regional tribes, linking child abuse and neglect to the demands placed on the medical community through behavioral health and emergency medical services.

## **Children’s Justice Task Force**

### **2014 APSR:**

During this period the Alaska Children’s Justice Act (CJA) Task Force continued to meet quarterly and was active in a variety of projects and ongoing programs of improvement in the state’s systemic response to child maltreatment. These achievements and improvements included: the completion of the “Guidelines for the Multidisciplinary Response to Child Abuse in Alaska”, a fifty page publication that is now available on the Alaska CJA website. Alaska adopted the “Childfirst” model of forensic interviewing, as recommended by the CJA, and was officially designated a “Childfirst State” by the National Child Protection Training Center.

The Alaska CJA also continues to educate legislators, administrators and the public in regards to important issues related to Alaska’s response to child maltreatment and support for continued funding for Child Advocacy Centers through the CJA’s annual presentation to the legislature and the Governor’s Office. The Alaska CJA continues to provide \$10,000-20,000 in scholarships each year for continuing education for professionals that respond to child maltreatment, and those who work on MDTs. Additionally, the Alaska CJA has continued to directly fund the biannual Alaska Child Maltreatment Conference which brings experts in the field from across the country to Alaska and provides a forum where hundreds of Alaska’s MDT members and child welfare workers can learn about the latest developments in the fields of child maltreatment, child development, child forensic medical practice, effective interviewing and family engagement techniques, and many other areas of practice relevant to their work.

The Alaska CJA Task Force has taken on new projects. In 2013 the Alaska CJA dedicated funds to update and create a new video on how to report child abuse in Alaska. The Alaska CJA is completing its 3-year review, which has involved an annual Survey Monkey survey of stakeholders from across Alaska as well as a formal anonymous survey of its own members which sought feedback on the internal processes of the Task Force. The surveys have received a significant number of responses already and will be used to help guide the Alaska CJA’s focus for the next three years.

## **Department of Health and Social Services Joint Management Team**

**2014 APSR:** In SFY 2014, the DHSS elected to re-organize the Joint Management Team (JMT) to include all divisions across the Department. As such, as of the Deputy Directors for DHSS have been meeting over the past 9 months to draft charter documents for the JMT, and to establish business practices for determining the depth and breadth of scope for the JMT. The JMT is envisioned to take on more in depth projects for the larger DHSS Leadership team.

## **Department of Health and Social Services Information Technology (IT) Governance Team:**

**2014 APSR:** During SFY 2014, The DHSS Information Technology Governance Team has been meeting monthly with a focus on better integration of IT systems and services within the larger DHSS. The vision of the DHSS to move towards an integrated enterprise of which the OCS SACWIS system, the Online Resources for Children in Alaska (ORCA) will be a part of the larger enterprise. The DHSS IT Governance Team consists of the DHSS high level leadership; this team

is now making all IT infrastructure and funding decisions for DHSS as a whole as the Department moves forward with this level of integration.

## **Alaska Early Childhood Comprehensive Systems (AECCS)**

**2014 APSR:** The Alaska Early Childhood Comprehensive Systems (AECCS) Project's primary purpose is to facilitate the building and implementation of statewide comprehensive systems of care that support family and community approaches to promoting positive early development and early school success for young children. This important project is driven by a multi-disciplinary, governor-appointed task force. The group meets three times per year.

ECCS' mission is to promote positive development and improved health outcomes for Alaska's children prenatal to eight years by creating a culturally responsive, comprehensive and accessible service delivery system that links service providers, empowers families, and engages communities. ECCS focuses on four critical components:

- **Medical Home:** Access to insurance support for medical homes; provision of comprehensive physical and child development services for all children (including children with special health care needs); and assessment, intervention, and referral of children with developmental, behavioral, and psycho-social problems.
- **Social, Emotional, and Mental Health**  
Availability of appropriate child development and mental health services to address the needs of children at risk for developing mental health problems.
- **Early Care and Learning**  
Development and support of quality early care and learning services for children from birth through eight that support children's early learning, health, and development of social competence.
- **Family Support/Parent Education**  
Availability of comprehensive family support and parent education services that impact the ability of families to nurture and support the healthy development of their children

OCS' collaboration with this group has resulted in resources to address staff training needs, leverage to embed Strengthening Families (and many other initiatives) that favorably impact child welfare work and children in State custody.

## **Strengthening Families Leadership Team**

**2014 APSR:** This team, which includes OCS representation, is made up of a variety of key decision makers in state and private programs and provides the leadership for the state Strengthening Families programs. The efforts are focused on embedding the "protective factors framework" in a variety of early childhood and family support services and systems. Over the last five years, twenty early childhood programs statewide have received intensive training and coaching. Additionally, regular trainings were open to all interested providers by the Child Care Resource and Referral Network agencies and numerous presentations were made at conferences, pre-service trainings and other venues. In addition to the formal Strengthening Families programs, several Head Start and early childhood programs are implementing Strengthening Families; however, their activities or outcomes are not monitored as are our formally recruited programs. In FY 2015, a new increment of \$250,000 was appropriated, which will allow for continued expansion of this approach. Communities in rural and remote western and/or northern areas of Alaska will be recruited.

## **Early Childhood Mental Health Learning Network**

**2014 APSR:** OCS Leadership participates in this Network which is designed to develop/increase expertise in existing workforce about early childhood mental health issues including trauma, diagnosis, and appropriate interventions; and create collaboration between the variety of service providers. The program provides consultation and/or professional development to mental health clinicians, family support workers, and early interventionists through a grant with Anchorage Community Mental Health Services. The focus has been on providing statewide training on the *Diagnostic Classification of Mental Health and Developmental Disorders of Infancy and Early Childhood* (DC:0-3R) which has been approved in Alaska for use with birth through five year olds. Using the DC:03R as a baseline, future training will expand to include a greater focus on developmentally appropriate interventions. On-going, long-distance consultation is provided for professionals around the state who lack adequate support, training and supervision on early childhood mental health issues. Over the last year work has advanced on establishing a “map” of available training in the state. Major entities providing training across Alaska were brought together for a workgroup session focused on creating an inventory of training available, learning about the alignment of training with the Early Childhood Mental Health Competencies, and exchanging information about related issues, challenges and successes. The network hosts an annual Early Childhood Mental Health (ECMH) Institute and has also hosted a variety of other trainings that are beneficial for child welfare providers including:

- Numerous trainings on trauma, its impact on child development and treatment implications
- Pediatric psychotropic medication;
- Using protective factors as a common framework; and
- Difficult topics and engaging families: domestic violence, substance abuse, mental illness, childhood trauma.
- Foster parents caring for young children in collaboration with the Alaska Center for Resource Families;
- A training for graduate students on the impact of early childhood adverse experiences on long-term outcomes;
- Training for educators and school principals on the impact of early experiences on social emotional development and school readiness for young children.
- Reflective Supervision

## **Early Childhood Protective Services Collaborative**

**2014 APSR:** An Anchorage Early Childhood Protective Services Collaborative was formed in 2012. This Collaborative is made up of a variety of early childhood and family support providers in the Anchorage area who may have children from the child protective system involved in their programs. This group meets bi-monthly with a focus on facilitating communication between agencies and improving services for young children in the child protection system. Recent work includes a strategic planning session identifying action steps to better serve the young children in the child protection system.

## **Infant Learning Program**

**2014 APSR:** Child Welfare and the Part C Early Intervention system (known in Alaska as the Infant Learning Program) continued to improve processes related to serving families of very young children including the development of regional protocols, outlining steps for collaboration, referral and ongoing planning. In 2013, child welfare and the Part C Infant Learning Program successfully implemented an automated system of referrals for all infants and toddlers with substantiated reports of harm. The two programs continue to work together to improve processes related to serving families of very young children including: the development of regional protocols outlining steps for

collaboration between child welfare and early intervention providers with regard to planning and intervention.

## **Head Start Programs**

**2014 APSR:** New MOAs were established between Head Start programs and most OCS offices. OCS is providing data to Head Start programs statewide regarding the number of children that may be eligible for Head Start programs due to their foster care status. This data is helpful to Head Start in establishing their service needs and capacity. Anchorage and Mat-Su Valley Head Start directors participate in the Anchorage-based, Early Childhood Protective Services Collaborative meetings. This group is focused on the needs of children birth through five in the child protection system. The purpose of the group is to share information, improve collaboration and identify best practices for supporting the optimal development of young children. As part of our early childhood mental health work, Head Start grantees and their mental health consultants were pulled together for a meeting following the ECMH Institute. The University of Alaska-Anchorage facilitated this meeting which was intended to begin a dialogue on how OCS can support programs and consultants and strengthen services to children and families. The Head Start programs are often in rural/remote communities and consultants are located in hubs. These consultants are often the only ones in their area doing this work. In the coming year, it is hoped to establish a system that will connect them to each other, provide best practice information, etc.

## **Staff Advisory Board**

**2014 APSR:** New in 2012, OCS has established a Staff Advisory Board, created to help form a stronger relationship between front-line OCS staff and leadership, promote communication and transparency. The SAB has continued to meet regularly since it was created. Board members represent front-line staff from every OCS region. Members of the Board serve as “ambassadors” to the staff from within their regions, bringing forth ideas for improvement, identifying barriers to success, and other relevant issues viewed as concerns by staff. The leadership team brings issues to the board that promotes increased collaborative, decision making. The Staff Advisory Board is regularly updated on the goals and objectives outlined in the Child and Family Services Plan and offered offers valuable feedback and insight related to new initiatives, staff survey results, and new topics of interest to the field. Specific projects addressed/initiated by the SAB include sustainability of field staff dictation services and support for on-call workers, changes to staff training, and staff recruitment and retention strategies.

## **Child Support Services Division (CSSD)**

**2014 APSR:** As a result of the ACYF-CB-IM-12-06, an interagency MOA was developed and put into place on September 1, 2013, which allows for CSSD to assist OCS in relative searches. An electronic interface currently exists between the two agencies.

## ■ Section 2: Accomplishments and Progress towards Goals and Objectives

### 2014 APSR:

Alaska's 2010-2014 CFSP incorporated activities for the Program Improvement Plan (PIP) as a result of Alaska's 2008 Child and Family Services Review as well as expanded activities for additional state goals that were not addressed in the PIP. The plan ambitiously named eight priority strategies for which numerous subsequent goals and action items were identified and achieved with the aim to accomplish improved safety, permanency and well-being outcomes through a more comprehensive, coordinated, and effective child and family services continuum. The eight priority strategies included:

- Strategy A: Practice Model Integration and Implementation
- Strategy B: Accountability and Supervision
- Strategy C: Strengthening Systems
- Strategy D: Enhance Tribal and State Relations/Reduce Disproportionality/Increase ICWA Compliance
- Strategy E: Enhance Resource Family Systems
- Strategy F: Enhance Service Availability and Delivery
- Strategy G: SACWIS compliance
- Strategy H: Workforce Stability

In November 2011, the OCS successfully completed its CFSR Program Improvement Plan which required achieving negotiated gains in 10 of the lowest performing outcome areas and implementing numerous policy and practice changes. In the following years, OCS worked diligently to address the additional goals not included in the PIP. Since 2008, OCS has continued to monitor all 23 safety, permanency and well-being items through its internal case review system. OCS has seen an approximate 20% increase in every Safety, Permanency and Well-being Outcome area with the exception of Well-being 1 (with a 10% gain) since the 2008 baseline year.

The following matrix provides a detailed description of specific accomplishments and progress achieved during the 2010-2014 CFSP. Data measures based on quality assurance reviews, AFCARS and NCANDS are included at the end of this section.

<b>Strategy A: Practice Model Integration and Implementation</b>	
<b>Goal: To ensure the safety of children throughout the life of the case and provide relevant services to support the family and child.</b>	
<b>Action Steps and Benchmarks</b>	<b>Annual Update (includes date completed)</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.	2010 APSR: Achieved. OCS developed a Practice Model Overview which creates a conceptual map of how staff, stakeholders and families partner together to deliver child welfare services in Alaska. The Program Statements expand upon each of the five core program areas in the Practice Model Overview and further illustrate how quality child welfare services will be delivered in Alaska.
A.1.2 Develop dissemination and staff development plan for practice model and program statements. (reference B.3.1)	
A.1.3 Disseminate and provide staff development to all OCS staff related to practice model and program statements. (reference B.3.2)	
A.1.4 Develop dissemination and communication plan for practice model and program statements for stakeholders.	2010 APSR: Achieved. A comprehensive plan was developed to ensure that stakeholders were informed and understand the Practice Model and Program Statements.
A.1.5 Disseminate and communicate practice model and program statements to stakeholders.	2010 APSR: Achieved. OCS management met with stakeholder groups that are involved in the work to ensure dissemination and understanding of the practice model overview and program statements. In addition, the Program Improvement Plan was also disseminated. Incorporation of the Practice Model and Program Statements will be on-going as they guide all the areas of OCS' work.
<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.	2010 APSR: In progress. OCS developed a work plan to regionalize intake in order to increase response times to protective services reports. Due to extenuating circumstances, OCS will be resubmitting a work plan to address delays in regionalizing intake. 2011 APSR: Achieved. Work plan completed. Implementation completed. PIP goal met for Timeliness of Initiation 2/28/11.
A.2.1.2 Issue a Program Instruction to all OCS staff related to timely assignment and initiation of all Protective Services Reports.	2010 APSR: Achieved. In February, a policy was issued to establish screening and initiation time frames.
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)	
A.2.1.4 Disseminate updated intake policy reflecting a two tiered response system to all OCS staff.	2011 APSR: This item will be addressed in 2013 or 2014. 2012 APSR: In February 2012, OCS Senior Leadership determined that changing from a three to a two-tiered response system would likely not have the desired impact with respect to improving Item 1: Timeliness of Investigation; and that such a change may, in fact, create additional challenges and barriers to achieving safety outcome

	goals. Per discussion and follow up communication with Region X dated March 7, 2012 this item has been removed from the CFSP with no further action required.
A.2.1.5 Provide training to all statewide intake staff. (reference B.3.4)	
A.2.1.6 Provide education and training opportunities to tribes and stakeholders statewide regarding new intake practices. (reference B.3.5)	
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)	
A.2.1.8 Children Services Managers and the Child Welfare Administrator will track plans of response related to timely initiation to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.2)	
<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.	2010 APSR: Achieved. A work plan was developed in February of 2010 which focuses on enhancement of the implementation efforts related to the safety assessment process. The first component, present danger and protective action plans, was completed in June 2010. Beginning in July 2010 design of the second component, impending danger and safety planning, will begin with staff development following in late 2010. Continuous quality assurance related to enhancement of the initial assessment process will be ongoing.
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)	
A.2.2.3 Modify ORCA for tracking and monitoring of safety plans. (reference B.1.1)	
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)	

<p>A.2.2.5 Children Services Managers and the Child Welfare Administrator will track plans of response 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)</p>	
<p><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></p>	
<p>A.2.3.1 Develop quality home visit guidelines for engaging families including education, health and behavioral/mental health components.</p>	<p>2010 APSR: Achieved. Guidelines were developed in May 2010; updated policy and staff development will take place during the fall of 2010.</p>
<p>A.2.3.2 Develop training materials for staff development in family engagement.</p>	<p>2010 APSR: Achieved. OCS in partnership with Annie E. Casey, developed a curriculum for Family Engagement in December 2009. Supervisors were trained to be trainers of the curriculum. Statewide trainings will be complete by June 2010. This is the first component in increasing the frequency and quality of case worker visits.</p>
<p>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)</p>	
<p>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)</p>	
<p>A.2.3.5 Children Services Managers and the Child Welfare Administrator will track plans of response 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)</p>	
<p>A.2.3.6 Modify ORCA in order to track case worker visits for in-home cases. (reference B.1.2)</p>	
<p>A.2.3.7 Modify ORCA in order to track case worker visits for parents. (reference B.1.3)</p>	
<p><b>A.2.4 Implement family contact protocol to enhance the continuity of family relationships.</b></p>	
<p>A.2.4.1 Develop a method of measurement to monitor implementation of the family contact plan. (reference B.1.4)</p>	
<p>A.2.4.2 Modify ORCA to accommodate family contact plan and documentation. (reference B.1.5)</p>	

<p>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)</p>	
<p>A.2.4.4 Children Services Managers and the Child Welfare Administrator will track plans of response related to family contact to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.8)</p>	
<p>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)</p>	
<p><b>A.2.5 Enhance administrative review process to ensure review recommendations are followed.</b></p>	
<p>A.2.5.1 Review and revise administrative review policy to include case flagging and follow up of review recommendations.</p>	<p>2010 APSR: Initial meetings took place in June 2010 to evaluate and strategize steps to increase the effectiveness of the administrative review process. Work will continue during 2011.</p> <p>2011 APSR: Achieved. Policy revised and disseminated in February 2011.</p>
<p>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)</p>	
<p>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)</p>	
<p>A.2.5.4 Children Services Managers and the Child Welfare Administrator will track plans of response 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)</p>	
<p><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></p>	
<p>A.2.6.1 OCS and Department of Law (DOL) will consult with the Alaska Court System for development of standardizing the process for filing of termination of parental rights (TPR) petitions and compelling reasons.</p>	<p>2010 APSR: In progress. Preliminary discussions have taken place to develop a more streamlined process.</p> <p>2011 APSR: In progress. It was determined that while “standardizing the process” statewide would be ideal, that due to varying resource allocation across the state, it was impossible to have a consistent process statewide. DOL and OCS have established teams to evaluate current TPR procedures within judicial districts</p>

	and establish standardized processes within those districts, including implementation. Committees will be lead by an Assistant Attorney General and assisted by an OCS representative with expertise in permanency planning. Any resulting recommendations will be forwarded to the court system for consideration, most likely as agenda items at regularly scheduled CINA Bench/Bar meetings.
A.2.6.2 Revise TPR/compelling reasons policy to reflect standardization of process.	2011 APSR: In progress. Processes will be developed by 10/31/11. 2012 APSR: Achieved. Regional teams within each judicial district established standards for procedures and timelines for the processing of TPRs.
A.2.6.3 Provide training to AAGs related to filing compelling reasons. (reference B.3.10)	
A.2.6.4 Provide staff development to all OCS field management and front line workers regarding TPR/compelling reasons. (reference B.3.11)	
A.2.6.5 The Court Improvement Project (CIP) will monitor timely filing of TPRs and compelling reasons.	2012 APSR Achieved: The CIP is now compiling a quarterly list of cases older than 16 months which are lacking a compelling reason or TPR petition. The AGO generates a parallel bi-annual report from its data base which is forwarded to the CIP and OCS. The CIP/OCS Managers compare and review these reports with the aim to improve the integrity and quality of the information and identify and address issues as they arise.
A.2.6.6 CIP will convene and support a group of stakeholders to develop a strategic plan to address concurrent planning statewide.	2012 APSR: In progress. OCS Leadership has developed a Work Plan which incorporates concurrent planning into the ongoing practice model implementation efforts around permanency. The plan includes a two-phase training schedule for all CPS staff around parent engagement/case planning to be rolled out in the Fall of 2012 and the Spring of 2013 to all staff outside of the innovation sites. The new staff trainings will incorporate concurrent planning in the curriculum. Also included in this plan are ORCA enhancements to allow for enhanced relative documentation abilities and new tools and guidance for early relative identification and engagement. Trainings for stakeholders regarding the new case planning process are scheduled for the spring of 2013.  2013 APSR: In progress. Delays due to competing priorities for ORCA enhancements as a result of lawsuits postponed the deployment of the new case plan module in ORCA until October 2013. The above described two-phase training plan was accordingly delayed to July-October 2013 in order to coincide with the new case plan template going live in ORCA in October 2013. Concurrent planning has been incorporated both into the training curriculum and new policies drafted for the roll-out of the statewide Family Services practice model (family engagement and case planning).
<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>APSR 2011: Item Added.</b>	
<b>A.3.1.A Develop and Implement Protective Capacities Assessment in Family Services (Fairbanks/Anchorage)</b>	

A.3.1.A.1 Work with the NRCCPS and NRCPPFC to ensure that all permanency and safety considerations are embedded in PCA.	2011 APSR: Achieved. Technical assistance was provided in September/December 2010 and February/March 2011.
A.3.1.A.2 Develop work plan and time line for PCA implementation.	2011 APSR: Achieved. Full implementation in Anchorage and Fairbanks in June 2011.
A.3.1.A.3 Develop practice guidelines/procedures and case plan format for PCA as outlined in the work plan.	2011 APSR: Achieved. In May 2011, training was provided to all management and field staff in Anchorage and Fairbanks.
A.3.1.A.4 Develop training curriculum for PCA as outlined in the work plan.	2011 APSR: Achieved. In May 2011, training was provided to all management and field staff in Anchorage and Fairbanks.
A.3.1.A.5 Continue staff attendance of Knowing Who You Are to increase cultural competency skills. (reference B.3.15)	
A.3.1.A.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)	
A.3.1.A.7 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks related to Case Transfer, Assessment of Protective Capacities and Needs, Continued Safety Management, Enhance Case Planning - Parent/Child/Tribe - 30 days in-home/60 days out-of-home, Reassessment of Protective Capacities, Needs and Safety, Conditions for Return Home. (reference B.3.16)	
A.3.1.A.8 Managers and Supervisors will conduct on-going quality assurance related to Case Transfer, Assessment of Protective Capacities and Needs, Continued Safety Management, Enhance Case Planning - Parent/Child/Tribe - 30 days in-home/60 days out-of-home, Reassessment of Protective Capacities, Needs and Safety, Conditions for Return Home and will provide reports to the Quality Assurance Unit. (reference B.2.2.15)	
A.3.1.A.9 Children Services Managers and the Child Welfare Administrator will review the reports related to Case Transfer, Assessment of Protective Capacities and Needs, Continued Safety Management, Enhance Case Planning - Parent/Child/Tribe - 30 days in-home/60 days out-of-home, Reassessment of Protective Capacities, Needs and Safety, Conditions for Return Home to provide feedback to ensure change activities are implemented and corrective action is taken where indicated. (reference B.2.2.16)	
<b>2011 APSR: Item A.3.1 was replaced with A.3.1.A above and is deleted from this table.</b>	

<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.	2011 APSR: Achieved. Work plan completed and approved in August 2010.
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)	
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)	
A.3.2.4 Children Services Managers and the Child Welfare Administrator will track plans of response 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)	
<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.	2011 APSR: Achieved. Policy was revised and disseminated in December 2010.
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)	
A.3.3.3 TDM facilitators will ensure that safety plans are in place during reunification TDM if needed.	2011 APSR: Achieved. TDM facilitators are tracking whether safety plans are in place if needed during reunification TDMs.
A.3.3.4 Develop and implement quality assurance methodology to ensure risk and safety factors are addressed during TDMs. (reference B.1.8)	
<b>A.3.4. Deleted and replaced with A.3.1.A. (2011)</b>	
<b>A.3.5 Implement Ice Breakers to increase placement stability. Deleted from the PIP.</b>	

<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.	2010 APSR: Achieved. This was developed as part of action step A.1.1 and was completed in February 2010.
A.3.6.2 Request TA from NRC for redesign of an in-home family services program.	2010 APSR: Achieved. TA was requested in May 2010. Work will begin in July 2010 and will be coordinated with the Western Pacific Implementation Center project.
A.3.6.3 Develop work plan with NRC for design and implementation of an in-home family services program.	2011 APSR: Achieved. Work plan submitted and approved February 2011.
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)	
A.3.6.5 Collect systematic data and develop reports that will provide data to track utilization at a youth/family, local and regional levels.(reference C.3.3)	
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)	
A.3.6.7 Assess data to determine if ORCA is representing accurate in-home population.	2010 APSR: Achieved. Based on assessment of data, the ORCA design and maintenance team created and implemented an enhancement that allows workers to quickly and easily change the status of a case from initial assessment to in-home family services and out-of- home family services.
A.3.6.8 Revise in-home policy and disseminate to all Anchorage and Fairbanks staff.	2012 APSR: Achieved. The revised policy was disseminated to Anchorage and Fairbanks staff on 10/11/11 with an effective date of 10/17/11 to coincide with the staff development that occurred during the first two weeks of October 2011.
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)	
<b>Strategy B: Accountability and Supervision</b>	
<b>Goal: To enhance the fidelity of the practice model through increased quality assurance, staff development and accountability.</b>	

Action Steps	Annual Update (includes date completed)
<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)	2010 APSR: In progress. ORCA design to track and monitor safety plans has begun and will be complete by June 2011. 2011 APSR: Achieved. ORCA modification complete.
B.1.2 Modify ORCA in order to track case worker visits for in-home cases. (reference A.2.3.6)	2010 APSR: Achieved. Modifications in ORCA are complete. Staff development will be included in the quality home visit curriculum and is anticipated to be complete by November 2010.
B.1.3 Modify ORCA in order to track case worker visits for parents. (reference A.2.3.7)	2010 APSR: Achieved. Modifications in ORCA are complete. Staff development will be included in the quality home visit curriculum and is anticipated to be complete by November 2010.
B.1.4 Develop a method of measurement to monitor implementation of the family contact plan.-(reference A.2.4.1)	2010 APSR: Achieved. The Quality Assurance Unit developed a method of measurement for family contact and has begun including this component in the regularly scheduled quality assurance reviews.
B.1.5 Modify ORCA to accommodate family contact plan and documentation. (reference A.2.4.2)	2010 APSR: In progress. Modifications in ORCA are underway and will be complete by September 2010. 2011 APSR: Achieved. ORCA modifications completed September 2010.
B.1.6 Modify ORCA to support practice model integration and application within permanency planning. (reference A.3.1.5)	2011 APSR: In progress. In order to have time to implement, test and receive feedback prior to designing the ORCA modifications for Protective Capacity Assessment, this item will be completed in the upcoming year(s). 2012-2013 APSR: In progress. See B.1.9.
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)	2011 APSR: Achieved. A process was developed and is currently being implemented.
B.1.8 Develop and implement quality assurance methodology to ensure risk and safety factors are addressed during TDMs. (reference A.3.3.4)	2011 APSR: Achieved. A methodology was developed and is currently being implemented in Anchorage and Fairbanks.

