Pennsylvania Office of Children, Youth, and Families

Child and Family Services Review

Program Improvement Plan

June 2010

I. PIP General Information																				

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State: Pennsylvania

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State PIP Team Members* (name, title, organization) Listed below are the members of the PIP Leadership Team which is comprised of OCYF Leadership and the facilitators, and chairs for each of the PIP development subcommittees. The entire subcommittee that helped to develop the PIP includes over 200 stakeholders from across Pennsylvania.

1. Richard Gold, Deputy Secretary, Office of Children, Youth and Families

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30. Bernadette Bianchi, Exec. Dir., PA Council of Child, Youth and Family Services
31. Mark Davis, Supervisor, SE OCYF Regional Office
32. Hope Rohde, Special Services Mgr, Dauphin County Children and Youth Services
33. Jeanne Schott , Program Development Specialist, PA CWTP
34. Terry Clark, Director of Division of Operations, Bureau of Policy, Programs, and Operations, OCYF

II. PIP Agreement Form (see previous PIP submission)

III. PIP Narrative

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

As indicated by the statewide self assessment and the findings from round two, PA's Child Welfare System has considerable strengths and has improved in significant ways since the last CFSR review in 2002; from the rapid expansion of county-driven quality improvement efforts to the increase of evidence-based practices and state supported initiatives. As a state, PA will continue to build upon its strengths, but this improvement plan will focus on implementation of change at the local level; an enhanced challenge to a county-administered, state-supervised Child Welfare System. We also recognize that sustaining positive and lasting change takes time. Therefore, many of the PIP strategies we are implementing will be carried over into PA's five-year plan so that we remain focused on continuing our efforts and monitoring the impact of these strategies on our outcomes. We worked to develop the PIP and five-year plan simultaneously with our stakeholders who were asked to identify strategies and actions steps that may carry over from the PIP to the five-year plan.

Historically, PA has rolled out a variety of statewide initiatives in the hopes of improving practice. PA's approach in this PIP implementation will include offering a variety of statewide initiatives that are available to all CCYAs. Examples of these statewide initiatives include the Safety Assessment and Management Process, Family Finding and roundtables for sharing best practice ideas. Due to the fact that CCYAs, just like families, have their own individual strengths, needs and dynamics, PA is encouraging counties to implement these statewide initiatives via an individualized approach that is most effective for each particular county. To support the counties implementation of such quality-based initiatives, PA has developed a new Continuous Quality Improvement (CQI) process, which will be one of the primary vehicles to drive change in PA. This CQI process will allow CCYAs to tailor their approach to incorporating statewide initiatives into practice, similar to how child welfare professionals, in

conjunction with the child/family, should tailor each individual child/family's plan. PA is voluntarily choosing to establish a process which is designed to connect existing discrete processes because it is believed that making these connections is necessary to sustaining positive change and a continuous quality improvement process will better allow us to monitor the effectiveness of all the strategies outlined in the PIP and even beyond PIP implementation.

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

This PIP is highlighted by several themes, which will frame our work as we move forward with implementation. These themes include: Quality Practice; Sustaining Change; Child, Youth and Family Engagement; Collaboration; Enhancing Assessments; and Timely Permanence. We developed the PIP matrix utilizing a logic model to help ensure strong connections between findings and desired outcomes. Pennsylvania used the seven CFSR outcomes related to Safety, Permanency, and Well-Being, as well as the Systemic Factors to center our strategies and link them to the findings. This approach acknowledged that adjustments to policy and training are only part of the solution. We have a full array of strategies and action steps related to each theme. The PIP matrix lists strategies related to each outcome, section by section, to better allow for measurement of how each strategy impacts the improvement of the corresponding outcome; yet, the strategies and action steps are interconnected and often build upon one another in an effort to lead to sustainable change. Therefore, many of the action steps included within one particular strategy, impact strategies within other sections of the PIP matrix. It is important to acknowledge the interconnectivity of these strategies, as one strategy's effectiveness can impact the effectiveness of other strategies. Our approach to improving outcomes through sustainable efforts should better assure our ability in improving outcomes for children, youth and families.

In addition to the utilization of the Quality Service Review (QSR) tool, part of PA's measurement of the effectiveness of specific statewide strategies and actions steps outlined in our PIP will be monitored through ongoing licensure of County Children and Youth Agencies (CCYAs). The required licensure inspection will occur annually, but there is the ability to conduct more frequent licensure reviews as needed. The licensure process allows CCYAs to develop a corrective action plan for those areas identified as needing improvement. CCYAs will be offered and encouraged to seek out technical assistance from the collaborative pool of technical assistance providers who are available to offer support, education and guidance. These corrective action plans will be utilized as part of an individual county's plan for monitoring their system's performance in improving outcomes for the children, youth and families that they serve.

In addition, the corrective actions plans will be monitored from a statewide perspective to determine trends related to those practice performance areas that need to improve statewide.

Pennsylvania will submit quarterly updates to the PIP matrix, as well as, semi-annual data reports during the two year PIP implementation period.

Quality Practice

Our foundational strategy for quality practice is implementation of the PA practice model. The practice model establishes the foundation for our continuous quality improvement efforts. These values and principles were developed through an extensive and collaborative process and will become the cornerstone of our efforts to improve outcomes for PA's children, youth, and families. Our child welfare values are:

Service Excellence**:** Continual efforts will be made to ensure all services and practices are of the highest quality;
Honesty: Showing integrity and principled behaviors, rooted in a shared mission, vision, values, in the way you treat others while recognizing our own biases and challenges;
Accountability**:** Working proactively to accept and promote responsibility for achieving positive outcomes for children, youth, and families;
Respect**:** Acknowledging the worth of every person, treating each with dignity, regard and consideration;
Engagement**:** Involvement of stakeholders, including youth and families throughout all phases of the Child Welfare System, from policy planning to case-related; and
Diversity: To acknowledge and embrace differences as a beneficial tool when engaging others.

These values are the foundation to our approach in working with children, youth, and families in PA. We will promote and celebrate these values in our continual efforts to improve safety, permanency, and well-being for PA's children, youth, and families. We believe how we do our work is as important as the work we do. As such, these values will be demonstrated in our practice principles. Our collaborative group of stakeholders will continue to further define our practice principles over the course of the next few months. Currently, PA's practice principles are outlined as the following:

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

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

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

Cultural Awareness/Responsiveness
• We believe that cultures, beliefs and traditions are important and will be respected, valued, and celebrated.
• We will continue to pursue cultural competence for our work with children, youth, and families and ensure services are culturally relevant.
• We believe children, youth, and families are best served by a system that not only works with, but also respects and enhances their diversity.
• We will ensure community connections are maintained and all work with children, youth, and families is developmentally appropriate.

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

Organizational Commitment
• Organizations who model these principles and values achieve better outcomes for children, youth and families.
• We affirm that leadership must demonstrate a commitment to actualizing these values and principles.

• We believe systems must be inclusive and rely extensively on input from children, youth, and families.

These values and practice principles will provide the framework that supports quality practice in PA; and, therefore will be the foundation of how we evaluate our ability to improve outcomes for children, youth, families and communities through our Quality Service Reviews (QSRs) as part of our continuous quality improvement process. We believe that skilled child welfare professionals who exhibit the values outlined in our practice model will be better equipped and therefore better able to work with families.
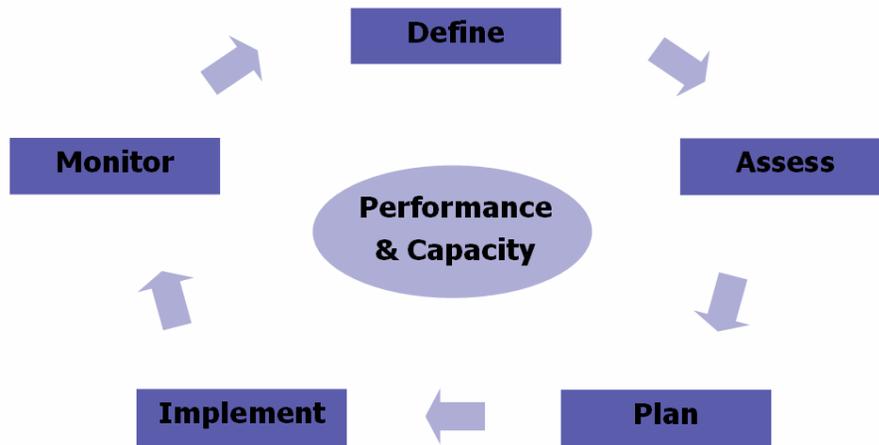
Sustaining Change

The CQI process will be foundationally based on our practice model and standards which define quality practice. Defining quality practice is a key component in shifting PA's quality improvement efforts away from compliance based requirements. We have learned that if quality practice isn't defined, it is too easy to fall back into a compliance based way of evaluating practice. Furthermore, we have learned that "true CQI goes beyond basic compliance and focuses on continuous learning about practice and outcomes" (Casey Family Programs, 2005). For quality practice to be internalized and exhibited at the local level, organizations will need to create an environment in which quality practice is supported. All organizational levels within the Child Welfare System, including state, county and private providers, will need to be committed to improving outcomes for children, youth and families and we must create a system to support this work. We believe that the CQI process being developed in PA will support staff in improving their practice which will ultimately lead to healthy children, youth and families.

