

ALASKA LEGISLATIVE FILES, 2000-2000 86 / 2

11747 SENATE HEALTH, EDUCATION & SOCIAL SERVICES

"We are a new family here to protect the children of Alaska."

—John Lovering

External communications continue

- We will distribute information on child abuse and neglect, Infant Learning and Healthy Families Alaska through our WIC clinics.
- We will continue to conduct outreach to increase WIC participation around the state.



Return on investment accountability

- We will track improvements in the health of babies born in Alaska and report that data to the public.
- Our grants and contracts will reflect our focus on culturally appropriate resources.
- WIC clinics will serve as a distribution point for community education materials related to all programs.
- We will measure the impact of the Breastfeeding Support Program as it relates to child abuse and neglect.
- Our grants and contracts will reflect the performance measures that WIC would like to achieve.

Child Protection and Permanency Strategies

We will work for stronger families and safer children by implementing the following strategies:

Staff and organizational issues

- We will establish a quality assurance system that includes monthly monitoring of case activity. We will develop state and regional self-evaluation teams that examine data and use it to make organizational and program improvements.
- A stipend program will be expanded to encourage recruitment and retention of child welfare staff.

[Staff and organization issues continued]

- We will establish clear performance standards for all staff.
- A task force on staff retention and recruitment will meet regularly and make recommendations to the Deputy Commissioner.
- Online Resources for the Children of Alaska (ORCA), the automated case management system, will be implemented statewide.

Impact on the families and communities we serve:

- OCS will convene a task force that will develop recommendations to address the disproportionate number of Alaska Native Children who are in the Child Welfare system.
- We will investigate reports of harm within the required timeframes.
- We will expand the use of Alternative Response Contracts to assess low level reports of harm so that OCS staff can respond to higher risk cases.
- Parents and youth will be involved in the development of their case plans. Team Decision Making and other family meetings will become standard practice.
- OCS workers will comply with the current policy of making monthly home visits, but will also advocate with federal officials so that home visits by our tribal partners can be counted.
- We will increase the number of children who remain safely at home by focusing on prevention of child abuse and neglect and by funding providers who are willing to do in-home services.
- We will actively recruit tribal foster homes to increase culturally appropriate resources for children who must come into state custody.
- We will assure the safety of children in foster care by requiring that home studies be done prior to licensing of any foster home.
- We will train our foster parents to work with birth parents.
- We will implement procedures for doing a "unified homestudy on both adoptive and foster home applicants.

External communications:

- We will work with the Alaska Children's Trust to develop a community education campaign to prevent child abuse and neglect.
- Regional managers will have twice yearly meetings with the community to share local child abuse and neglect data, begin to build community solutions and to get feedback on our performance.
- We will include the community in our quality assurance process to increase understanding of what we do.
- We will develop professional materials to describe our services.
- We will hold regional stakeholder meetings to get feedback on our programs and our performance.

Return on our investment/accountability:

- We will meet the national standards for safety and permanence by engaging our tribal partners, our grantees and our contract providers in developing solutions to Alaska's serious problems related to abuse and neglect.

"Being a foster parent is making a difference for the moment in time that will last for a child's lifetime."

—Tammy Keetch

"The future of Alaska's families, children, and youth is in the hands of its communities and tribes. The mission of OCS can only be accomplished if all Alaskans reach out and join hands in getting the job done."

—DON SHROCK

[Return on investment accountability continued]

- We will fund performance based grants and contracts that can show results and move us toward the outcomes we want to achieve.
- We will work with other DHSS divisions and other state departments and our grantees to develop a service array that includes mental health, substance abuse and domestic violence treatment services for the families that come to our attention.
- We will join our tribal partners to focus on prevention of abuse and neglect in the Alaska Native villages by including them in the planning process and sharing training resources.
- We will reduce recurrence of maltreatment in foster care by better preparing foster parents prior to licensure and by supporting relatives who are caring for kin.
- We will reduce length of stay in foster care by increasing the use of concurrent planning, locating relatives, resolving court delays and working with others to provide treatment resources for the families we serve.
- We will report to the public annually on our progress and place this plan and Program Improvement Plan progress reports on our website (www.dhss.state.ak.us/ocs/publications).
- We will use data to drive our management decisions and share that data with communities so that they can monitor not only our progress, but also their own.
- Every OCS region will be required to have a Program Improvement Plan.