<p>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)</p>	<p>2011 APSR: In progress. In order to have time to implement, test and receive feedback prior to designing the ORCA modifications for Protective Capacity Assessment, this item will be completed in the upcoming year(s).</p> <p>2012 APSR: In progress. All new case plan documents including the revised Case Plan, the Case Plan Evaluation Tool and the Permanency Summary Forms will be designed and vetted based on lessons learned from the innovation sites by August 2012. Statewide training on the new model and P&amp;P will be rolled out starting in Feb. 2013 to coincide with the ORCA integration. To accommodate time-sensitive, lawsuit mandated requirements related to Notifications and Fair Hearing related updates, the permanency planning practice model integration may not be accommodated in ORCA until Feb. 2013.</p> <p>2013 APSR: In progress. A new ORCA Case Plan template is in the final stages of development. Competing priorities and demands on developer time resulted in the delayed deployment of the new Case Plan in ORCA. The new anticipated go-live date for the Family Services Assessment practice model enhancements (which incorporates the documentation of initial and ongoing assessment of needs) in ORCA is October 21, 2013.</p>
<p>B.1.10 ORCA modification for foster care placement agreement (reference C.2.2)</p>	<p>2010 APSR: In progress. The Resource Family Section in conjunction with the ORCA team submitted the design modifications in May 2010. It is anticipated that the modification will be complete by November 2010.</p> <p>2011 APSR: Achieved. ORCA modification completed November 2010.</p>
<p><b>B.2.0 Enhance the quality of supervision and increase accountability to keep children safe and make families stronger.</b></p>	
<p><b>B.2.1 Enhance the quality of supervision to support effective practice.</b></p>	
<p>B.2.1.1 Request TA from National Resource Center for Organizational Improvement (NRCOI) and Child Protection to work with supervisors to develop and implement a supervisory strategic plan.</p>	<p>2010 APSR: Achieved. A technical assistance request was submitted in Summer 2010 and again in January 2010.</p>
<p>B.2.1.2 Supervisory strategic planning team in collaboration with the National Resource Center for Organizational Improvement will develop a strategic plan.</p>	<p>2010 APSR: In progress. The National Resource Center for Organizational Improvement, Data and Technology and Child Protection Services attended OCS' statewide management meeting and introduced the supervisory strategic planning efforts. A group representing approximately 25 supervisors was established. The group is currently in the process of developing a strategic plan with ongoing TA. In person meetings have been in held in March, May and June of 2010 with teleconferences in the interim.</p> <p>2011 APSR: Achieved. Plan approved and is currently being implemented.</p>
<p>B.2.1.3 Senior Leadership Team reviews and approves supervisory strategic plan.</p>	<p>2011 APSR: Achieved. Senior Leader Team reviewed and approved the plan December 2010.</p>
<p>B.2.1.4 Implement supervisory strategic plan.</p>	<p>2011 ASPR: Achieved. The Plan is implemented and strategies are underway and being monitored on a regular basis.</p>

<p>B.2.1.5 Develop program case staffing guidelines for supervisors to ensure the safety, permanency and well-being of all children.</p>	<p>2010 APSR: In progress. Consultation with the supervisory strategic planning group to ensure all aspects are addressed has begun.</p> <p>2011 APSR: Achieved. Case staffing guidelines are completed and will be implemented in 2011.</p>
<p>B.2.1.6 Evaluate and revise supervisory curriculum and incorporate relevant strategic plan components based on TA.</p>	<p>2012 APSR: Achieved. The supervisory curriculum was revised by the academy in August 2011.</p>
<p><b>B.2.2 Improve leadership accountability to ensure standards of service.</b></p>	
<p>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)</p>	<p>2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review.</p> <p>2011 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2012 APSR: In progress. Managers and Supervisors are provided with ORCA dashboard reports on a weekly basis which highlight timeliness of initiation and closure of PSRs, and status of monthly caseworker visits. Report Manager in ORCA is being modified in June 2012 to further streamline and organize reports for easy access and reference for manager/supervisor area of expertise.</p> <p>2013 APSR: Achieved. Managers and Supervisors now have access to numerous on-demand data reports in ORCA. Managers closely monitor a variety of regional outcome measures on a weekly and monthly basis.</p>
<p>B.2.2.2 Children Services Managers and the Child Welfare Administrator will track plans of response related to timely initiation to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.1.8)</p>	<p>2010 APSR: In progress. The plans of response are currently being reviewed quarterly by Children’s Services Managers and will be submitted to ACF in September 2010.</p> <p>2011 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2012 APSR: In progress. All OCS managers and supervisors were re-oriented to the process and expectation of writing and monitoring meaningful Field Office Program Improvement Plans (FOPIPs) during the Feb. 2012 Statewide Leadership Conference. New FOPIPs must be drafted by regional and field office staff within 30 days of the most current field office quality assurance review. FOPIPs are reviewed by Senior Leadership and monitored by regional managers.</p> <p>2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.</p>
<p>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)</p>	<p>2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review.</p> <p>2011 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2012 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.</p>

<p>B.2.2.4 Children Services Managers and the Child Welfare Administrator will track plans of response 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)</p>	<p>2010 APSR: In progress. The plans of response are currently being reviewed quarterly by Children’s Services Managers and will be submitted to ACF in September 2010.</p> <p>2011 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2012 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.</p>
<p>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)</p>	<p>2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review.</p> <p>2011 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2012 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.</p>
<p>B.2.2.6 Children Services Managers and the Child Welfare Administrator will track plans of response 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)</p>	<p>2010 APSR: In progress. The plans of response are currently being reviewed quarterly by Children’s Services Managers and will be submitted to ACF in September 2010.</p> <p>2011 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2012 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.</p>
<p>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)</p>	<p>2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review.</p> <p>2011 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2012 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.</p>
<p>B.2.2.8 Children Services Managers and the Child Welfare Administrator will track plans of response related to family contact to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.4.4)</p>	<p>2010 APSR: In progress. The plans of response are currently being reviewed quarterly by Children’s Services Managers and will be submitted to ACF in September 2010.</p> <p>2011 APSR: In progress. Plans of response are being updated and monitored.</p> <p>2012 APSR: In progress. Completed Family Contact Plans are a specific data element tracked and reported on during quality assurance reviews.</p> <p>2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.</p>

<p>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)</p>	<p>2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review.  2011 APSR: In progress. Plans of response are being updated and monitored.  2012 APSR: In progress. Plans of response are being updated and monitored.  2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.</p>
<p>B.2.2.10 Children Services Managers and the Child Welfare Administrator will track plans of response 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)</p>	<p>2010 APSR: In progress. The plans of response are currently being reviewed quarterly by Children’s Services Managers and will be submitted to ACF in September 2010.  2011 APSR: In progress. Plans of response are being updated and monitored.  2012 APSR: In progress. Plans of response are being updated and monitored.  2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.</p>
<p><del>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)</del></p>	<p>2011 APSR. Deleted. This item was incorporated into B.2.2.15.</p>
<p><del>B.2.2.12 Children Services Managers and the Child Welfare Administrator will track plans of response 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)</del></p>	<p>2011 APSR. Deleted. This item was incorporated into B.2.2.16.</p>
<p>B.2.2.13 Managers and Supervisors will monitor quality assurance findings to ensure appropriate identification of needs and service provisions is occurring and develop a plan of response to address areas needing improvement. (reference A.3.2.3) (Anchorage and Fairbanks)</p>	<p>2011 APSR: In progress. Plans of response are being developed for this quality assurance finding.  2012 APSR: In progress: Anchorage OCS worked with the NRC for Organizational Improvement for consultation around the development of Plan of Responses. OCS recognized that there needs to be fewer items that will have a broader impact. With this approach, items are more quantifiable and measurements are more precise. The strategies learned from this consultation session were shared with all managers during the Feb. 2012 Statewide Leadership Meeting.  2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.</p>

<p>B.2.2.14 Children Services Managers (CSM) and the Field Administrator will track plans of response 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)</p>	<p>2012 APSR: In progress: Per the guidelines issued to all OCS managers and supervisors in Feb. 2012, the Field Administrator, CSM, and State Office Panel must review updated FOPIPs on a quarterly basis.</p> <p>2013 APSR: Achieved. The State Office Panel continues to review updated FOPIPs.</p>
<p>B.2.2.15 Managers and Supervisors will conduct on-going quality assurance related to Case Transfer, Assessment of Protective Capacities and Needs, Continued Safety Management, Enhance Case Planning - Parent/Child/Tribe - 30 days in-home/60 days out-of-home, Reassessment of Protective Capacities, Needs and Safety, Conditions for Return Home and will provide reports to the Quality Assurance Unit.(revised reference A.3.1.A.8)</p>	<p>2012 APSR: Achieved. OCS has implemented a case transfer process to insure the timely transfer of cases from Initial Assessment to Family Services. During the quality review process, a review is conducted to determine if the case transfer process was utilized.</p> <p>Quality Assurance around the Assessment/Reassessment of Protective Capacities and Needs, Continued Safety Management, Enhance Case Planning, Conditions for Return Home is occurring at the practice level through regional case reviews.</p>
<p>B.2.2.16 Children Services Managers and the Child Welfare Administrator will review the reports related to Case Transfer, Assessment of Protective Capacities and Needs, Continued Safety Management, Enhance Case Planning - Parent/Child/Tribe - 30 days in-home/60 days out-of-home, Reassessment of Protective Capacities, Needs and Safety, Conditions for Return Home to provide feedback to ensure change activities are implemented and corrective action is taken where indicated.(reference A.3.4.8) (revised reference A.3.1.A.9)</p>	<p>2012 APSR: In progress. Children Services Managers and the Field Administrator are provided with the reports related to these quality assurance measures. Change activities are incorporated into FOPIPs and corrective action is taken where indicated.</p> <p>2013 APSR: Achieved. Managers continue to review CQI Site Review reports. These reports help inform FOPIPs.</p>
<p>B.2.2.17 Develop ORCA dashboard to measure monthly supervisory case staffing.</p>	<p>2011 APSR: Achieved. A report was developed and is available to all OCS managers and supervisors within the state.</p>
<p><b>B.3.0 Staff Development</b></p>	
<p>B.3.1 Develop dissemination and staff development plan for practice model and program statements. (reference A.1.2)</p>	<p>2010 APSR: Achieved. A comprehensive plan was developed to ensure that stakeholders were informed and understand the Practice Model and Program Statements.</p>
<p>B.3.2 Disseminate and provide staff development to all OCS staff related to practice model and program statements. (reference A.1.3)</p>	<p>2010 APSR: Achieved. Dissemination and staff development was provided to approximately 90% of staff from December 2009 through May 2010. Some regions are beginning to incorporate the practice model and program statements into their “welcome” packets as staff is hired. The documents are also addressed during SKILS training. All new staff will be receiving the practice model and program statements in varied forums. In addition, the practice model and program statements are being interwoven into all facets of the work</p>

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)	2010 APSR: Achieved. Regional management has been providing staff development since February related to timely assignment and initiation. The first round of staff development was held in February with follow-up trainings in March. Supervisors are following up with staff that were unable to attend the February and March trainings to ensure they understand the revisions to the policy.
B.3.4 Provide training to all statewide intake staff. (reference A.2.1.5)	2011 APSR: Achieved. Training regarding enhanced intake was held in August 2010.
B.3.5 Provide education and training opportunities to tribes and stakeholders statewide regarding new intake practices. (reference A.2.1.4 and A.2.1.4.6)	2011 APSR: This item will be addressed in 2013 or 2014. 2013 APSR: No longer necessary. See A.2.1.4. This item has been removed from the CFSP with no further action required.
B.3.6 Provide staff development to all OCS field management and staff around the purpose, application and analysis of information gathered and how it informs the identification of safety threats and protective capacities/needs as well creation and management of safety plans. (reference A.2.2.2)	2011 APSR: Achieved. Training was provided during November and December 2010.
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)	2010 APSR: In progress. Family engagement training has occurred in all regions and field offices. Quality home visit curriculum will be developed during the fall of 2010 and staff development will take place in November 2010. 2011 APSR: Achieved. Training was provided during November and December 2010.
B.3.8 CIP will provide training to judges at the Fall Judicial Conference related to family contact planning. (reference A.2.4.5)	2010 APSR: Achieved. The Alaska Court System Fall Judicial Conference was held on October 30, 2009. The Honorable Judge Tan served as moderator during the family contact session that addressed the legal, policy and practice issues of the new family contact plan.
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)	2011 APSR: Achieved. Training was provided in January, February and March 2011, with follow up training provided in April 2011.
B.3.10 Provide training to AAGs related to filing compelling reasons. (reference A.2.6.3)	2011 APSR: Achieved. Training was provided to all Child Welfare AAGs in October 2010.
B.3.11 Provide staff development to all OCS field management and staff regarding TPR/compelling reasons. (reference A.2.6.4)	2011 APSR: Achieved. Regional teams within each judicial district established standards for procedures and timelines for the processing of TPRs. Detailed expectations and a visual flowchart were individually developed and distributed to appropriate OCS staff for each judicial district in November 2011. Mandatory staff trainings were facilitated to familiarize all OCS field staff on standardized procedures.

<p><del>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)</del></p>	<p>2011 APSR: Deleted. This item was incorporated into B.3.16.</p>
<p>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 to children, parents and resource families. (reference A.3.2.2)</p>	<p>2011 APSR: Achieved. Training was provided in November and December 2010 with makeup training in January 2011.</p>
<p>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)</p>	<p>2011 APSR. Achieved. Training was provided in November 2010.</p>
<p>B.3.15 Continue staff attendance of Knowing Who You Are (KWYA) to increase cultural competency skills. (reference A.3.4.5)</p>	<p>2010 APSR: On-going. Since July 2010, there have been nine trainings with approximately 180 participants. Training is provided to both tribal agencies and OCS staff. In April 2010, OCS sponsored an “Undoing Racism” training for tribes and OCS staff who will continue on the path to be trainers. OCS will continue to support KWYA.</p> <p>2011 APSR: On-going. Over the past year, there were five workshops with over 100 participants.</p> <p>2012 APSR: On-going: Over the past year there were eight workshops, with 145 participants, of which 74 were OCS staff.</p>
<p>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 revised A.3.1.A.7)</p>	<p>2011 APSR: Achieved. Staff development was provided to all front line and field management in May 2011. Tribal partners within the Anchorage and Fairbanks areas were invited to the training.</p>
<p>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)</p>	<p>2012 APSR: Achieved. Fairbanks and Anchorage staff were trained in October 2011.</p>
<p>B.3.18 Provide staff development to OCS field management and staff related to documentation of compelling reasons in ORCA. (reference C.1.1)</p>	<p>2010 APSR: In-progress. During the CFSR, it was noted that workers struggled with the documentation of compelling reasons in ORCA, as a result staff development was provided to staff during May and June 2010 with additional follow up staff development in July 2010.</p> <p>2011 APSR: Achieved. Follow up training was provided in July 2010.</p>
<p>B.3.19 Provide staff development to OCS field management related to standardization of court hearing notification process. (reference C.1.3)</p>	<p>2011 APSR. Achieved. Training was provided during the summer of 2010.</p>

B.3.20 DOL will provide training to AAGs at Annual AAG conference related to quality of permanency planning. (reference C.1.4)	2010 APSR: Achieved. Training was provided during the Child Protection CINA Conference held by the Department of Law on October 28, 2009. Margaret Burt facilitated discussions related to quality permanency hearings which included “legal time bombs” to permanency.
B.3.21 CIP will provide training to Judges at Fall Judicial Conference related to quality of permanency hearings. (reference C.1.5)	2010 APSR: Achieved. The Alaska Court System Fall Judicial Conference was held on October 30, 2009. Joanne Brown, Consultant for the American Bar Association Center on Children and the Law served as moderator during the permanency hearing session.
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)	2010 APSR: In progress. ORCA modifications are in progress; staff development materials will be developed. Estimated date of completion is August 2011. 2011 APSR: Achieved. Training was provided in February, March, April and May 2011.
B.3.23 Provide training to all licensing staff on Casey Family Assessment Inventory (CFAI) instrument. (reference C.2.6)	2010 APSR: Achieved. Training was piloted in November 2009 and completed in December 2009.
B.3.24 Develop an on-going evaluation system for each individual that has successfully completed SKILS and their supervisor.	2010 APSR: Achieved. The Family and Youth Services Training Academy (FYSTA) in collaboration with the FYSTA Advisory Group has modified their existing evaluation system to include a supervisory component.
B.3.25 SKILS and Supervisory training curriculums will be updated to reflect all staff development provided in the PIP.	2010 APSR: In-progress. As a result of the work related to enhancing initial assessment, FYSTA has modified the SKILS curriculum to incorporate the newly designed present danger assessment and protective action plan training and will be incorporating impending danger assessment and safety planning in fall/winter of 2010. FYSTA also incorporated components of the Family Engagement training that was developed as part of the PIP. 2011 APSR: In progress. Training curriculum has been revised to incorporate family engagement, quality case worker and initial and on-going assessment. 2012 APSR: Achieved. All new training enhancements tied to the PIP have now been fully incorporated into the SKILs curriculum.
B.3.26 Develop a diverse advisory group statewide to inform FYSTA curriculum effectiveness.	2010 APSR: Achieved. The advisory group consisting of representation of workers, supervisors and tribal partners was formed in October 2010. Recommendations from the group have been provided to FYSTA and included a pre-SKILS preparation and feedback loop component to enhance training and job performance.
B.3.27 Submit advisory board recommendations for review and approval to FYSTA and OCS for possible revisions.	2010 APSR: On-going. Recommendations have been submitted as indicated in B.3.26 resulting in a revision in the on-going evaluation and pre-training component of SKILS. 2012 APSR: Achieved. Any proposed changes to SKILs are vetted through a variety of stakeholders. Including OCS supervisors/managers, tribal partners and others.
B.3.28 Develop standardized on the job training for workers between the four weeks of SKILS training.	2010 APSR: In progress. The Recruitment and Retention work group is currently developing a standardized on the job training which will take place after the first two week session of SKILS training. The training packet should be complete by February 2011. 2011 APSR: Achieved. OJT was completed February 2011.

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.	2011 APSR: Achieved. On the job training was implemented in February 2011. This will monitored as part of the Recruitment and Retention work in the future.
B.3.30 Review feedback for on the job training and revise curriculum if determined necessary.	2011 APSR: Achieved. Based on the feedback from staff, the curriculum was revised in May 2011.
<b>APSR 2013: Item Added.</b>	
<b>B.4 Improve Accountability through the enhancement of the client Complaint/Grievance Procedure</b>	
B.4.1 Revise State Regulations and OCS Policy regarding Client Complaint procedure	2013 APSR: In progress. New regulations were drafted and published for public comment in March 2013. The regulations are in the final stage of internal review and are anticipated to be finalized by August 2013. New policy is in draft form awaiting finalization of the regulations.  2014 APSR: Achieved. New policy and procedures were finalized and distributed in March 2014.
B.4.2 Create new forms and instructions to be posted on the OCS website	2013 APSR: In progress. Forms and instructions have been drafted and are awaiting final approval of regulations to be finalized.  2014 APSR: Achieved. The OCS website was updated in March 2014 to reflect the new policy and procedures.
B.4.3 Develop and launch staff development regarding new policy and procedures	2013 APSR: The staff development plan includes developing a webinar; writing a Frontline article; briefing managers and supervisors on the new Complaint policy and procedures; providing all staff with the new policy and procedure, associated forms/guides, and the deadline to complete the Webinar; discussing the complaint process in all-staff meetings and unit meetings; and sending all staff information on the Complaint process through “questions of the week.” The staff development plan will be launched once the new regulations are finalized.  2014 APSR. All activities described above were achieved by March 2014.
B.4.4 Implement new electronic tracking system for complaints	2013 APSR: In progress. OCS leadership is working with the DHSS IT department on the development of a new tracking system.  2014 APSR: Still in progress. Complaints are being tracked on a statewide basis centrally through State Office, using an Excel data sheet, however the comprehensive tracking system is still in the development phase.
<b>Strategy C: Strengthening Systems</b>	
<b>Goal: To provide systems that ensures the safety, permanency and well being of children through the life of the case.</b>	
<b>Action Steps</b>	<b>Annual Update (includes date completed)</b>
<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)	
C.1.2 Develop protocols related to statewide standardization of court hearing notification process.	2010 APSR: In progress. Preliminary discussions with the DOL have taken place. Protocols will be developed during 2011. 2011 APSR: Achieved. Policy was revised and staff development was provided in September and October 2010.
C.1.3 Provide staff development to OCS field management related to standardization of court hearing notification process. (reference B.3.19)	
C.1.4 DOL will provide training to AAGs at Annual AAG conference related to quality of permanency planning. (reference B.3.20)	
C.1.5 CIP will provide training to Judges at Fall Judicial Conference related to quality of permanency hearings. (reference B.3.21)	
C.1.6 CIP will research why there are last minute court hearing changes and determine if uniformity statewide is possible and make recommendations.	2011 APSR: Achieved. The CIP determined that most of the scheduling changes occurred based on the parties request and not the court system.
C.1.7 Develop and implement a quality assurance measure for notification of court hearings for resource families.	2011 APSR: In-progress. The quality assurance measure was developed and implemented in November 2010. Measures will be provided to Region X in August 2011. 2012 APSR: Achieved. This measure is routinely tracked during field office quality assurance review and documented in the quality assurance reports.
<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.	2010 APSR: In progress. Policy is currently be revised to reflect the new foster parent agreement/plan and support the upcoming ORCA modifications. 2011 APSR: Achieved. The policy was revised and effective February 2011.
C.2.2 ORCA modification for foster care placement agreement. (reference B.1.10)	
C.2.3 Develop training protocol for foster care agreements.	2010 APSR: In progress. Protocol is being developed and will incorporate ORCA modifications. Target date for completion is March 2011. 2011 APSR: Achieved. A Policy Overview and ORCA Guidance document was completed and provided to managers for staff development purposes in January 2010.

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)	
C.2.5 Develop policy and procedures for a new culturally competent assessment and evaluation of potential resource families (Casey Family Assessment Inventory- CFAI).	2010 APSR: Achieved. Policy was developed and implemented February 2010.
C.2.6 Provide training to all licensing staff on Casey Family Assessment Inventory (CFAI) instrument. (reference B.3.23)	
C.2.7 Collect CFAI data outcomes related to the strengths and weaknesses of resource families along with training and support needs.	2010 APSR: In progress. 80 Assessments were completed between 1/1/2010 and 3/31/2010. Not enough data has been collected to determine trends at the time of this report. Second quarter data to be requested 7/1/2010; third quarter data will be requested 10/1/2010; fourth quarter data will be requested 1/1/2011. Data outcomes will be reviewed by 8/1/2011 and 2/1/2011.  2011 APSR: Achieved. There were 510 assessments completed over the last year. The results found have shown individual responses which have needed follow up by the OCS licensing worker. OCS will be working with the Alaska Center for Resource Families over the next year to find ways to incorporate the assessment results into the CORE training so that the areas are fully addressed in our training curriculum.
C.2.8 Technical assistance and support from Denise Goodman to assist in development of a Recruitment and Retention Plan requested through Region 10.	2010 APSR: Activity modified. Achieved. TA was not requested as assistance from Denise Goodman was provided through Annie E. Casey as a part of the Family to Family Initiative. Technical assistance occurred 3/1/2010 to 3/5/2010.
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.	2010 APSR: In progress. Regional recruitment teams were created by June 15, 2010 in Anchorage, South Central and Northern regions. Plan development has just begun. Final regional plans are anticipated to be complete by October 2010.  2011 APSR: Achieved. The plans have been developed.
C.2.10 Implement recruitment plan and monitor progress.	2011 APSR: Achieved. The Recruitment and Retention Plans are currently being implemented. Other action steps related to resource families are addressed in Strategy E of this plan.
C.2.11 Establish resource family advisory board.	2011 APSR: Achieved. The board has been established and is meeting on a regular basis.
C.2.12 Use Support, Development and Recruitment (SDR) process in Anchorage and Fairbanks to develop innovative strategies related to retention of foster homes. (Anchorage and Fairbanks)	2010 APSR: In progress. SDR teams have been incorporated into the recruitment and retention planning teams in Anchorage and Fairbanks.  2011 APSR: Achieved. Strategies are included in the R&R plans.
C.2.13 Establish requirement that ensures all resource families receive CORE training within one year from beginning of licensing process.	2010 APSR: Achieved. Policy changes were implemented on May 28, 2010.

<p>C.2.14 Track new and current resource families and their compliance with training requirements.</p>	<p>2010 APSR: On-going. Tracking systems in place through the training grantee. Quarterly training compliance reports are submitted to OCS staff.</p> <p>2011 APSR. Achieved. According to the Alaska Center for Resource Families 57% of foster parents completed CORE within the first year. Work will continue to increase compliance.</p>
<p><b>C.3.0 Service Array</b></p>	
<p>C.3.1 Request National Resource Center TA (or consultants) to assist in evaluation of grants.</p>	<p>2010 APSR: Achieved. A request to modify the action was submitted to Region X in May 2010. The modification is: "Request NRC TA assist with substance abuse service delivery". During the past year, OCS has shored up internal measures for grants which will adequately determine the efficacy of the grants and are working on strategies to further improve outcomes to ensure grants support the needs of the community.</p> <p>The Mental Health Trust Authority has out stationed a position with the Department of Health and Social Services to utilize Results Based Accountability to identify program measures that will supplement our current efforts. Work with WPIC will also assist in the evaluation of grants.</p> <p>In addition, TA modification supports work in relation to substance abuse since it's one of major service array factors in children being placed out of their homes. For example, only 40% of women referred by OCS to substance abuse in-patient programs, complete treatment. Clearly there are both access issues to assessment and problems with completion of treatment programs. OCS will work with the Division of Behavioral Health to improve these issues.</p>
<p>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)</p>	<p>2010 ASPR: In progress. Analysis of grants is underway and will continue over the next year.</p> <p>2011 APSR: Achieved. Analysis of in-home grants was completed for the purposes of the PIP, however, on-going analysis will continue over the upcoming years.</p>
<p>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)</p>	<p>2010 APSR: In progress. Data is being collected and evaluated for SFY2009.</p> <p>2011 APSR: Achieved. Data reports have been developed and data for SFY2010 is currently being evaluated and will be on an on-going basis.</p>
<p>C.3.4 Work with OCS leadership, regional CSMs and local offices to review data and realign resources if warranted based on analysis. (reference A.3.6.6)</p>	<p>2012 APSR: Achieved. Grant outcomes for FY 2010 and 2011 were reviewed. It was determined that Family Preservation Grantee Services were minimally utilized in most funded service areas; however, a need for services was identified in Kenai and Fairbanks. In FY 2012 funding for the expansion of Family Support services in Fairbanks was expanded. Time-Limited Family Reunification and Family Contact Services Center grantees are well utilized in all communities where these services are funded. The area with the greatest unmet need is Wasilla. Additional funding was allocated to this region in FY 2012.</p>
<p>C.3.5 Collaborate with Division of Behavioral Health to determine the possibility of increasing access and prioritizing behavioral health services to OCS clients.</p>	<p>2011 APSR: Achieved. OCS worked with DBH to prioritize and increase access to services to OCS clients. The following were some highlights from the work effort.</p> <ul style="list-style-type: none"> <li>• The Family Care Court in Anchorage serves clients referred by OCS.</li> <li>• Through an RSA from OCS, women with children from the YK</li> </ul>

	<p>delta are eligible to attend in-patient treatment at Akeela House. There are 5 treatment beds available.</p> <ul style="list-style-type: none"> <li>• All women specific grants prioritize OCS clients.</li> <li>• There are woman specific programs in Anchorage at South Central Foundation 14-beds, and Salvation Army Clitheroe Center 16-beds.</li> <li>• In Fairbanks the Fairbanks Native Association has 16-TX beds.</li> <li>• In preparing RFPs, DBH has been soliciting input from OCS to make sure DBH grants will work effectively for OCS clients. In a recent Treatment Foster Homes grant, OCS comments were incorporated into the proposal prior to release.</li> </ul>
<p><b>C.4.0 Agency Responsiveness to the Community</b></p>	
<p>C.4.1 Develop collaboration and coordination plan to monitor and evaluate CFSP and PIP status and progress including internal and external stakeholders.</p>	<p>2010 APSR: Achieved. A plan was submitted and approved to Region X on February 28, 2010. Coordination efforts during the development and subsequent approval of the PIP have been on-going. Efforts to engage stakeholders in development of the CFSP and the 2010 APSR are on-going.</p>
<p>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 &amp; Alumni, OCS Executive Steering Committee, Greater Anchorage Area Partnership, Child Advocacy Centers, Children’s Justice Task Force, IV-B Grantees, partner divisions.</p>	<p>2010 APSR: On-going. OCS uses existing forums to monitor and evaluate the 5-year plan which incorporates the PIP. In order to gather input on the plan for our annual report, OCS has asked for input from the following groups: Regional Continuous Quality Improvement Teams, Court Improvement Project, Tribal State Collaboration Group, Citizen’s Review Panel, Facing Foster Care in Alaska Youth &amp; Alumni, OCS Executive Steering Committee, Greater Anchorage Area Partnership, Child Advocacy Centers, Children’s Justice Task Force, IV-B Grantees, partner divisions via Children’s Policy Team. OCS is working on establishment of a birth parent group.</p> <p>2011 APSR: On-going. Over the past year, the following groups were provided the opportunity to provide input on the plan: Court Improvement Project, Tribal State Collaboration Group and BIA Tribes, Regional Groups, OCS Executive Steering Committee /All Staff, Greater Anchorage Area Partnership, Citizen’s Review Panel, Facing Foster Care in Alaska, Children’s Justice Task Force and Child Advocacy Centers.</p> <p>2012 APSR: Ongoing. Over the past year, the following groups were provided the opportunity to provide input on the plan: Court Improvement Project, Tribal State Collaboration Group, Regional Groups, OCS Executive Steering Committee /All Staff, and GALs/CASAs. In addition, the CFSP was highlighted during the PIP close-out celebration and in the new OCS external newsletter.</p> <p>2013 APSR: Ongoing. Over the last year progress made and updates to the CFSP continued to be shared with the Tribal State Collaboration Group, the OCS Staff Advisory Board, The Foster Parent Advisory Board, the Court Improvement Project, Facing Foster Care in Alaska, Children’s Justice Task Force, The Health Oversight Committee, GALs &amp; CASAs and numerous other stakeholders through our external newsletter.</p> <p>2014 APSR: Ongoing. Over the last year progress made and updates to the CFSP continued to be shared with the Tribal State Collaboration Group, the OCS Staff Advisory Board, The Resource Family Advisory Board, the Court Improvement Project, Facing Foster Care in Alaska, Children’s Justice Task Force, The Health</p>

	<p>Oversight Committee, GALs &amp; CASAs and numerous other stakeholders through our external newsletter. Additionally, statewide stakeholders were rigorously engaged through a community café initiative. Ten community cafes were held in hub communities all over the state and 3 statewide teleconferences were facilitated to inform stakeholders about the progress made over the last five years, and outcome areas needing improvement.</p>
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**Strategy D: Enhance Tribal and State Relations /Reduce Disproportionality / Increase ICWA Compliance**

**Goal: Keeping Alaska Native Families intact while providing a culturally competent continuum of services to protect and promote healthy communities.**

Action Steps	Annual Update (includes date completed)
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**D.1.0 Promote positive state and tribal collaboration relations, build tribal capacity, reduce disproportionality and increase ICWA compliance.**

<p>D.1.1 Continue to meet with Tribal State Collaboration Group (TSCG) 3 times per year and other scheduled meetings related to the Alaska Child Welfare Disproportionality Reduction Project.</p>	<p>2010 APSR: On-going. Meetings were held on October 5-9, 2009, February 8-11, 2010, and May 11-13, 2010.</p> <p>OCS continues to meet three times a year with Tribal State Collaboration Group to focus on work pertaining to disproportionality and ICWA practices. In addition, OCS has also committed to the work of the Western Pacific Implementation Center, Alaska Child Welfare Disproportionality Reduction project.</p> <p>OCS also has involved local staff management to discuss process and strategies, and how they affect each regional office, Alaska Native families in the system, and local partnerships.</p> <p>As a result of TSCG meetings, OCS developed a concern flow chart to assist tribal partners in knowing who/how to contact OCS to resolve issues. Protocols for sharing protective services report information is currently being drafted and will be finalized in July 2010.</p> <p>During TSCG in May 2010, it was decided that there would be breakout sessions for OCS Managers to work with Tribal Managers within their region to problem solve issues particular to that region and/or field office.</p> <p>In addition, during this forum, OCS sought input and shared the Child &amp; Family Services Plan (CFSP) with TSCG, Tribal Caucus, and WPIC members. This has occurred at in-person meetings, as well as via emails that include other tribal members that do not attend TSCG on a regular basis. OCS has posted the CFSP on the OCS web page. After design of the ICWA page, the CFSP and subsequent annual progress reports will be posted for easy reference for tribal partners.</p> <p>2011 APSR: On-going. During the last reporting period, TSCG meetings were held on October 4 &amp; 5, 2010, January 25 &amp; 26, 2011,</p>
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and May 9 & 10, 2011 during which times the APSR was shared and discussed. In addition, the APSR was sent to all BIA tribes in Alaska for review, comment and input.

OCS continues to partner with tribes on the design of on-going updates for the Indian Child Welfare state based web page. A section for community partner contacts, which native organizations and tribes send updates was added this year. In addition, at the request of the tribal partners, there was a section added to include “Questions of the week” to help tribal partners and OCS staff use consistent terminology related to practice.

OCS invited tribal partners to join the Executive Steering Committee and Statewide Policy work groups.

OCS has also invited and funded tribal partners to participate in Protective Capacities Assessment (PCA) Training to provide Tribal partners the opportunity to learn about and provide input on the PCA process before it’s finalized and rolled out statewide.