Pennsylvania's efforts to implement a statewide CQI process represents a multi-year effort that is reflected in both the two year PIP and the five year IV-B plan. The development of a coherent, effective CQI process at the state and local level began with the Sustaining Change Workgroup who consulted with key state stakeholders and are receiving technical assistance from the Child Welfare Policy and Practice Group (CWPPG) to aid in the development of the CQI process, QSR tool, and how best to implement PA's practice model. Further aid in development of a PA-specific approach includes evaluation of other State's processes and tools. Key stakeholders traveled to Utah to participate in Utah's Quality Case Review to begin to identify which components of the process and of the case review tool would be considered for the development of PA's CQI process. Additionally, we are working with Human Systems and Outcomes, Inc. (HSO) and have conducted a pilot of the case review tool that HSO developed for Indiana and are receiving technical assistance to develop the PA-specific QSR tool which will also be piloted prior to Phase One of CQI.

Additional technical assistance is being requested from the National Resource Center on Organizational Improvement (NRCOI) to assist in implementing change at the local level and PA will also apply the technical assistance being provided by American Public Human Services Association's (APHSA) surrounding organizational effectiveness, which will guide the establishment of a "systematic and systemic approach to continuously improving an organization's performance, performance capacity and client

outcomes."[1] Our CQI process will be strengthened by applying concepts outlined in APHSA's DAPIM™ model. APHSA's DAPIM™ model outlines five main steps: Define; Assess; Plan; Implement; and Monitor.

The *DAPIM^TM* Model: A "Flywheel"

The DAPIM™ model visually depicted above will be the primary vehicle to effect positive change at the local level.

We will now outline how the Sustaining Change Workgroup has begun to define and support this systemic change by outlining PA's approach to Continuous Quality Improvement process. Defining what a system seeks to improve in operational terms means engaging key stakeholders in discussion to strategically identify specific and meaningful issues that system partners are interested in improving. Once those issues are defined, the system then proceeds in assessing the current and desired state or situation. This requires the system to engage in thoughtful discussion about the current strengths and gaps the system has in order to reach the desired state. The locally driven assessment process will therefore be an inclusive process, as we have learned that the achievement of positive outcomes will only be realized when the full resources of a community is garnered. Through formal and informal means, the Commonwealth will support the counties' ability to utilize existing data and other forms of assessment. This does not require the creation of additional assessments for counties, but rather streamlines existing forms of assessment that will better inform strategic decision-making and planning.

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[1] American Public Human Services Association's (APHSA) 2009 Organizational Effectiveness Handbook.

The assessment process will lead to the planning process, which will also be an inclusive process, culminating in the completion of each county's County Improvement Plan (CIP), which will drive the Needs Based Plan and Budget (NBPB). The counties will be developing their own improvement plan based on mutually identified needs of the agency, community and system partners by engaging in a discussion to explore the root causes and possible remedies for the identified gaps. The discussion should lead to the development of commitments and plans that result in the desired improvements to address both rapid and long-term progress.

Successful implementation of these plans will require the county agency to engage key internal and external stakeholders who will actively support the implementation of both quick win action steps as well as the long term plans. Internal strategies will focus on enhancing overall quality assurance while emphasizing the role of the child welfare supervisor in improving outcomes. Externally, the counties will be supported during the implementation of their plan(s) through coordinated efforts of all those external entities providing technical assistance to the county. Work within the Sustaining Change Workgroup has already begun to better define how these technical assistance efforts can become more coordinated and there will continue to be state and local strategic planning sessions surrounding enhancing the coordination of these efforts.

Monitoring plan progress for accountability and on-going adjustments assists the county in determining the impact of the improvement effort. Re-adjustments of action steps and plans can also be developed as needed.[2] During this phase, the county will engage in monitoring activities that allow for evaluation and measurement of progress and impact. The evaluative process will be driven by both internal and external quality reviews. Externally, a PA-specific Quality Service Review (QSR) tool will be utilized to drive the evaluative process. Just as the federal review is a shared process between the state and federal governments, PA's QSR process will be an equally shared process between the state and the local community. Information gathered from the QSR process will include data that will then be applied to improve case specific outcomes while also providing data about agencies systemic issues. The external evaluative processes will validate and complement the internal quality improvement efforts. Internal quality improvement efforts will focus on integrating the evaluative results into daily practice in addition to building capacity to self evaluate. This improved structure and format will enhance the county's ability to support and manage systemic change resulting from the locally driven CQI processes.

In January 2010, a Quality Service Review pilot was conducted using the Indiana Department of Child Service's QSR instrument, an instrument developed in conjunction with HSO. The pilot of the Indiana Tool (March 2007 version) took place in Washington, York, and Philadelphia counties to assist PA in determining the strengths and areas needing refinement regarding both the process and the review tool. As a result of this pilot and the ongoing work of the Sustaining Change Workgroup and the Practice

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[2] American Public Human Services Association's (APHSA) 2009 Organizational Effectiveness Handbook.

Standards Committee, a PA specific tool will be developed in collaboration with HSO. The development of this tool will include a crosswalk of HSO's QSR design, the existing PA QSR and the CFSR tool. The draft PA specific QSR tool will then be piloted in Allegheny and Venango counties in May 2010. Following the pilot and in conjunction with ACF, PA will finalize the PA specific tool as well as the plan for the phased in statewide roll-out of the CQI process.

Full implementation of CQI will be conducted utilizing a phased-in approach across the Commonwealth over multiple years, beginning in October 2010. Implementation will be individualized for each county in collaboration with the regional OCYF staff and technical assistance providers/collaborators that support the county. Although the desired state of CQI is still being defined, implementation will likely have components of training surrounding the practice model, readiness reviews, and technical assistance to move counties and their statewide/regional collaborators through the phases of CQI. To better prepare for more collaborative work amongst various state agencies working with individual counties, there will be training provided to regional teams (inclusive of regionally based representatives from OCYF, CWTP, SWAN, AOPC, ABA, etc.) surrounding PA's practice model, strength-based solution focused interventions and organizational effectiveness efforts utilizing the DAPIM™ approach. In addition to the ongoing discussions that have been and will continue to occur with key stakeholders surrounding the development and implementation of PA's CQI process, OCYF will be disseminating guidance surrounding the CQI process.

Implementation of Phase One and part of Phase Two of the CQI process will occur during this two year PIP implementation. There will be six to eight counties, including Philadelphia County, included in Phase One. These six to eight counties will utilize the PA specific QSR tool to establish PA's PIP baseline during the first year of PIP implementation. Based on the analysis conducted by Hornby Zeller and Associates (HZA), a stratified sample of approximately 100 cases, with approximately 25% of the cases reviews occurring in Philadelphia, will be utilized to establish PA's PIP baseline. The six to eight counties in Phase One will not only provide the foundational data of the PIP baseline, but they will also be the counties we will report on throughout PIP implementation to show how the strategies and actions steps in PA's Program Improvement Plan have enhanced those areas needing improvement. In addition to monitoring the improvements made by the Phase One counties throughout PIP implementation, Phase Two will include the expansion of CQI within six to eight new counties. As outlined above, these six to eight new counties (and all subsequent counties phasing in CQI) will utilize the PA specific QSR based on the stratification of cases established by HZA. Although information gleaned from these QSR findings will be available for ACF review, these findings will not be applied to the measurements associated with the PIP baseline.

Pennsylvania is committed to taking a more comprehensive look at practice within the Child Welfare System by examining the assurance of both compliance and quality. Therefore, a crosswalk of the current compliance based licensing tools and the PA specific QSR tool will be completed to determine how the current licensing process can

be applied more effectively as a resource to improve outcomes for children, youth and families. The crosswalk of these tools and the finalization of a more streamlined compliance tool will be developed in conjunction with collaborative partners, including Phase One counties, with the ultimate sanctioning being completed by the DPW's Office of General Counsel. In addition to this crosswalk, public and private children and youth administrative regulations that need to be revised based on current CFSR findings will also be considered for incorporation, as needed, into the updated licensing tool.