Cross Program Team Strategies

- We will build our research and analysis capacity and use data to drive our decisions.
- We will cross-train all OCS workers in the services provided by all four of our programs so that cross-referral will be a natural outcome.
- We will develop materials that are relevant to all programs.
- We will meet the national standards that have been set for all four programs by implementing our plans of improvement and monitoring our progress.
- We will move to performance based contracting.
- We will publish an annual report each year to show how we are doing.
- We will have quarterly progress meetings and biannual town hall meetings in our regions in order to engage our stakeholders and get their input.
- We will maximize federal revenue.
- We will look at quality assurance across our four programs.
- We will identify and integrate information on families that our programs have in common.

We are committed to implementing these strategies over the next three years — both for OCS as a whole and for the individual programs that now make up OCS. We are convinced that our hard work will lead to improvements and results in the future, so that the children who touch our system will be safer and the families who touch our system will be stronger.

Conclusion

We are presenting a "living" strategic plan. We will revisit it regularly, assess our progress and make necessary changes to stay the course.

Our work is on the table. We are ready to go. We have articulated a mission and a vision for what we want our agency and our state to look like in 2007. We have objectives and strategies to help us get there. The four programs of OCS, along with our partners in the community and tribal organizations, share ownership and responsibility for this plan. We are truly more than the sum of our parts.

At the beginning of our strategic planning meeting, we asked ourselves what we hoped to get from the sessions. We wanted clarity, direction and a call for change. We wanted to build bridges and partnerships within OCS and with our stakeholders. We wanted a better understanding of the relationships among our four programs. Most of all, we wanted a better way to do our work in order to see more positive outcomes among our families.

We left with the belief that our work will translate to action that will mean safer and healthier children, youth and families in Alaska — a legacy for the future that will pay off for generations.

We left knowing that what we thought we could only imagine can really come true.



For More Information:

Each program has a detailed plan that they will use to achieve the outcomes that are identified in this plan. Please contact the program directly or call (907) 465-3191 for more information.

Information on all Office of Children's Services Programs may be found at www.hss.state.ak.us/ocs.

*"We will not
let this plan sit
on the shelf."*

—Marcia Kennel,
Deputy Commissioner

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or
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(outside of Alaska)

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ALASKA DEPARTMENT OF HEALTH & SOCIAL SERVICES
Office of Children's Services

Fact Sheet
December 2004



**THE VISION
OF THE NEW OCS**

*Stronger Families,
Safer Children*

*"My hopes
for Alaska's
children: All
children in
Alaska will
have full bellies,
a safe home
and the strong,
loving arms of a
healthy, secure
family wrapped
around them
each day."*

—Jessica Stellen
(WIC)

Frank H. Murkowski, *Governor*
State of Alaska

Joel Gilbertson, *Commissioner*
Dept. of Health & Social Services

Marcia Kennai, *Deputy Commissioner*
Office of Children's Services

**The 'New' Office of Children's Services:
Who Are We Now?**

The new Office of Children's Services (OCS) reflects the strengths of the past and the opportunities of the future. Formerly known as the Division of Family and Youth Services, OCS reorganized in July 2003, bringing together under one roof four programs that support children, youth and families.

In the past, we focused mainly on child protection and permanency. Now our mandate also includes healthy families' services, family nutrition and infant learning. Standing shoulder to shoulder, we are committed to the well-being of Alaska's families, celebrating their resilience and our own as we embark on a voyage of change.

The new OCS is...

Child Protection and Permanency: We are committed to safety, permanency and well-being for Alaska's vulnerable children, youth and families. We assess allegations of abuse and neglect and provide family preservation services in the home when appropriate. If necessary, we provide out-of-home care to protect the child. Our goal is a permanent home for every child through reunification, adoption or guardianship. We recruit adoptive and foster homes and help older teens in care prepare for independent living.