2012 APSR: On-going. During the last reporting period, Tribal State Collaboration was held on October 26-27, 2011, February 8 & 9, 2012 and May 9 & 10, 2012 during which times the APSR was shared and discussed. During each meeting, two additional days were spent on WPIC work.

Over the last year, each regional office which has tribal grantees, has established additional meetings to continue on-going communication about how to address linking families to culturally appropriate services

OCS continues to partner with tribes and support updates for the Indian Child Welfare state based web page.

During the past year, OCS developed a new SAWCIS data page which organizes native youth tribal affiliation, enrollment, parent’s tribal affiliation, and intervening tribe. This enhancement allows the current system SACWIS system to determine specific data on:

- Native youth involved with OCS
- Which youth are identified under the ICWA laws
- Which youth and parents are enrolled in tribes?
- Which tribes are intervening?

2013 APSR: On-going. During the last reporting period, Tribal State Collaboration meetings were held on October 11-12, 2012; February 5-8, 2013; and May 7-9, 2013. The APSR was shared and discussed and two additional days were spent on WPIC work at the February meeting.

Over the past year, OCS employees participated in joint leadership conferences with regional tribal partner employees and ICWA workers. The first conference was held on April 7-10, 2013, in Tulsa, Oklahoma. The second was held on May 1-3, 2013, in Nome, Alaska. The third was held on May 21-23, 2013, in Kotzebue, Alaska. The CFSP was reviewed with Tribal Partners during the February 2013.

OCS continues to partner with tribes and support updates for the Indian Child Welfare state based web page.

2014 APSR: Achieved. During the last reporting period, Tribal State Collaboration meetings were held in October, February and May. The APSR was reviewed and discussed during the February

	<p>2014 TSCG meeting. The TSCG members will be notified when the final report is posted on the OCS website</p>
<p>D.1.2 Support work on goals, objectives, and tasks set forth in the Alaska Child Welfare Disproportionality Reduction Project's Technical Assistance Plan.</p>	<p>2010 APSR: On-going. Western Pacific Implementation Center (WPIC) meetings are held in addition to and during TSCG. OCS attended in person meetings in August 2009, October 2009, November 2009, February 2010 and May 2010. Teleconferences were held in December 2009 and January 2010. Planning efforts are underway for WPIC mini conference to take place in August 2010.</p> <p>OCS has named State participants in every work group identified in the WPIC project. Each participant was specifically identified to match the needs of the project and be able to bring specific sets of skills and knowledge to the process. Each work group is setting outlines for tasks and objectives. Work groups are as follows:</p> <ul style="list-style-type: none"> <li>• Design of In-Home Service Programs</li> <li>• Tribal In-home Services: Service Model/Practice Design (FGDM &amp; Family Preservation)</li> <li>• Workforce/Training</li> <li>• Tribal Case Management</li> <li>• State Capacity to Maximize Use of Tribal In-home Services: Practice Model/Policy &amp; Procedures</li> <li>• Tribal Foster Home Licensing Standards</li> </ul> <p>OCS has committed to assist achieving the goals and objectives of the Western Pacific Implementation Center project.</p> <p>2011 APSR: On-going. WPIC meetings were held on October 2010, January 2011, and May 2011. One work group completed its goal – Design of In-Home Programs.</p> <p>In October of 2010, The Tribal Foster Home Licensing Standards work group submitted final standards to Region X. The standards were deemed in accord with federal requirements and are approved to be used for Tribal Title IV-E Pass Through Maintenance and Direct Funding. The group is currently working to design a process including forms for tribal implementation.</p> <p>A WPIC mini-conference was held August 3-6, 2010, in Juneau. The conference included OCS, tribal and community partners. Individuals from Hawaii presented on disproportionality and alternative response programs.</p> <p>In April 2011, OCS collaborated with tribal partners to present at the National Indian Child Welfare Association's 29th Annual "Protecting Our Children" conference on child abuse and neglect. The collaboration team was keynote speakers to over 800 participants, presenting on the Alaska Child Welfare Disproportionality Project.</p> <p>2012 APSR: On-going. WPIC meetings are held in addition to and during TSCG. Two additional days were added to TSCG meetings held in October 2011, January 2012, and May 2012.</p> <p>A "Leadership Summit" was held September 19-22, 2011, with Tribal partners, OCS, community partners, GALs, AAGs and politically elected officials in attendance.</p> <p>OCS continues to have State representatives in every work group identified in the WPIC project. Each participant was specifically identified to match the needs of the project and be able to bring specific sets of skills and knowledge to the process. Work group updates are as follows:</p>

	<ul style="list-style-type: none"> <li>• Design of In-Home Service Programs (funding mechanism)</li> <li>• Tribal In-Home Implementation Work Group (TWIIG)</li> <li>• Data</li> <li>• Linkages (linking services for families)</li> <li>• Tribal Foster Home Licensing Standards</li> </ul> <p>OCS has committed to assist achieving the goals and objectives of the Western Pacific Implementation Center project.</p> <p>In addition, during the past year, WPIC members (OCS and tribes) were asked to speak at the Midwest Child Welfare Implementation Center 5th Annual regional conference in Green Bay, Wisconsin held on April 3 &amp; 4, 2012. Presenters spoke about the WPIC work in Alaska and the steps taken towards collaboration. Presenters also helped facilitate two breakout sessions on Tribal/State collaboration and tribal licensing issues.</p> <p>2013 APSR: On-going. WPIC meetings were held in addition to and during the TSCG meeting on February 5-8, 2013. Two additional days were added to TSCG meetings held in February 2013.</p> <p>Over the past year, OCS employees participated in joint leadership conferences with regional tribal partner employees and ICWA workers. The first conference was held on April 7-10, 2013, in Tulsa, Oklahoma. The second was held on May 1-3, 2013, in Nome, Alaska. The third was held on May 21-23, 2013, in Kotzebue, Alaska.</p> <p>OCS continues to have State representatives in every work group identified in the WPIC project. Each participant was specifically identified to match the needs of the project and be able to bring specific sets of skills and knowledge to the process. Work group updates are as follows:</p> <ul style="list-style-type: none"> <li>• Design of In-Home Service Programs (funding mechanism)</li> <li>• Tribal In-Home Implementation Work Group (TWIIG)</li> <li>• Data</li> <li>• Tribal Foster Home Licensing Standards</li> </ul> <p>OCS has committed to assist achieving the goals and objectives of the Western Pacific Implementation Center project.</p> <p>In addition, during the past year, WPIC members (OCS and tribes) were asked to speak at the 31<sup>st</sup> Annual National American Indian Conference on Child Abuse and Neglect held on April 7-10, 2013, in Tulsa, Oklahoma. Presenters spoke about the WPIC work in Alaska and the steps taken towards collaboration. Presenters also helped facilitate two breakout sessions on Tribal/State collaboration and tribal-in-home services.</p> <p>2014 APSR: Achieved. The WPIC project ended in September 2013. The project culminated in a summit held in August 2013 in Seward, Alaska. Two training tracts allowed conference attendees to participate in child welfare supervisory or caseworker level skill development workshops.</p>
<p>D.1.2.a (added 6/10): OCS will work with tribes across the state to strengthen relationships and coordinate services.</p>	<p>2010 APSR: On-going. In addition to working with TSCG/WPIC members, Tribal Title IV-E partners and ICWA grantees, OCS works individually with tribes throughout Alaska.</p> <p>Much of this work is conducted through the tribal regional organizations that coordinate ICWA work throughout their region.</p>

Often times, ICWA Specialists and frontline staff work with tribal representatives on a case by case basis through the administrative review processes, team decision making meetings, relative searches, and cultural continuity case planning.

During the past year, OCS and tribal representatives have worked together on the following:

- Court Improvement Project, ICWA subcommittee
- BIA Providers' Conference
- Bring The Kids Home Conference
- Chugachmuit's Parenting and Family Resource Conference
- Maniilaq/Kotzebue ICWA Conference
- Specialized ICWA Training
- Knowing You Who Are & Undoing Racism

OCS recognizes and values relationship building and team partnerships as illustrated in the following list:

- OCS ICWA Specialists and tribal partners attended the National ICWA Conference in Portland, Oregon. Groups were able to participate in discussions around new ideas of collaborations and partnering.
- OCS held a gathering for new Tribal ICWA workers through the collaboration with Gloria Gorman from the BIA and Cook Inlet Tribal Council.
- ANFP unit (Alaska Family Preservation) is a collaborative partnership which has members from the Native Village of Eklutna, Cook Inlet Tribal Council, and OCS, all on one team. The team works with Native families that are in-home pre-custody.
- The Anchorage Regional Disproportionality Team, OCS and tribal partners meet to discuss change in system structures to address disproportionate numbers of Alaska Native families involved with the child welfare system.

In Anchorage, the new employee orientation includes on-site meetings with three tribal or Native organizations in order to strengthen relationships and coordinate services.

Appendix B illustrates tribes/tribal organizations that participate in TSCG, WPIC, Title IV-B, and Title IV-E programs as well as consult individually with OCS staff.

2011 APSR: On-going. In addition to working with TSCG/WPIC members, Tribal Title IV-E partners and ICWA grantees, OCS works individually with tribes throughout Alaska.

ICWA Specialists and front line staff continue to collaborate on a case by case basis. Tribal partners are invited to administrative reviews and case planning discussions.

Other examples of collaboration over the last include:

- Each OCS region co-facilitates ICWA training regionally for new employees.
- ICWA specialist and OCS staff have increased participation in tribal events such as conferences (NICWA, KANA) and trainings (KWYA, Undoing Racism, ICWA).
- In Anchorage, new employees are now shadowing tribal partners to help build partnerships at the start of hire.

2012 APSR: On-going. OCS continues to work with TSCG/WPIC members, Tribal Title IV-E partners and ICWA grantees, as well as

	<p>individually with tribes throughout Alaska. OCS and Tribal representatives continue to serve on and work together on the Court Improvement Project, BIA Providers' Conference, OCS Executive Steering committee and policy work group, Specialized ICWA training, KWYA, and Undoing Racism training.</p> <p>ICWA Specialists and frontline staff continue to work with tribal representatives on a case by case basis through the administrative review processes, team decision making meetings, relative searches, and cultural continuity case planning.</p> <p>OCS and tribal partners continue to co-facilitate Knowing Who You Are workshops statewide. In 2012 there were four workshops statewide with over 100 participants. Workshops included community partners, law enforcement, education workers, tribal workers, OCS, and non-profit organizations.</p> <p>OCS and tribal partners also held their second Knowing Who You Are train-the-trainers session which will establish 20 more KWYA trainers throughout Alaska. Trainers were identified in remote areas to be able to reach more participants.</p> <p>2013 APSR: On-going. OCS continues to work with TSCG/WPIC members, Tribal Title IV-E partners and ICWA grantees, as well as individually with tribes throughout Alaska. OCS and Tribal representatives continue to serve on and work together on the Court Improvement Project, BIA Providers' Conference, OCS Executive Steering committee and policy work group, Specialized ICWA training, KWYA, and Undoing Racism training.</p> <p>ICWA Specialists and frontline staff continue to work with tribal representatives on a case by case basis in administrative review processes, team decision making meetings, relative searches, delivery of services, and cultural continuity case planning.</p> <p>OCS and tribal partners continue to co-facilitate Knowing Who You Are workshops statewide. Workshops included community partners, law enforcement, education workers, OCS, tribal workers, OCS, OPA, and non-profit organizations.</p> <p>Appendix B illustrates tribes/tribal organizations that participate in TSCG, WPIC, Title IV-B, and Title IV-E programs as well as consult individually with OCS staff.</p> <p>2014 APSR: On-going. OCS continues to work with TSCG/WPIC members, Tribal Title IV-E partners and the Rural Child Welfare grantees, as well as individually with tribes throughout Alaska. OCS and Tribal representatives continue to serve on and work together on the Court Improvement Project, BIA Providers' Conference, OCS Executive Steering committee and policy work group, Specialized ICWA training, KWYA, and Undoing Racism training.</p> <p>Due to new OCS policy implemented in January 2014, and the establishment of formalized tribal confidentiality agreements, information sharing and the coordination of services is more robust during the pre-filing state of a case. Tribal ICWA workers are accompanying OCS Initial Assessment works more during the assessment phase of cases. Additionally, ICWA Specialists and frontline staff continue to work with tribal representatives on a case by case basis in administrative review processes, team decision making meetings, relative searches, delivery of services, and cultural continuity case planning.</p>
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<p>D.1.3 Continue Tribal State Co-Chair meetings on a bi-monthly basis.</p>	<p>2010 APSR: On-going. These meetings occur twice a month. Participates include: the OCS Director, OCS Deputy Director, OCS Child Welfare Administrator, OCS Program Administrator, OCS Statewide ICWA Coordinator, Social Services Director of Bristol Bay Native Association, Social Services Director of Central Council of the Tlingit and Haida Indian Tribes of Alaska, and ICWA Liaison with Cook Inlet Regional Council. OCS continues to coordinate and document all meetings.</p> <p>2011 APSR: On-going. These meetings occur twice a month. Participants include: the OCS Director, OCS Program Administrator, OCS Statewide ICWA Coordinator, Social Services Director of Bristol Bay Native Association, Social Services Director of Central Council of the Tlingit and Haida Indian Tribes of Alaska, and the Tribal ICWA Specialist for the Kenaitze Indian Tribe.</p> <p>OCS continues to coordinate and document all meetings. Participants indicate that communication within this group is positive and successful.</p> <p>2012 APSR: On-going. Meetings continue to occur twice a month. Updated participates include: the OCS Director, OCS Child Welfare Administrator, OCS Program Administrator, OCS Statewide ICWA Coordinator, OCS Tribal Title IV-E Coordinator, Social Services Director of Bristol Bay Native Association, Social Services Director of Central Council of the Tlingit and Haida Indian Tribes of Alaska, and Social Services Director of the Association of Village Council presidents. OCS continues to coordinate and document all meetings.</p> <p>2013 APSR: On-going. Meetings continue to occur twice a month. Updated participates include: OCS Director, OCS Child Welfare Administrator, OCS Program Administrator, OCS Statewide ICWA Coordinator, OCS Tribal Title IV-E Coordinator, Social Services Director of Bristol Bay Native Association, Social Services Director of Central Council of the Tlingit and Haida Indian Tribes of Alaska, and Social Services Director of the Association of Village Council presidents. OCS coordinates and documents all meetings.</p> <p>2014 APSR: Ongoing. Meetings continued to occur twice a month. A fourth Tribal co-chair was added in January 2014 to include the Tribal Social Service Director from Tanana Chief Council.</p>
<p>D.1.4 Support and collaborate with the Alaska Native Indian Child Welfare Association (ANICWA) Board Members.</p>	<p>2010 APSR: On-going. Over past year, the ANICWA Board members have been met sporadically. OCS has offered to participate and assist ANICWA in their efforts.</p> <p>2011 APSR: On-going. Over the past year, the ANICWA board members have not met. The OCS ICWA Statewide Coordinator has been in contact with the Bureau of Indian Affairs, to inquire about the group's current status. To date, the group has not resurrected or held any made any meetings. OCS has offered to participate and assist ANICWA if requested.</p> <p>2012 APSR. On-going. No meetings held over the past year. OCS continues to support this effort if ever resurrected.</p> <p>2013 APSR: No longer applicable. According to BIA, the ANICWA board has dissolved. OCS will support this organization if resurrected.</p>
<p>D.1.5 Reach out to tribes that are currently not attending TSCG to increase participation at TSCG – for those not who cannot attend provide an avenue for participation and</p>	<p>2010 APSR: On-going. During TSCG in May 2010, options were discussed to engage tribes that do not attend TSCG. Suggestions included posting on web pages, utilizing tribal conferences, working closer with BIA, and use of the radio.</p>

<p>communication.</p>	<p>2011 APSR: On-going. During the last year OCS has:</p> <ul style="list-style-type: none"> <li>• Established an ICW (Indian Child Welfare) web page that outlines all the TSCG meetings, minutes, events, and future dates.</li> <li>• Contacted the BIA to inquire if they would send out minutes and web page location to all tribes that BIA has contact.</li> <li>• Made public announcements at all conferences, trainings, and gathering where other tribal partners attend.</li> </ul> <p>2012 APSR: On-going. In October 2011 the St. Paul Tribe began participating. Also, in April of 2012 the Native Village of Barrow (NVB) announced that they would be attending the Tribal State meeting in May 2012. NVB stated that their reconnection to Tribal State was based on efforts from OCS and other tribes encouraging them to participate.</p> <p>2013 APSR: On-going. Native Village of Barrow (NVB) has been represented at the February 2013 TSCG meeting. Tribal Government of St. Paul Island has been represented at the October 2012, February and May TSCG meetings. A TSCG invitation letter to non-participating tribes will be distributed by July 2013.</p> <p>2014 APSR: With the conclusion of the WPIC project, TSCG members and the Co-chairs are recognizing the need to re-evaluate the purpose and create a new shared vision for TSCG. Some members feel that TSCG has grown too large and that it should encompass Tribal IVE tribes only. Disagreement among the co-chairs regarding the broad solicitation of new non-Tribal IVE tribes to join the TSCG group resulted in the aforementioned letter to not be sent. Strategic planning sessions are scheduled for the May TSCG meeting and in August 2014 for Co-chairs. The expectation is that by October 2014 a TSCG strategic plan which will be developed which will address whether this item will continue to be a desired goal.</p>
<p>D.1.6 Increase number of Tribal Title IV-E Agreements with Tribes/Tribal Organizations.</p>	<p>2010 APSR: On-going. OCS and ONC signed a new agreement on April 1, 2010. NEC is currently operating under a MOU with Kawerak and intends to apply for Title IV-B funds in June 2010. Upon approval of their IV-B plan, NEC will pursue entering into an agreement with OCS. OCS will continue reaching out to other Title IV-B tribes over the next year.</p> <p>2011 APSR: On-going. NEC plans to apply for a Title IV-E Agreement effective July 1, 2011. OCS will reach out to other IV-B tribes over the next year.</p> <p>2012 APSR: On-going. NEC applied for and was granted an individual Provider Agreement effective July 1, 2011. The Tribal Title IV-E Program Coordinator has met with the St. Paul Tribe to discuss the Tribal Title IV-E Program. St. Paul will be contact if interested in moving forward. The Native Village of Barrow expressed interest and will be sending in the required information if interested in pursuing an agreement.</p> <p>2013 APSR: On-going. Arctic Slope Native Association expressed an interest, with follow up anticipated at the October 2013 TSCG meeting. Metlakatla Indian Community participated in the Tribal Title IV-E Meeting in February to seek information regarding the program and will contact OCS if interested in pursuing an agreement.</p> <p>2014 APSR: On-going. Metlakatla is evaluating whether to seek direct funding and currently is not interested in a Tribal Title IV-E</p>

	Administrative and Short Term Training Pass Through Agreement with OCS. OCS will reach out at May's TSCG.
D.1.7 Continue to provide access to Title IV-E funding to Tribes/Tribal Organizations that provide child welfare related services to children that qualify under the Indian Child Welfare Act.	<p>2010 APSR: On-going. Technical assistance has been provided in the form of two site reviews (March 2010 at AVCP in Bethel, and April 2010 at APIA in Anchorage). In addition, a teleconference was held August 11, 2009 and direct face-to-face meetings in October 2009 and April 2010. Numerous telephonic time study trainings have also occurred throughout the year as tribes hired new staff. Licensing staff have met with several Title IV-E tribes regarding licensing processes and training requirements for resource families.</p> <p>2011 APSR: On-going. Technical assistance has been provided as needed via phone consultations, email communications, and quarterly phone meetings with all the Title IV-E partners. In addition, a face to face meeting was held in January 2011 with all Title IV-E partners to discuss on-going issues and possible Title IV-E maintenance opportunities.</p> <p>2012 APSR: On-going. Technical assistance has been provided as needed via phone consultations, email communications. In addition, one site review was held in February of 2012 and two face to face meetings were held over the past year. Training was provided regarding new program and policy changes that allowed tribes to claim at a higher reimbursement rate related to travel expenditures.</p> <p>2013 APSR: On-going. Technical assistance continues to be provided as needed via phone consultations, email communications. In addition, site reviews for Kawerak, Inc., Maniilaq Association, Tanana Chiefs Conference and Central Council of the Tlingit and Haida Indian Tribes of Alaska were took place over the past reporting year. A face to face meeting was held in February to review Title IV-E requirements and claiming as well as issuance of a new program manual.</p> <p>2014 APSR: On-going. Technical assistance continues to be provided as needed via phone consultations, email communications. In addition, site reviews for Sitka Tribe of Alaska, Association of Village Council Presidents and Cook Inlet Tribal Council took place over the past reporting year. A face to face meeting was held in February to review Title IV-E requirements and claiming.</p>
D.1.8 Request reconsideration from Region X to allow Tribal Title IV-E partners to claim training reimbursement at the enhanced training rates.	2010 APSR: Achieved. OCS received permission to claim training at a higher rate in May 2010. OCS will work with tribes in order to have their agreements reflect the new training reimbursement rates.
D.1.9 Work with tribes that currently provide foster care for Tribal children to determine the feasibility of passing through Title IV-E Maintenance.	<p>2010 APSR: On-going. OCS is currently working on drafting a work plan that will establish a process to pass-through maintenance payments for children who qualify for Title IV-E maintenance payments.</p> <p>2011 APSR: On-going. A letter of interest was sent to all Title IV-E partners to determine the level of interest in exploring Tribal Title IV-E Pass Through Agreements. OCS has met internally over the past year to determine the systems changes to ORCA and claiming that would have to occur to support this effort. The Department of Law is currently conducting a legal analysis to determine if statute changes are necessary. OCS facilitated a Tribal Title IV-E meeting with a half day dedicated to discussing IV-E maintenance in February 2011. Copies of other states' agreements have been</p>

	<p>obtained for consideration.</p> <p>2012 APSR: On-going. Approval was granted to move forward with the design and implementation of a pilot Title IV-E Maintenance Pass-Through program. Request for Information packets from interested Tribal Title IV-E Partners are due on June 30, 2012.</p> <p>An internal work plan has been developed and meetings are occurring regarding modifications to the ORCA system and development of other internal processes related to how funding with pass through the system.</p> <p>2013 APSR: On-going. Tanana Chiefs Conference was selected to pilot the Tribal Title IV-E Maintenance Pass Through Program. A team was established consisting of TCC and the Tribal Co-Chairs with a representative from the Department of Law and OCS to develop an agreement. The agreement is slated for execution in October 2013. Work continues on OCS internal processes including ORCA modifications/workarounds, eligibility and payment processes.</p> <p>In addition, a work group was formed to assist TCC to enhance their infrastructure including case plan and procedure development.</p> <p>2014 APSR: Achieved. A Tribal Title IV-E Pass Through Maintenance agreement was signed into place in December 2013.</p>
<p>D.1.10 Provide assistance whenever possible to tribes that are considering direct Title IV-E funding.</p>	<p>2010 APSR: On-going. During past year, OCS has not received any requests.</p> <p>2011 APSR: On-going. During the past year, OCS has not received any requests.</p> <p>2012 APSR: On-going. During the past year, OCS has not received any requests.</p> <p>2013 APSR: On-going. During the past year, OCS has not received any requests.</p> <p>2014 APSR: On-going. During the past year, OCS has received one inquiry from a consultant who is working with St. Paul Tribe and OCS offered support.</p>
<p>D.1.11 Provide information regarding how tribes can access Chafee funding for tribal youth in tribal custody on an annual basis via various modalities. This will include consultation with tribes regarding determining eligibility for benefits and services to ensure fair and equitable treatment for Indian youth under Chafee Foster Care.</p>	<p>2010 APSR: On-going. Over the past year, OCS has extended invitations to tribes to access funding. During 2011 reporting year, the Independent Living Program Coordinator will attend TSCG in the upcoming year to meet and discuss opportunities with tribal organizations that have adolescent youth in tribal custody in order to work toward improving the current process that allow youth in tribal custody to access Chafee funding. The ICWA Coordinator and IL Coordinator will send emails to TSCG members inviting tribes to access Chafee funding. In addition, the topic will be addressed at Tribal State Co-Chairs on a quarterly basis to keep access on the forefront.</p> <p>2011 APSR: On-going. Over the past year:</p> <ul style="list-style-type: none"> <li>• The Social Services Program Coordinator Dee Pearson presented on how to access Chafee funds at the Tribal State Collaboration group meetings in January 2011.</li> <li>• Email reminders were sent out to tribal partners from TSCG on funding opportunities.</li> <li>• A specific web link titled “Accessing Independent Living Program Funds” was added to the OCS ICW web page.</li> </ul> <p>2012 APSR: Over the past year, Tribes were provided an in-depth</p>

	<p>overview of the ETV and IL Program, funding and services available, and how youth in tribal custody can access funds. The Regional Independent Living Specialist provided the tribes with an overview as to how youth can access IL funding and services. For SFY13, it is anticipated that meetings and follow up will take place.</p> <p>2013 APSR: On-going. Over the past year, the Statewide Chafee Coordinator sent out information to all Alaskan Tribes regarding how to access funding. This information also included an invitation to attend quarterly teleconferences to which is a forum to discuss how to access funding and program services. In May 2013, an Independent Living Referral packet was provided to all TSCG members.</p> <p>2014 APSR: Tribes were invited to participate in regularly scheduled quarterly teleconference concerning Chafee Independent Living funds for youth in tribal custody. The flyer, listing the pre-scheduled quarterly teleconference date and time was distributed to all TSCG members via email and at Tribal State meetings.</p>
D.1.12 OCS and tribal partners will evaluate current rural social services grants to determine feasibility of redesigning services to a contracting case management program.	2010 APSR: Deleted. Currently, tribes are working with Western Pacific Implementation Center (WPIC) to redesign in-home services and to design a contracting case management model under separate efforts. This strategy no longer will be pursued.
D.1.13 OCS and tribal partners will continue to explore the feasibility of a tribal case management program for the Bethel area.	2010 APSR: Deleted. Initial discussions with Bethel tribes indicated that they were not ready to provide out-of-home case management; therefore, this was not further pursued. A general program design for tribal case management will be undertaken in a separate effort in the upcoming year – see D.1.13.a.
D.1.13.a (Added 6/2010) OCS and tribal partners will design a tribal case management program.	<p>2010 APSR: On-going. In May 2010, the contracting case management team members were identified.</p> <p>2011 APSR: On-going. Discussions regarding tribal case management have occurred with APIA to explore the possibility of providing services in the Aleutian Pribilof area and will continue the next year. At this time OCS, is staffing cases through Anchorage and Mat-Su.</p> <p>2012 APSR. On-going. Meetings occurred during the past year, a draft RFP has been developed and is currently being reviewed by the Department of Law. OCS continues to staff Unalaska cases through Anchorage and Mat-Su.</p> <p>2013 APSR: On-going. Due to union and liability issues, contracting case management was deemed not feasible. In order to assist Tribes in building their infrastructures and provide more depth case management services, a RFP for Rural Case Management was designed mirroring many of the components of a case management program. The RFP was expanded to include all service areas including Unalaska.</p> <p>2014 APSR: Ongoing. The Rural Child Welfare Grants have been implemented. The services and activities provided under this grant embrace a case management framework. Tribal service providers provide case plan support and monthly quality case worker visits.</p>
D.1.14 Submit Tribal Foster Care Licensing Standards to Region X for approval; upon approval Region X submit to the DOL for consideration and approval for use in state	<p>2010 APSR: On-going. Comments were received from Region X and were discussed in a small group at the May 2010 TSCG. Modifications will be made and resubmitted by September 2010.</p> <p>2011 APSR: On-going. In October 2010, the Tribal Foster Home</p>

<p>child welfare system.</p>	<p>Licensing Standards group submitted final standards to Region X. The standards were deemed in accord with federal requirements and are approved to be used for Tribal Title IV-E Pass Through Maintenance and Direct Funding. The group is currently working to design a process including forms for tribal implementation. The standards were provided to the DOL to assist in the legal analysis of the Tribal Title IV-E Maintenance Pass Through Program.</p> <p>2012 APSR: On-going. Over the past year, the work group developed procedures, forms, and letters to support the implementation of the Tribal Foster Care Standards. The first draft of the completed packet was provided to TSCG participants, Region X and the Department of Law for review and comment in October 2011. The packet underwent modifications and a final submitted to Region X for review on May 10, 2012. Region X again deemed the standards and packet in accord with federal Title IV-E requirements. A final copy was sent to the Department of Law for review on June 11, 2012 for use in the Tribal Title IV-E Maintenance Pass Through Program.</p> <p>2013 APSR: On-going. The tribal foster care standards will be included as part of the Tribal Title IV-E Maintenance Pass Through Agreement. After the program is successful for one year, a formal request will be submitted asking for consideration to place OCS children in Tribal licensed homes.</p> <p>2014 APSR: On-going. The maintenance agreement is signed; however, the program is not fully implemented. A formal request will be submitted DOL asking for consideration to place OCS children in Tribal licensed homes one year after successful implementation of the maintenance program.</p>
<p>D.1.15 Work with ORCA Project Manager to determine feasibility of providing tribes access to AK OCS ORCA.</p>	<p>2010 APSR: This will be further explored during SFY11 and SFY12.</p> <p>2011 APSR: In progress. OCS has prioritized providing access to tribes that will participate in the maintenance pass through program. In addition, the Statewide ICWA Coordinator has made contact with the ORCA project manager to explore access to other tribal partners that are providing grant services. Currently, there are departmental discussions regarding access out outside agencies.</p> <p>2012 APSR: In progress. The HSS Data Processing Manager is taking the lead to determine the processes and/or hardware/software needed in order for tribes to have access to ORCA for the Tribal Title IV-E Pass-Through Maintenance program.</p> <p>2013 APSR: On-going. Due to issues involving security, it has been determined that TCC will have a work station in the Fairbanks office for the Tribal Title IV-E Maintenance Program. The DHSS is working on ways to allow partners access ORCA from their work location; however, this probably will not happen for at least another year.</p> <p>2014 APSR: A work station has been established for TCC at the Fairbanks office. Ongoing securing issues prevent any efforts to move forward with allowing Tribes remote access to ORCA.</p>
<p>D.1.16 Obtain formal agreement between OCS and tribes to allow access ORCA information on case-related matters and share reciprocal data.</p>	<p>2010 APSR: In progress. Protocols for sharing information related to Protective Services Reports is underway.</p> <p>2011 APSR: A Program Instruction was released on May 18, 2011 by the OCS Director outlining that OCS would share information with tribes. All members of Tribal State Collaboration Group were provided an opportunity to review and comment. The policies and</p>