Child, Youth and Family Engagement
Pennsylvania believes meaningful child, youth and family engagement throughout the time of involvement with the family is vital to improving child, youth and family outcomes. At the front end, an improved approach to include more meaningful family involvement through targeted assessments of strengths and needs should better result in more effective in-home service delivery leading to more improved identification of underlying issues and more meaningful service agreements that are owned by families and youth. Our overarching strategy will be rooted in our practice principle of child, youth and family engagement, that families are experts on themselves and meaningful involvement of the child, youth and family lends itself to more effective in-home service delivery. This should result in fewer children entering care, but when placement is necessary, that permanency is achieved in a timelier manner. Improved identification of the underlying issues and root causes of maltreatment will also reduce repeat maltreatment and the cyclical involvement of families with the Child Welfare System. Specific efforts to locate relatives and permanent connections through family finding techniques will be beneficial for all children, not just those children that are in placement.

Our strategies surrounding child, youth and family engagement are intended to provide a significant increase in the number of children, youth and families experiencing meaningful engagement throughout their involvement with the Child Welfare System. Furthermore, this principle supports the location of kin for children, youth, and families so that children and families can have life-long and lasting connections.

We recognize that there are a variety of approaches to engaging children, youth and families throughout the life of a case and we further acknowledge that engagement should be individualized based on each family's needs; therefore, counties will not be required to utilize a specific family engagement strategy as doing so would prescribe what each family needs instead of interventions/services being family-driven. Family engagement strategies, such as Family Group Decision Making, will be encouraged and counties will be expected to select and implement one of the many family engagement models which best meets the needs of the families in their local communities. PA will also develop and adopt its approach to engagement by further defining and building each professional's skills surrounding a teaming approach. In an attempt to better enhance our child/family engagement skills, PA will establish a teaming approach in which all parties providing support and services to a child/youth/family will meet regularly with the child, youth and family so that there can be collaborative discussions in which all parties can share ideas, develop strategies, and work collectively to plan

how to most effectively achieve outcomes to improve family functioning while also monitoring the effectiveness of the plan(s) to improve outcomes.

The establishment of a teaming approach will include an expectation that counties will need to ensure that they are regularly and meaningfully engaging key individuals who are providing support and services for a child and family, including the child and family, to form a working team that meets and plans together to support the family through a change process. In addition, the practice principle of the child, youth and family engagement will be a thread throughout all foundational curricula offered to child welfare professionals. Engagement is a key practice principle which is foundational to our practice model implementation and will therefore be evaluated through the QSR process.

While the majority of our engagement actions steps are included within the well-being section of the PIP matrix, child, youth and family engagement is further supported by the integral part that child/youth/family engagement plays in PA's Safety Assessment and Management Process, which requires the utilization of engagement practices throughout the life of a case. In conclusion, it is important to point out that all of the safety, permanency and well-being outcomes will be impacted through the utilization of positive and meaningful engagement.

Collaboration
Pennsylvania recognizes that successful collaboration requires successful communication. Successful collaboration, as outlined by Child Welfare League of America (CWLA), includes: 1) a willingness to have difficult conversations and hear critical feedback; 2) making room in the conversation for all parties; 3) a willingness to acknowledge and understand the power differential in conversations; 4) a willingness and ability to make change happen; 5) an ability to demonstrate those changes and sustain them over time; 6) a continuous inclusion of new members and broadening of the mission; 7) leading by example; 8) continuous self-reflection and interactive goal-setting; and 9) continuous commitment to the goal. These factors associated with successful collaboration will be applied in working with our key stakeholders and will be supported by our efforts for continuous quality improvement.

One of our key areas of focus will be sustaining our continued collaboration with the Courts. Much work is being done to solidify a strong, comprehensive and substantive administrative collaboration between the judicial and legislative branches that impact abused/neglected children. This collaboration is best demonstrated by PA's Children's Roundtable Initiative, the communication and planning structure for all Dependency Court Improvement efforts. At all levels of the Children's Roundtable Initiative, child welfare professionals and legal professionals are working to enhance the overall experience of children and families they serve by implementing strength-based, solution focused system change.

The State Roundtable identified two key documents needed to memorialize the commitment of the PA Courts to the children, families and community they serve along

with specific social service and court related practice reforms. The documents include the Mission and Guiding Principles for PA's Child Dependency System and the PA Judicial Dependency Benchbook. The practice reforms are crystallized in the ongoing PA Permanency Practice Initiative (PPI). Both documents, as well as the PPI, are consistent with PA's Practice Model.

The PA Judicial Dependency Benchbook will support many of the PIP strategies including, but not limited to, front-loading services, considerations for placement to ensure that siblings are placed together (and review of why siblings are unable to be placed together if so warranted), consideration for the least restrictive environment, compelling reasons, and consideration of kin to be identified as the most ideal placement resource. Specific items outlined in the Benchbook include: the Safety Assessment and Management Process; permanency and concurrent planning; Family Group Decision Making; siblings being placed together; children/youth remaining in their home school district whenever possible when in the child/youth's best interest; and expedited case reviews. The PA Judicial Dependency Benchbook will provide a comprehensive resource for Juvenile Dependency Court judges.

The PA Permanency Practice Initiative (PPI), which began with the implementation of Phase One in March 2009, also supports collaboration, as well as several of the strategies outlined within the permanency section of the PIP matrix. Components of PPI, which are strategies meant to improve timely permanence and reduce re-entry, include: Three month court reviews, Children's Roundtables (local leadership and oversight team), Common Pleas Case Management System Dependency Module, Family Finding, Family Group Decision Making, and Family Development Credentialing. PPI county staff, including the Dependency Court Judge and Child Welfare Administrator, are required to receive training in all practice areas of the initiative to better understand and in so doing, better lead local reform. PPI Phase One counties include: Allegheny, Blair, Butler, Carbon, Chester, Dauphin, Jefferson, Lackawanna, Lehigh, Northampton, Snyder, Venango, Washington and York. Phase Two of PPI is currently being implemented in the following counties: Forest, Warren, Armstrong, Cumberland, Adams, Indiana, Franklin, Fulton, Tioga, Bucks, Luzerne, Clinton and Montgomery. Phase Three of the PPI is anticipated to begin in late 2010, with counties yet to be selected, but PA is committed to continuing the dialogue that is already occurring to determine if Philadelphia County will be part of Phase Three.

In addition to the PPI efforts, the state roundtable is also looking at the need to engage all family members, especially fathers. A committee of the state roundtable will begin to explore best practices surrounding the need to improve efforts to engage fathers. The subcommittee will identify both national and statewide best practices and then provide a written report of recommendations to be shared with the state roundtable. At which time, best practices will be approved and disseminated to leadership roundtables to be shared with all county children and youth agencies (CCYAs) and local roundtables.

Another significant strategy outlined in the PIP matrix to address timely permanence will include a training plan for Guardian Ad Litems, which will be implemented and led by

the AOPC. Again, selected as a priority by the State Roundtable, a GAL training development committee is being assembled with the overarching goal of creating and implementing a comprehensive training curriculum for new and current GALs. This committee includes current GALs, Dependency Court Judges, and child welfare professionals and will rely heavily upon the pending Judicial Dependency Bench Book**.**

Another example of collaboration, in addition to those that have been outlined specific to the Courts, includes teaming with the Educational and Juvenile Law Centers regarding the development of a screening tool to assist in assessing whether the educational needs for children and youth are being met. OCYF will continue to meet with the PA Department of Education (PDE) on reviewing and resolving educational concerns. The Statewide Adoption and Permanency Network (SWAN) will also collaborate to provide web-based/videotaped training surrounding the Fostering Connections to Increasing Success and Adoptions Act, in the hopes of ensuring that local education agencies and child welfare professionals are working to collaboratively support the educational needs of children and youth.

Counties across the state currently demonstrate varying degrees of coordination between the child serving systems of child welfare and juvenile probation and therefore have different strengths and barriers to implementation of shared case responsibility. The Shared Case Responsibility bulletin, which details the roles and responsibilities of the partnership and management of shared cases, will be issued in order to improve collaboration between CCYAs and Juvenile Probation Offices (JPO). Regional conference calls will be held to identify county-specific needs, which will guide the technical assistance that will be provided.