Family Nutrition Services: Through the Women, Infants and Children Program (WIC), we support delivery of free nutritious foods and information on healthy eating for low-income pregnant and breast-feeding women and their children. We also offer WIC participants and eligible seniors fresh fruits and vegetables through the Alaska Farmers' Market program in the summer. In addition, we have a teen nutrition program that operates in schools to promote healthy eating and decrease teenage obesity.

Healthy Families Alaska: We provide new parents with services to help their babies thrive and to build family self-sufficiency. We reach out to women during pregnancy or at birth, using a Family Stress Check List to identify those most in need of support. We address challenges such as parenting, housing, finances, social isolation, substance abuse, domestic violence and mental health issues. The program is voluntary, and families can participate until the children are age 5.

Early Intervention/Infant Learning Program: We provide an array of flexible services to infants and toddlers with disabilities or special developmental needs. Within the family setting, we help parents and children under age 3 with instruction, therapy and other support services. Our services are flexible and tailored to the circumstances of each family.

THE MISSION OF THE NEW OCS

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

THE VALUES OF THE NEW OCS

A core set of values will drive our work.

We believe:

- All people should be treated with respect and dignity.
- All children deserve safe, stable, loving and permanent families.
- Every family has unique and inherent strengths.
- The success of our interventions rests with the family; therefore, families should be included in making decisions about their children.
- Community partners are essential to ensure healthy, safe families.
- Services should enhance cultural and family values.
- Services should be timely, accessible and coordinated.
- Services related to parenting, health and nutrition are essential to strengthen the growth and development of children and to prevent abuse and neglect.
- Data should drive our decisions about how and where we allocate resources and services.

Alaska is a big state with a small population. We have serious problems of child abuse and neglect. During 2003, OCS investigated 11,222 reports of harm. Forty percent of those reports were substantiated. The average number of children in out-of-home care on the first day of each month in 2003 was 1,983. This average represents 10.1 children for every 1,000 Alaskan children under age 18. The national average of children in out-of-home care is 7.4 per 1,000 children under age 18. Our resources for children do not always meet their needs. We place many children in care outside the state. Those we place inside the state often must leave their home communities. Responding to child maltreatment reports can be difficult in Alaska, especially in rural areas where workers face challenges of distance and weather.

Yet we have a dream for the children of Alaska. We want children to be safe in their homes. We want to help families remain together in their own communities to keep their cultural connections vibrant and supportive. We want to bring our out-of-state children home. We want to provide prenatal care for mothers and nutritional education for families. We want to identify developmental delays and disabilities early so that families can get maximum support. We want a strong and secure safety net for our most vulnerable families and children.



For More Information

Each program has a detailed plan that they will use to achieve the outcomes that are identified in this plan. Please contact the program directly or call (907) 465-3191 for more information.

Information on all Office of Children's Services Programs may be found at www.hss.state.ak.us/ocs.

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December 13, 2004
Office of Children's Services

Child Protection Recommendations

Recommendations to Commissioner Gilbertson

Department of Health and Social Services Commissioner Joel Gilbertson asked a committee to review a recent child-protection case, and determine if:

- OCS regulations, policies, or procedures had been violated,
- Systemic problems currently exist that could potentially impede the protection of children from harm or neglect,
- Potential or real deficiencies in regulations, policies or procedures have already been changed or reformed as part of regular and ongoing process improvement and quality assurance, and
- Policy recommendations including potential statutory or regulatory changes could be made to further improve processes.

Analysis and Recommendations

Licensing Process

Licensing issues:

Foster care licensing is based on a review of standards that are set forth in statute, policy and procedures. If an applicant meets all standards, including criminal background clearances, they are licensed to accept foster children. If the foster parents decide at a later date to adopt the children in their home, a thorough family assessment is conducted by an OCS adoption contractor.

Recommendations:

Most foster children who are adopted are adopted by their foster parents. Studies of families need to be thorough and be conducted prior to placement of any child.