	<p>protocols are to follow. ORCA access is addressed in D.1.15.</p> <p>2012 APSR: Over the past year, a court decision passed which recognized tribes rights related to child protection cases. As a result, all OCS policies related to work with tribes are being updated and the intent is to finalize these policies within the next reporting year.</p> <p>2013 APSR: On-going. Meetings and review of the policies have taken place over the last year with OCS Leadership, and Tribal and State Attorneys. It is anticipated that policies will be finalized in August 2013.</p> <p>2014 APSR: Achieved. The policies related to the provision of ORCA and case related information to Tribes during the pre-custody phase were finalized in December 2014 and went into effect in January 2014.</p>
<p>D.1.17 Conduct critical review of 20 year old Tribal State ICWA Agreement.</p>	<p>2010 APSR: In progress. The Attorney General’s Office is currently working on development of an agreement to share information between the state and tribes.</p> <p>2012 APSR: In progress. During the next year, evaluation whether to continue this strategy will take place.</p> <p>2013 APSR: On-going. Many components of the agreement have been incorporated into OCS policy since its initial creation; however, the general consensus from the TSCG is that a review/revision of agreement is necessary and a TSCG workgroup should be formed to address this after the WPIC project is over.</p> <p>2014 APSR: The TSCG remains committed to this item; however, it was not achieved during the last five years. This item will be transferred to the next CFSP.</p>
<p>D.1.18 Develop ICWA Help Desk Manual for everyday use by state and tribal workers. Modify action step to “Develop ICWA Reference Guides for everyday use by state and tribal workers.”</p>	<p>2010 APSR: In progress. Reference guides are currently being gathered for evaluation.</p> <p>2011 APSR: In progress. Reference guides are continuing to be gathered from around the state of Alaska and nationally. The work process will be presented to TSCG for consideration.</p> <p>2012 APSR: In progress. During the next TSCG meeting, discussions will begin regarding development of a work group to establish an Alaska ICWA help desk guide.</p> <p>2013 APSR: On-going. An ICWA Desk Aid for Wisconsin and New York will serve as models for an Alaska reference guide, the prototype to be unveiled at the October 2013 TSCG meeting.</p> <p>2014 APSR: The TSCG remains committed to this item; however, it was not achieved during the last five years. This item will be transferred to the next CFSP.</p>
<p>D.1.19 Re-design ICWA webpage to allow easy access to all pertinent TSCG efforts and ICWA information.</p>	<p>2010 APSR: In progress. Preliminary design work has been completed – a draft of the webpage will be complete for review during the October 2010 TSCG meeting.</p> <p>Discussions how to link materials and approval of websites, definitions, and not duplicating other information on the State web pages are underway.</p> <p>2011 APSR: Achieved. Several updates and overhauls have been done to the OCS state ICWA page. All updates have been conducted with tribal input, approval, and collaboration. Some of the updates are mentioned through-out this report. Tribal partners have relayed that the web page is more user friendly and meaningful.</p>

<p>D.1.20 Seek tribal participation in on-site QA reviews.</p>	<p>2010 APSR: On-going. Cook Inlet Tribal Council and Eklutna participated in the quality assurance review for the Alaska Native Preservation Unit.</p> <p>2011 APSR: On-going. OCS has conducted 25 quality assurance site reviews from July 2010 to June 2011. Sites include rural and urban areas. During all site reviews, if a Native child is identified, reviewers make concerted efforts to contact and interview the tribe.</p> <p>2012 APSR: On-going. OCS has conducted 25 quality assurance site reviews from July 2011 to June 2012. Sites include rural and urban areas. During all site reviews, if a Native child is identified, reviewers make concerted efforts to contact and interview the tribe.</p> <p>2013 APSR: On-going. OCS has conducted 27 quality assurance site reviews from July 2012 to June 2013. Sites include rural and urban areas. During all site reviews, if a Native child is identified, reviewers make concerted efforts to contact and interview the tribe.</p> <p>2014 APSR: Achieved. It is standard practice during all OCS quality assurance reviews, if a Native child is identified, reviewers make concerted efforts to contact and interview the tribe.</p>
<p>D.1.21 Conduct ongoing OCS ICWA team teleconferences, which includes the tribes and others as needed.</p>	<p>2010 APSR: On-going. The ICWA Specialists for OCS meet via teleconference once per month to discuss or address ongoing topics. Since January 2010, the meetings have addressed:</p> <ul style="list-style-type: none"> <li>• ICWA Concerns Chart</li> <li>• ORCA Data and Statistics</li> <li>• Consistent Documentation for Flagging Administrative Reviews</li> <li>• ICWA Web Page</li> <li>• Preliminary work on a frequently asked questions to be posted on ICWA web page</li> </ul> <p>2011 APSR: On-going. OCS ICWA Specialists have continued monthly teleconferences, topics over the last year include:</p> <ul style="list-style-type: none"> <li>• Development and delivery of consistent ICWA training regionally, tracking, and co-facilitating with tribal partners.</li> <li>• Establishment of quarterly meetings with the AAG office to discuss on-going questions for ICWA matters and possible policy references.</li> <li>• Discuss on-going consistent practice with the administrative review process and identifying tribal notifications for removals and placement changes.</li> <li>• Identify appropriate job duties and future needs for OCS ICWA Specialist position.</li> </ul> <p>2012 APSR: On-going. Continues as described above.</p> <p>2013 APSR: On-going. Continues as described above. A need to tailor regional ICWA trainings has been identified and is being explored. ICWA training curriculum changes for this purpose will be presented to state and tribal co-chairs by September 2013.</p>
<p>D.1.22 Provide active technical assistance to all ICWA compliance grantees to ensure positive outcomes of grants and continued funding.</p>	<p>2010 APSR: On-going. Technical assistance has been provided on a regular and as-needed basis by the ICWA Program Coordinator. Through the Grantee Partnership project, the ICWA Compliance grantees were brought into Anchorage for logic model outcomes training and technical assistance in April 2010. A follow-up training is scheduled for the Fall of 2010. Focus on increasing Alaskan Native foster homes and increasing ICWA compliance preference placements will continue via the ICWA grantees over the next year.</p> <p>2011 APSR: On-going. Technical Assistance has been provided on</p>

	<p>a regular basis by the program coordinator overseeing the ICWA grants. Assistance was available as needed via phone consultation and email contact. OCS also provided two face to face meetings with all grantees in October 2010 and March 2011. Also, monthly telephone updates has been established with each grantee.</p> <p>2012 APSR: On-going. Technical Assistance has been provided on a regular basis by the program coordinator and program manager overseeing the ICWA grants. Assistance was available as needed via grantee requested phone consultation and email contact. OCS also provided one face to face meeting with all grantees in January 2012.</p> <p>2013 APSR: Discontinued. The ICWA grants were not renewed in SFY13.</p>
<p>D.1.23 Increase placement preference data entered into ORCA.</p>	<p>2010 APSR: On-going. During December and January 2010 there were efforts to increase preference placement data into ORCA. In addition, meetings are occurring to determine if ORCA modifications would be possible to streamline the process to ensure more data is entered into ORCA. According to ORCA data, documentation of placement preference data has increased from 644 in June 2009 to 912 in June 2010. Efforts to increase data will continue over the next year.</p> <p>2011 APSR: On-going. In June 2010, 39% were missing placement preference data. As of June 2011 that percent has decreased to 34.5%. Given the increased effort and minimal improvement, the placement preference process was evaluated and it was determined that an ORCA modification would be necessary to achieve full compliance. OCS is currently designing modifications that would ensure that placement preferences are recorded for every placement. This should be completed sometime in the next year.</p> <p>2012 APSR: On-going. Beginning 2/15/2012, placement preference became a required field in ORCA. The result is that 100% of children placed since then had a placement preference documented when the placement was created. Workers are gradually updating the preference level for placements documented prior to 2/15/2012; at this time only 15% of placements do not have a preference specified.</p> <p>2013 APSR: Ongoing. OCS has made excellent strides in this area. According to the out of preference placement report run on April 30, 2013, only 18 of 1,005 or 1.79% did not have a placement preference entered.</p> <p>2014 APSR: Achieved. As of March 2014 only 3 records out of 1057 did not have a preference listed. This is less than 1%.</p>

<p>D.1.24 Increase placement preference for Alaska Native children in out of home care.</p>	<p>2010 APSR: On-going. Over the past year, over one million dollars was granted to eleven tribes/tribal organizations to assist OCS in increasing placement preferences and increase Alaska Native foster homes. Grant outcome data is currently compiled and will be available in August of 2010.</p> <p>According to ORCA data, placement preferences for foster care have remained the same during the past year.</p> <p>2011 APSR: On-going. The data upholds the previous year's findings that preference placements have continued to remain the same.</p> <p>2012 APSR: On-going. Over the past year, due to ORCA modifications and staff direction, there are over 140 more children than last year with placement preference data entered. Due to the change in reporting, OCS will use the following as the baseline for 2012 and continue to measure whether placement preferences have increased from 2012 for 2013 and 2014. In addition, the ICWA Coordinator began providing information to tribes with information regarding children in out of preference placement.</p>
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2013 APSR: Ongoing. The following preference placement data was distributed at the May 2013 TSCG meeting.

**April 30, 2013**

FC PREFERENCE	Total
1	518
2	21
3	157
4	56
Out of Preference	235
Blank	18
Grand Total	1005

OCS has identified a need to change its out-of-preference placement review policy due to its non-compliance and impracticability. In the February 2013 TSCG meeting, regional breakout sessions identified regional needs for preference placement reviews and regional managers submitted proposals to OCS management by March 2013. In the May 2013 TSCG meeting, three options for preference placement review policy changes were discussed regionally and options/hybrid-options were recommended. OCS will evaluate these regional recommendations in implementing a new, regionally-relevant preference placement policy by December 2013.

Additionally, OCS has revised several policies regarding relative searches, is working on an MOA with CSSD for technical assistance with relatives searches and is in the process of creating an OCS Desk Guide for assisting frontline workers search for relatives.

2014 APSR: While the number of number of Alaska Native children in care has increased since last year, the percent of children in out of preference placement has also increased from 23% last year to 29% this year. OCS implemented new policy accompanied by a statewide mandatory training for all staff in November 2013 related to relative search expectations and new tools available to assist with searches. Additionally, in January 2014 OCS launched a pilot project in Bethel, which involved training Western Region tribes on a new process to have tribes document and notify OCS when a relative indicates that they are interested in the immediate placement of a child. OCS is hopeful that these new strategies will increase preference placements.

**March 20, 2014**

FC PREFERENCE	Total
1	407
2	48
3	248
4	52
Out of Preference	302
Blank	3
Grand Total	1057

D.1.25 Increase number of licensed Alaska Native foster homes.

2010 APSR: On-going. Over the past year, over one million dollars was granted to eleven tribes/tribal organizations to assist OCS in increasing placement preferences and increase Native foster homes. Grant outcome data is currently compiled and will be available in

	<p>August of 2010. In addition, OCS is working on recruitment and retention efforts to increase the number of licensed Native homes as described in Section 6 of this report.</p> <p>According to ORCA data, the number of Native foster homes has increased from 150 in June 2009 to 347 in May 2010.</p> <p>2011 APSR: On-going. From July 2010 to May 2011, 10 grantees (ICWA grants) were financially supported to recruit, retain, identify, and assist Native homes to be licensed. As a result 25 new foster homes were licensed for FY10.</p> <p>In addition, OCS is working on recruitment and retention efforts to increase the number of licensed Alaska Native homes through many different areas like, collaborations with tribes at Alaska Native functions/gatherings, open recruitment in villages with the OCS worker and tribal ICWA workers, recruitment booths at community functions.</p> <p>According to ORCA data, the number of active Alaska Native foster homes has decreased from 347 in May 2010 to 336 in May 2011. However, the number of Alaska Native children placed in Alaska Native provider homes has increased from 448 in May 2010 to 481 May 2011. The number of Alaska Native children in out of home placement has decreased 1.9% over the past year.</p> <p>2012 APSR: On-going. This is the last year of the ICWA grants. According to ORCA data, the number of active Alaska Native foster homes has increased from 336 in May of 2011 to 371 in April of 2012.</p> <p>2013 APSR: On-going. According to ORCA data, the number of active Alaska Native foster homes has increased to 460 in June 2013 from 371 in April 2012.</p> <p>2014 APSR: Ongoing. According to ORCA data, the number of current active Alaska Native foster homes as of April 30, 2014 is 375. Currently foster homes are designated as Alaska Native depending on foster parent self disclosure. OCS and tribal partners have identified that a verification process for determining whether a home is Alaska Native or not needs to be implemented. This will be included in the next CFSP.</p>
<p>D.1.26 Review analysis and recommendations from the ICWA Specialist Position Description work group to determine if any action is required.</p>	<p>2010 APSR: In progress. This topic will be discussed at Tribal State Co-chairs during the upcoming year.</p> <p>2011 APSR: In progress. OCS ICWA Specialists have been discussing description of job duties as it pertains to the initial intent of the job through TSCG and the work that is currently being done. Recommendations will be made for consideration.</p> <p>2012 APSR: On-going. The analysis and recommendations are expected to be drafted over the next year and submitted to the Social Services Program Administrator.</p> <p>2013 APSR: Achieved. The finalized ICWA Specialist Protocol as recommended by the workgroup has been approved by Tribal State Co-Chairs and presented at the May TSCG meeting with no objection. The protocol was implemented immediately upon approval.</p>
<p>D.1.27 Provide on-going ORCA data as requested by tribes.</p>	<p>2010 APSR: On-going. The following reports were requested and provided over the last year: 8/12/09 Southeast data for Casey Family Programs related to Tlingit and Haida Central Council; 11/5/09 Nome Eskimo Community statistics; 12/11/09 Kodiak Area Native Association statistics; 12/18/09 Bethel Tribal Court</p>

	<p>statistics; 3/9/10 Kotzebue statistics; and 4/12/10 Nome Eskimo Community statistics. In addition, general information was presented at the May 2010 TSCG; and quarterly information was given to the ICWA Compliance Program Coordinator for dissemination to the ICWA grantees.</p> <p>2011 APSR: On-going. OCS continues to provide reports to all tribes requesting information and statistics. The OCS research team has been working with the WPIC- Alaska Child Welfare Disproportionality Reduction Project gathering and analyzing the data. Data points for continued monitoring have been established and will be presented to members of TSCG and WPIC at the quarterly meetings.</p> <p>2012 APSR: On-going. OCS continues to provide WPIC data. Over the past year data has been provided to: 2/15/2011 Kawerak - Removals from Nome area communities; 3/30/2011 Nome Eskimo Community - # OOH in Nome; 6/7/2011 Tanana Chiefs - # Native in OOH &amp; placed with a Native provider, statewide &amp; NRO; 10/26/2011 Fairbanks Native Association - # OOH in Fairbanks NS Borough who are &lt; 5; and 3/14/2012 AVCP - # of children from specified WRO communities in custody.</p> <p>2013 APSR: On-going. OCS continued to provide WPIC data over the past year. Data has been provided on October 11-12, 2012, at TSCG (statewide/regional data for 2011) February 5, 2013, at TSCG (statewide/regional OOH/OOP); April 7 and 8, 2013, at NICWA Conference (statewide/regional data for 2012); May 2, 2013, at Nome summit (statewide/regional data for 2012); May 8, 2013, at TSCG (statewide/regional OOH/OOP); May 21, 2013, at Kotzebue summit (statewide/regional data for 2012); May 29, 2013, at Bethel Leadership Meeting (western region disproportionality/OOP/OOH).</p> <p>2014 APSR: Achieved. OCS routinely provides ORCA data to tribes as requested including out of preference placement data and number of licensed Alaska Native foster homes.</p>
<p>D.1.28 Support ICWA related training through grants, Title IV-E, and the Family Youth Training Academy.</p>	<p>2010 APSR: On-going. In a TSCG effort over the last year, a standardized ICWA training for all OCS case workers and all tribal workers was finalized. The curriculum was developed in collaboration with OCS staff, tribal workers, community partners, legal advisors, and training academy representatives. Tribal and OCS representatives agreed to use this as a standing curriculum for all workers.</p> <p>The Court Improvement Project, in conjunction with the BIA, developed a specialized ICWA training for individuals who work in the courts (Guardians ad Litem, Court-Appointed Special Advocates, Public Defenders, Assistant Attorneys General, etc.). This training is currently being piloted and TSCG members will have the opportunity to participate in the training in October 2010.</p> <p>TSCG has established Knowing Who You Are (KWYA) certifiers, trainers, and a full 2010 schedule which would train approximately 180 Tribal and State staff. OCS supported an Undoing Racism training which was provided in April 2010.</p> <p>2011 APSR: On-going. Over the past year, OCS has implemented regional ICWA trainings for new staff. The ICWA training is delivered jointly with a tribal partner as co-facilitator to help develop stronger relationships with local tribal partners. The curriculum was previously created and approved by TSCG.</p>

	<p>TSCG members were provided the opportunity to review the Court Improvement Project's new ICWA training for the courts. OCS and tribal representatives partnered with CIP and the BIA to facilitate a presentation on the curriculum at the CIP conference. The next step will be to identify individuals to be trained as facilitators.</p> <p>TSCG initiated KWYA training is in its 3<sup>rd</sup> year. There were been 5 workshops with over 100 people trained. Participants included tribal workers, OCS staff, native organizations, community partners, foster parents, and parents. There are over 10 workshops already scheduled during the next year.</p> <p>2012 APSR: On-going. KWYA workshops have continued with OCS and tribal partners co-facilitating the workshops statewide. In 2012 there were eight workshops statewide with approximately 150 participants, of which 74 were OCS staff. Workshop participants also included community partners, law enforcement, education workers, tribal workers, and non-profit organizations.</p> <p>2013 APSR: On-going. OCS and tribal partners continue to co-facilitate Knowing Who You Are workshops statewide. In the past year, there were six workshops statewide with approximately 200 participants. Workshops included community partners, law enforcement, education workers, OCS, tribal workers, OCS, OPA, and non-profit organizations.</p> <p>OCS is exploring a requirement for its employees to attend a regionally-specific training called Healthy Families in western region in addition to KWYA.</p> <p>2014 APSR: Ongoing. OCS, tribal partners and other community stakeholders continue to collaborate on the facilitation of statewide KWYA trainings. In the past year, there were 7 workshops statewide with 115 participants. During the 2014 calendar year, OCS is collaborating with Casey Family Programs on the implementation of a sustainability plan for KWYA which involves an extensive training and coaching plan in order to establish facilitators and facilitator certifiers in every OCS region.</p>
<p>D.1.29 (added 6/2010) Ensure/increase the notification of Indian Parents and Tribes of State proceedings involving Indian children and their right to intervene.</p>	<p>2010 APSR: On-going. A plan was developed to notify the AGO when a tribe is identified during an administrative review, which was previously unknown, to ensure appropriate notification is provided. According to the last two quarters, the data reflects over 95% compliance in notification to Indian tribes of Child in Need of Aid proceedings.</p> <p>2011 APSR: On-going. The initial plan to notify AGO is currently in place. OCS continues to maintain well over 90% compliance.</p> <p>2012 APSR: On-going. The initial plan to notify AGO is currently in place. OCS continues to maintain well over 90% compliance.</p> <p>2013 APSR: Achieved. The AGO continues to notify Indian Parents and Tribes of State proceedings involving Indian children with a highly level of consistency.</p>
<p>D.1.30 (added 6/2010) Increase active efforts to prevent the breakup of the Indian family when parties seek to place a child in foster care or for adoption.</p>	<p>2010 APSR: On-going. OCS has implemented TDM (Team Decision Making) meetings in 3 of the 4 regions. Statistics from ORCA show that the amount of children in custody has decreased since these meetings have been implemented. Tribes have also been vocal at TSCG about TDMs helping identify relatives and extended family prior to foster care.</p> <p>In winter of 2010, a Family Preservation Court was created with the goal of keeping children in their homes while parents receive</p>

	<p>substance abuse treatments.</p> <p>In addition, all children who are under the age of three and have a substantiated report of harm are referred to the Infant Learning / Early Intervention Program.</p> <p>2011 APSR: On-going. OCS continues to increase the percentage of families being maintained in their own home through better assessments, TDM meetings, and active efforts with families, and tribal engagement.</p> <p>2012 APSR: The ICWA brochure is being handed out to biological parents and case workers who are involved in the Initial Assessment stages prior to legal custody. The brochure is also provided to many Tribal or Native agencies throughout the OCS regions for their community outreach efforts.</p> <p>ICWA Specialists have talked about the need to discuss active efforts on a regional basis. ICWA Specialists have presented to staff on active efforts and have increased their case by case technical assistance to field staff regarding active efforts.</p> <p>2013 - 2014 APSR: On-going. The ICWA brochure is distributed to biological parents and case workers who are involved in the initial assessment stage prior to legal custody. The ICWA brochure was modified in 2014 to reflect the parents' right to exclude either or both OCS and the tribe. The brochure is provided to many tribal/Native agencies throughout Alaska for community outreach efforts.</p> <p>In basic and advanced ICWA trainings, ICWA specialists present to staff on active efforts and have further increased their case-by-case technical assistance to field staff questions regarding active efforts.</p>
<p>D.1.31 (added 6/2010) Ensure tribes are notified of their right to intervene in State proceedings, or to seek transfer of the proceedings to the jurisdiction of the tribe.</p>	<p>2010 - 2014 APSR: On-going. Notification of a tribe's rights is contained in the formal ICWA notice which sent to identified tribes. According to data listed in D.1.29, notices are being sent approximately 95% of the time</p>
<p><b>Strategy E: Enhance Resource Family Systems</b></p>	
<p><b>Goal : Ensure safety of children in custody and enhance resource family recruitment and retention efforts</b></p>	
<p><b>Action Steps</b></p>	<p><b>Annual Update (includes date completed)</b></p>
<p><b>E.1.0 Expand use of assessment and evaluation processes for resource families through improved licensing standards, and timely completion of home study assessments.</b></p>	
<p>E.1.1 Assess and evaluate the utilization of CFAI tools by OCS licensing workers, to determine how useful the tools are in the assessment process for foster families in Alaska.</p>	<p>2010 APSR: In progress. 80 assessments have been completed during the first quarter of utilization of the CFAI. Reference C.2.7 for additional comments.</p> <p>2011 APSR: In progress. Work continues.</p> <p>2012 APSR: In progress. OCS is evaluating this as an ongoing goal. The technical sponsors of the tool do not provide timely data; results</p>

	<p>are not being used effectively.</p> <p>2013 APSR: This tool continues to be used. However, OCS licensing management is continuing to assess the usefulness of this tool.</p> <p>2014 APSR: Casey Family is no longer supporting the CFAI in the electronic version online; OCS is no longer using this tool.</p>
E.1.2 Expand the use of the CFAI-AK version to relative care/ kinship provider assessments, adoption and guardianship home study assessments.	<p>2012 APSR: In progress. OCS continues to evaluate the usefulness of the CFAI. A decision to expand its use has not yet been made.</p> <p>2013 APSR: Discontinued: OCS licensing management is not recommending an expanded use of this tool at this time and is exploring other options for relative care/ kinship provider assessments, adoption and guardianship home study assessments.</p> <p>2014 APSR: The exploration and implementation of a new tool/model for the assessment of relative care/ kinship provider assessments, adoption and guardianship home study assessments is an action item that will be incorporated into the 2015 CFSP.</p>
E.1.3 Develop a tracking methodology for the completion of foster care licensing process, and adoptive and guardianship home study completions within timeframes.	<p>2011 APSR: In progress. Foster care licensing tracking will be a part of the upcoming ORCA enhancements. Adoption/Guardianship home studies are currently tracked through semi-annual reports submitted by the grantee. Beginning in January 2011, home studies are now tracked in ORCA. Reports are currently being developed.</p> <p>2012 APSR: In progress. Home studies are entered into ORCA and can be tracked for the date assigned and date completed. Foster care licensing is still being modified to enhance tracking. At this time we are able to track what type of license a family has been issued and when.</p> <p>2013 APSR. In progress. Adoption and guardianship home study tracking has been implemented into ORCA. ORCA enhancements to include tracking of the foster care licensing process have not yet been addressed due to competing priorities for ORCA developer time. OCS is evaluating whether this remains a priority goal, since the current system of tracking appears to be sufficient.</p> <p>2014 APSR: Achieved. Current tracking system is sufficient.</p>
E.1.4 Establish home study completion for adoptive and guardianship homes to be completed within 90 days by FY 2011.	<p>2010 APSR: Achieved. 90 day completion timeframes have been incorporated into the home study grants effective July 1, 2010.</p>
<b>E.2.0 Enhance resource family recruitment and retention efforts to the changing and emerging needs of children in care.</b>	
E.2.1 Assess and evaluate current recruitment processes and determine where existing gaps exist in the recruitment process that may delay or hinder potential resource families from pursuing foster care licensure and/or adoptive approval.	<p>2010 APSR: In progress. This item is a component of the recruitment planning process.</p> <p>2012 APSR: In progress. Each region in Alaska has unique needs. Each regional recruitment and retention plan has assessed their needs and is working to improve the current gaps. OCS has begun working to rewrite the adoption intake and screening process for resource families, and expects improvements in the next year.</p> <p>2013 APSR: In progress. Each region continues to have a recruitment and retention plan to address region specific issues. In March 2013 the Unlicensed Relative Initiative (ULR) was started. In May all ULR providers were contacted to discuss foster care licensing and identify any barriers to them pursuing licensing. Data is still being analyzed, but a variety of reasons/barriers for not becoming fully licensed</p>

	<p>were identified.</p> <p>2014 APSR: Recruitment and Retention of resource families has been a priority for OCS this year.</p>
<p>E.2.2 Establish baseline data through a data-driven methodology that outlines the current needs of children in care, for the development of a targeted recruitment system.</p>	<p>2010 APSR: In progress. Preliminary ORCA data review began in April 2010 to determine what is known about the children in care and needs. It is anticipated that modifications to the data collection process will be needed to further define children (and needs) in care, to better and more accurately target recruitment efforts.</p> <p>2012 APSR: In progress. Due to staff shortages in the data research unit and turnover in the Resource Family Unit, no progress was made on this goal during SFY12 it is anticipated that efforts will resume during SFY13.</p> <p>2013 APSR: In progress. Each region is currently researching their specific needs to update R&amp;R plans. Statewide we are assessing the need for Alaska Native foster parents, emergency shelter homes, and homes available for large sibling groups.</p> <p>2014 APSR: Through collaboration with CPS managers targeted recruitment for Alaska Native foster homes, emergency shelter homes, and homes for large sibling groups are the current identified as the areas of need in Alaska.</p>
<p>E.2.3 Determine and map existing points of initial inquiry for new resource families and establish areas that can be consolidated, streamlined for improved system responsiveness for recruitment.</p>	<p>2011 APSR: In progress. Completed mapping and determined the points of initial inquiry are OCS and the grantee. Continuing work to consolidate, streamline, and improve current system.</p> <p>2012 APSR: No progress was made on this goal during SFY12 it is anticipated that efforts will resume during SFY13.</p> <p>2013 APSR: No progress was made on this goal. OCS is evaluating whether this remains a worthwhile activity in achieving this goal.</p> <p>2014 APSR: Achieved. A process has been implemented such that all new inquiries received by OCS are directed to the grantee responsible for orientation and training of new resource parents. The grantee is the initial point of contact for families inquiring about foster care and adoption in Alaska.</p>
<p>E.2.4 Develop an integrated, child-specific recruitment methodology through available recruitment tools such as adoption exchanges, Wendy's Wonderful Kids, relative search efforts, Heart Gallery.</p>	<p>2012 APSR: In progress. Alaska utilizes statewide, regional, and national adoption exchanges. Enhancements are being made to the Alaska Adoption Exchange and are expected to be complete by 06/30/13. Alaska utilizes Wendy's Wonderful Kids (WWK) for specific recruitment. A new grant will be implemented in FY13 to support, develop, and recruit resource families in WRO.</p> <p>2013 APSR: In progress. One strategy launched this year is the implementation of a targeted recruitment grant in WRO effective December 2012. A primary goal of the grant is to recruit for foster homes in Western region, for children from Western Region that are placed outside of the region. AVCP was awarded this grant and we look forward to promising results.</p> <p>2014 APSR: WWK, the Alaska Adoption Exchange, and the PARKA program are used to recruit families and match with the needs of children in care.</p>