In addition to the collaboration with AOPC, the Educational and Juvenile Law Centers, and JPOs, PA also plans to embark on the establishment of a more coordinated network of technical assistance providers. Pennsylvania is committed to enhancing the collaboration amongst: OCYF, CWTP, SWAN, AOPC and ABA. By establishing more coordinated communications and interventions amongst these entities, counties will receive a more comprehensive support network that will better allow them to enhance their practice. Establishment of this network of collaboration will begin with the gathering of statewide representatives from the above-referenced technical assistance providers in July 2010. The focus of this meeting will be to assess how best to plan for and implement a coordinated approach to providing technical assistance, surrounding our continuous quality improvement efforts, so that we can improve practice and sustain positive change in improving outcomes for children, youth, families and communities.

Additionally, Pennsylvania has a well established tradition of strong county-based, categorical human service programs. The mental health, child welfare, and juvenile justice systems have developed sophisticated and complex programs and many use state of the art practices. However, the systems invariably struggle to meet the needs of youth that are involved in multiple systems. Youth and their families have told us that they want the systems to work together, and to be genuine partners in their own treatment.

Collaboration with cross systems partners will be enhanced by the Pennsylvania System of Care Partnership which will develop systems of care in fifteen counties over the next six years to serve youth age 8-18 that have serious mental health needs and are involved in child welfare or juvenile justice, especially those that are in or at risk for residential placement. The System of Care Partnership will transform the current categorical and fragmented service delivery approach into a comprehensive community-oriented delivery system.

A State Leadership Team comprised equally of youth and family representatives and top officials from Mental Health, Child Welfare, Juvenile Justice, and the Governor's Commission on Youth and Families, will be responsible for the Pennsylvania System of Care Partnership. The Pennsylvania System of Care Partnership is a financing partnership as well as a structural and program partnership. Funds from the mental health, child welfare, and juvenile justice systems, as well as local resources, will be brought together to better serve and support multi-system youth and their families.

Equal youth, family and professional governance structures will also be established in the Partner Counties. The Youth and Family Training Institute will support, monitor, and evaluate the System of Care development in the counties. Fifteen counties will be identified over the six year grant period on the basis of need, commitment, and readiness and will establish the infrastructure to build systems that work together with the youth and family, integrate professional services, and utilize the natural supports that exist in the families and communities throughout Pennsylvania.

<u>Enhancing Assessments</u>
Our foundational strategy for enhancing assessments is to expand upon our state mandated assessments by providing resources and support to improve the quality of our assessment skills so that we can better assess underlying issues that are present with the children, youth and families involved with the Child Welfare System. Key action steps related to this theme can be found in the Safety and Well-being sections of the PIP matrix. The main strategies include: the release of the assessment and planning toolkit and facilitated discussion guide so that agencies can facilitate quality assessments of underlying issues when working with families and children; evaluating our early intervention screening for children 3 and under; the development of an educational screening tool to be used statewide that will be utilized to assess whether children/youth's educational needs are being met; and ongoing work with the National Resource Centers to assist with the implementation of the Safety Assessment and Management Process (SAMP).

The PA Safety Assessment and Management Process (SAMP) was developed in collaboration with the Action for Child Protection, Inc., National Resource Center for Child Protective Services (NRCCPS). The process will help move PA beyond incident-focused investigations, require greater engagement of all family members, and guide assessment of safety threats and caregiver protective capacities to improve safety planning. This process is grounded in our child welfare values and principles. With the

implementation of this new process comes a paradigm shift in safety assessment practice. Some of these paradigm shifts include: a shift from allegation-based investigation/assessment to an information-based, analytical approach; a shift from compliance-based Family Services Plans to change-based, individualized, behavioral-specific plans; and understanding that safety is the responsibility of all staff regardless of their role and function within an agency – that is, safety concepts and practice provide the focus for all interventions.

The purpose of SAMP is to assure that children are protected from harm. Safety assessments, conducted by child welfare professionals, are completed throughout the entire case process beginning with Child Protective Services (CPS) and/or General Protective Services (GPS) investigations/assessments through to case closure. The primary purpose of this process is to ensure that caregivers have the necessary protective capacity to protect the children in their care. The implementation of SAMP has been divided into four phases: In Home Safety Assessments, Out-of-Home Safety Assessments, Congregate Care Assessments and Older Youth Assessments.

In Home Safety Assessments are currently completed at every contact in conjunction with other assessments, including risk assessments. While risk assessments focus on the likelihood (chance, potential, or prospect) of future child maltreatment, In Home Safety Assessments focus on threats that are occurring now or in the near future. When conducting an In Home Safety Assessment, child welfare professionals gather information to determine whether or not there are active present or impending danger safety threats. Information that is gathered to inform safety threat identification is centralized around six assessment domains: type of maltreatment; nature of maltreatment – surrounding circumstances; child functioning; adult functioning; general parenting; and parenting discipline. Once threats are identified, child welfare professionals determine what protective capacities, which are currently either diminished or absent, need to be enhanced through services (detailed on the Family Service Plan) in order to mitigate the identified safety threats. Child welfare professionals then analyze the existing safety threats and protective capacities to determine the level of intervention needed to control the safety threats and to inform the safety decision. There are three safety decisions associated with the In Home Safety Assessment: Safe, Safe with a Comprehensive Safety Plan and Unsafe. The latter two decisions require the development of a safety plan inclusive of specific interventions that are available and immediately accessible to control identified threats. Once a safety plan is developed it is necessary to continue to monitor the plan for its effectiveness. When a child is determined to be unsafe in their own home, child welfare professionals are required to petition the court for custody and placement in an out-of-home setting.

The Out-of-Home Safety Assessment and Management Process was developed by the Out-of-Home Care Committee, a partnership between county caseworkers and supervisors, staff from OCYF and the CWTP, private provider representatives, and Action for Child Protection, Inc. NRCCPS. The counties and private provider representatives involved with the development and who are the most familiar with the

process will also serve as our innovation zones. These innovation zones (Elk, Philadelphia, Montgomery, Bucks, Berks, Chester, Cambria, and Crawford counties) will not only test the effectiveness of the process but also aide in any necessary clarification of policy and practice guidelines which have been created to support Out-of-Home Safety Assessments. Following the efforts with the innovation zone counties, focus will shift to preparing and training the remaining county safety leads. The training of county safety leads will be provided by CWTP with the support of OCYF and the Out-of-Home Care Committee. County safety leads, as with the implementation of the In Home Safety Assessment process, will then train all of the direct service professionals. This implementation model works to ensure that the expertise is contained within the county.

When a child is placed in an out-of-home setting, it is still necessary to assess safety. Out-of-Home Safety Assessments, also conducted at every contact, are completed to determine if the child is safe in the out-of-home setting. The process of completing an Out-of-Home Safety Assessment parallels In Home Safety Assessments. Child welfare professionals gather information on four of the six information domains: child functioning, adult functioning, general parenting and parenting discipline. When information is gathered effectively there should not be any information pertaining to the other two information domains; type of maltreatment and nature of maltreatment. As opposed to safety threats, the Out-of-Home Safety Assessment includes safety indicators. Child welfare professionals assess whether or not each indicator is positive, concerning or negative and then completes an analysis of information to reach one of two safety decisions: safe or unsafe. The analysis also helps to determine if additional supports may be needed for the child or out-of-home caregiver/family members.

Even though a child is placed in an out-of-home setting, it is still necessary for child welfare professionals to complete In-Home Safety Assessments. These are completed as if the child was in the home to determine if the conditions that caused the safety threats are still active or if enough change has occurred (e.g. enhanced protective capacities) to eliminate the safety threat or to allow for a in-home safety plan. SAMP reinforces the practice of planned reunification. This practice includes engaging the in home caregivers to understand what needs to happen to have their children returned home and then to identify supports and/or safety interventions that could be put in place to help caregiver's and children once they are returned home. Emphasis on planned reunification should lower the number of children who re-enter care since the underlying causes of the safety threats have been addressed.

An integral part of Out-of-Home SAMP is quality visitation between the child welfare professional and child and the out-of-home caregivers/family. Frequent, quality visits, help the child welfare professional to engage the child and out-of-home caregivers and to gather information needed to ensure the child remains safe and his/her well-being needs are met. The information gathered is also critical to reduce the likelihood that the child will be abused/neglected in the out-of-home setting. Quality visitation action steps are outlined in the Well-being section of the logic model matrix. Key action steps associated with this strategy surround consultation with the NRC regarding identification of evidenced based practices related to quality visitation, surveying counties to gather

information related to caseworker visitation, and the development of a field guide based on these recommended practices. The information related to quality visitation will be rolled out in conjunction with the Out-of-Home Safety Assessment and the monitoring of this implementation will be measured through QSRs. It is also important to note that there will be further development of a field guide to expand the concepts surrounding quality visits with children who remain in their own home with their caregivers.