OCS Status:

Over the past year, the OCS has been involved in reforming the licensing process. In January, OCS will begin piloting a process that requires all foster and adoptive home applicants to meet the same standards, including an in-depth family assessment at the point of application to be either a foster or adoptive family. This will enable OCS to better screen and support foster and adoptive families.

Legislative assistance:

- OCS budget recommendations will include funding to provide unified home studies of foster and adoptive families.

Placement and Adoption issues:

A biological relative request to adopt will be considered along with all other resources for the children. If the children have bonded to the foster family and if they are over the age of 10, often the children do not wish to move from the home in which they have been living, even if the home is not that of a relative. All factors are considered in terms of which home is likely to be the most permanent for a child. Factors such as proximity to siblings, bonds with other children in the home, and capacity of the families to provide for the children are considered.

Recommendations:

- OCS should provide specific selection criteria for consideration of placement of children and inform all interested parties how and why placement decisions were made.
- OCS should allow interested relatives the opportunity to continue visitation with the children if the children have had ongoing relationships with those relatives.
- OCS has provided post-adoption support services since 2003, but needs to expand voluntary post-adoption support services for families who have adopted children in OCS custody.

Legislative assistance:

- OCS budget recommendations will include funding for additional post-adoption services to ensure that adoptive families have the support they need to continue caring for the special-needs children adopted from OCS.

Other placement Issues:

When placement resources are scarce, OCS often asks foster parents to consider more children than they had originally requested. This often results in overloading a foster family with more children than they can actually handle. This creates stress on marriages, stress on all of the children, and may result in placement disruption, or neglect of some or all of the children.

Recommendations:

- OCS needs to establish clear criteria and set limits on the numbers of children a foster or adoptive family can have.
- OCS should provide support services for foster and adoptive families.

Legislative assistance:

- OCS budget recommendations will include funding for recruitment of foster and adoptive families.

Investigative process following a Report of Harm

Investigation Issues:

OCS workers use a matrix screening tool to assess reports of harm, and determine, based on the level of the seriousness of the report, how quickly a response is needed. Concerns have been raised that the literal following of the matrix tool by workers without consideration of other complex issues may result in underestimating the urgency of a situation. Concerns have been also raised about timely follow-up visits when children are under emergency placement with relatives.

Recommendations:

- OCS should examine the content of the screening tool to determine if the matrix is sufficient for assessing the need and level of urgency for investigations of reports of harm.
- OCS training needs regarding reports of harm evaluation should be identified.
- OCS social workers should visit with children promptly when placed out of the family home with relatives.
- OCS social workers should initiate timely medical examinations of children after taking custody.

- OCS social workers should assess family and other caregivers promptly when children are placed in a relative's home on an emergency basis.

Legislative assistance:

- OCS budget recommendations will include funding to add front line social workers and increase social worker training for all current staff.

Systemic Barriers to Child Protection

Home visit issues:

OCS workers may experience limited contact with children in OCS custody who are under care by family members outside of the home.

Recommendations:

- To ensure the safety of children in OCS custody 24 hours a day, OCS should examine the adequacy of staff availability to conduct impromptu home visits in addition to regularly scheduled home visits.

Legislative assistance:

- OCS budget recommendations will include funding to add front line social workers and increase social worker training.

School contact issues:

School personnel are a major source of reports of harm to OCS. Yet, it appears that children can leave school without Department of Education tracking, and state safeguards ensuring school enrollment and attendance appear inadequate.

Recommendations:

- DHSS will engage in discussion with the State Department of Education regarding tracking children who leave school or are home schooled.

Legislative Assistance:

- Legislative evaluation of school enrollment and attendance tracking policies and statutes.

Quality Assurance

Quality assurance issues:

Although OCS field offices sometimes use a "temporary service agreement" with a placement of a child with a relative, there is no provision in the OCS policy and procedure manual for use of such an agreement. This practice can result in OCS practice deviations.

Recommendations:

- The DHSS Office of Program Review should institute department-wide procedures to support divisional quality assurance efforts, in which these types of practice deviations would be discovered and rectified regularly.

Legislative assistance:

- OCS budget recommendations will include funding for quality assurance and technology staff.