<b>E.3.0 Support for resource families will be improved with the development of a standardized and responsive system of inquiry.</b>	
E.3.1 Develop a standardized system of inquiry for resource families, that is logical and easy to follow, so that potential resource families are supported and encouraged in the process of kinship care, licensed foster care, pre- and post-adoption and pre-and post-guardianship support.	<p>2013 APSR: In progress. During the last year, a planning session occurred with OCS and ACRF (grantee) staff. All families are now referred to the ACRF for orientation related to Foster Care, Adoption or Guardianship. Not all families choose to participate. OCS utilizes unlicensed relatives, and those families are not consistently informed of the options for orientation. Due to ULR initiative, we are assessing the data from the contacts. From there additional training can be provided to OCS staff as needed.</p> <p>2014 APSR: Achieved. A process has been implemented such that all new inquiries received by OCS are directed to the grantee responsible for orientation and training of new resource parents. The grantee is the initial point of contact for families inquiring about foster care and adoption in Alaska. At the time a foster home is referred for an adoption homestudy, a referral is made pre-adoption/guardianship support. Unlicensed relative providers are given information about ACRF.</p>
E.3.2 Establish a training process for all OCS staff on the standardized system of inquiry for initial inquiries from potential resource families.	<p>2013 APSR: In progress. With the ULR initiative, OCS is assessing common needs and barriers around getting families licensed. From there additional training can be provided to OCS staff as needed.</p> <p>2014 APSR: Inquiries are directed to the grantee responsible for orientation and training. Licensing and adoption staff is aware of this process.</p>
E.3.3 Develop measures to assess and evaluate inquiry outcomes based on number of inquiries, how many families complete the process, how many families accept placement of a child.	<p>2013 APSR: No progress. This activity will be addressed in the coming year.</p> <p>2014 APSR: Not achieved. OCS determined that this item could not be achieved given other agency priorities.</p>
E.3.4 Determine the feasibility of development of home development specialists who will focus on the assessment and support to resource families.	<p>2011 APSR: In progress. Discussions started at the OCS management level.</p> <p>2012 APSR: No progress was made on this activity during SFY12 it is anticipated that efforts will resume during SFY13.</p> <p>2013 APSR: Achieved. Recent caseload study did recommend additional licensing staff, but due to budget issues no new staff will be hired.</p>
<b>E.4.0 Compliance with OCS licensing standards by licensed foster homes will improve so that more foster homes meet the “fully licensed” standards for Title IV-E funding.</b>	
E.4.1 Explore and analyze of the utilization and effectiveness of provisional licenses issued under emergency conditions, with necessary modifications to improve safety in foster homes as well as to improve compliance with Title IV-E “fully licensed” status.	<p>2012 APSR: In progress. ORCA data collected to help identify and quantify this issue related to provisional licenses issued under emergency conditions. Analysis in process.</p> <p>2013 APSR: In progress. We have determined that the use of provisional licenses under emergency conditions is not easy to track using ORCA data. We are getting closer to finding ways to track and analyze the information.</p> <p>2014 APSR: Licensing provides additional supports to CPS staff in this process. Licensing has developed notices to send to foster parents to notify them of compliance issues in the first ninety days of licensure.</p>

<p>E.4.2 Develop and implement ORCA enhancements to better support licensing functions and IV-E “fully licensed” compliance.</p>	<p>2010 APSR: In progress. During the past year, ORCA implemented a “vacancy report” which tracks foster home utilization. Additionally, ORCA implemented the background check report to track pending and expiring fingerprint background checks as well as the “licensing caseload report” which tracks Title IV-E compliance of licensed providers. Additional ORCA enhancements for licensing include a licensing investigation module and tracking report on the status of licensing investigations. These enhancements are slated release next year.</p> <p>2011 APSR: In progress. ORCA development is complete. ORCA enhancements for a licensing investigation module are slated for September 2011.</p> <p>2012 APSR: In progress. ORCA enhancements for a licensing investigation module are complete. Working with ORCA staff to develop and utilize reports. Efforts to develop ORCA enhancements to support IV-E “fully licensed” compliance will be a priority during the next fiscal year.</p> <p>2013 APSR: In progress. The OCS’ 2012 Title IV-E Review identified areas needing improvement; there are specific areas in this topic that will be addressed in the IV-E PIP.</p> <p>2014 APSR: Achieved. Due to the Title IV-E PIP, OCS has reviewed the functionality in ORCA. OCS has implemented a consistent and systematic CQI process related to foster care licensing compliance standards.</p>
<p>E.4.3 Develop and implement on-going training for all OCS staff on licensing standards.</p>	<p>2012 APSR: In progress. Presentation provided at the OCS leadership meeting in February 2012 regarding background checks, barrier crimes, licensing, and placement issues. Training has been offered to regional staff as well. Currently scheduled to train in Juneau in June 2012 and Bethel in July 2012.</p> <p>2013 APSR: In progress. In the past year, OCS licensing specialists participated in staff meetings, manager meetings, and other collaborative trainings. Licensing specialists used these opportunities to train internal partners. Two documents were developed as tools to assist in helping OCS staff, tribal and community partners, and resource families better understand the licensing standards and process. These tools are "Myth vs. Reality, and "ULR: the real story" and are posted on the OCS website.</p> <p>2014 APSR: Achieved. Licensing basics have been incorporated in the SKILS training received by initial OCS Protective Services Staff. This training is for new IA / FS workers and highlights the assessment of families and licensing compliance issues. The first session was held in March 2014.</p>
<p>E.4.4 Development training specific to licensing workers, inclusive of Title IV-E compliance standards.</p>	<p>2011 APSR: On-going. Licensing staff training was held April 7 &amp; 8, 2011 in Anchorage. Training will continue to be scheduled on an annual basis.</p> <p>2012 APSR: Licensing supervisors met in Juneau in September 2011 for a two-day IV-E training and a teleconference was held in April 2012 to address the Title IV-E compliance standards and provide education about the Title IV-E audit scheduled in Sept. 2012.</p> <p>2013 APSR: In progress. In the past year, all new Community Care Licensing Specialist (CCLS) Staff have been brought together in Anchorage for initial training, which is to</p>

	<p>supplement the training they receive from supervisors. A support and development plan is being developed for use with CCLS training. With the Title IV-E review held in September 2012, there were opportunities to provide training and technical assistance through written guidance and teleconferences. A licensing training is scheduled for Fall 2013, and will include Title IV-E training, and will be partnered with eligibility and management staff.</p> <p>2014 APSR: September 30 – October 2, 2013 OCS eligibility and licensing staff participated in a joint training opportunity focusing on Title IV-E compliance standards.</p>
<p><b>E.5.0 Resource Family Advisory Board and Association will become fully sustainable and autonomous.</b></p>	
E.5.1 Establish training, support, meeting schedules and strategic planning opportunities for the advisory board.	<p>2011 APSR: Achieved. Resource Family Advisory Board convened November 29, 2010. The board meets twice a month, and is made up of licensed, unlicensed, adoptive and guardianship resource families from urban and rural communities in Alaska.</p>
E.5.2 Assist the advisory board with development of the statewide resource family parent association.	<p>2011 APSR: In progress. OCS in consultation with Casey Family Programs is attempting to implement the Better Together curriculum to enhance group formation and planning.</p> <p>2012 APSR: In progress. A face to face meeting was held in December 2011 and the Better Together training was provided. This training assisted with group formation and goal development.</p> <p>2013 APSR: In progress. OCS continues to explore options to move forward with this goal. Readiness in individual communities is being explored.</p> <p>2014 APSR: Achieved. The board has experienced change in membership and direction this past year. A recent 3/25/14 face to face meeting in Anchorage assisted in reassessing the goals and setting timelines for implementation of goals. See Appendix C for the RFAB Vision and Goals Statement.</p>
E.5.3 Advisory board and association will be operating autonomously from OCS by Year 5.	<p>2012 APSR: In progress. Advisory Board co-chairs are resource families. OCS is no longer facilitating the meetings, but continues to participate in meetings.</p> <p>2013 APSR: It is not expected that this goal will be achieved in the coming year. Other boards and collaborative groups, such as FFCAs required a great deal of time, money, and focus put on them, and they took more than five years to be strong, independent, and autonomous.</p> <p>2014 APSR: Ongoing. The RFAB is still working towards the goal, but has not reached autonomy this year.</p>
<p><b>E.6.0 Resource family orientation and training services are needed to insure that all resource family providers are adequately prepared to meet the complex and evolving needs of children in care.</b></p>	
E.6.1 Resource family orientation processes need to be standardized on a consistent and statewide level.	<p>2013 APSR: In progress. With staffing restructuring and the hiring of a second licensing manager for the NRO and SERO regions, OCS is beginning to evaluate the orientation; it is expected a consistent orientation protocol and presentation will be in place by the end of the coming year.</p>

	<p>2014 ASPR: <u>Achieved</u>. The Orientation presentation has been redesigned to align with the OCS practice standards. Orientation provides basic information about licensing and adoption through OCS. Beginning April 1, 2014 this presentation format is being used in all regions of Alaska.</p>
<p>E.6.2 Enhance resource family training to incorporate emerging best practices, such as Family to Family; family contact standards; continued familial and cultural connections for the child.</p>	<p>2010 APSR: In progress. During the past year, grant modifications were discussed with the training grantee to incorporate Family to Family initiative work (TDM, SDR, and familial and cultural connections) as standard part of the CORE training. During the next year, OCS will work with the training grantee to develop and modify the CORE training curriculum for implementation in July 2011.</p> <p>2011 APSR: Achieved. Policy was implemented requiring training be completed in the first year of license. A letter was sent to providers outlining this expectation.</p> <p>2014 APSR: The training curriculum is continually updated to align with best practice and OCS practice. The most recent addition to the training curriculum is a session related to “trauma informed care giving”.</p>
<p>E.6.3 Develop baseline data between ORCA and the grantee database to develop an accurate data listing of resource families and to better track compliance with resource family training requirements.</p>	<p>2010 APSR: In progress. OCS and grantee have met to discuss ways by which to cross-reference data to enhance data analysis of resource families.</p> <p>2012 APSR: No progress was made on this goal during SFY12 it is anticipated that efforts will resume during SFY13.</p> <p>2013 APSR: No progress has been made on this, and, given the other priorities for ORCA enhancement needs and limited developer and resources, it is not expected to be worked on in the coming year. The Grantee database is up to date and accurate, as is ORCA. The two do not cross reference.</p> <p>2014 APSR: Training requirements are tracked by the grantee and reported annually to OCS staff to ensure compliance with training requirements.</p>
<p><b>E.7.0 Supports for adoption and guardianship.</b></p>	
<p>E.7.1 In post-adoption and guardianship, enhance method of tracking disruptions, displacements and dissolutions of adoptive and guardianship placements. Utilize data to enhance service needs and resources for adoptive and guardianship children and families.</p>	<p>2010 APSR: In progress. A method for tracking disruptions, displacements and dissolutions was created at the beginning of FY 2009. During the next year, OCS adoptions will be reviewing and analyzing the data to determine specific needs a resources of adoptive/guardianship families.</p> <p>2011 APSR: In progress. Improvements and enhancements to the method for tracking disruptions, displacements and dissolutions are complete. Continuing review and analysis.</p> <p>2012 APSR: No progress was made on this goal during SFY12 it is anticipated that efforts will resume during SFY13.</p> <p>2013 APSR: In progress. Post adoptions have been tracked since 2009. This system continues to work for the agency. Since winter 2012, discussion and evaluation of ORCA tracking is being explored.</p> <p>2014 APSR: The current tracking method is meeting the needs of the agency at this time.</p>
<p>E.7.2 Assess and evaluate the percentage of adoptive or guardianship children who are being placed in residential and/or psychiatric facilities. Determine if coordination of resources with Departmental partners</p>	<p>2010 APSR: In progress. Reference E.7.1. The adoptions unit is working with the residential care coordinator to identify a system to accurately report adoptive children that have moved to residential/psychiatric care.</p>

<p>is necessary to meet the needs of adoptive/guardianship children placed in residential/psychiatric facilities.</p>	<p>2011 APSR: In progress. On-going coordination with Division of Behavioral Health through joint participation on the Bring The Kids Home workgroup to assess and evaluate occurred during the last year.</p> <p>2012 APSR: In progress. The OCS, DBH and BTKH have conducted an initial data analysis to identify how many adoptive/guardianship youth have re-entered residential and/or psychiatric care in post-adoption. This data analysis will continue throughout FY 13, to determine what trends are occurring for this population. Additional analysis of post-adoption services will follow the data analysis.</p> <p>2013- 2014APSR: This work has not progressed. These cases are tracked when post adoption families report to OCS or when OCS is involved through an active case.</p>
<p>E.7.3 Fully implement the Title IV-E Guardianship Assistance Program (GAP).</p>	<p>2010 APSR: In progress. Regulation changes for GAP implementation are estimated to be completed by December 2011.</p> <p>2011 APSR: Achieved. Regulation changes became effective April 13, 2011 and OCS policy and procedure changes were effective May 2011.</p>
<p>E.7.4 Create an effective plan for utilization of adoption incentive dollars, for services and support for resource families.</p>	<p>2010 APSR: In progress. Adoption incentive dollars are being utilized to expand adoption home study grants to provide additional training services to OCS adoption staff on adoption training needs.</p> <p>2011 APSR: In progress. Adoption incentive dollars are being utilized to improve OCS' knowledge and understanding of IVE and permanency issues for children. OCS also purchased equipment needed to improve and accelerate daily practice.</p> <p>2012 APSR: In progress. Adoption incentive dollars are utilized to enhance services in place to promote permanency issues for children.</p> <p>2013 APSR: In progress. Adoption Incentive funds continue to be utilized to enhance services in place to promote safety, permanency, and well-being for children.</p> <p>2014 APSR: OCS received \$592,000 for FFY 13. Adoption Incentive funds continue to be utilized to enhance services in place to promote safety, permanency, and well-being for children. These funds partially fund an adoption coordinator position, training and collaboration opportunities for OCS and partner agency staff, as well as adoption support and preparation services opportunities for resource families.</p>
<p>E.7.5 Development of purchase of services for adoptive children placed with private adoption agencies, who are in care of OCS.</p>	<p>2010 APSR: In progress. During the past year, OCS has utilized adoption subsidy agreements to assist adoptive families with purchase of services costs through general fund dollars. Policy development to standardize these processes is still needed.</p> <p>2012 APSR: No progress was made on this goal during SFY12 it is anticipated that efforts will resume during SFY13.</p> <p>2013-2014 APSR: No progress was made on this goal during the last year. Each case is managed individually based on the needs of the children and policy &amp; services of the private agency. The agency has determined this is not a priority activity at this time.</p>

<p>E.7.6 Develop data-driven methods to report disrupted or dissolved international adoptions annually to ACF within federal guidelines.</p>	<p>2010 APSR: In progress. OCS has developed a system outside of the ORCA system and will work on integrating into the system.</p> <p>2012 APSR: No progress was made on this goal during SFY12 it is anticipated that efforts will resume during SFY13.</p> <p>2013 APSR: In progress. This year a test report was run to use to report these disruptions / dissolutions. The report is still being developed as it required a great deal of hand checking. The information was the same as that manually tracked. The information is only reflecting those kids that came into contact with OCS through the child protection system.</p> <p>2014 APSR: One disrupted international adoptions was documented (April 2014). OCS is still working on the development of a report, as the current report requires manual work reviewing list of previously adopted children to “check” if they were international adoptions.</p>
<p>E.7.7 Development of system for family preparation for adoptive and guardianship families and incorporate adoption and guardianship preparation training will be incorporated into the Services for adoption support grant in the FY 10 grant cycle.</p>	<p>2010-2014 APSR: Achieved. Family preparation has been added to the Title IV-B adoption support services grant during the past fiscal year. Additionally a contract was implemented for “PARKA”, which is an intensive adoption preparation services for families interested in adopting special needs children through the public foster care system. PARKA is in its fourth year.</p>
<p>E.7.8 Develop method so that the family’s completion of adoption and guardianship training and results are incorporated in the adoptive or guardianship home study.</p>	<p>2010 APSR: In progress. Home study writers are incorporating training results into home studies, but information is not always accurate. During the next year, OCS will be working with the grantees on better compliance i</p> <p>2011 APSR: Achieved. Documentation of completion of the CORE curriculum is consistently documented by home study writers.</p>
<p>E.7.9 Improve policy and procedure outlining the full disclosure process of the child’s special needs, medical history, educational history, mental health history, and any other pertinent information related to the child, including all assessments of the child, per federal policy guidelines for Title IV-E adoption subsidy funding.</p>	<p>2010 APSR: In progress. Full disclosure policy has been incorporated into the policy changes regarding confidentiality and disclosure of information section of the CPS policy and procedure manual. The policy changes are not yet finalized and are estimated to be complete in September 2011.</p> <p>2012 APSR: In progress. Full disclosure adoption policy was ultimately not included in the September 2011 policy revisions. The tentative plan is to implement a form that will be signed by adoptive parents where they acknowledge that they have received information about the child’s special needs. This new form and accompanying policy updates will be drafted by December 2012.</p> <p>2013 APSR: In progress. The new policy and accompanying disclosure form are in draft with an anticipated target release date of October 2013.</p> <p>2014 APSR: The Full Disclosure Draft policy is in the final stages of completion. It is currently being reviewed by the Dept. of Law and will be finalized in June 2014.</p>
<p><b>E.8.0 Regional and local emergency response plan and continuity of operations plans will be developed and fully implemented within each of the OCS service regions.</b></p>	
<p>E.8.1 Train OCS management in Emergency Response Plan (ERP)/Continuity of Operations Plan</p>	<p>2012 APSR: In progress. OCS State Office Management and Staff were trained the week of June 25, 2012.</p>

(COOP).	<p>2013 APSR: In progress. A second round of trainings for OCS managers is planned. A series of trainings are planned for July - November 2013, including training with managers of different levels of responsibility.</p> <p>2014 APSR: Achieved. January 13, 2014 all OCS Managers gathered for training by the DHSS Emergency Operation Coordinator. March 19, 2014 COOP coordinator joined the managers in a video conference regarding the regional COOP work.</p>
E.8.2 Develop and implement regional ERP/COOP plan for each region and local office within OCS.	<p>2010 APSR: In progress. In February 2010, OCS in conjunction with the DHSS /DPH Office of Homeland Security conducted a joint training to OCS regional representatives on ERP/COOP plan development. From this meeting, regional teams were created and have begun to draft regional ERP/COOP plans. Final regional plans are due by December 2010 for inclusion into the OCS Statewide ERP/COOP plan.</p> <p>2011 APSR: In progress. Regional plans are being reviewed for accuracy and updates and will be combined with the State ERP/COOP. Reference Appendix G for a copy of the plan.</p> <p>2012 APSR: In progress. Regional ERP/COOP plans reviewed and need to be updated to follow statewide template outline. The newest OCS Western Regional office ERP/COOP has been drafted. Northern Region activated their Nome Field Office COOP during the Severe Weather Storms of November 2011.</p> <p>2013 APSR: In progress. We are planning for a second round of revisions and updates to the plans. It is anticipated that all region and field plans will be reviewed and updated in the coming year.</p> <p>2014 APSR: Regional Managers and Administrative staff received training on COOP planning in January 2014 and received a copy of the proposed 2014 statewide COOP for comment and use for completing the regional plans. Regional plans are due Dec. 2014.</p>
E.8.3 Modify OCS state Emergency Response Plan/Continuity of Operations Plan (ERP/COOP) based on regional plans, outlining a system of communication structure, reporting mechanisms, and consistent reporting to Region X as disasters occur in Alaska.	<p>2011 APSR: Newly appointed Emergency Operations Program Coordinator is creating a 2011-2012 work plan to outline tasks, action item sequences and timelines for the completion of each tasks.</p> <p>2012 APSR: Statewide COOP updated utilizing the State of Alaska, Homeland Security template. Task completed August 2011 and submitted to Region X and AK DHSS Emergency Management. Statewide COOP will be submitted to the AK State Emergency Response Commission and DMVA-EM Emergency Management Specialist by the end of August 2012.</p> <p>2013 APSR: In progress. The statewide COOP will be updated and completed by December 2013. This goal identifies reporting mechanism to Region X. Current process is being explored and will be analyze to enhance the agency's ability to meet this requirement.</p> <p>2014 APSR: Regional Managers and Administrative staff received training on COOP planning in January 2014 and received a copy of the proposed 2014 statewide COOP for comment and use for completing the regional plans. OCS will submit a final draft of the statewide COOP to Senior Leadership by May 30, 2014 for final approval.</p>

## Strategy F: Enhance Service Availability and Delivery

**Goal: Enhance the quality and accessibility of services for families and children throughout the state.**

### Action Steps

### Annual Update (includes date completed)

**F.1.0 Through data collection and analysis, evaluate and realign resources and services to better meet needs of families and children throughout the state.**

F.1.1 Develop a report that identifies risk factors to inform service delivery system.

2010 APSR: In progress. Preliminary work has been gathered. As program data for SFY10 becomes available in August, it will be reviewed and in an effort to develop standardized reports. The “Keeping Kids Safe In Their Homes” work group’s effort parallels this work and may assist in development of these reports.

2011 APSR: In progress. The “Keeping Kids Safe In their Homes” workgroup has collected a great deal of data about at-risk children. Additionally, the Early Childhood Comprehensive Systems program has identified 60 indicators to track on children 0-8yrs. This information is being used to inform service delivery, however the specific report needs to be finalized. Division Directors are discussing how to bring data together across a variety of programs.

2012 APSR: In progress. On a department level, efforts are underway to develop a Master Client Index (MCI) electronic database which is designed to link all of the major interdepartmental data systems such as SACWIS, EIS and JOMIS . Once completed, the MCI will not only identify a master list of all clients being served by the department (Medicaid, DJJ, Public Assistance, OCS, etc.) it will have the capacity to link service providers, service plans and service coordination to client outcomes.

2013 APSR: The agency is evaluating whether the development of a single report remains an effective activity to achieve this goal. Other activities are proving more useful, see below.

F.1.2 Analyze data as it relates to programs within the service array and determine whether realignment of services is indicated to better meet needs of families and children.

2010 APSR. In progress. Data for array programs is being collected. SFY10 data will be analyzed when it becomes available.

2012 APSR: Current utilization data suggests that the Time Limited Family Reunification Services are the most utilized of the IV-B I and II funded services. OCS will consider the reallocation of funding to this service category in the upcoming new grant cycle beginning in SFY14 through SFY16.

2013 APSR: In FY13 the OCS Services Array staff met with all five of the OCS regional managers and staff managers. The results of those meetings outline the following overall themes and need for 1) affordable housing in all regions 2) funding for staff and provider recruitment and skill development in the rural parts of each region 3) increased preventative services in Anchorage region and 4) need for increased transportation and Family Contact services in all

	<p>regions. This information allowed the Service Array to finalize the proposed shifting of funds as projected based on grantee data and utilization.</p> <p>In FY14, there will be reductions to the availability of funding for Family Support and Family Preservation Services. These funds will be shifted to increase support to the Time Limited Family Reunification and Family Contact Services Center service categories. OCS anticipates a reduction in the number of Family Support and Family Preservation grantees.</p> <p>2014 APSR: Efforts to align resources is ongoing as practice changes in the field and with agency partners. Funding in FY14 was restructured to separate the grant programs that are open referrals from those with an OCS referral only. Those OCS referral only programs have been restructured, combining three separate grant programs in to one grant program. Awards are anticipated in June/July 2014. All SFY15 grant programs, both in Service Array and grant programs managed outside of the Section, will integrate a Results Based Budgeting (RBB) Framework which will guide the evaluation of programs and services funded through the Department.</p>
<p>F.1.3 Collaborate with DHSS Division Leaders to coordinate the services that are available to families, youth and children.</p>	<p>2010 APSR. In progress. OCS is activity involved in collaboration on alcohol treatment services for parents with the Division of Behavioral Health. The Department has a “Keeping Kids Safe In Their Homes” work group that brings divisions together to work collaboratively on this topic.</p> <p>2011 APSR: In progress. The Children’s Policy Team provides oversight to several joint projects such as the “Keep the Kids Safe in their Homes” Workgroup, the ECCS Plan, Bring the Kids Home Project, Families First, etc. CPT is actively working to coordinate and collaborate on programs, refining the process for sharing information about families, etc.</p> <p>2012 APSR: In progress. The DHSS Leadership team has formed a Service Integration work group. This work group is in the process of finalizing a comprehensive department wide Service Inventory which will capture all of the services the department either directly provides or purchases through grantees. The Service Inventory will allow DHSS leadership to identify gaps and redundancies in services and promote strategic coordination and partnering to better serve families youth and children.</p> <p>2013 APSR: In progress. During the last year, the DHSS Leadership team has begun to explore and identify the need for a department wide approach to trauma-informed practice. Joint trainings and sharing of strategies among division directors has begun with the anticipation that much more work will be accomplished in this area in the coming years.</p> <p>2014 APSR: In progress. In addition to the on-going trauma-informed practice work, DHSS Leadership from OCS and DBH have worked together on supporting the recruitment and establishment of a therapeutic foster care program in the Western Region. Children from this rural region typically have to go to an urban setting to have their therapeutic needs met. Additionally DHSS Leadership is working on the coordination and implementation of a cross-divisional plan to address children who come to Department attention as the result of sexual exploitation.</p>

**F.2.0 Increase the use of the protective factors framework in preventing of child abuse and neglect.**

F.2.1 Integrate the Strengthening Families Protective Factors framework into early childhood programs and systems.

2010 APSR: In progress. The Strengthening Families program, in partnership with the United Way of Anchorage and the Child Care Resource and Referral Network, continued to support 10 early care and learning programs in the Anchorage area to embed the Strengthening Families approach. On-going training and technical support was provided and an extensive evaluation was conducted at the conclusion of the formal project. Parents reported increases in all of the protective factors and in addition reported:

*Because of my family's involvement in this program:*

78% reported-“I have more ways to respond to my child’s needs and behaviors.”

80% reported-“I know more people I can rely on when I have a problem or concern.”

58% reported- “I know who to contact in the community when I need help.”

2011 APSR: In progress: The Strengthening Families program continues to integrate the Protective Factors framework into early childhood programs and systems. *Thread*, the Child Care Resource and Referral Network has incorporated this into their standard and specialized training and provides ongoing consultation and TA to programs. A monthly “Learning Network” conference call is hosted for EC programs. Presentations are made at annual Association for the Education of Young Children’s conferences. University ECE courses have incorporated the SF/PF framework in their curriculum. Goals are to broaden the reach in all areas of the state.

2012 APSR. In progress: Twelve new early care and learning programs were recruited, trained and mentored. Capacity was built in 2 satellite Child Care Resource and Referral agencies which are now prepared to offer Strengthening Families training and support to early childhood regional programs. Two Early Childhood Partnerships (based in local communities) adopted the Strengthening Families approach and developed specific projects to expand the use of the Protective Factors framework (including a “Birth to Three” Court. The monthly “Learning Network” for all programs continues.

2013 APSR: In progress. Over the last year, Strengthening Families worked to sustain the gains made in 2012 and expand the use of the Protective Factors Framework. New efforts included new a partnership with United Way of Anchorage and Alaska Youth Development Corporation, and Community Café Toolkits that went out to 140 communities.

2014 Achieved: Ten early childhood programs continued to receive intensive training and coaching. Additionally, regular training was open to all interested providers by the Child Care Resource and Referral Network agencies and several presentations were made at conferences, pre-service trainings and other venues. In addition to the formal SF programs,

	several Head Start and early childhood programs are implementing Strengthening Families. For FY 2015 a new increment of \$250,000 has been appropriated. This will once again allow expansion of this approach. Communities in rural and remote western and/or northern areas of Alaska will be recruited.
F.2.2 Engage parents as decision makers in child abuse prevention efforts through the Strengthening Families Leadership Team.	2010 APSR: In progress. Parents have been engaged at the local program level as well as on the Strengthening Families Leadership Team. Two new parents were recruited this year to serve on the Leadership Team. 2011APSR: Achieved. Parents continue their involvement on the Strengthening Families Leadership Team and in local programs. Two full-day “Parents’ Days” were held in Juneau and Anchorage. In addition to information on the protective factors and parenting, the agenda included developing leadership skills.
F.2.3 Provide community training on protective factors.	2010 APSR: Achieved. Several trainings and conference presentations were provided over the last year. 416 individuals were trained and 2232 hours of professional development were provided.
F.2.4 Embed protective factors language in training for social workers.	2010 APSR: Achieved. The Family and Youth Services Training Academy has embedded protective factors language into the orientation provided to new social workers.
<b>F.3.0 (added 6/2010) Through data collection and analysis, site reviews and technical assistance, evaluate and allocate resources for residential services to better meet needs of children and youth in residential care (RCCY: Residential Care for Children and Youth).</b>	
F.3.1 Ensure robust data collection by requiring that RCCY providers use AK-AIMS as a quarterly reporting tool. (Note: use of this program may also result in accounting efficiencies when the AK Aims billing component is complete.)	2011 APSR: In progress. Starting with SFY11 AK-AIMS is being used as the quarterly reporting tool for the residential care grantees. The billing component is not yet active in AK-AIMS. 2012 APSR: In progress. Providers are reporting data in AK-AIMS. The billing module is not yet running in AK-AIMS. 2013 APSR: In progress. The billing module is still not active. However, in FY14 the providers will start billing Medicaid themselves and OCS will no longer be required to serve as the billing agent. 2014 APSR: Achieved All RCCY grantees are using AK-AIM as a quarterly reporting tool, some are using it as their electronic clinical record. All RCCY grantees now bill Medicaid directly.
F.3.2 Using information gleaned from formal site reviews, training and technical assistance, and monthly RCCY provider meetings, ensure quality of service and identify areas of need for improvement.	2011 APSR: On-going. During SFY11 this process is being employed to ensure quality of care and identify areas in need of improvement. 2012 APSR: During the fiscal year this was on-going. The residential care training grant was very active throughout the year when residential care provider needs were identified. 2013 APSR : Ongoing, Over the last year site reviews and routine provider meetings have been utilized to ensure quality of service and areas needing improvement. 2014 APSR: Ongoing, during the FY15 the training grant continues to be active. This year there has been an emphasis

	on assisting shelters in Nome, Kotzebue and Barrow with early childhood services for children 0 to 5 years of age.
F.3.3 Collaborate with DHSS Division Leaders to coordinate oversight, investigations and site reviews of residential providers.	2011 APSR: Achieved. This process is in place with active participation from Public Health Licensing, Juvenile Justice, Behavioral Health, and OCS conducting coordinated joint site reviews.
F.3.4 Access Behavioral Health Individual Service Agreements (ISA) and BTKH funds to provide enhanced and unique services to children and youth in residential care.	<p>2011 APSR: On-going. Individual Service Agreements (ISAs) are being utilized for youth in or at risk of residential care. ISAs are available through OCS, Juvenile Justice, and Behavioral Health.</p> <p>2012 APSR: The ISA process was used throughout FY12 to provide flexible funding to keep children and youth in community based care. Approximately 80% of available funds will be expended during the year.</p> <p>2013 APSR: Ongoing. ISA funds continued to be available over the last year - however, only 54% of the available funds were distributed. Over the next year, more education/outreach to case workers through the OCS psychiatric nurses will be utilized in order to generate more access to and awareness about this resource.</p> <p>2014 APSR: Ongoing. ISA funds continued to be available over the last year 70% of have been allocated year to date in FY15.</p>
<b>Strategy G: SACWIS compliance</b>	
<b>Goal: Achieve full SACWIS compliance</b>	
<b>Action Steps</b>	<b>Annual Update (includes date completed)</b>
<b>G.1.0 National Youth in Transition Database (NYTD) fully implemented in the SACWIS system.</b>	
G.1.1 Integrate NYTD components into ORCA release schedule.	2010 APSR: Achieved. Survey component will be implemented in September 2010 and reporting component will be implemented in December 2010.
G.1.2 Design survey component of NYTD.	2010 APSR: Achieved. Design completed.
G.1.3 Design reporting component of NYTD.	<p>2010 APSR: In progress. Report design is scheduled to begin September 2010.</p> <p>2011 APSR: Achieved. Report deployed.</p>
G.1.4 Implement survey component.	<p>2010 APSR: In progress. The survey component will be implemented October 2010.</p> <p>2011 APSR: Achieved. Survey deployed.</p>

<b>G.2.0 Fully implement SACWIS components of Fostering Connections</b>	
G.2.1 Determine all parts of Fostering Connections the State will implement.	2010 APSR: In progress. During the last year, the ORCA Unit assessed foster connections components to ensure all SACWIS requirements are met. In June 2010, the Alaska Legislature passed the legislation to increase age limit to 21 and allows children to come back in care after being discharged. Regulations governing aspects of the legislation are currently not finalized. ORCA design will follow adoption of the regulations. 2011 APSR: Achieved
G.2.2 Determine which ORCA release the various components of Fostering Connections will be implemented.	2010 APSR: Currently being assessed – anticipated completion in 2011. 2011 APSR: Achieved
G.2.3 Design Fostering Connections modules.	2010 APSR: In progress. During the last year, the Guardianship component was designed. The Adoption components are currently under design. 2011 APSR: Achieved
G.2.4 Implement Fostering Connections modules into ORCA.	2010 APSR: In progress. Implementation is anticipated during 2011. 2011 APSR: Achieved
<b>G.3.0 Residential Care IV-E payments will be fully documented in SACWIS</b>	
G.3.1 Work with Residential Child Care Program Coordinator, Fiscal staff, and other Subject Matter Experts to develop a strategy for implementation of RCC IV-E payments into ORCA.	2010 APSR: Deleted. Since August 2010, OCS no longer claims IV-E reimbursement for RCC.
G.3.2 Determine release date of enhancement.	2010 APSR: No longer applicable.
G.3.3 Design RCC enhancement.	2010 APSR: No longer applicable.
G.3.4 Implement RCC enhancement into ORCA.	2010 APSR: No longer applicable.
<b>G.4.0 ORCA will be fully compliant with AFCARS</b>	
G.4.1 Completion of all AFCARS related Incident Reports	2010 APSR: In progress. Estimated completion is June 2012. 2011 APSR: In progress. Estimated completion was delayed to October 2012. 2013 APSR: In progress. All identified PIP AFCARS incidents are believed to have been resolved. Final test results were submitted to the federal stakeholder in May, 2012, and we are awaiting their response.