The final two phases of the implementation of SAMP relate to assessing children and youth in congregate care settings and assessing the safety of older youth. Prior to implementation of these types of assessments, consultation from Action for Child Protection, Inc. NRCCPS and the NRC for Youth Development will take place to determine the best methods for conducting these types of assessments. It is logical that the framework identified in both the In Home and Out-of-Home Safety Assessments (information gathering, assessment, analysis, decision-making and planning) will also apply to congregate care and older youth safety assessments, but during PIP implementation, the strategies pertaining to assessment of children/youth in congregate care and assessment of safety for older youth will include technical assistance consultation to gather recommendations.

Each phase of SAMP is reliant on good social work practice and is congruent with family-centered and strength-based, solution-focused practice. Child welfare professionals need to be able to engage family members and supports, and other systems and community partners. Supervisors play a vital role in SAMP, as they play a critical role in ensuring that enough information is gathered, regardless of the type of assessment, to make informed decisions about child safety, the need for placement, and to determine if a child can be reunified. Supervisors also play a vital role in ensuring that the necessary protective capacities and any moderate or high risk factors are addressed in the Family Service Plan and/or Child's Permanency Plan. This oversight works to guide reunification efforts and other casework decisions. In addition, the supervisor helps to clarify for the worker the policies, procedures, and related intervals provided by OCYF for each component of SAMP. Supervisory support sessions will be held regionally to support supervisors and their workers in the implementation of SAMP, including technical assistance surrounding practice examples shared by supervisors.

In conclusion, it is important to reiterate that PA's SAMP will have a direct correlation to improving our safety outcomes; furthermore, it is believed that SAMP will impact Well-Being outcomes as well, as this practice includes the utilization of engagement strategies, enhanced assessments that focus on reported allegations as well as underlying issues, the caregiver's protective capacities and the safety analysis which leads to a safety decision and ultimately connects to effective service planning and appropriate service interventions to mitigate safety threats.

Due to the implementation of the new SAMP, PA plans to conduct further research and evaluation to assure that the approach to assessing safety supports the current Risk Assessment practice. We are committed to doing an independent review of the

application of SAMP to identify strengths as well as any gaps in the practice of assessing the child's safety (including the information gathering, assessment, analysis, decision making, and/or planning) so that PA can strengthen the quality of the Safety Assessment process. This independent review may take a closer look at the Risk Assessment process and whether based on the new process, Risk Assessment is still something that should be considered, or whether risk assessment is something that is currently engrained in the expanded and revised SAMP.

Pennsylvania is also looking at ways that caseworkers and supervisors can gain greater insight into underlying issues that children, youth and families are facing. Therefore, in addition to the state mandated assessment tools (Safety Assessment, Risk Assessment, and Ages and Stages Screening tools), we will be releasing a variety of supplemental and user-friendly screening tools, that can be utilized throughout the life of a case, which will guide child welfare professionals in gathering additional information about children, youth and families. The hope is that these tools will provide more comprehensive information about the child, youth and family circumstances so that child welfare professionals, in collaboration with the family and other service providers, can more effectively and efficiently plan to address all areas of need so that the family can receive appropriate services that will lead to safe case closure.

Timely Permanence
Our approach to improving the timeliness of permanence relies on the engagement of all stakeholders within the Legal and Child Welfare Systems. We acknowledge that the achievement of positive permanency efforts requires the meaningful collaboration between child welfare agencies in cooperation with other partners including the Courts and the other partners within the child welfare community, as well as the children, youth and families being served. Key action steps outlined in the PIP matrix include: development of training for Guardians ad Litem; county specific increases in the frequency of Court reviews; providing training on Family Finding; expanding the use of paralegals; promoting the effective use of SWAN services; and establishing policy and best practice surrounding permanency planning and concurrent planning.

The approach to establishing timely and appropriate goals and achieving permanence will be supported by strategies that occur throughout the life of a case. For example, reentry is a well-identified area of concern for PA. One of our key strategies to reduce reentry is ensuring that we address the underlying issues of children, youth, and families. The strategy of addressing underlying issues is primarily housed in safety and well-being, but is connected to safely reducing the number of children/youth returning to our system. Furthermore, while the permanency section of the PIP matrix outlines several Court specific strategies surrounding the establishment of timely and appropriate goals, many of the family engagement and assessment strategies outlined in the logic model will also play an integral role in establishing appropriate goals in a timely manner. By engaging families and collaborating with service providers working with the family throughout the life of a case, all key players will partner on a consistent and ongoing basis to identify the safety threats, underlying issues, and service needs

that are present; consequently, the team will be better positioned to identify appropriate goals in a timelier manner.

Concurrent planning is one aspect of strong permanency planning which PA has also built strategies around. While implementation of concurrent planning will be phased in across the state, legal and child welfare professionals will be trained in and expected to follow permanency best practices such as:
- Frontloading services to parents and families;
- Up front action in cases to lay the groundwork for any permanency outcome (such as collecting necessary documents);
- Full disclosure to parents from agency and courts;
- Finding absent parents;
- Working with parents to engage extended family; and
- Training these professionals about their roles and responsibilities to ensure permanency for children.

Our approach to improving timely permanence through effective concurrent planning begins with establishing policy and best practice related to permanency planning and concurrent planning to include statewide training, technical assistance, and transfer of learning. We will be receiving technical assistance from the National Resource Center for Permanency and Family Connections and the National Resource Center on Legal and Judicial Issues to assist in: framing concurrent planning within permanency planning for policy development, reviewing current concurrent planning curriculum and suggesting revisions, providing guidance specific to county implementation of concurrent planning in a state-supervised/county-administered state, assisting in identification of training and implementation strategies that are successful with the courts, and identifying resources and ways to evaluate the effectiveness of the practice.

We will convene a multi-disciplinary workgroup that will begin by surveying stakeholders including public and private child welfare agencies, the courts, youth, birth parents and resource families to determine how concurrent planning is currently being defined and implemented and what barriers exist. The results of the survey and national research will inform our policy development and training revisions. A critical piece of this will be the development and implementation of trainings/TA/TOL for members of the legal system regarding the roles and responsibilities of the Courts in the concurrent planning process. Once the policy and trainings are finalized, we plan to proceed with statewide implementation of Concurrent Planning.

Pennsylvania was one of six states selected to participate in the National Governor's Association Center for Best Practices Policy Academy on Safely Reducing the Number of Children in Foster Care which aims to reduce the number of children in care, decrease the length of stay for those in care, improve permanency outcomes, and create a plan for sustaining these efforts. The Policy Academy offers state teams, made up of representatives from governors' offices, state child welfare agencies, other relevant state and local agencies and stakeholders, the opportunity to work with national

and state experts to improve outcomes for children and youth who come to the attention of the Child Welfare System. Participating states are expected to:

- Improve their understanding of the state's child welfare data trends and what drives those trends (i.e. re-entry rates, timely establishment and achievement of permanency);
- Improve collaboration among mental health, substance abuse, child welfare and other systems;
- Develop a plan that identifies outcomes the system wants to achieve and strategies for achieving them, specific action steps with timelines for moving forward and a plan for tracking progress and measuring success; and
- Identify new, increased or redirected funding to support and sustain this work.

Pennsylvania identified the following goals for NGA: Increase safety, reduce reliance on out-of-home care, improve permanency, and reduce re-entry. The following strategies were identified to achieve these goals: strategic decision-making, Family Group Decision Making, Family Finding, increasing community supports and programs by implementing an ideal service array, and continued partnership with PA courts.

The American Bar Association's (ABA) PA Barriers to Permanency Project continues to work with county judges, hearing masters, solicitors, county administrators and county staff to improve legal outcomes specific to their county. The project assists CCYAs in identifying barriers to timely and successful placement and achievement of court ordered permanency goals. Each participating county agrees to participate in the project for two years and also has the option of requesting an extension of services for up to one year. Of the original 14 counties who agreed to participate in this project, 13 counties have completed the project and have reported improved outcomes from their involvement with the project.

The most significant improvement was an average reduction of the amount of time children spent in foster care in those counties that participated in the project. On average, in the 13 counties that completed the project, length of stay in foster care was reduced by eight months. Other important outcomes that were reported include, but are not limited to, the following:

- a reduction in the number of children who re-enter foster care;
- a reduction in the number of children who re-enter foster care;
- clarification on the identification of appropriate permanency goals for children;
- increased use of diligent search methods; and
- an increase in education and training opportunities for agency staff.

The number of counties involved with the ABA Barriers to Permanency Project will expand during PIP implementation. In addition, there will also be an expansion of the number of counties utilizing paralegals as part of the Legal Services initiative (LSI).