DHSS Critical Events Management

Issues:

Internal responsiveness throughout the department can be slow, and staff is often unprepared to quickly initiate investigations into departmental actions, or collect necessary information to immediately respond to media inquiries.

Recommendations:

- DHSS should establish a Critical Events Management Team to develop internal processes for critical response protocols, managed by the DHSS Office of Program Review. The reviews should evaluate both the quality of the event management response and all internal and external factors that precipitated the event. Both reviews can result in policy recommendations, which can be used for process improvement.

Legislative assistance:

- Governor Murkowski will propose child protection confidentiality legislation to the state Legislature in January. This legislation will allow DHSS and OCS to provide more information to the public about department actions surrounding child abuse and neglect cases. The proposed legislation will protect the child's privacy while providing for disclosure of some state agency records, including when alleged perpetrators have been charged criminally with child abuse or neglect.

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For more information, please contact

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Dec. 13, 2004

**Office of Children's Services (OCS)
Accomplishments**

- As of Sept. 1, 2004, there were 2,250 children in state custody. Of those children, 2,021 were in out-of-home care placements. OCS was providing foster care benefits to the foster care providers of 1,095 of those 2,021 children.
- From July 1, 2003, to June 30, 2004, the Subsidized Adoption & Guardianship program provided permanent homes for 320 "hard-to-place" children that were in the permanent custody of the state.
- As of Oct. 31, 2004, there were 2,129 children with continuing adoption or guardianship subsidies. Since July 1, 2004, there have been 73 new adoptions and 11 new guardianships.
- Enrollment in Infant Learning Programs increased from 1,691 during FY02 to 1,721 in FY04, while the wait list decreased from 176 to 133 in the same period.
- Healthy Families Alaska Program served 373 families during fiscal year 04, from July 1, 2003 through June 30, 2004. Indicators of child health show that over 90 percent of the children enrolled had received their immunizations on schedule.

2003 Program Improvement Plan

The Administration for Children and Families (ACF), part of the U.S. Dept. of Health & Human Services, released its final review of Alaska's child welfare system in September 2002. Alaska developed and began implementing its Program Improvement Plan in September 2003. The plan consists of 114 action steps and 246 benchmarks. At the end of the first year, Alaska was ahead of schedule, having completed 53 percent of the action steps and 64 percent of the required benchmarks.

Most notable OCS accomplishments to-date include:

- **Exceeded both outcome targets for safety of children in our custody.**
 - At the time of the 2002 federal review, the Alaska rate of repeat child maltreatment was 23.9 percent. The goal for June 2005 was 22 percent, but as of March 2004, OCS had exceeded its goal and the rate was down to 17.3 percent.
 - At the time of the review, the incidence of child abuse and neglect for children in foster care was 2.09 percent. The OCS target was 1.77 percent by December 2004. As of June 2004 OCS was ahead of its target at 1.2 percent.

- **Added 26 new positions** to better manage workloads, provide more supervision, establish quality assurance and provide independent living services to youth aging out of foster care.
- **Family to Family foster care reform.** Received \$500,000 from the Rasmuson Foundation to implement the Family to Family foster care reform initiative in Anchorage. Annie E. Casey is providing technical assistance and training to OCS staff. OCS is part of the national initiative and has begun to change the way it does business at Anchorage OCS.
- **Implemented state-of-the-art computer-based case management system.** Online Resources for Children of Alaska (ORCA) went live on Sept. 4, improving supervision and accountability. ORCA will be fully implemented by January 2005. Other states are already looking at the new OCS system as a model.
- **Enhanced services to youth** who are aging out of the foster care system. The OCS goal is to assure that every child over the age of 14 has a plan to work on skills that will help them move to responsible adulthood. Four new positions will assure that every child has a plan and that the plan is being implemented.
- **Casey Family Programs help develop youth programs.** Casey Family Programs have helped OCS develop a Youth Advisory Board whose members are actively engaged in many OCS planning meetings. In September, OCS convened youth and staff to discuss improvements in OCS services from the child's perspective.
- **Building a kinship care and support program** and developing policies and procedures for unlicensed relatives who care for children in custody.
- **Restructuring the licensing of foster homes.** OCS foster homes become adoptive homes but OCS does not do complete family assessments until the family decides to adopt the children in their home. In January OCS will implement a new plan to complete family assessments of all families who apply to become foster or adoptive families.
- **Establish a full time statewide recruitment position for foster families** to address the need for foster and adoptive homes. *Wednesday's Child* will begin to air on Alaska Superstation in December.
- **Establish visitation standards** for visitation between workers and children and workers and families.
- **Develop a stringent quality assurance process.** The first level of QA has been implemented and the other three levels will be fully implemented by February 2005.
- **Provide stipends for social work students** to get their social work degree — all federal funds.
- **Distance learning, stipends for rural child welfare workers.** Supported the University in obtaining a grant to develop distance learning program and stipends for rural child welfare workforce.