G.4.2 Completion of EIS interface.	<p>2010 APSR: In progress. Meetings with EIS representatives to discuss strategies are in progress.</p> <p>2011 APSR: In progress. Requirements were submitted to EIS technical staff in May 2011.</p> <p>2013 APSR: Achieved. The EIS interface was completed as of May 2012.</p>
<b>G.5.0 Modify ORCA Case Plan to support Protective Capacity Assessment (PCA)</b>	
G.5.1 (added 6/11) Modify ORCA to support practice model integration and application within permanency planning, including case planning and ability to document initial and on-going assessment of need.	<p>2012 APSR: In progress. (Reference A.3.1.5, A.3.4.4, B.1.6, B.1.9). ORCA will be modified in February 2013.</p> <p>2013 APSR: In progress. (Reference A.3.1.5, A.3.4.4, B.1.6, B.1.9). ORCA will be modified in October 2013.</p>
<b>Strategy H: Workforce Stability</b>	
<b>Goal: Retain qualified workers.</b>	
<b>Action Steps</b>	<b>Annual Update (includes date completed)</b>
<b>H. 1.0 Increase worker retention and satisfaction by providing initial and on-going support and development.</b>	
H.1.1 Decrease turnover rate by 5% during calendar year 2010.	<p>2010 APSR: Ongoing. OCS' turnover rate has increased from 32% percent to 35%. This includes staff that have moved into a new position within the agency. Data is being analyzed to determine how many staff left the agency.</p> <p>2011 APSR: Ongoing. OCS' overall turnover rate has decreased by 6% to 28.7% which meets the goal; however, OCS will continue to report, track and further decrease the turnover rate. The 28.7% includes promotions and other internal transfers. The percent for frontline staff leaving the agency is 18.3.</p> <p>2012 APSR: Ongoing. For the first quarter of SFY12. OCS' overall turnover rate has decreased by 16% to 13%. The 13% includes promotions and other internal transfers.</p> <p>2013 APSR: Ongoing. For the first quarter of SFY13. OCS' overall turnover rate is at 7.52%. This includes employees that have transferred or promoted to other positions, along with 20 vacant positions. Rate is based on Turnover Analysis data as of 09/30/2012.</p> <p>2014 APSR: Ongoing. OCS' Year to Date (for SFY 2014) turnover rate is 22.4%. OCS is showing a near 10% overall decrease in protective service staff turnover since 2009.</p>

<p>H.1.2 Develop a system of recognition and rewards for accomplishments of specific organizational goals.</p>	<p>2010 APSR: On-going. The Department of Health and Social Services currently has an employee recognition program which has been utilized by the director and managers throughout the state. The R&amp;R workgroup has discussed and practiced ways for managers to recognize accomplishments on a less formal level and will continue to develop ideas for employee recognition.</p> <p>2011 APSR: On-going. Over the past year the Director and Deputy Director have utilized employee incentives to recognize efforts of staff in meeting benchmarks of the Program Improvement Plan. Over the next year, focus will be on recognizing individual accomplishments.</p> <p>2012 APSR: Ongoing. Over the last year the Director acknowledged managers and key staff who assisted with the PIP. In addition, every supervisor was personally awarded a plaque for their role in moving the agency forward towards making positive gains in meeting benchmarks. Regional managers continue to recognize individual accomplishments and use employee recognition funds to provide rewards and incentives to staff whenever possible.</p> <p>2013 APSR: Ongoing. Regional Managers continue to recognize individual employee accomplishment through nominating them for awards, newsletter articles, rewards and personal gifts. Managers are encouraged to utilize employee recognition funds for rewards and incentives whenever possible. Senior Leadership is in the process of establishing a statewide system which will include regional budgets and clear instructions for Regional Managers to offer uniform incentives and rewards on a statewide standardized schedule.</p> <p>2014 APSR: Achieved In January 2014, In an effort to systemize and standardize recognition of employee achievements, OCS Senior Leadership provided to Regional managers the statewide DHHS Employee Recognition policy, implementation instructions, training and a nomination form. The Community Relations Manager and the Administration Operations Manager II met with all Regional Managers and Administrative Officers to provide training and clarity about program instructions and the expectation of implementation. Further, Regional budgets have been designed to support this program as a standing practice.</p>
<p>H.1.3 Complete evaluations timely specifically reviewing and reflecting on worker's job performance, development and satisfaction of the prior year.</p>	<p>2010 APSR: On-going. Over the last year, management has made a concerted effort to ensure that evaluations are written timely. Salary increases for staff were recently tied to completed evaluations. In addition the State of Alaska is implementing new systems that will allow OCS to pull reports pertaining to current and delinquent evaluations allowing more timely supervision of the process.</p> <p>2011 APSR: On-going. Administrative Managers receive a report that illustrates evaluations that are due on a monthly basis. This strategy is also included in the Department's retention plan and will continue to be monitored.</p>

	<p>2012 - 2014 APSR: Achieved. Administrative Officers continue to disseminate reports to supervisors and managers which indicate evaluations due and overdue.</p>
<p>H.1.4 Provide all employees with adequate supplies upon hire and as needed.</p>	<p>2010 APSR: On-going. OCS is piloting a “net book” project in order for workers to document worker visits and the like off-site. The division is currently implementing a three year plan to replace all staffs’ computers. Broad band increases to the Bethel area has improved ORCA response time and continued efforts to evaluate other rural areas to determine the possibility of expansion of bandwidth is in progress. Calendars of choice are being allowed.</p> <p>2011 APSR: Achieved. All employees are provided adequate supplies upon hire and as needed.</p> <p>2012 APSR: Ongoing, The Staff Advisory Board recently informed OCS Leadership that workers in some regions report not having the basic supplies they need. This was immediately addressed by Administrative Operations Manager encouraging all staff to report to their regional admin officers regarding office supply and equipment needs.</p> <p>2013 APSR: Achieved. All employees are provided adequate supplies upon hire and as needed.</p>
<p>H.1.5 Evaluate feasibility of designing a structure with Social Worker III positions in each unit to develop a career ladder</p>	<p>2010 APSR: On-going. Currently SWIII/CSSIIIs are utilized in specialty areas. Career ladder use is dependent upon budgetary constraints. The State of Alaska Division of Personnel has a SW/CSS employee classification study in cue. Further evaluation will occur pending results of the study.</p> <p>2011 APSR: On-going. Waiting for classification study.</p> <p>2012 APSR: Achieved. Based on the 2012 classification study, a new job class series, Protective Services Specialist will be implemented 7/1/2012. This allows a career ladder for the II level to advance to the III level where they will provide mentoring, training and job shadowing for lower level staff. Current organizational structure and budgeting to be reviewed in SFY13 for possible inclusion of III level positions. The manager positions were also incorporated into this study to allow for better promotional throughout the new job class.</p>
<p>H.1.6 Support specific training needs of workers whenever possible (i.e. excel, word, DV, SA and MH training)</p>	<p>2010 APSR: On-going. In response to the Annual Employee Survey, OCS conducted a training survey. Results of this survey have been evaluated and specific funding provided to each OCS region for in-house training of their choice. Requests for specific training at the division level are incorporated into the annual training plan.</p> <p>2011 APSR: On-going. A state office staff will be designated to coordinate and track trainings on a statewide basis in coordination with the training academy. ORCA interactive trainings have been utilized during the past year.</p> <p>2012 APSR: Ongoing. Over the last year, motivational interviewing and DV training was provided (at four pilot sites). During the last year, the Child Welfare Academy began providing interactive webinars for OCS field staff.</p>

	<p>Recent webinar training topics have included, APPLA, In-Home Safety Plans, Youth Led Webinar and Safety Threats.</p> <p>2013 APSR: Ongoing. Over the last year the Child Welfare Academy maintained a rigorous agenda of interactive webinars on the following topics: Domestic Violence, Quality Home Visits, Case Plan Goal Writing, Helping Foster Youth Find Success, Self Care, Mental Health Issues and Safety Threats, Writing for Court in CINA cases, APSIN checks, Working with individuals with Developmental Disabilities, Youth Engagement, MEPA, Foster Care Licensing, Working with Foster Parents, and Increasing Placement Stability.</p> <p>In addition, ORCA staff have provided a wide array of special webinar trainings on new ORCA functions and continue to deploy online trainings as well.</p> <p>2014 APSR: Ongoing. Over the last year the Child Welfare Academy has maintained a monthly schedule of webinars, specific to topics relevant to current OCS activities/events. The webinars included:</p> <p>A Trauma Informed Approach to Childhood Exposure to Violence and Brain Development by Dr. Linda Chamberlain; Preparing Families For Adoption; OCS Information Sharing with Tribes; Finding the Right Family for a Child; The FRAN: Future Risk of Abuse and Neglect; Preparing Children and Youth for Adoption, Assessment: Case Planning With Youth Policy; Family Services Assessment Process; Overview of Trauma-Informed Child Welfare, Family Engagement and Motivational Interviewing, and the Rollout of Family Services Assessment. Further, CWA has revised its core training for new staff based on feedback from a survey conducted with all front line staff.</p>
<p>H.1.7 Evaluate supervisor to staff ratios statewide to determine if reallocation of staff to supervisor is warranted</p>	<p>2011 APSR: On-going. OCS will be contracting a workload study during SFY12.</p> <p>2012 APSR: Ongoing. A workload study was recently completed; however, study did not address supervisor to worker ratios. This item will be addressed within the next two years.</p> <p>2013 - 2014 APSR: Ongoing. Case load data, along with staff ratios and the reallocation of staff continue to be explored by the Field Administrator. Decisions have been made regarding moving several frontline positions between regions. Those staffing changes will likely occur within the next year. Analysis specific to supervisory ratios has not yet occurred.</p>
<p>H.1.8 Create schedule for,Regional Managers, Licensing Program Coordinator, Supervisors and Administrative Supervisors to visit their field offices at least once a year to provide leadership and support staff</p>	<p>2010 APSR: On-going. Managers have made concerted efforts to visit field offices within their regions over the last year. Northern Region CSM visited the following offices: Barrow, McGrath, Galena and Kotzebue. Southeast Region CSM and/or Staff Manager visited Ketchikan, Sitka, and Petersburg. South Central CSM visited: Kenai, Bethel, and Kodiak.</p> <p>2011 APSR: On-going. Managers have made concerted efforts to visit field offices within their regions over the last year. The Statewide Licensing Coordinator visited: Juneau, Ketchikan, Bethel, Fairbanks and Kenai.</p>

	<p>Northern Region CSM and/or Staff Manager visited the following offices: Kotzebue, Nome, Barrow, Delta and Galena. Southeast Region CSM and/or Staff Manager visited Sitka and Ketchikan. South Central CSM and/or Staff Manager visited: Unalaska, Kenai, Seward, Homer and Gakona. Western Region CSM visited: Kodiak, and St. Mary's.</p> <p>2012 APSR: On-going. Managers/Supervisors have continued to make efforts to visit field offices within their regions over the last year.</p> <p>2013 APSR: Achieved. Managers/Supervisors continue to make efforts to visit each field office within their regions each year.</p>
<p>H.1.9 Continue Staff Survey on an annual basis and develop a plan to address results of the survey.</p>	<p>2010 APSR: On-going. The Annual Employee Survey was conducted in October of 2009. In follow up to the results, training survey was implemented. Results of the survey and ways to address results have been communicated via various methods including employee newsletters, emails, management meetings and director assignments related to specific areas.</p> <p>2011 APSR: On-going. The survey is utilized by management in a variety of ways to identify and address issues.</p> <p>2012 APSR: On-going, The survey continues to be heavily referenced by management to inform new initiatives or budget requests from the legislature – such as for the workload study and the creation of the Staff Advisory Board.</p> <p>2013 APSR: Achieved. The annual staff survey has been institutionalized with strong response rates and utilization by Senior leadership to inform new initiatives and budget requests. A special, additional, staff survey related to worker safety was also administered this year with results helping to inform a new worker safety initiative.</p>
<p>H.1.10 Continue Retention &amp; Recruitment work group efforts implementing ideas/suggestions as offered in the group.</p>	<p>2010 APSR: On-going. The R&amp;R continues to meet on regular basis and is currently developing an on-job-training plan as part of the PIP.</p> <p>2011 APSR: The R&amp;R work group developed and implemented an on the job training curriculum in February 2011.</p> <p>2012 APSR: The R&amp;R work group developed a work plan for 2012 which addresses separate strategies for recruitment and retention. Alternative Work Week and Comp Time Agreements are two areas that that R&amp;R work group have focused with respect to Retention. OCS is working on a department wide initiative to create a series of recruitment videos.</p> <p>2013 APSR: R&amp;R work group continues to meet monthly. This year's efforts have focused on exploring standardization of recruitment strategies. Techniques utilized by North Carolina and Maine for their CPS staff retention efforts and are being examined. The R&amp;R group recently met with state retention staff to explore ways to have continuous recruitment statewide. This will allow OCS to maintain a pool of applicants who can be interviewed with standardized and vetted interview questions to create a pool who are ready to</p>

	<p>be hired as soon as an employee resigns. This will allow positions to be filled much more quickly, with little delay. The group is also looking at creating an additional set of recruitment video to highlight CPS work in Alaska with honest interviews from workers that speak to the uniqueness of CPS work. Applicants will be required to view this video prior to interviewing for positions so they are fully informed of the difficulty of this work.</p> <p>2014 APSR: R&amp;R work over the last year has focused on:</p> <ul style="list-style-type: none"> <li>• Obtaining approval for a two week on/off schedule to be used for filling extremely hard to fill positions in rural Western Alaska</li> <li>• Continued support of the traveling team of workers, based out Anchorage and dispatched to offices with vacancies</li> <li>• New recruitment video filming underway</li> <li>• Continuous recruitment in certain regions</li> </ul>
<p><b>Strategy I: Title IV-E PIP</b> (Added 2013.) This is a condensed version. Quarterly reports will be submitted to ACF on each strategy and action step outlined in the Title IV-E PIP approved by Region X. Annual reports will be provided below.</p>	
<p><b>Goal: Develop and Implement on-going process to ensure consistency and accuracy of Title IV-E Claiming</b></p>	
<p><b>Action Steps</b></p>	<p><b>Annual Update</b></p>
<p><b>I.1.0 Establish and implement a Title IV-E Quality Assurance System</b></p>	
<p>I.1.0 Develop the process and protocol for quality assurance for eligibility and licensing files.</p>	<p>2013 APSR: In progress. Draft protocols have been written and in process of being reviewed and finalized.</p> <p>2014 APSR: Achieved. Quality Assurance program is fully operative.</p>
<p>I.1.2. Develop eligibility teams to meet on a quarterly basis to analyze QA results, assess strength, training needs and /or modifications. Teams will report information to eligibility/licensing management.</p>	<p>2013 APSR: In progress.</p> <p>2014 APSR: Achieved. Teams are active and meet quarterly.</p>
<p>I.1.3 Eligibility/Licensing management team will provide quarterly statistics and analysis to senior leadership.</p>	<p>2014 APSR: Achieved. Statistics are compiled and distributed quarterly.</p>
<p>I.1.4 Explore the ability to incorporate the IV-E QA process into the agency’s existing CQI program.</p>	<p>2013 APSR: In progress. Director, Deputy Director, &amp; CQI Team began discussions exploring this.</p> <p>2014 APSR: In progress. IV-E Quality Assurance has morphed into IV-E CQI.</p>
<p><b>I.2.0 Facilitate clear and on-going communication &amp; training regarding IV-E between licensing, eligibility and field staff</b></p>	
<p>I.2.1. Review CPS, Licensing, and Title IV-E policy for required updates to provide guidance and facilitate communication between units.</p>	<p>2014 APSR: Achieved. Comprehensive review and feedback determined policy update was not necessary.</p>

I.2.2. Incorporate additional Title IV-E training to be required for all staff on an annual basis.	2014 APSR: In progress. Training curriculum is in development
<b>I.3.0 Clarify Policy to minimize inaccurate Title IV-E claiming</b>	
I.3.1. Update policy to clarify AFDC eligibility requirements pertaining to the “living with” requirement to ensure accurate use.	2014 APSR: In progress. Draft policy was updated to include Region X recommendations and is under review.
I.3.2. Review and update policy as necessary regarding the appropriate use of continuing IV-E eligibility for up to 14 days for allowable absences from the home.	2014 APSR: Achieved. Policies are updated and fully implemented.
I.3.3. Ensure policies in the CPS and IV-E policy manuals clearly reflect the difference between a trial home visit and family visitation. Update as necessary.	2014 APSR: With Region X approval this goal was abandoned due to administrative claiming risk.
I.3.4. Train staff on new policy	2104: Deleted, see above.
<b>I.4.0. Increase the Timeliness of Court Orders</b>	
I.4.1. Coordinate with the Attorney General’s Office and Court Improvement Project Director for Judge & AAG training on the necessary IV-E verbiage and need for timely orders.	2013 APSR: In progress. AAG preparing memo for dissemination to staff. Statewide AAG training is scheduled for October 2013.  2014 APSR Achieved. Training and/or formal memorandums were provided to the Attorney General’s Office and Judges.
I.4.2. Develop a court order tracking mechanism to evaluate trends in the timeliness of filing, service, and/or receipt of court orders.	2013 APSR: Achieved.
I.4.3. Implement practice to provide monthly data and quarterly summary from the court order tracking log to the AGO & CIP	2014 APSR: Achieved.
I.4.4. Establish quarterly teleconference with AGO & CIP to analyze data.	2013 APSR: In progress. A meeting schedule has been initiated.
I.4.5. Work with Department of Law regarding timelines for filing orders and distribution of orders	2013 APSR: In progress. Will be included in October 2013 training.  2014 APSR: Achieved
I.4.6. OCS will be provided with access to CourtView	2013 APSR: Achieved.
I.4.7. Streamline processes for internal distribution of signed court orders.	2013 APSR: In progress. Outlook inbox created. Draft protocols complete for all regions.  2014 APSR: Achieved. Each region operates under a documented protocol.
<b>I.5.0 Modify Licensing Procedures to Increase Title IV-E claiming accuracy</b>	
I.5.1. Review licensing policy manual to ensure fully licensed standards are clearly defined.	2014 APSR: Achieved. Comprehensive review and feedback determined the manual clearly defined the standards.
I.5.2. Review licensing template to determine what modifications can be made to clearly reflect if a foster	2013 APSR: In progress. Modification request submitted to ORCA

home's provisional license is fully licensed or not fully licensed.	
I.5.3 Review ORCA functionality to determine if an edit is available to prevent a license from being reflected as fully licensed if the appropriate conditions are not met.	2013 APSR: In progress. Modification request submitted to ORCA 2014 APSR: With Region X approval this goal was abandoned due to inability to complete SACWIS modifications and documentation it would not improve the verification process.
I.5.4 Coordinate with Division of Health Care Services to ensure licensure requirements are met and tracked.	2014 APSR: Achieved.

### *Quality Assurance Data*

#### **2014 APSR:**

Alaska monitors all safety, permanency and well-being CFSR Items on for all OCS field offices on an annual basis. This data is derived from on-site reviews and is compiled by calendar year. Since July 1, 2013 the OCS CQI team has conducted 27site reviews.

<b>Quality Assurance Reviews Outcome and Items</b>			
<b>Item</b>	<b>CF SR 2008</b>	<b>CY 2012</b>	<b>CY 2013</b>
<b>Outcome S1: Children are, first and foremost, protected from abuse and neglect</b>	<b>47.1%</b>	<b>57%</b>	<b>63%</b>
<b>S1 - Item 1:</b> Timeliness of initiating investigations of reports of child maltreatment	56%	65%	73%
<b>S1 - Item 2:</b> Repeat maltreatment	81%	78%	78%
<b>Outcome S2: Children are safely maintained in their homes whenever possible and appropriate</b>	<b>38.5%</b>	<b>61%</b>	<b>59%</b>
<b>S2 - Item 3:</b> Services to family to protect child(ren) in home and prevent removal	51%	68%	60%
<b>S2 - Item 4:</b> Risk of harm to child(ren)	39%	62%	63%
<b>Outcome P1: Children have permanency and stability in their living situation.</b>	<b>15%</b>	<b>39%</b>	<b>38%</b>
<b>P1 - Item 5:</b> Foster care re-entries	91%	98%	95%
<b>P1 - Item 6:</b> Stability of foster care placement	73%	73%	77%
<b>P1 - Item 7:</b> Permanency goal for child	45%	63%	72%
<b>P1 - Item 8:</b> Reunification, guardianship, or permanent placement with relatives	33%	53%	52%
<b>P1 - Item 9:</b> Adoption	18%	39%	39%
<b>P1 - Item 10:</b> Permanency goal or other planned permanent living arrangement	60%	100%	97%
<b>Outcome P2: The continuity of family relationships and connection is preserved for children.</b>	<b>62.5%</b>	<b>86%</b>	<b>86%</b>
<b>P2 - Item 11:</b> Proximity of foster care placement	90%	98%	99%
<b>P2 - Item 12:</b> Placement with siblings	91%	92%	95%
<b>P2 - Item 13:</b> Visiting with parents and siblings in foster care	62%	85%	81%
<b>P2 - Item 14:</b> Preserving connections	78%	95%	94%
<b>P2 - Item 15:</b> Relative placement	83%	92%	93%
<b>P2 - Item 16:</b> Relationship of child in care with parents	47%	61%	64%
<b>Outcome WB1: Families have enhanced capacity to provide for their children's needs.</b>	<b>23.1%</b>	<b>41%</b>	<b>33%</b>
<b>WB1 - Item 17:</b> Needs and services of child, parents, foster parents	32%	54%	62%
<b>WB1 - Item 18:</b> Child and family involvement in case planning	37%	41%	37%
<b>WB1 - Item 19:</b> Worker visits with child	26%	49%	37%
<b>WB1 - Item 20:</b> Worker visits with parents	20%	22%	16%
<b>Outcome WB2: Children receive appropriate services to meet their educational needs</b>	<b>76.1%</b>	<b>91%</b>	<b>96%</b>
<b>WB2 - Item 21:</b> Educational needs of the child	76%	91%	96%
<b>Outcome WB3: Children receive adequate services to meet their physical and mental health needs.</b>	<b>52.5%</b>	<b>84%</b>	<b>76%</b>
<b>WB3 - Item 22:</b> Physical health of the child	71%	97%	96%
<b>WB3 - Item 23:</b> Mental health of the child	55%	82%	74%

## *AFCARS and NCANDS Data Measures*

### **2014 APSR:**

The chart below illustrates the goals for safety and permanency federal measures established during the development of the 2008 CFSR PIP. OCS continues to track and closely monitor these measures.

Alaska's repeat maltreatment rate continues to be one of the highest in the nation. The Office of Children's Services as well as many of our stakeholders are concerned about this trend. Overall, Alaska's number of screened-in protective service reports (reports of alleged child abuse and neglect) is also on the rise. Additionally there is a lack of adequate referrals or follow up for families, by OCS, who are determined through the Initial Assessment process to be low to medium risk. Many cases are closed at this juncture without further attention from OCS until another report of harm is received on the family and screened in. During FFY11, FFY12, FFY13 Alaska continued to exceed national standards related to Permanency Composites, 2, 3 and 4 as illustrated below. Permanency Composite 1, related to timeliness and permanency of reunification remains a growth area. It is believed that a lack of in-home services is also contributing to Alaska's low reunification rates. The permanency related outcomes are based on the most recent AFCARS files and the safety related outcomes are based on the most recent NCANDS submission.

<b>Data Measures</b>	<b>FFY06b07a (CFSR Self Assessment)<sup>2</sup></b>	<b>FFY 2011AB<sup>3</sup></b>	<b>FFY 2012AB<sup>4</sup></b>	<b>FFY 2013AB<sup>4</sup></b>	<b>National Standard</b>
Absence of Maltreatment Recurrence	90.7	91.8	87.8	87.1	94.6
Permanency Composite 1: Timeliness and Permanency of Reunification	122.4	103.7	102.9	115.2102.0	122.6
Permanency Composite 2: Timeliness of Adoptions	81.1	141.6	140.0	144.2	106.4
Permanency Composite 3: Permanency for Children and Youth in Foster Care for Long Periods of Time	125.4	132.7	134.3	134.2	121.7
Permanency Composite 4: Placement Stability	73.1	86.1	87.6	90.5	101.5

<sup>2</sup> FFY06b = 4.1.06 - 9.30.06; FFY07a = 10.1.06 - 3.31.07

<sup>3</sup> Measures based on Data Profile, March 10, 2014

## Section 3: Title IV-B Subparts I and II

### **In-Home Family Services Continuum**

Please refer to prior year's reports for prior year updates.

**2014 APSR:** The Time-Limited Family Reunification, Family Contact Services Center and Family Preservation grant programs were funded through a one-year cycle; OCS combined the three grant programs under one solicitation for FY2015. The Family Support and Intensive Family Preservation Services for Youth at Risk of or Experiencing Severe Emotional Disturbance were funded through separate solicitations due to the focus on prevention open referral criteria.

### **Assessment of Need and Ongoing Service Refinement**

#### *Family Support Services Accomplishments, Progress and Future Plans*

**2014 APSR:** Six awards were made through a grant continuation in FY14. Grantees reported both increased numbers and referrals and have shown increased effectiveness in their reporting. This may be due, in part, to updated reporting documentation that includes short and long-term outcome data, but is also attributed to grantee agencies have better defined the preventative efforts made through their programs.

#### *Family Preservation Services Accomplishments, Progress and Plans*

**2014 APSR:** Overall, the Family Preservation grantees continued to struggle to meet their expected hours of service due to low utilization by OCS staff. There was a slight decrease in services delivered from the previous year. Earlier increased education efforts with OCS field offices had appeared to increase referrals, but this trend did not continue. This service will be rolled into the new combined services program in the next year. The Intensive Family Preservation grantee reports a slight increase in utilization of the services and has met their service goals.

#### *Time-Limited Family Reunification Services Accomplishments, Progress and Plans*

**2014 APSR:** The utilization of Time-Limited Family Reunification and Family Contact Services continues at a high rate across the state, with service numbers for families and children increasing for three consecutive fiscal years. The data trend suggests a high demand for these services in all communities. In the next grant cycle, these services will become an option on a combined request for proposals.

#### *Adoption Promotion and Support Services Accomplishments, Progress and Plans*

**2013 - 2014 APSR:** The Office of Children's Services continues to provide "Services for Adoption Support" through a grant with the Alaska Center for Resource Families. The grant was established to provide seamless continuation of support for adoptive and guardianship families of Alaska through pre- and post- adoption / guardianship services. This ongoing collaboration with ACRF provides for improved outcomes to children and families through the provision of services including: family preparation services, information and referral services, crisis intervention services, and case management services. The population served through this grant includes all families in Alaska who have adopted children through public and private adoptions. Services are available throughout the State of Alaska by face to face, self-study courses, and telephone services.