Other strategies outlined in the PIP also include efficient utilization of SWAN units of service to enhance timely permanence. These units of service include:

- Child Profiles – a comprehensive summary of the child's history based on the review and assessment of the child's life that is completed to assist in identifying a permanent family, strengths and risk factors, and also offers a collection of information on the history of the child;
- Child Preparation – services to help children work through the difficulties that can often become barriers for them in finding a permanent home;
- Child-Specific Recruitment (CSR) – services to identify adoptive resources for children in the custody of a county agency including all activities used to identify an individual or family who is interested in adopting or providing permanency to a specific child including the development and implementation of the written child preparation plan for the planning and preparation of the child for permanent placement;
- Child Placement – physical relocation of a child into a pre-adoptive living situation;
- Adoption Finalization – services provided to the child, the adopting family and the county agency for finalization of adoption;
- Post-Permanency Services – services to support the child and family after permanency has been achieved (whether adopted from the Child Welfare System or not) These services include families who have provided permanency to children from the Child Welfare System as Permanent Legal Custodians or Kinship Care providers; and
- Family Profiles – services to families interested in providing permanency for children, which is available to all permanent families that now include kinship, permanent legal custodianship and adoption.

<u>Training</u>

The PA Child Welfare Training Program (CWTP) has recently undertaken a strategically planned reorganization of its program. The purpose of the reorganization was to realign the current level of resources to best meet the changing demands of stakeholders and funders. The CWTP, not unlike those it serves, needed to be better positioned for a very dynamic environment to better respond to and produce both products and supports in a timely fashion. The new structure will allow CWTP to measure and demonstrate the impact of interventions in a more meaningful way. The approach to restructuring was grounded in the commitment to examine the strategies employed to achieve desired outcomes. Therefore, both the mission and vision statements were examined.

CWTP has redefined its mission to be a national leader in advocating for an enhanced quality of life for PA's children, youth and families. In partnership with families, communities, public and private agencies, CWTP's mission is to prepare and support exceptional child welfare professionals and systems through education, research, and a commitment to best practice. The vision of CWTP is that every child, youth, and family experiences a life rich with positive opportunities, nurturing relationships, and supportive communities. CWTP has adopted the values that are the cornerstone of efforts to improve practice and the new structure will reflect the principles clearly articulated in this PIP and demonstrate a commitment to continuous quality improvement.

The Organizational Effectiveness Department has been reorganized into regional teams and this structure aligns with system partners at the regional OCYF offices, as well as with other regionally structured technical assistance providers. This reorganization will allow for a more coordinated manner of providing support to the counties. The same intention was designed for statewide work being done within the Statewide Quality Improvement Department, which utilizes a project management approach in responding to and connecting separate initiatives. CWTP is committed to measuring outcomes and playing a connected role in the continuous quality improvement process, and will model the continuous quality improvement practice that will be occurring in the counties and at the State. This enables CWTP to utilize all resources focusing on individual's strengths to accomplish our goals.

CWTP and other training and technical assistance providers will take varied approaches for the delivery trainings offered throughout the Commonwealth. The development of training will be geared toward target audiences, but there will be a collaborative discussion amongst training and technical assistance providers about the content pieces that need to be delivered. There will be opportunities to test curricula content through "innovations zones," while at the same time allowing child welfare professionals the opportunity to practice building the skills associated with the content area. In addition to regular classroom training, there will be opportunities to expand the delivery of curricula content via video conferencing, online curricula, and facilitated discussion conducted on-site with child welfare agencies. ENCOMPASS is CWTP's database that will capture information about the training audience and what trainings were held.

CWTP will continue to develop, revise, and evaluate curriculum to assure that the values and practice principles established in our practice model are incorporated. In addition, through the implementation of a quality assurance process, the curricula content will be consistent with current research and relevant to practice. Curricula content will continue to promote knowledge, awareness and skill development associated with the values and practice principles outlined in PA's practice model by supporting casework practice that promotes the safety, permanence, and well-being for children and their families.

<u>Practice Change Agents</u>
Pennsylvania acknowledges and wants to support the critical role that supervisors play as practice change agents as child welfare supervisors are pivotal in identifying and supporting the need for organizational and practice change as well as evaluating progress toward positive outcomes for children, youth and families. This critical position also places supervisors in a role in which they must identify policy issues and needs, while at the same time promoting and advocating for change. It is then leadership within an organization that must support and advocate for positive change. Leadership within child welfare organizations will also need to gather information from their supervisory staff members, who directly observe the degree to which agency systems, services, and operational structures either facilitate or detract from efficient and effective service delivery. Leadership and supervisory teams are therefore in a strategic position to be key change agents who must balance their role of influencing county and state

administration to make change, as well as to influence caseworkers to support organizational and practice change.

Due to the significant role that supervisors play, it will be necessary to provide supervisors, at all levels of experience, with adequate support. Therefore, PA is focusing one of our immediate outcomes within the systemic factors section of the PIP matrix on how we can better increase the skills and knowledge of supervisors. Furthermore, several of our strategies and actions steps throughout the PIP will include a supervisory component in an attempt to further support the supervisors in their role as practice change agents.

Pennsylvania will focus on the enhancement of our foundational curriculum, the Supervisor Training Series (STS), which will incorporate content focused on the transition of a practitioner to a supervisor and be designed to deepen supervisors' knowledge, enhance their problem-solving and assessment skills and address emerging practice, policy and organizational issues. Areas of content will focus on: administrative, educational and supportive supervision; use of data in decision-making; leadership styles; time management and organizational skills; strength-based, solution focused supervision; conflict resolution strategies; managing complex change; managing difficult people; use of progressive disciplinary procedures; monitoring, reviewing, and evaluating performance; and supervising methods focused on quality and compliance.

In addition to the enhancements being made to the foundational curriculum for supervisors, supervisor support sessions will also be held. These forums will provide opportunities for supervisors to receive additional knowledge and support related to various practice issues including practices areas such as SAMP (as outlined in the safety section of the PIP matrix) and concurrent planning (as outlined in the permanency section of the PIP matrix). These educational and supportive sessions will be rooted in our practice model and may include training as well as facilitated discussion centered on practice and policy issues in addition to providing an atmosphere in which supervisors can provide peer support to one another. These practice areas will be more reality and skill based and therefore connected to the overall improvement of outcomes for the individual child and family system as opposed to being general concepts that are initiative-based. These forums will be held regionally at least quarterly and the focus will be developed in conjunction with supervisors from the field. It is believed that offering regionally based sessions will provide a supportive peer network for supervisors within the same region. In addition, statewide supervisory events will also be held regionally and biennially.

Pennsylvania's redefined continuous quality improvement efforts and redesigned Qualitative Service Review (QSRs) process will provide an opportune venue for supervisors to actively take action in their role as practice change agents. Supervisors will be asked to be involved in the QSR process, both as participants and reviewers. The QSR tool and process will be a resource that will allow agencies to take an in-depth look at individualized child/family situations while also evaluating the system's

interactions with that child/family. Consequently, the QSR tool can be a powerful instrument that supports the supervisor's ability to assess staff's frontline practice while also giving supervisors information so that they can address a supervisee's areas of strength as well as areas of practice that need improvement. This will ultimately lead to improved outcomes for children and families. Finally, in an attempt to further support supervisors in their role as practice change agents, a guide for supervisors will be developed to assist them in balancing the regulatory requirements and best practice efforts that are to be supported by supervisors in their case consultation with frontline staff, by focusing on quality-based supervision. This guide will include an array of practice areas, but will connect to those specific areas in which PA needs to show improvement, including: assessment of a child/family's underlying issues; practice surrounding SAMP (In home and Out-of-Home); utilization of family engagement strategies; teaming with all key partners connected to the case; establishment of timely and appropriate goals for children/youth; achievement of timely permanence to include permanency throughout the life of a case (especially at the front end) and utilization of kin as a permanency option; concurrent planning; quality visitation; and establishing and maintaining family relationships and connections.

Statewide Information System

In January of 2008, PA procured vendor services to conduct a Feasibility Study and Alternatives Analysis that would determine how best to move forward with an automated system that would meet federal, state and county business needs. The outcome of this feasibility study and alternatives analysis culminated with the development of a strategic plan for successful implementation of a technology solution that will result in real or near real time statewide data. The implementation of the strategic plan will occur over multiple years using a phased approach, thus extending beyond this two year PIP and into our five year state plan. The initial phase of the plan includes activities that will improve federal reporting, allow for tracking of GPS information across counties, and provide a case management system for all counties while the state procures the necessary services to fully plan for and implement the long term strategy. The procurement activities will occur throughout 2010 and it is estimated that a vendor will begin work in April 2011 to assist us in the long term strategy. These long term activities will be included in a multiple agency Advanced Planning Document to ACF that will request approval for an enterprise approach to meeting the information technology needs of the multiple agencies, including OCYF, within the Department of Public Welfare. Goals of both the long term and short term strategies include leveraging existing technology investments for faster results at lower costs, lowering long term maintenance costs, expediting compliance with federal reporting requirements, and capitalizing on economies of scale.