Number of clients served:

- WIC served 27,000 individuals each month. WIC Farmer's Market Program provided warrants to 14,000 clients in 83 communities statewide.
- Infant Learning served 1,736 infants/toddlers in FY'04
- Healthy Families Alaska served 353 families in FY '04
- Child Protection and Permanency conducted 11,202 investigations in FY '04.

State of Alaska
Department of Health & Social Services

Frank H. Murkowski
Governor
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NEWS RELEASE



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FOR IMMEDIATE RELEASE: No. 29, 2004

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Governor will propose child protection package to Legislature

Adds child protection workers, provides funds for unified home studies and post-adoption assistance, adds juvenile probation officers and enhances community-based services for youth offenders, changes child protection confidentiality laws

(Anchorage, Alaska) – Alaska Department of Health and Social Services Commissioner Joel Gilbertson today announced a package of fiscal year 2006 budget proposals to expand protections to Alaska's children who enter state custody.

In addition, Gilbertson announced that legislation regarding child protection confidentiality statutes will be proposed to the state Legislature in January. DHSS will be working with interested legislators to complete the draft of the proposed legislation.

"Our kids are the future of Alaska," said Gilbertson. "I am taking the opportunity during National Adoption Awareness Month to discuss proposals that address key areas of opportunity to ensure Alaska's children are safe — to get children the services they need for a healthy and productive future."

Governor Frank H. Murkowski will include these proposals in the FY06 budget on December 15. The \$7.5 million package includes \$6.0 million for child protection for the Office of Children's Services (OCS) and \$1.5 million for the Division of Juvenile Justice (DJJ).

The Governor will propose 34 additional positions for the Office of Children's Services to enable frontline workers to focus on increasing child protection, preventing abuse and neglect, and achieving more permanent homes for children.

Sixty positions will have been added since the administration began a children's services overhaul in 2003. In FY05, OCS added 26 positions to help lower caseloads. The increase in the OCS workforce is a result of recommendations from the federal 2002 Child and Family Services Review, and the subsequent implementation of the OCS Program Improvement Plan in September 2003.

The proposed budget package provides for unified home studies of foster and adoptive homes; additional post-adoption services to ensure that adoptive families have the support they need to continue

-more-

caring for special-needs children they have adopted from OCS; increases funding for social worker training; and provides support for new technology.

"We know the steps for improvement we need to take, and the budget enhancements will allow us to take those steps," said DHSS Office of Children's Services Deputy Commissioner Marci Kennai. "Additional staff will help OCS better manage workloads so that Alaska's children are safe, healthy and in permanent homes."

The Division of Juvenile Justice proposal includes additional positions for juvenile probation to provide timely and essential responses to juvenile crime at the front end of the system, which will help prevent youths from further penetrating into the formal justice system.

The proposed Juvenile Justice increased funding also gives the agency the flexibility to provide a variety of services as needed, determined based on hard data and the direct knowledge of the needs of clients. The proposal will allow the use of less-restrictive and community-based interventions for youth offenders, including support for youth courts, non-secure shelters, and support or skill development for offenders and families.

The package also includes increases for the Nome Youth Facility, which is undergoing an expansion from its rated capacity of six to a full service detention unit of 14 beds.