During the past year, services were provided through the grantee from **July 1, 2013 – March 31, 2014**. Training and support were available in the follow formats:

- Face to face classes – 301 offered
- Self-study course – 1,780 available
- Telephonic or webinar classes - 34 offered

The following family specific support services to adoptive and guardianship families:

- Recruitment services provided to 63 families
- Case management services provided to 229 families
- Resource referrals provided to 43 families
- Support services provided to 513 families

### ***Consultation and Coordination***

Title IV-B I and II funded programs are spread throughout the continuum of services developed by the OCS Service Array Section. These programs are closely linked to other services provided by the agency. They are also supported by other programs in DHSS divisions, and federal and private partners nationwide.

In addition to those collaborations highlighted Section 1 of this plan, the following represents partnerships with agencies and groups specific the Title IV-B funded programs.

### **Bring the Kids Home**

**2014 APSR:** The Bring the Kids Home (BTKH) Project came to an end in the spring of 2014. The services designed through the BTKH have been integrated into the children’s mental health continuum of services. Funding for the Intensive Family Preservation grant program was reduced by the Mental Health Trust in FY14, only funding 50% of the original allocation. OCS was able to offset the loss of funding and continues to fund the services at the same level.

### **Early Childhood Comprehensive Systems/Strengthening Families and Infant Learning Program**

**2014 APSR:** In FY 14, the Strengthening Families Framework language was integrated into all of the OCS grant programs. All existing OCS grantees have framed their programming around the protective factors and supportive practices to promote a protective environment. Grantees are also taking advantage of the “Bringing the Protective Factors to Life in Your Work” online course at the National Alliance of Children’s Trust website. Half of the agencies have completed the training, as has the program manager. Several agencies that provide family support have done family engagement activities introducing and building on SF protective factors. Over 250 families attended “safe families” activities.

## **Community-Based Child Abuse Prevention**

**2014 APSR:** The CBCAP and IV-B grant funded programs continue to be managed by a single Program Coordinator. This year a focus was participation in the statewide prevention team, and the integration of trauma-informed practices throughout the grant programs. The statewide effort included participants from many disciplines including educators, law enforcement, early childhood providers, mental health agencies, court representatives, juvenile justice, the Alaska Children's Trust, and the state CBCAP lead and the Early Childhood Comprehensive Systems Program Officer.

## Section 4: Chafee Foster Care Independence and Education and Training Programs

*Report on the specific accomplishments and progress achieved to date in the past fiscal year toward meeting each goal and objective in the CFSP including improved outcomes for children and families, as well as providing a more comprehensive, coordinated, and effective child and family services continuum.*

Please refer to prior year's reports for prior year updates.

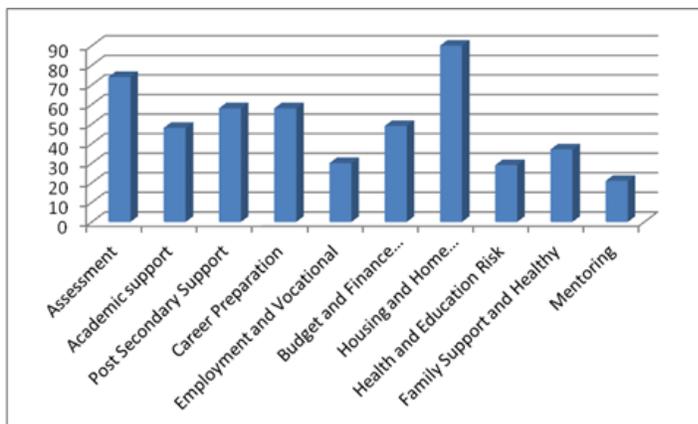
**2014 APSR:** In SFY14, the Independent Living Program increased the availability of housing supports; case management and academic supports for youth attending college; emergency shelter services for OCS involved youth; and routine credit reporting for youth age 16-18. Mentorship services were reduced due to the lack of involvement by youth in mentorship services. Future service development will include family support services for former foster youth who are parenting and support for teen parents impacted by domestic violence.

*Describe activities in the ongoing process of coordination and collaboration efforts conducted across the entire spectrum of the child and family service delivery system. This should include stakeholder or partner involvement in the review of progress made in the past fiscal year.*

**2014 APSR:** There was a significant increase in activity and supports through the existing partnerships with the UAA; Alaska Housing Finance Corporation; Facing Foster Care in Alaska; Covenant House Alaska; Big Brothers, Big Sisters; and other various local businesses and organizations supporting ongoing life skills trainings and workshops in the communities. The program will expand their partnerships in the areas of credit reporting and financial management, housing supports, and career preparation in the future.

*Report on the specific accomplishment achieved to-date and planned activities for the upcoming year for each of the following seven purpose areas:*

1. *Help youth transition to self-sufficiency.*



**2014 APSR:** The program experienced significant growth in many service areas in the fiscal year, including expanded housing supports; case management for youth in post-secondary education programs; mentorship support; and budget and financial management. Services to youth decreased slightly overall in the year; however, there was a significant increase in the number of housing and home management and post

secondary education supports offered in the year. Mentoring support saw a decline, with the current grantee struggling to engage youth and meet their match targets for the funding cycle.

The associated table indicates the number of services by category offered from April 1 – September 30, 2013, with 233 unique youth served through these transitional supports. Youth express a need for increased home management and career preparation support in the future, with hands-on guidance offered as they transition out of care and into their own living situations. While mentoring services had difficulty gaining traction in the year, youth indicated that this was not a service they felt a need to engage in at this point in their lives.

The development of an Independent Living Services Toolkit is off to a slow start; however it is anticipated that further development with Independent Living Program staff, supervisors and youth in the upcoming year will help to develop services and set goals, and evaluation. Youth will be included in the development of tools and will offer guidance to what works and what doesn't when serving this population.

## ***2. Help youth receive the education, training, and services necessary to obtain employment.***

**2014 APSR:** While recent statistics reflect a large percentage of OCS involved youth employed (over 70%, according to State workforce data) only 14% of the age 19 NYTD cohort indicated they were participating in at least one employment-related category. In the same cohort, there is a high percentage of youth participating in school (46%), with the overall number of youth enrolled in post-secondary education services increasing at a fast pace. A 40% increase in participation in the ETV program is expected in FY15.

## ***3. Help youth prepare for and enter post-secondary training and educational institutions.***

**2014 APSR:** The Child Welfare Academy continues to administer the Education and Training Voucher Program on the Anchorage campus. Due to the increase of case management and academic support available through this partnership, the program is seeing increased retention and higher academic achievement by the youth served. Financial support was made available to allow youth to maintain residence on campus during the scheduled breaks and summer months in effort to promote stability in their living situation. Outreach in the OCS regions through the educational conferences has proved fruitful, with an anticipated increase in participation projected at 40% in FY15.

## ***4. Provide personal and emotional support to youth aging out of foster care through mentors and the promotion of interactions with dedicated adults.***

**2014 APSR:** OCS continues to be challenged with effectively engaging youth with a mentor through the current grant program. Funding received by the grantee was cut in the fiscal year, with funding diverted to support two Alaska youth in their participation in the FosterClub All-Star summer internship opportunity. This program brings together youth and alumni of the foster care system to develop communication and leadership skills using a mentoring approach. The mentorship grant program will be funded at a reduction in FY15, with more efforts to expand recruitment and matches to a more skill/interest-specific match approach.

## ***5. Provide financial, housing, counseling, employment, education, and other appropriate support and services to former foster care recipients between 18 and 21 years of age to complement their own efforts to achieve self-sufficiency and to assure that program participants recognize and accept their personal responsibility for preparing for and then making the transition from adolescence to adulthood.***

**2014 APSR:** Utilization of the Tenant Based Rental Assistance (TBRA) program has been consistent, with efforts underway to expand the number of housing vouchers available in the Anchorage region. Chafee funding will be used to add five more housing vouchers to the 10 currently allocated. All 10 vouchers have been issued, with a waitlist of youth who will benefit from the increase in available vouchers. OCS is also supporting youth attending college who are residing in dorms to maintain their dorm housing during the summer months and scheduled breaks on campus. This promotes permanency in a youth's living situation and offers them direct support during those periods classes are not in session and the campus resources are closed.

**6. *Make available vouchers for education and training, including postsecondary training and education, to youths who have aged out of foster care.***

**2014 APSR:** The UAA Child Welfare Academy continues to administer the ETV Program statewide. This is allowed for more direct support for youth attending college. The annual educational conferences were held regionally in SFY14, allowing for increased youth participation in the events. 49 youth participated in the regional educational conferences, with about 40% expressing interest in the ETV program and completing their initial paperwork. It is expected that the increased participation will add an additional \$135,000 in costs for the program. Current negotiations are underway with the University of Alaska to increase the number of Presidential Tuition Waivers they award to OCS youth from 12 to 15. Additional resources will be identified to support the growth of involvement.

**7. *Provide the services to youth who, after attaining 16 years of age, have left foster care for kinship guardianship or adoption.***

**2014 APSR:** Every youth who leaves foster care after age 16 due to an adoption or guardianship is eligible to have an individualized subsidy negotiated to meet their special needs until age 18. When each youth is close to turning 18 years old, a letter is sent out to inform the guardian parent(s) that the adoption or guardianship subsidy will be ending. Information about the Independent Living Program, how to apply for Alaska Medicaid beyond 18 years old and how to contact the Regional Independent Living Specialists around Alaska is dispersed.

Once the youth engages in the Independent Living Program at age 16, the assigned Regional Independent Living Specialist will conduct the Life Skills Assessment which identifies areas of strengths and needs in functioning and independence. The assessment results guide the development of a transition plan, which guides services and supports for each individual youth. The youth will have opportunities for engagement in youth retreats where they are mentored to develop their leadership skills and identify supports that assist them in their transition. Academic supports are offered while youth attend high school. Post-secondary supports are offered for youth attending college. Many of these youth are utilizing the Education and Training Voucher (ETV) Program, housing supports, and academic supports offered through the program. There is an increase in the career preparation services offered.

***Report activities performed in the past year and planned for the upcoming year to coordinate services with other Federal and State programs for youth (especially transitional living programs funded under Part B of the Juvenile Justice and Delinquency Prevention Act of 1974, abstinence programs, local housing programs, programs for disabled youth (especially sheltered workshops), and school-to-work***

*programs offered by high schools or local workforce agencies in accordance with section 477(b)(3)(F) of the Act.*

**2014 APSR:** The year was marked with rapid growth in many service areas and in participation on work groups related to services for transition-aged youth. Our collaborations have been critical in expanding the much needed services to support youth in their transition to adulthood. The array of services through collaborations includes:

- **University of Alaska (UAA) Child Welfare Academy (CWA)** – Administering Education and Training Voucher Program services.
- **University of Alaska** – Providing 12 Presidential Tuition Waivers annually to youth previously or currently in foster care.
- **Alaska Housing Finance Corporation (AHFC)** – Provided 55 housing vouchers in select communities to support youth transitioning out of care.
- **Facing Foster Care in Alaska (FFCA)** – Continues to host Independent Living Retreats for youth in care and alumni of the foster care system.
- **FosterClub** – Sponsored two youth from Alaska to attend the FosterClub All-Star program in the summer of 2014. Youth will participate in activities to increase their leadership toolkit.
- **Court Improvement Project (CIP)** – Participation on a statewide CIP Independent Living subcommittee focused on improvements to the services offered to older youth receiving state services.
- **Tribal/State Collaboration Group** – Provides ongoing information and guidance related to Chafee/ETV services for youth in Tribal custody.
- **Community Based Child Abuse Prevention (CBCAP)** – Developing connections to family support services for former and current foster youth who are parenting.
- **Covenant House Alaska** – Youth homeless shelter in Anchorage, AK.
- **Big Brothers/Big Sisters** – Providing mentorship services to youth in foster care.

These collaborative efforts will continue on in to the future, with additional outreach expected as we continue to develop services for this population.

*Provide information on specific training that was conducted during the past year and planned for upcoming year in support of the goals and objectives of the States' CFCIP and to help foster parents, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living. CFCIP training may be incorporated into the training information discussed under the training section for the APSR, but should be identified as pertaining to CFCIP.*

**2014 APSR:** While education about the IL Program continues throughout the regions and with Tribal partners, there has been less of a focus on training and professional development for the RILS and OCS staff regarding permanency and the delivery of services to youth in transition. The Service Array Section will expand their focus to provide professional development opportunities to all staff with a role in the IL Program in a team format. In addition to training, this group will work to develop a resource toolkit for IL Services in Alaska. This will help to increase the knowledge base and the tools available to all OCS staff working with youth on their caseloads and increase awareness of the program within the collaborations and partnerships of the program.

*If applicable, update the information regarding service design and delivery of a new or changed trust fund program for States that choose to establish a trust fund program for youth receiving independent living services or transition assistance.  
Note: CFCIP funds placed in a trust fund must be expended during the applicable grant period.*

**2010 - 2104 APSR:** Alaska does not offer a state trust fund. Alaska does have a permanent fund dividend program. When a dividend is received on behalf of a youth it is placed in a trust account and released after the age of 18 with a court order. These funds may be released if the youth needs assistance that OCS is unable to provide; however, court action is required to release any funding during their time in care.

*Describe any activities undertaken to involve youth (up to age 21) in State agency efforts such as the CFSR/PIP process and the agency improvement planning efforts.*

**2014 APSR:** OCS Senior Leadership and IL Program staff continued to collaborate with FFCA on many projects in FY14. Quarterly leadership meetings allowed for joint planning and identification of joint goals and projects. A contract for structured Independent Living Retreats was awarded to FFCA in FY14, funding the coordination and staffing of two IL Program Retreats in the year. Through the agendas of these retreats, the IL Program and FFCA can provide instruction and facilitate feedback from the youth around efforts and priorities. Youth participants provided direct feedback to the goals and priorities of the FY15-FY19 Child and Family Services Plan (CFSP) and will be active in the ongoing process of continuous quality improvement (CQI) over the next five years.

*Describe, if applicable, how the State utilizes, or plans to utilize, the option to expand Medicaid to provide services to youth ages 18 to 20 years old that have aged out of foster care.*

**2010 APSR:** Youth age 18, are eligible for Denali Kid Care (DKC) and youth ages 19 and 20 may be eligible for Under 21 Medicaid. Due to continuous eligibility rules, youth may continue to receive the 12 month period of Medicaid certification regardless of custody ending.

**2014 APSR:** While the eligibility for DKC remains the same as described above, foster youth are now eligible for Medicaid benefits up to age 26. The IL Program is working on educational materials and currently providing guidance to youth individually on the application process.

*Results of the Indian Tribe consultation (section 477(b)(3)(G)), specifically, as it relates to determining eligibility for benefits and services and ensuring fair and equitable treatment for Indian youth in care.*

**2014 APSR:** Tribes were invited to participate in regularly scheduled quarterly teleconference concerning Chafee Independent Living funds for youth in tribal custody. The flyer, listing the pre-scheduled quarterly teleconference date and time was distributed to all TSCG members via email and at Tribal State meetings.

## *Education and Training Voucher Program*

*Describe the specific accomplishments and progress to establish, expand, or strengthen the State's postsecondary educational assistance program to achieve the purpose of the ETV program.*

**2014 APSR:** Collaboration with the UAA Child Welfare Academy to administer the ETV program has proven fruitful for OCS, the University of Alaska, and youth participants of the program. Youth receive more direct, on-campus support and have someone to assist with the struggles of attending college and securing resources for their education. Academic achievements and supports have both risen, as well as housing stability and retention of existing ETV participants. A 40% growth in the program is anticipated in FY15, which will increase participation by up to 20 new students in the Fall 2014.

*Indicate how the Education and Training Vouchers (ETV) program is administered, whether by the State child welfare agency in collaboration with another State agency or with an outside entity such as Orphan Foundation of America.*

**2014 APSR:** The program continues to be administered as described above. Administration of the program will continue with the UAA Child Welfare Academy in FY15.

### Annual Reporting of State Education and Training Vouchers Awarded

	Total ETVs Awarded	Number of New ETVs
Final Number: 2011-2012 School Year (July 1, 2011 to June 30, 2012)	40	15
2012-2013 School Year* (July 1, 2012 to June 30, 2013)	40	22
2013-2014 School Year* (July 1, 2013 to June 30, 2014)	46	18

The following illustrates the number of youth who are participating in education or vocational related opportunities:

Post Secondary Education and Vocational Participation			
	NUMBER OF YOUTH WHO ARE ATTENDING POST-SECONDARY	NUMBER OF YOUTH WHO RECEIVED ETV FUNDING	NUMBER OF YOUTH WHO RECEIVED PRESIDENTIAL TUITION WAIVERS
SFY2010	33	33	10
SFY2011	39	39	19

SFY 2012	40	40	19
SFY 2013	40	40	12
SFY 2014	46	46	23

## ■ Section 5: Child Abuse Prevention and Treatment Act State Plan (CAPTA) and Workforce

### CAPTA Requirements

*Substantive changes, if any, in State law that could affect eligibility.*

**2014 APSR:** There were no statutory changes that are substantive and would affect eligibility

*Describe any significant changes from the state's previously approved CAPTA plan in how the state proposes to use funds to support the 14 program areas enumerated in section 106(a) of CAPTA. (See section 106(b)(1)(C)(ii) of CAPTA).*

The State of Alaska has shifted the use of CAPTA funding from use in the traditional new OCS worker orientation training to support the ChildFirst Alaska Forensic Interview Training Project. This training has a focus on developing skills and strategies around interviewing children and adolescents referred for potential sexual or severe physical abuse and establishing a cohort of local, Alaska-based trainers of the model. Training is targeted to all disciplines involved in the child protection services system.

Additionally, the Service Array Section is expanding their efforts to support training and professional development with community providers of OCS funded grants and contracted services managed through the Section. OCS will host trainings in the priority areas identified through feedback from community stakeholders, youth participants, and through guidance from federal and private funders as priorities change and expand over time. Unlike the traditional new OCS worker orientation training, these training and professional development activities will have a multi-disciplinary audience and aim to provide growth to all disciplines involved in the child protection services system.

*Describe how CAPTA state grant funds were used, alone or in combination with other federal funds, in support of the state's approved CAPTA plan to meet the purposes of the program since the submission of the last APSR (section 108(e) of CAPTA).*

CAPTA funding was used to support the activities outlined above. Additional State of Alaska General Funds (GF) have been invested in the effort to provide training and professional development activities to a multi-disciplinary audience and to support professional growth for all disciplines involved in the child protection services system.

### ■ Workforce Information and CAPTA Data Report Items

*Information on the education, qualifications, and training requirements established by the State for child protective service professionals, including for entry and advancement in the profession, including advancement to supervisory positions.*

**2014 APSR:** For 2014, the OCS continued to contract with the Child Welfare Academy (CWA) to provide new staff training. The CWA provides core training to front line staff, social services associates and supervisors. Online training modules and webinars are offered in addition to classroom training. New workers are also required to complete a Staff Development Plan that entails 6 months of required activities/events to further the staff's orientation to the OCS (see Appendix D). Job descriptions including education, qualifications and training requirements are included in Appendix E of this report.

***Demographic information on child protection service personnel (current staff and recent hires). For example:***

- *Educational Degrees ;*
- *Race/Ethnicity;*
- *Salaries; and*
- *Position Types.*

**2014 APSR:**

The Office of Children's Services does not have compiled data related to education and salaries of personnel at the time of hire. The following demographic information about Alaska's child protective services personnel was obtained from the Alaska Dept. of Administration, Division of Personnel & Labor Relations, and is a compilation for all protective services job classes which includes:

- Protective Services Manager I
- Protective Services Manager II
- Protective Services Specialist I
- Protective Services Specialist II
- Protective Services Specialist III
- Protective Services Specialist IV

<b>Gender</b>		
<b>Female</b>	<b>Male</b>	<b>Total</b>
77.3 %	22.7%	100%

<b>Gender for all Protective Service Staff</b>			
<b>Job Class</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
Protective Services Manager I	6	2	8
Protective Services Manager II	3	2	5
Protective Services Specialist I	35	20	55
Protective Services Specialist II	125	29	154
Protective Services Specialist III	10	3	13
Protective Services Specialist IV	35	7	42
<b>Total</b>	<b>214</b>	<b>63</b>	<b>277</b>

<b>Self Identified Race at Time of Hire for all Protective Services Staff:</b>						
<b>Alaskan Native</b>	<b>American Indian</b>	<b>Asian</b>	<b>Black</b>	<b>Hispanic</b>	<b>White</b>	<b>Total:</b>
17	6	10	18	10	217	277
6%	2%	4%	6%	4%	78%	100%

<b>Age Groups for all Protective Services Staff:</b>					
<b>20-29</b>	<b>30-39</b>	<b>40-49</b>	<b>50-59</b>	<b>60 and over</b>	<b>Total:</b>
42	94	64	50	27	277
15%	34%	23%	18%	78%	100%

*Information on caseload or workload requirements for such personnel, including requirements for average number and maximum number of cases per child protective service worker and supervisor (section 106(d)(10) of CAPTA).*

**2011-2014 APSR:** Staffing cannot be a factor in Alaska’s practice model decision points of screening intakes, opening cases, and closing cases. OCS strives to follow the CWLA standards to provide adequate staffing and supervision levels, but there are no formal requirements regarding average number and maximum number of cases per worker and supervisor.

OCS strives to give new workers a much lower caseload and build up the worker’s caseload as skills are further developed, and workers become more proficient in the duties of their position. Per the Staff Development Plan (SDP), implemented in 2013, new workers are expected to carry a smaller caseload relative to the average caseload for their office and receive weekly supervision during their first six months on the job.

***Supervisor- to-Worker Ratios.***

**2012 – 2014 APSR:** OCS does not have a formally established supervisor to worker ratio; however, it is attempted to evenly distribute supervisory workload equitably. Currently, each supervisor is assigned approximately 5-7 case carrying workers. Efforts have been ongoing to analyze caseload ratios for front-line workers and as personnel adjustments are made between regions, this will impact supervisor ratios as well (reference Strategy H.1.7).

***How ongoing training is selected and provided to ensure the competencies of caseworkers, supervisors, managers and administrators.***

**2014 APSR:** For 2014, OCS partnered with the Child Welfare Academy (CWA) to do classroom training on its Family Services Assessment (FSA). The FSA requires family services staff to go through a step-by-step process of preparation, introduction, exploration, case planning and case evaluation. Family engagement, motivational interviewing, stages of change, and individualized case planning was the focus of the training. Also, in 2014, CWA provided classroom training on trauma-informed child welfare using the National Child Traumatic Stress Network curriculum training for child welfare staff. To respond to growing issues of worker safety on the job, all staff with interaction with the public, received crisis prevention intervention and environmental awareness training.

***How skill development of new and experienced staff is measured.***

**2014 APSR:** Staff is measured on their knowledge, skills and abilities through the use of evaluations and ongoing feedback through supervision. The evaluations are due at the six month mark for new employees and annually, thereafter. In 2014, the Staff Development Plan was revised and continued. In addition, the staff survey (completed with all front line staff) is used to gather input into the training process, including the worker's perspective of the usefulness of the job to their job responsibilities for both core and ongoing training.

***Information related to tracking staff turnover and vacancy rates.***

The Office of Children's Services reports quarterly vacancy and turnover rates for the Front Line Social Workers Component. The methodology used in the calculation and analysis of data is based on the same methodology used by the Division of Personnel in compiling their workforce analysis.

The vacancy and turnover analysis is based on vacancies in the Protective Services Specialist I, II, III and IV job class series and Protective Services Manager I and II job class series. Year to date information is collected by fiscal year data from July 1st through June 30th.

Year to Date (YTD) Turnover represents the number of times a position in the Protective Services Specialists and Managers job class becomes vacant in the Front Line Social Worker due to an incumbent leaving the position (resignations, separations, termination, voluntary demotion, transfers, promotion, non retention, etc.). Data is collected from the payroll system and payroll download.

Vacancy Rate represents the total number of vacant positions on the last day of the quarter. The data represents a moment in time analysis of positions vacant in the agency based on the position report download from the payroll system.

<b><u>YTD Turnover</u></b>	<b>60</b>	<i>Total Positions became Vacant</i>
<b><u>YTD Turnover Rate</u></b>	<b>22.4%</b>	<i>Percentage of total turnover/vacant positions divided by the total number of positions</i>
<b><u>YTD Turnover Rate excluding transfer</u></b>	<b>16.8%</b>	<i>Percentage of total turnover positions minus transfers</i>
<b><u>Vacancy Rate</u></b>	<b>4.5%</b>	<i>Percentage of vacant positions at the End of Quarter</i>

The percentages break down to the following numbers:

TOTAL Positions in the SW and CSS Job Classes	<b>268</b>
TURNOVER (Number of times a position becomes vacant)	<b>60</b>
Transfers within the division	<b>15</b>
Transfers out of the division	<b>8</b>
Promotions Internally	<b>3</b>
Promotions out of the division	<b>0</b>
Voluntary Demotions Internally	<b>2</b>
Voluntary Demotions out of the division	<b>0</b>
Resignations	<b>30</b>
Dismissals	<b>2</b>
Retirement	<b>0</b>
New Positions	<b>0</b>
Other Turnover	<b>0</b>

## CAPTA Fatality and Near Fatality Public Disclosure Policy

**2013-2014 APSR:** Alaska statute 47.10.093, *Disclosure of agency records*, provides for public disclosure of the finding or information about the case of child abuse or neglect which has resulted in a child fatality or near fatality. The statute specifically states that the department may “publicly disclose information pertaining to a child or an alleged perpetrator named in a report of harm . . . or to the department’s activities arising from the department’s investigation of the report.” The inclusion of these provisions encompasses the minimum information required by Section 106(b)(2)(B)(x) of CAPTA to include the release of:

The cause and circumstances regarding the child fatality or near fatality:

- The age and gender of the child.
- Information describing any previous reports of child abuse or neglect that are pertinent to the abuse or neglect that led to the child fatality or near fatality.
- Information describing any previous investigations pertinent to the abuse or neglect that led to the child fatality or near fatality.
- The result of any such investigations.
- The services provided by the State and actions of the State on behalf of the child that are pertinent to the child abuse or neglect that led to the child fatality or near fatality.

OCS policy (CPS Policy 6.1.2, *Confidentiality*) was updated in January 2014 to delineate the public disclosure of the above information in fatal or near fatal cases.

***State CAPTA coordinator (also known as the State Liaison Officer):***

**2014 APSR:**

State Liaison Officer

Jennifer N. Maier

Social Services Program Officer

State of Alaska DHSS/OCS

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## ■ Section 6: Additional Requirements

### ■ Quality Assurance System

**2014 APSR:** The Office of Children’s Services continues its work toward development of a Continuous Quality Improvement Plan that will incorporate all aspects of program implementation and actively contribute towards program development. This process includes an active Quality Assurance Component. The Statewide CQI committee continues to provide leadership across the agency in the development of this process. The efforts are focused on incorporating the APSR and elements of the CFSR Round 3. An active statewide case review system is ongoing as well as targeted reviews when the need is identified. The field office program improvement plan (FOPIP) has been strengthened to be responsive to the findings of these reviews through the implementation of regional CQI teams. The Family Services Assessment Model has been implemented across the state and the case review process will examine for improvements to practice specifically in the well-being areas.

### ■ Child Maltreatment Deaths

*Describe all sources of information relating to child maltreatment fatalities that it currently uses to report data to NCANDS.*

**2013 – 2014 APSR:** The state of Alaska reviews child deaths through the statewide Child Fatality Review Team. This team operates under the auspices of the State Medical Examiner’s Office. The team meets monthly in Anchorage. Members of the team are local law enforcement, the AK State Troopers, the district attorney’s office, a representative from the Office of Children’s Services, and community physicians. Each team member presents information from their respective fields. The Medical Examiner’s Office conducts the autopsy and the manner and cause is determined. The Office of Children’s Services reports the findings from the Medical Examiner’s Office in the annual NCANDS report. The Office of Children’s Services collects the death data in two ways.

As a participant in the Child Fatality Review Team, the agency representative gathers information at the time of the monthly meetings. The representative also reviews OCS case records for information. The agency maintains an informational database.

Additionally, the Medical Examiner maintains a master data base of all child deaths. This database is available to the Office of Children’s Services and is obtained at the time the NCANDS report is prepared and is used to verify the Office of Children’s Services database.

### ■ Evaluation and Technical Assistance

*Technical Assistance Received*

**2014 APSR:** Alaska did not receive any technical assistance over the last year.

## ***Technical Assistance Provided***

**2014 APSR:** The Office of Children’s Services provided technical assistance to the many community providers that receive state and federal funds to help OCS achieve the CFSP goals. This technical assistance was provided in a variety of ways including teleconferences, phone calls, emails, site visits and site reviews.

### **The following programs received formal site reviews from July 1 2013 – May 31, 2014:**

- Alaska Center for Resource Families provides the Resource Family Training Grant; a formal site visit was completed March 5<sup>th</sup> at their Fairbanks ACRF office.
- Alaska Center for Resource Families provides the Adoption Support Services grant; a formal site visit was completed March 3 & 4<sup>th</sup> at their Anchorage ACRF office.
- Alaska Center for Resource Families provides the contract for Preparing Families for Special Needs Adoptions (PARKA); a formal site visit was completed March 4<sup>th</sup> at their Anchorage ACRF office.