To gain approval for the "interim" activities that will occur over the next two years PA submitted an Implementation Advanced Planning Document (IAPD) to ACF in March 2010, but this document will be retroactive to January 2010. The activities outlined in the document include:

- Implementation of the Department's Master Client Index (MCI) - OCYF and CCYAs will obtain a unique ID for all children involved in the child welfare programs. OCYF and CCYAs will begin to use the MCI, which will allow us to search for children already known to DPW, or register new children in MCI. The use of the MCI will provide one statewide unique identifier across all counties and will improve our AFCARS and NCANDS reporting. The MCI service will also provide information to counties that identifies if a child has had prior involvement with other DPW agencies or CCYAs, which should improve initial assessments of child safety and service needs.

- Implementation of automated case management systems in all counties - OCYF will support counties in the operation and maintenance of sustainable case management systems that will, as part of the long term strategy, become interoperable with a statewide child welfare database. Counties with unsustainable systems or no system will transition to one of the approved systems over the next two years. The Alternatives Analysis identified the Child Accounting and Profile System (CAPS), a system currently used by 17 counties, as the preferred system for small to medium counties. Allegheny County is in the final stages of implementing a SACWIS transfer system from Washington D.C. that may be considered for larger counties.

One of the first steps in the long term plan will be to develop a statewide data dictionary to establish clear and consistent definitions for shared data elements. This activity will begin in July 2011, approximately three months after the planning and application support vendor comes on board. This vendor will also assist the state in the collection and validation of detailed functional requirements for the long term interoperable system. Although these activities should be completed around the same time as the PIP, this will be dependent upon federal and state approvals of the procurement and project schedule.

CCYAs and other child welfare stakeholders have been included in the governance structure and project activities throughout the Feasibility Study and Alternatives Analysis to ensure that child welfare practice needs are at the forefront of solution identification and planning. This partnership with CCYAs will continue into the next phase of the project through the governance structure and frequent communications. CCYAs are included as stakeholders on the Systems Advisory Team and will be members of a sub-project team that will focus on the county systems maintenance and implementation to ensure alignment with and acceptance of the long term strategic plan. OCYF has joined the CAPS governance team to provide support and direction for current CAPS users and for those counties transitioning to CAPS. As the primary users of the MCI service, CCYAs will participate in project activities such as requirements, implementation planning, and user testing.

Although not all of the steps of our strategic plan, specific to our Statewide Information System, will be accomplished during the two-year PIP, PA is committed to following through with each step as indicated in our five-year plan. During the quarterly PIP

updates that PA submits to ACF, specific action steps contained within the IAPD may be added to the PIP, as needed.

Philadelphia Department of Human Services

Philadelphia encompasses PA's largest metropolitan area and therefore serves the largest population of children, youth and families. Due to the fact that Philadelphia County serves the largest population of children/youth in the state, it is important to target strategies for children/youth served by Philadelphia Department of Human Services (DHS). The PIP matrix includes Philadelphia specific strategies and action steps, based on our statewide self assessment and onsite findings, which were developed through collaboration amongst both internal and external stakeholders. In addition to the Philadelphia specific strategies outlined in the PIP matrix, Philadelphia will also be included as responsible parties whenever CCYAs are listed, as CCYAs reference all 67 counties in the Commonwealth of PA.

Representatives from Philadelphia have been involved throughout the development of the Statewide Self Assessment, the onsite review process and the development of the PIP. Philadelphia DHS' mission is to provide and promote safety, permanency and well-being for children at risk of abuse, neglect and delinquency. DHS is committed to carrying out their mission by empowering families and their communities, improving their performance management and accountability processes, and collaborating with system partners to improve outcomes for the children and families they serve. Major priorities include but are not limited to the following:

- Reduction in out-of-home placements annually;
- Decrease in out-of-state placements;
- Continued utilization of the safety model of practice and DHS' In-Home Services Continuum of Care;
- Expanding the use of Family Group Decision Making (FGDM);
- Carrying out the major initiatives of the Division of Performance Management and Accountability, which include the:
    - Development of a performance management system;
    - Development of random case file review process;
    - Streamlining and integration of agency databases;
    - Development of electronic case management system;
    - Review and reform of provider evaluation instruments and standards;
    - On-going development and refinement of the ChildStat program; and
    - Collaboration with Family Court and the City's Department of Technology with data integration;
- Developing an Education Support Center;
- Continuing the alignment of prevention services;
- Maintaining a partnership with Family Court in an effort to improve service; and delivery and outcomes for children and families through the following initiatives:

The Family Court Children's Roundtable initiative creates an opportunity for close, constructive relationships between the courts and the Children and Youth Division (CYD). The focus is critical to child safety, permanence and well-being. This joint

venture focuses upon developing a collaboration to address issues within the foster care system. The initiative includes involvement from a multitude of individuals and groups including Philadelphia Family Court, Commissioners, Private Providers, Families, Youth, Community members and others. The Roundtable identifies the elements of this initiative and key components for PA's Court Improvement Project. This initiative's focus is to:

- Reduce the number of children/youth adjudicated dependent and in court-ordered placement;
- Enhance permanency;
- Reduce the time children/youth spend in the foster care system;
- Reduce the number of children/youth who re-enter care;
- Reduce the Dependency Court Caseload;
- Reduce the cost of children in care (reduction of placement costs means that funds could be redirected to other services including Phase One supports, prevention, aftercare, adoption, services, etc.);
- Reduce the level of care (i.e. – reduced number/percent of restrictive placements and increase in kinship care, when placement is needed); and
- Increase placement stability (less moves for children).

Achieving Reunification Center (ARC) has a satellite office located at Family Court. Court status reports are provided to the judge and legal counsel for families whose goal is reunification and who receive ARC services to update them on case progress. DHS liaisons also attend "O" Court, which is focused on older youth, to perform outreach.

Regional Truancy Courts represent a multifaceted collaboration between the Department of Human Services, the School District of Philadelphia, Philadelphia Family Court, the Provider network and the community. Community Based Prevention Services (CBPS) Office of Truancy and Delinquency Prevention and Family Court work collaboratively to operate and facilitate Truancy Courts. Through these efforts, families are provided case management, service linkages and home visiting to address truancy and other pre-delinquency issues.

DHS' CBPS leadership has been meeting with representatives of Family Court in an effort to better coordinate CBPS services with the judicial process and ultimately better serve DHS families. An example of this collaboration is evident in the Court's Prevention Services Unit, formerly known as Reasonable Efforts In Assessment, Access & Prevention (REAAP). Family Court in partnership with DHS, offers a variety of individual and family supports that include after-school programs, mentoring, Family Group Decision Making and case management. The program serves youth who come to Family Court's attention for truancy, curfew, incorrigibility, pre-delinquent issues and a wide variety of behavioral issues.

DHS Juvenile Justice Services Division (JJS) attends and actively participates in the weekly Youth Review Meeting, chaired by the Administrative Judge and attended by various other JJS stakeholders. Discussions center on population control at the Youth Study Center, as well as on the identification and resolution of systemic barriers that

prevent youth from moving on to court-ordered placements in a timely manner. Identification of service needs for delinquent youth is also a topic that is frequently discussed. JJS and Family court also convene bimonthly JJS utilization meetings to examine placement data.

In Philadelphia, children in dependent placement continue to receive five month reviews. This is the process in all of the core courtrooms at family court.