Confidentiality legislation to be proposed to the state Legislature in January will allow DHSS and the Office of Children's Services to provide more information to the public about department actions surrounding child abuse and neglect cases. Current confidentiality statutes limit disclosure of information to the public, including providing any information about department actions in cases of child abuse and neglect. The proposed legislation will protect the child's privacy while providing for disclosure of some state agency records.

The child protection budget package will be a part of Governor Murkowski's FY06 budget and will be delivered to the Legislature by December 15.

State of Alaska
Department of Health & Social Services

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FACT SHEET



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FOR IMMEDIATE RELEASE: Nov. 29, 2004

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Child protection FY06 package

Issues

- The Alaska Child Protection Program Improvement Plan (PIP), effective September 2003, established a two-year roadmap for improvement for the Office of Children's Services. The PIP set benchmarks to measure progress of OCS ensuring the safety of children, finding children permanent homes and making sure their health, education and mental health needs are met.
- A shortage of juvenile probation resources throughout the state continues to challenge the ability to provide essential and timely responses to juvenile crime. Additionally, the juvenile justice system requires additional resources so it can use less-restrictive and community-based approaches to intervene in juvenile delinquency at the front end of the system. Due to competing priorities, the needs of juvenile crime victims have remained insufficiently addressed.
- The Nome Youth Facility (NYF) has been averaging above capacity for the past year two years, with utilization at 150 percent of capacity in FY '03 and 137 percent of capacity in FY '04. NYF is in the process of completing a facility expansion, which will increase its rated capacity from 6 to 14 beds. This expansion, coupled with the level of referrals in the Nome region and the seriousness of the type of youth requiring secure detention necessitates additional staffing in order to adhere to required staffing ratios and ensure basic safety, security and order within the detention facility.

Child protection Fiscal Year 2006 proposed budget package

Office of Children's Services

- Thirty-four additional positions for the Office of Children's Services will enable frontline workers to focus on increasing child protection, preventing abuse and neglect, and achieving more permanent homes for children. Added positions will perform home studies of foster and adoptive homes, recruit and retain more foster families, frontline social work, provide support for new technology.
 - Provides additional post-adoption services to ensure that adoptive families have the support they need to continue caring for the special-needs children they have adopted from OCS;
 - Provides for unified home studies of foster and adoptive homes.
 - Provides funding for recruitment of foster and adoptive families.
 - Funds grantees that provide family preservation services in rural areas.
 - Increases funding for social worker training.
 - To help recruit licensed social workers, provides funding for social worker licensing fees

- Provides support funding for the new ORCA management information system.

Division of Juvenile Justice

- Eleven additional positions for Juvenile Justice probation services will ensure a proactive response to juvenile crime, including rural Alaska. These positions will enable juvenile probation officers to provide more timely and appropriate responses to juvenile delinquency, which will improve community safety and ensure that juvenile offenders are held accountable while also receiving sufficient services to reduce the likelihood of re-offending. Added positions will provide community-based probation services and emphasize work with victims of juvenile crime.
- The package also includes funds for a range of community-based interventions for youth, including but not limited to support for youth courts, non-secure shelters, support or skill development for offenders and families.
- Additional 5.5 positions for the Nome Youth Facility to ensure sufficient staffing for the facility expansion project, scheduled to be completed in spring 2005.
 - The addition of three line juvenile justice officers, one supervisory juvenile justice officer, one administrative clerk and a half time nurse will enable the Division of Juvenile Justice to ensure that increased needs are appropriately met.

Child Protection Legislative proposal

Governor Murkowski will submit a proposal to the legislature in January concerning child protection confidentiality issues. This confidentiality legislation will allow DHSS and the Office of Children's Services to provide more information to the public about department actions surrounding child abuse and neglect cases. Current confidentiality statutes limit disclosure of information to the public, including providing any information about department actions in cases of child abuse and neglect. The proposed legislation will protect the child's privacy while providing for some disclosure of some state agency records.

DHSS will be working with interested legislators to draft the proposed legislation.