### **The following programs had informal site visits from June 1, 2013 - May 31, 2014:**

- Alaska Village Council Presidents (AVCP) provides the Western Region Support and Development grant to Bethel and surrounding communities. Meetings were held at AVCP and in the Bethel community regarding services on January 21, 2014 and April 2 & 3, 2014.
- Women in Safe Homes, Family Preservation/Time Limited, Ketchikan, 7 /29 - 8/2/13
- Community Connections, Family Support, Ketchikan, 7/29/13
- Salvation Army Booth, Family Preservation/Family Support, Anchorage, 8/12/13
- Cook Inlet Tribal Council, Family Support, Anchorage, 8/13/13
- Alaska Family Services, Family Contact Services Center, Wasilla/Palmer 8/14 - 8/15/13
- Kenai Peninsula Community, Family Preservation/Family Support, Kenai, 8/27/13
- Frontier Community Services, Family Support, Soldotna, 8/28/13
- Fairbanks Counseling & Adoption, Family Preservation, Fairbanks, 9/16-9/17/13
- Resource Center for Parents and Children, Family Pres/Time Limited, Fairbanks, 9/17
- Nome Community Center, Family Pres/Family Support/TLFR, Nome, 9/18-9/20
- Alaska Family Services, Family Contact Services Center, Wasilla/Palmer, 1/15/14
- Cook Inlet Tribal Council, Family Support/Family Pres, Anchorage, 1/16/14
- Child Welfare Academy, Education and Training Voucher, Anchorage, 5/8/14
- Big Brother/Big Sisters, Mentorship SYNC Program, Anchorage, 5/8/14
- Covenant House Alaska, Emergency Shelter Services, Anchorage, 5/9/14

### **Additional technical assistance has been provided in the past year to the following:**

- Health Care Services Background Check Services
- DHSS Barrier Crimes Variance Committee
- Division of Senior and Disability Services
- Division of Public Assistance
- Regional Adoption Specialists
- Resource Family Advisory Board
- Field and Regional Licensing Specialists
- Child Placement Agency administrator training is scheduled for 5/14 & 15, 2014
- Kawerak, Inc.
- Maniilaq, Inc.

- Orutsararmiut Native Council
- Tlingit & Haida Indian Tribes of Alaska
- Aleut Community of St. Paul

## **Disaster Plan**

**2014 APSR:** OCS Management attended a two day workshop on continuity of operations planning in January 13 and 14, 2014. The training included overview of DHSS Emergency Operation Center functions and COOP planning components as they related to analyzing and updating existing COOP plans for finalization in 2014.

Between March 27th and April 2, 2014 – OCS participated in the Alaska Shield 2014 / Hale Borealis emergency exercise which was based on a 9.2 Earthquake such as the one that hit Alaska in 1964. OCS staged a representative at the AK Department of Health and Social Services Emergency Operations Center. The representative kept the field offices apprised of activities and questions from the EOC.

OCS prepared for and responded to severe winter storms in October and November 2013 that impacted the West Coast of Alaska, Fairbanks North Star Borough. OCS also responded to flooding in the Kenai Peninsula Borough and Seward. Communities affected in western Alaska were Kotlik, Stebbins, Scammon Bay, Shishmaref and Tuninak. To mitigate affects of imminent events, OCS researched families served in each area and employees who might be traveling. OCS staff contacted each family to determine their preparedness and response plans should they be affected. The OCS state office coordinator also kept the Northern region informed of August 2013 wildfire activity.

In January 2014 a large avalanche occurred severing the community of Valdez from the highway system. OCS responded by contacting staff and families and determined that all were safe.

In April 2014, OCS contacted families carrying for foster children in the states of Oklahoma, Arkansas and North Carolina immediately after the states were hit by a destructive series of tornados near where the families live.

The current Statewide Emergency Response plan is included in the 2015-2019 Child and Family Services Plan.

## **Resource Family Recruitment**

**2014 APSR:** Statewide and regional recruitment and retention plans are used by the Office of Children’s services to prepare and plan for the diligent recruitment needed to meet the needs of Alaskan children and families. There has been an increased focus on establishing Emergency Shelter Homes in all five regions. Additionally, there has been collaboration with Behavior Health and Western region tribal and community partners to enhance services available for foster care in the Bethel community. A copy of the current statewide recruitment plan, each region has individualized plans that work from this core plan is included in the 2015-2019 Child and Family Services Plan.

The following recruitment efforts for resource families have occurred during the past year:

- Emergency Shelter Home recruitment in Fairbanks, Anchorage, Wasilla, Juneau, and Bethel.
- OCS collaborated with Western Region staff and the Association of Village Council Presidents in Bethel to implement a grant targeted at support, development, and recruitment of resource families in Western Alaska.
- Continuation of the Foster Wear program. The program continues to provide clothing discounts to resource parents for clothing for foster children. Additional “stores” have been

added. Resource families receive notice of program at time of placement and/ or licensing. OCS staff notified through annual article in the OCS Frontline newsletter.

- Events scheduled around the state to celebrate Adoption Day in November and Foster Parent appreciation in May.
- Adoption Exchange – the Office of Children’s Services continues to manage the Alaska Adoption Exchange and contracts with the Northwest Adoption Exchange.
- Wendy’s Wonderful Kids – the Office of Children’s Services works closely with the WWK recruiter, employed by Catholic social Services in Anchorage.
- The PARKA program recruits, trains, and assists with matching for potential adoptive families.
- Unlicensed Relative Initiative – a systematic method of providing unlicensed relatives with consistent information about licensure, working with OCS, supports available, etc.

## Monthly Case Worker Visit Data

**2014 APSR** : OCS continues to not meet the overall target percentage goal for annual case worker visits with children. However the percent of children visited *in their home*, at 65%, exceeds the 50% federal standard. Managers and supervisors continue to have access to a weekly ORCA report which provides an up-to-date status, by worker, regarding how many visits have been made thus far in the month. Case worker visits with children continue to be a primary agency focus and we anticipate a continued progress towards making the target goal. The following is a list of strategies that OCS managers and supervisors are using to increase monthly case worker visits with children:

- Case Worker Visit Data Reports are reviewed weekly during supervisory meetings.
- Stressing the importance of caseworker visits as a part of new worker training and orientation.
- Weekly reminder emails to supervisors/case workers
- Personal recognition (and small incentives/rewards) to case workers who achieve 100% compliance or sustain a 90% visit compliance over time.
- Prioritizing the completion of necessary paperwork in a timely manner after children achieve safe permanency, leading to closed cases and reduced case loads, through required monthly caseworker visits.

Federal Fiscal Year	Goal for Percentage of Caseworker Visits	Actual Percentage of Caseworker Visits
2007	3.1%	3.1%
2008	4.0%	4.7%
2009	10.0%	19.1%
2010	50%	29.7%
2011	90%	74%
2012	90%	73%
2013	90%	80%

*How the State will use the additional funds under IV-B 2 to support monthly caseworker visits with children who are in foster care.*

**2014 APSR:** Alaska received a total of \$35,341, in IV-B 2 for FFY13 to support monthly caseworker visits with children in foster care. The funds were once again used to pay the travel costs associated with monthly caseworker sites in remote locations in the Northern Region.

## **Adoption Incentive Payments**

**2014 APSR:** In FFY13, The State of Alaska received \$592,000 in Adoption Incentive Payments. Alaska Office of Children's Services elected to:

- Support grants that aid children in achieving permanency through timely completion of adoption home studies.
- Support services to pre- and post-adoptive families, through the provision of adoption support services.
- Complete the OCS assessment of our current services through contract services for business mapping and a foster care rate study.

## **Child Welfare Waiver Demonstration Projects**

**2014 APSR:** Alaska submitted a Waiver Demonstration Project Proposal on February 28, 2014, but withdrew its application on June 6, 2014.

## **Health Care Oversight and Coordination Plan**

Alaska's goal is to ensure a coordinated strategy to identify and respond to the health care needs of children in foster care placements, including mental health and dental health needs. The following represents how Alaska addresses the requirements of the Health Care Services plan.

*A schedule for initial and follow-up health screenings that meet reasonable standards of medical practice.*

It is OCS' policy that after a child has been taken into custody and placed out-of-home, the worker will provide the out-of-home care provider with an EPSDT Guidelines and Periodicity Schedule at the time of placement. Since September 2012, the EPSDT Guidelines and Periodicity Schedule are included in the Placement Packet which is provided to the out-of-home care provider at placement or within five business days of placement.

The out-of-home care provider will arrange for an initial EPSDT screening to be completed within thirty days of the placement. At the time of the screening, the out-of-home care provider will provide the medical provider with an EPSDT Guidelines and Periodicity Schedule.

In 2012 the Alaska Administrative Code for EPSDT screenings was amended by replacing the EPSDT schedule with the schedule of comprehensive medical screening recommended by *Bright*

*Futures/American Academy of Pediatrics Recommendations for Preventive Pediatric Health Care.* The EPSDT Guidelines and Periodicity Schedule was updated in August 2012 to reflect the change.

OCS monitors the compliance of initial EPSDT screenings for children entering foster care. During FFY13 the compliance rate was at approximately 90%. Results from site reviews during the calendar year 2013 indicate that physical health needs were met for children in 96% of the cases reviewed.

Effective December 2013, policy was implemented that requires workers to complete trauma screening of each child who is subject to a Family Services case as a result of an initial assessment. The trauma screening must be completed at least prior to the finalization of the case plan.

***How health needs identified through screenings will be monitored and treated, including emotional trauma associated with a child's maltreatment and removal from home.***

It is OCS' policy that after the EPSDT exam the medical provider will give the exam results and recommendations to the out-of-home care provider and the out-of-home care provider will ensure that the assigned worker receives a copy of the results and recommendations. It is the worker's responsibility to follow up on recommendations for treatment and/or further assessment. Follow-up may include arranging for recommended treatment identified by the EPSDT screening whether or not the treatment is covered by Medicaid.

In February 2011 the administrative review policy was revised to include clarification that during the review the out of home care provider and the parents will provide updates about the child that include the dates of the last medical/dental/vision appointments and mental health issues and services.

In March, 2013, OCS implemented a new policy which requires the quarterly review of health records by the regional OCS psychiatric nurse when a child is taking a psychotropic medication. While the primary intent of this additional oversight is to monitor the mental health needs of the child, with the entire medical record being reviewed, this cohort of children in foster care will be having additional monitoring of all of their health needs.

If a child's history is positive for trauma exposure and concerns are present in one or more trauma areas, the worker will refer the child for a comprehensive mental health assessment to help understand child functioning and needs.

The trauma screening is reviewed and updated prior to each administrative review or before any case plan changes. If the child is receiving mental health services, the worker can do the screening update in consultation with the mental health provider.

Quality Assurance Reviews as described in Section 6 include a review to ensure that health needs are appropriately assessed and services are provided. In addition supervisors will discuss the physical and mental health needs and services on a monthly basis with workers.

***How medical information will be updated and appropriately shared, which may include developing and implementing an electronic health record.***

It is OCS' policy that the worker will provide the out of home care provider with the most recent information available regarding the child's medical and mental health history upon placement. Since February 2011, the documentation in the Placement Packet includes the updated Medical Summary template from ORCA. The Placement Packet is provided to the out-of-home care provider at placement or within five business days of placement.

The worker is required to ensure that at a minimum the following information is entered on the child's Medical profile page in ORCA:

- The type, service date, and provider of EPSDT or any other medical, dental, hearing, or vision evaluation/screening;
- Ongoing conditions identified in screenings/evaluations are summarized under "Health Problems";
- Recommendations are summarized in the Details/ Recommendations field; and
- Ongoing treatment sessions can be documented as a single entry on the Medical History tab using an end date in the future. Ongoing treatment must be included in the child's case plan; and
- Effective March 2013, any medications prescribed to the child.

The worker is required to update the medical information in ORCA prior to each administrative review and each placement change.

In 2012-2013, OCS worked closely with officials in the Alaska Division of Behavioral Health and Division of Health Care Services to devise an electronic system for OCS to obtain information through Medicaid records for any child in foster care who is being administered a psychotropic medication. Additionally, as described above, the new OCS Mental Health Care/Administration and Oversight of Psychotropic Medication policy requires regional OCS psychiatric nurses to request and review medical records on a quarterly basis from medical providers for children taking psychotropic medications. OCS complies with the HIPAA confidentiality requirements.

***Steps to ensure continuity of health care services, which may include establishing a medical home for every child in care.***

Since 2011, OCS' medical care policy has required that every effort will be made to ensure that health care services for children in out-of-home care continue to be provided by the same medical providers as prior to the child's removal from home.

***The oversight of prescription medicines, including protocols for the appropriate use and monitoring of psychotropic medications.***

OCS' policy regarding administration of psychotropic medication includes requirements for informed consent and for oversight and monitoring by the OCS Regional Psychiatric Nurse. While the policy has included detailed procedures and forms for informed consent since 2009, the policy on oversight and monitoring was implemented in March 2013. At that time, the OCS medical policy was split into two sections, with one section addressing medical, dental, and vision care, and the other section mental health care. Additions to the mental health policy included policy and procedures for monitoring of medications for children in OCS custody and the requirement to provide information about the medication and side effects to the caregiver when psychotropic medication is prescribed for a child in out-of-home care.

The following policy and procedures apply to informed consent:

- When a medical provider recommends the administration of psychotropic medication to a child in custody
  - If age appropriate, the child is informed regarding the medications;
  - Except in emergencies, parental consent is required unless parental rights have been terminated.
  - If parental rights have not been terminated and the parents are unwilling or unavailable to consent, the worker consults with the Assistant Attorney General about obtaining a court order to consent to treatment.
  - If parental rights have been terminated or a court order has been issued, the worker will:
    - obtain information about the recommended medication from the provider; and
    - consult with their supervisor and the OCS Regional Psychiatric Nurse to determine whether the medication should be authorized or declined; and
    - if the decision is made to authorize the medication, notify the medical provider of the decision by providing a signed authorization form.
    - A change in dosage of a medication that already has been authorized also requires the worker to consult with their supervisor and the OCS Regional Psychiatric Nurse prior to authorizing the change.
- OCS' policy for monitoring of psychotropic medication for children in OCS custody is based on the policy developed and adopted by the Alaska Department of Health and Social Services regarding psychotropic medications for children who are in out-of-home care or receiving medication through Medicaid. OCS' policy includes the following:
  - The worker notifying and consulting with the OCS psychiatric nurse when a child is on psychotropic medication or such medication is recommended;
  - OCS psychiatric nurses reviewing all prescriptions of psychotropic medication, with a special emphasis on children age five or younger and children of any age who are receiving four or more psychotropic medications and consulting with the Department's physician consultant;
  - OCS psychiatric nurses requesting and reviewing the medical records for children in custody with a prescription of at least one psychotropic medication on a quarterly basis;
  - The child's medical provider being expected to monitor children on atypical antipsychotics;
  - When psychotropic medication is prescribed for a child in out-of-home care, the worker or the OCS psychiatric nurse providing information about the medication and side effects to the caregiver.
- Information about medication, dosage, results of reviews, and consent are entered into ORCA. ORCA/SACWIS enhancements implemented in 2012 allow for the electronic tracking of psychotropic medications documented in the child's OCS medical profile.

A plan for ongoing training regarding psychotropic medication and implications for children in foster care is being developed for resource families, as well as for OCS child welfare staff, including specialized training for the regional Psychiatric Nurses.

***How the state actively consults with and involves physicians or other appropriate medical or non-medical professionals in assessing the health and well-being of children in foster care and in determining appropriate medical treatment for the children.***

In 2011, the OCS Child Protection Health Oversight Committee was established and it includes three physicians, a physician's assistant, a child psychiatrist, the director of the Alaska Trauma Treatment Center, representatives from OCS (including an OCS psychiatric nurse, OCS Policy Coordinator, OCS Social Services Administrator, and Early Childhood Comprehensive Systems Program Officer), Division of Public Health, Division of Health Care Services, Office of Public Advocacy, Alaska Center for Resource Families, and Indian Health Service. The Committee participated in the drafting and implementation of the new Mental Health Care policy that was implemented in March 2013 and the accompanying informational brochure.

The implementation of the new policy addressing the oversight and monitoring of children in state's custody on psychotropic medications is a priority of the Office of Children's Services Psychiatric Nursing staff. After gathering information about the children, the prescriptions they are receiving, requesting and reviewing the child's medical records the nurses then identify if the child's prescribing history meets the threshold that requires a third party review. A third party physician review is critical to providing appropriate oversight for children on psychotropic medications and new protocols incorporated into the new policy involve the consultation with a 3<sup>rd</sup> party psychiatrist for children who meet certain criteria (e.g. are receiving four or more psychotropic medications).

There have been challenges in initiating this stage of the policy; a contract with a consulting psychiatrist who specializes in child psychiatry. The first contract was unsuccessful due to many unforeseeable factors. The initial, Alaska based consultant's reception of scrutinizing oversight into prescribing practices was not welcomed by the psychiatric community. Ultimately the contracting physician could not support the contract leading DHSS to issue a separate request for proposals. While these challenges created a delayed system wide response to medication oversight of children in custody, OCS utilized this time to hone the internal policy and procedures, increasing agency monitoring practices, and build stronger relationships with providers and prescribers. All of which will make for a more successful expansion to include a new consulting physician.

Effective May 1, 2013, OCS implemented a new procedure which requires case workers to notify the AAG in the event that a foster care youth is admitted in to an acute residential psychiatric facility. The AAG then notifies the court and requests a review hearing. With the opportunity for all legal parties to have the opportunity to participate in the hearing, this new process allows for greater oversight and transparency with respect to the placement of youth in acute residential facilities. In March 2014, Seattle Children's Hospital was awarded the contract and third party oversight will be implemented and systemized in April 2014.

***Steps to ensure that the components of the transition plan development process required under section 475(5)(H) that relate to the health care needs of children aging out of foster care, including the requirement to include options for health insurance, information about a health care power of attorney, health care proxy, or other similar document recognized under State law, and to provide the child with the option to execute such a document, are met.***

It is OCS' policy that workers will develop transition plans for youth starting at age 16, and that the transition plan will be updated at least every six months and during the 90 day period immediately prior to when the youth's case is closed. 90 days prior to case closure, the transition plan must address the options for health insurance, and the importance of having a health care power of attorney or a proxy and how to execute such documents. OCS coordinates with the Medicaid agency regarding the youth's Medicaid benefits.

## ■ Services for Children Under the Age of Five

*Describe activities undertaken to reduce the length of time children in foster care under the age of five are without a permanent family. In addition, describe activities the State undertakes to address the developmental needs of children under the age of five who receive services under the title IV-B or IV-E programs (section 422(b)(18) of the Act). (6/2012 – new requirement).*

Alaska is fortunate to have its Early Childhood Comprehensive Systems Program situated within Alaska's Child Welfare Program, allowing for close collaboration and a strong interconnection between programs. OCS utilizes a variety of strategies to address the needs of children under the age of five and to reduce the length of time children in foster care under the age of five are without a permanent family. These statewide strategies include:

- **Infusion of the Strengthening Families model.** Strengthening Families is a proven, cost-effective approach to building protective factors around children by supporting family strengths and resiliency. Research studies support the common-sense notion that when these protective factors are well established in a family, the likelihood of child abuse and neglect diminishes. Research shows that these protective factors are also “promotive” factors that build family strengths and a family environment that promotes optimal child and youth development. In 2005, Alaska was one of seven states to be selected by the Center for the Study of Social Policy to pilot this approach. Over the last nine years, the highly active Alaska Strengthening Families Leadership Team has worked to expand the use of this framework across the state by training and supporting numerous early childhood care and learning programs. The model has been infused into Alaska's Resource Parent training and Child Welfare Training Academy curriculums and been embraced by numerous other entities across the state including United Way, domestic violence affiliated agencies and others. The results of this work have proven to be tremendous resources and shifted the way Alaska's family support agencies work together to support families with young children.
- **Automated referrals to Alaska Early Intervention/Infant Learning program.** Enhancements to ORCA ensures that every child in Alaska, age birth-to-three years of age with a substantiated finding of abuse or neglect receives an automatic referral to the Part C Early Intervention program (known as the Infant Learning Program in Alaska) for eligibility determination for multidisciplinary services. Programs are strongly encouraged to enroll children identified through CAPTA under developmental delay or clinical opinion. All ILPs were provided with training on Strengthening Families and the OCS Practice Model. Additionally, protocols have been developed to help improve the referrals and working relationships between Early Intervention Infant Learning Programs and OCS Staff. Similar protocols and MOUs have been developed statewide to aid in the priority referral process of preschool aged children to Head Start programs.
  - The Alaska Early Intervention/Infant Learning program, administered through the Office of Children's services, assures that early intervention services are available for families with infants and toddlers (birth to age three) with special needs. Service may include: developmental screening and evaluation; individualized family service plans to outline goals for the family and their child; child development information; home visits; physical, occupational or speech therapy; specialized equipment; and/or referrals to other needed services. The Alaska EI/ILP partners with grantees around the state to provide services directly to families at a local level. EI/ILP grantees

include school districts, mental health associations, Alaska Native corporations, parent associations, and other nonprofit organizations.

- **Training on Developmental Milestones.** Special attention is given to the training provided to child welfare workers related to early child development. In 2010, Alaska's Child Welfare Academy created a *Field Guide to Child Functioning* desk reference guide, which is a tool that accompanies mandatory training, aimed at helping workers understand child developmental milestones, and the impact of abuse, neglect and separation on infants, toddlers, preschooler, grade school and youth functioning. Additionally, resource families have access to a wide range of training related to parenting and meeting the needs of children in this critical stage of early development. (For a complete list of all available training visit the Alaska Center for Resource Families website at: <http://www.acrf.org/>)
- **Grant Programs.** Time-Limited Family Reunification/Family Contact Services Center Program is a well utilized OCS program offered in eleven Alaskan cities/communities serving a concentrated number of children under the age of five. These services provide Family Contact Services to families where children are placed out of the home and are structured to reduce the length a child is in out of home care. OCS staff provides consistent referrals to this program, with the average utilization of all grantees exceeding 100% of the expected level of service delivery.
- **SafeCare.** SafeCare is an evidence-based, parent-training curriculum for parents who are at-risk or have been reported for child maltreatment. Through SafeCare, trained professionals work with at-risk families in their home environments to improve parents' skills in several domains. This model was introduced by the Infant Learning Program in Anchorage as an approach for service provision to children referred through the CAPTA requirements for the Part C program. Six home visitors were trained in SafeCare and plans are being made for the expansion of this model.
- **Early Relative Searches.** New ORCA enhancements implemented in November 2012 allow OCS workers more ease and flexibility around documenting and tracking relatives who are identified as being relevant to a child's case. OCS implemented new policy accompanied by a statewide mandatory training for all staff in November 2013 related to relative search expectations and new tools available to assist with searches. Additionally, in January 2014 OCS launched a pilot project in Bethel, which involved training Western Region tribes on a new process to have tribes document and notify OCS when a relative indicates that they are interested in the immediate placement of a child. OCS is hopeful that these new strategies will increase early placements with relatives.
- **Family Services Assessment/Child Case Planning.** The OCS Family Services Assessment/New Case Planning Model was launched statewide in December 2013. Enhanced needs assessment and service planning to meet and reflect the specific developmental needs of the child is a part of the new case planning curriculum. The model includes a trauma screening and an emphasis on the assessment of child functioning (performed during the initial safety assessment process) to inform the child's case plan. The assessment must include the child's unique developmental stage and the influence of the child's trauma history with respect to needed services and support. EPSDT results which screen for medical and mental health (emotional/social wellbeing) are also a critical component of the needs assessment.

## **Additional statewide initiatives that benefit Alaska’s under age five foster care population:**

### **Alaska Early Childhood Comprehensive Systems Project**

Alaska Early Childhood Comprehensive Systems (ECCS) Project’s primary purpose is to facilitate the building and implementation of statewide comprehensive systems of care that support family and community approaches to promoting positive early development and early school success for young children. This important project is driven by a multi-disciplinary, governor-appointed task force. ECCS’ mission is to promote positive development and improved health outcomes for Alaska’s children prenatal to 8 by creating a culturally responsive, comprehensive and accessible service delivery system that links service providers, empowers families, and engages communities. ECCS focuses on four critical components: health, mental health, early care and learning and family support.

Most recently the ECCS Project has been working with partners to implement strategies for fostering safe and nurturing relationships and mitigating the effects of toxic stress and trauma for infants and young children. This project is using a “collective impact approach” to work with communities. Goals include:

- 1) educating a cross-section of providers, caregivers, families and communities about the critical importance of human development during infancy and early childhood, the impacts of adverse childhood experiences, and their role in the mitigation of toxic stress;
- 2) enhancing early childhood systems focused on creating trauma informed services and improving attachment and early relationships;
- 3) developing projects to screen and monitor for adverse childhood experiences; and
- 4) expanding and coordinating networks of evidence based/informed supports and treatment services for families identified with trauma or risk for trauma.

### **Early Childhood Mental Health Learning Network**

This program is designed to develop/increase expertise in existing workforce about early childhood mental health issues including trauma, diagnosis, and appropriate interventions; and create collaboration between a variety of service providers. The program provides consultation and/or professional development to mental health clinicians, family support workers, and early interventionists through a grant with Anchorage Community Mental Health Services. The focus has been on providing statewide training on the *Diagnostic Classification of Mental Health and Developmental Disorders of Infancy and Early Childhood* (DC:0-3R) which has been approved in Alaska for use with birth through five year olds. Using the DC:03R as a baseline, future training will expand to include a greater focus on developmentally appropriate interventions. On-going, long-distance consultation is provided for professionals around the state who lack adequate support, training and supervision on early childhood mental health issues. The grantees providing the workforce development activities are also responsible for facilitating “Reflective Practice” groups for a cross-section of providers in their committees.

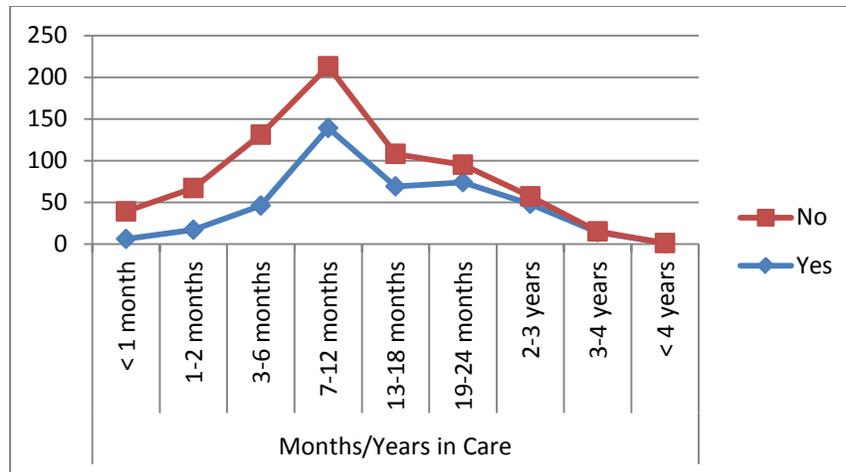
### **Early Childhood Mental Health Consultation**

This program provides early childhood mental health consultation to early care and learning programs in Anchorage, Juneau and Alaska. Consultation is available on two levels- the program level as well as the child level. This program is designed to provide early identification and

intervention for at-risk children and decrease the number of children expelled from their programs due to difficult behaviors. Consultants work with early childhood programs and families to provide environments that support social and emotional development as well as manage challenging behaviors. Young children and families needing additional services are referred to community resources.

## Permanency Data for Children in Foster Care under the age of 5

Number of Children Under The Age of Five with a Permanent Family Identified, April 2014



	Months/Years in Care									
	< 1 month	1-2 months	3-6 months	7-12 months	13-18 months	19-24 months	2-3 years	3-4 years	< 4 years	Grand Total
Count of Potentially Permanent Placements										
Yes	6	17	46	139	69	74	48	14	1	414
No	33	50	85	74	39	21	9	1	0	312
% IN PERM PLACEMENT	15%	25%	35%	65%	64%	78%	84%	93%	100%	57%
Grand Total	39	67	131	213	108	95	57	15	1	726

Source: ORCA April 2014

OCS continues to adhere to the philosophy that timely identification of relatives is a key strategy for enhancing timely permanency for all children, perhaps most importantly, children under the age of five. Over the last year, as described above, new policies, training and tools were provided to CPS workers to aid in the early identification and documentation of relatives.

As of April 2014, OCS has 726 children under the age of five in foster care, the same number as last year. The data above illustrates that currently, 75% of children under the age 5 of who have been in care for 13 or more months have a permanent placement identified (a 4% decrease from last year). Of the 70 children who have been in care for 13 or more months and who do NOT have a permanent home identified, 56% are Alaskan Native. Of all of the children under age 5 without a permanent placement identified, 37% belong to a sibling group of 2 or more children.

Over the last year, the number of relatives identified and completed case plans were tracked for this cohort of children. It continues to be significant that children with 2 or more documented maternal and paternal relatives are more likely to be placed in a permanent placement. The need for current, quality case plans for children continues to be an area for improvement. Only approximately 50% of all children under the age of 5 have a current case plan. It is anticipated that the planned statewide implementation of the Family Services Assessment, with its emphasis on quality case planning for adults and children will impact this growth area.

## Training Plan

**2014 APSR:** All of the same trainings that were provided in 2013 were again provided in 2014. The new worker training, SKILS, was revised based on results of a survey of staff as to their training needs. SKILS has expanded by a week to incorporate the latest focus of OCS – trauma informed child welfare, including the use of trauma screening tools, worker safety and worker resiliency. Additionally, more legal and SACWIS training were expanded.

In late winter, OCS and CWA collaborated to begin a coaching component of training. The coaching plan will start by initially work with new front line workers after they have completed SKILS. The CWA will provide coaching to help with the transfer of learning from the classroom to practice. Once the CWA has provided some initial coaching during the pilot period, the program will be revised based on the feedback from learners and the experiences of the coaches. Alaska’s updated training plan is included in the 2015-2019 Child and Family Services Plan.

## Juvenile Justice Transfers

Calendar Year	DJJ Transfer
2006	2
2007	2
2008	4
2009	3
2010	2
2011	4
2012	3
2013	3

## Intercountry Adoptions

**2014 APSR:** During the past year, the State of Alaska received one report of a disrupted adoption for a child adopted internationally; this child has not entered into custody of OCS. All adoptive families can access support services through the post-adoption support services provided by Office of Children’s Services adoption unit or the “Services for Adoption Support” grant with the Alaska Center for Resource Families.