IV. PIP Strategy Summary and TA Plan
State: Pennsylvania

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

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

Part V. PIP Matrix

  Part A: National Standards Measurement Plan and Quarterly Status Report
  Part B: Item-Specific and Quantitative Measurement Plan and Quarterly
    Status Report
  Part C: Amendments
  Part D: Acronym List
  Part E: Attachment - Strategy Measurement Plan and Quarterly Status
  Report - PA PIP Logic Model Matrix

Part A: National Standards Measurement Plan and Quarterly Status Report

Safety Outcome 1: Absence of Recurrence of Maltreatment											
National Standard	94.6%										
Performance as Measured in Final Report/Source Data Period	97. 0 %										
Performance as Measured at Baseline/Source Data Period	N/A										
Negotiated Improvement Goal	N/A										
Renegotiated Improvement Goal	N/A										
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Safety Outcome 2: Absence of Maltreatment of Children in Foster Care											
National Standard	99.68%										
Performance as Measured in Final Report/Source Data Period	99.76%										
Performance as Measured at Baseline/Source Data Period	N/A										
Negotiated Improvement Goal	N/A										
Renegotiated Improvement Goal	N/A										
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Timeliness and Permanency of Reunification												
National Standard	122.6											
Performance as Measured in Final Report/Source Data Period	85.2											
Performance as Measured at Baseline/Source Data Period	88.6 (2008ab file)											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 2: Timeliness of Adoptions												
National Standard	106.4											
Performance as Measured in Final Report/Source Data Period	119.9 (2009ab file)											
Performance as Measured at Baseline/Source Data Period	N/A											
Negotiated Improvement Goal	N/A											
Renegotiated Improvement Goal	N/A											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

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

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

Safety Outcome 1: Item 1 Timeliness of initiating investigations of reports of child maltreatment												
Performance as Measured in Final Report	57.7%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Reviews (QSR) case reviews will be conducted and a determination will be made regarding the timeliness of the initiating investigations of reports of child maltreatment using the information collected during the file review and interviews and captured on the QSR roll-up sheet as an area of strength, area needing improvement, or not applicable. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Safety Outcome 2: Item 3 Services to family to protect child(ren) in the home and prevent removal or reentry into foster care												
Performance as Measured in Final Report	67%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding the provision of services. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Safety Outcome 2: Item 4 Risk assessment and safety management												
Performance as Measured in Final Report	69%										
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1st year of PIP implementation.										
Negotiated Improvement Goal	TBD										
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding risk assessment and safety management. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Results will be compiled semi-annually.										
Renegotiated Improvement Goal											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1:	Item 7 Permanency goal for child										
Performance as Measured in Final Report	51%										
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1st year of PIP implementation.										
Negotiated Improvement Goal	TBD										
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding the appropriateness and timeliness of the permanency goal for the child. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Additional supporting information will also be collected on the QSR roll up sheet. Results will be compiled semi-annually.										
Renegotiated Improvement Goal											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1:	**Item 10 Other planned permanent living arrangement**											
Performance as Measured in Final Report	83%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding the appropriateness of the goal of OPPLA. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Information will also be collected on the QSR roll up sheet. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well-Being Outcome 1: Item 17 Needs and services of child, parents and foster parents												
Performance as Measured in Final Report	45%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding meeting the needs and providing services for the child, parents and foster parents. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Additional supporting information will also be collected on the QSR roll up sheet. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well-Being Outcome 1:	**Item 18 Child and family involvement in case planning**											
Performance as Measured in Final Report	42%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding child and family involvement in case planning. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Additional supporting information will also be collected on the QSR roll up sheet. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well-Being Outcome 1:	Item 19 Caseworker visits with child											
Performance as Measured in Final Report	75%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding the quality of caseworker visits with child. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Information regarding the frequency of caseworker visits with child will be collected on the QSR roll up sheet. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Well-Being Outcome 1:	Item 20 Caseworker visits with parents											
Performance as Measured in Final Report	29%											
Performance as Measured at Baseline/Source Data Period	TBD – Baseline will be established during 1st year of PIP implementation.											
Negotiated Improvement Goal	TBD											
Method of Measuring Improvement	Quality Service Review (QSR) case reviews will be conducted resulting in a rating of 1 through 6 regarding the quality of caseworker visits with child. Those items rated as 1, 2, or 3 will be converted to an ANI; while items rated as 4, 5, or 6 will be considered a strength. Items addressed in the QSR will be cross walked to the CFSR measurements. Ratings may be composed of results of a single item measurement or a composite of items as indicated in the cross walk. Information regarding the frequency of caseworker visits with parents will be collected on the QSR roll up sheet. Results will be compiled semi-annually.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Part C: Amendments

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

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

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

Part D: Acronyms

ABA – American Bar Association
ACF – Administration for Children and Families
AFCARS – Adoption and Foster Care Analysis and Reporting System
AOPC – Administrative Office of Pennsylvania Courts
APD – Advanced Planning Document
APDU – Advanced Planning Document Update
APHSA – American Public Human Services Association
APPLA – Another Planned Permanent Living Arrangement
ARS – Alternative Response Services
ASFA – Adoption Safe Families Act
BIS – Bureau of Information Systems
BJJS – Bureau of Juvenile Justice Service
CA/N – Child Abuse/Neglect
CAPS – Child Accounting and Profile System
CASA – Court Appointed Special Advocate
CB – Children's Bureau
CCYA – County Children and Youth Agency
CD – Compact Disc
CFSR – Child and Family Services Review
CHC – Child Health Consultants
CIP – County Improvement Plan
CJA – Children's Justice Act
COMPASS – Commonwealth of Pennsylvania Access to Social Services
CoP – Communities of Practice
CP – Concurrent Planning
CPCMS – Common Pleas Case Management System

CPP – Child Permanency Plan
CPS – Child Protective Services
CQI – Continuous Quality Improvement
CSL – County Safety Lead
CTC – Charting the Course
CW – Caseworker
CWEB – Child Welfare Education for Baccalaureates
CWEL – Child Welfare Education for Leadership
CWPPG – Child Welfare Policy and Practice Group
CWTP – Child Welfare Training Program
CYD – Children and Youth Division
D&A – Drug and Alcohol
DHS – Department of Human Services
DPW – Department of Public Welfare
DTF – Diversity Task Force
ELC – Educational Law Center
FAQs – Frequently Asked Questions
FAST – Family Advocacy Support Tool
FC – Foster Care
FFY – Federal Fiscal Year
FGDM – Family Group Decision Making
FPLS – Federal Parent Locator Service
FSP – Family Service Plan
FY – Fiscal Year
GAL – Guardian ad litem
GPS – General Protective Services
HMU – Health Management Unit
HSO – Human Systems and Outcomes
HZA – Hornby Zeller Associates
IAPD – Implementation Advanced Planning Document
ICWA – Indian Child Welfare Act

ID – Identification
IDMU – Information Data Management Unit
IHPS – In Home Protective Services
IL – Independent Living
JCJC – Juvenile Court Judges Commission
JJ – Juvenile Justice
JLC – Juvenile Law Center
JPO – Juvenile Probation Office
KYR – Know Your Rights
LIS – Licensing Inspection Summaries
LSI – Legal Services Initiative
MCI – Master Client Index
MDT – Multi-Disciplinary Team
MEPA – Multi-Ethnic Placement Act
MIS – Management Information Systems
NBPB – Needs Based Plan and Budget
NCSACW – National Center on Substance Abuse and Child Welfare
NRC – National Resource Center
NRCCPS – National Resource Center for Child Protective Services
NRCOI – National Resource Center on Organizational Improvement
OCFC – Office of Children and Families in the Courts
OCYF – Office of Children, Youth and Families
OCYF RO – Office of Children, Youth and Families Regional Office
OIM – Office of Income Maintenance
OIT – Office of Information Technology
OMAP – Office of Medical Assistance Programs
OMHSAS – Office of Mental Health and Substance Abuse Services
OPPLA – Other Planned Permanent Living Arrangement
PA – Pennsylvania
PACWTP – The Pennsylvania Child Welfare Training Program
PC – Personal Computer

PCCYFS – Pennsylvania Council of Children, Youth and Family Services
PCYA – Pennsylvania Children and Youth Administrators
PDE – Pennsylvania Department of Education
PIP – Program Improvement Plan
PITT – Pittsburgh
PLC – Permanent Legal Custodian
PMA – Performance Management and Accountability
PPC – Pennsylvania Partnerships for Children
PPI – Permanency Practice Initiative
PRR – Program Revision Request
PSRFA – Pennsylvania State Resource Family Association
QA – Quality Assurance
QAR – Quality Assurance Report
QI – Quality Improvement
QIC – Quality Improvement Commitment
QSR – Quality Service Review
RFP – Request for Proposal
RATF – Risk Assessment Task Force
SAMP – Safety Assessment and Management Process
SE OCYF – Southeast, Office of Children, Youth and Families
SPLC – Subsidized Permanent Legal Custodian
STS – Supervisor Training Series
SWAN – Statewide Adoption and Permanency Network
SWRT – Statewide Round Tables
TA – Technical Assistance
TBD – To Be Determined
TOL – Transfer of Learning
TOC – Training on Content
TPR – Termination of Parental Rights
UNIV – University
YAB – Youth Advisory Board

Part E: Attachment - Strategy Measurement Plan and Quarterly Status Report - PA PIP Logic Model Matrix