Major long-term goals of child protection package

- **Office of Children's Services:** Reduce child protection workloads enabling frontline workers to focus on increasing child protection, preventing child abuse and neglect, and achieving more permanent homes for children.
- **Division of Juvenile Justice:** Provide services needed to hold juvenile offenders accountable, provide them with skills to return them to society and reduce the likelihood of re-offense.

Children's Bureau
 Child and Family Services
 Reviews
 Program Improvement Plan
 Matrix (PIP Matrix)

Dark Gray areas
 represent "completion"

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 Date and quarter submitted: 9/15/04 - 4th Quarter

ACF Regional Office: Region X

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.										
Item 1: Timeliness of initiating investigations of reports of child maltreatment.			Baseline: 70% of reports received a response in accordance with agency policy for the risk level assigned and face-to-face contact was established with the subject of the report in a timely manner. By December 2003 80% and July 2004 90% of reports will have a timely response.	Quality Assurance On-Site Review					July 2004	
		1.1.1 Develop policy and procedures for face to face contact with the child during an investigation. Assure definition of "initiate" is clear.			1.1.1.a. Workgroup to begin meeting by February 21, 2003. Draft Policy and Procedures completed by July 15, 2003 and finalized by October 1, 2003.	Field Administrator	10/1/2003	3/31/2004		
	1.1 Respond to all investigations within the required time frames.				1.1.1.b. Supervisory Directive for staff training sent to all Supervisors (and FSTA for ongoing training) by November 15, 2003.		11/15/2003	5/13/2004		
					1.1.1.c Staff trained by Supervisors and policy implemented by December 30, 2003.		12/30/2003	5/29/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	1.1 Respond to all investigations within the required time frames.	1.1.2 Develop criteria and procedures for establishing safety when face to face is not possible within time frames (i.e., due to weather, transportation, etc.).			1.1.2a Workgroup to meet by February 21, 2003. Draft Policy and Procedures completed by July 15, 2003 and finalized by October 1, 2003.	Field Administrator	10/1/2003	3/31/2004		
					1.1.2b Develop protocol to establish child safety in all assigned investigation cases within the State's policy guidelines for face to face contact. Utilize SDM assessment for this process by November 2003		11/3/2003	11/1/2003		
		1.1.3 OCS & FSTA will develop training curricula and schedule			1.1.3a FSTA and select work group members meet to develop needed training curricula enhancements and schedule by August 30, 2003	Field Administrator	8/30/2003	7/1/2003		
		1.1.4 Training for Supervisory staff			1.1.4a Initial training of all current supervisory staff completed by August 30, 2003	Field Administrator	8/30/2003	5/13/2004		
					1.1.4b Supervisory staff to train all units by September 15, 2003		9/15/2003	5/29/2004		
					1.1.4c Supervisory staff to provide out reach and training to alternative response providers by December 1, 2003		12/1/2003			
					1.1.4d Beginning September 1, 2003, all new staff will be trained in this element during Training and Orientation of New Employees (TONE)		9/1/2003			

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	1.1 Respond to all investigations within the required time frames.	1.1.5 Develop a workgroup to review and develop consistent procedures for utilizing Dual Track Services that comply with OCS policy and procedures on case initiation and case contact standards.			1.1.5a Workgroup to meet by February 21, 2003. Changes to grant conditions and MOAs completed by July 1, 2003. Provider practice changes implemented by October 1, 2003.	Field Administrator	10/1/2003			
		1.1.6 Assure consistent definition and recording of the dates reports are received, assigned and responded to.			1.1.6a Workgroup to meet by February 21, 2003. Policy and Procedures completed by August 1, 2003. Data entry staff trained by September 15, 2003. Social work and supervisory staff trained by September 15, 2003.	Field Administrator	9/15/2003	9/15/2003		
State-wide Data Indicator: Repeat Maltreatment.			Data Indicator Baseline: 23.4% of reports received in Calendar year 2001 had a recurrence. By June 2005 22% or less will have a recurrence.	PROBER reports completed every 6 months					June 2005	August 2004
Item 2 Repeat Maltreatment.			Baseline 74% of cases reviewed had no repeat maltreatment. By August 2005 80% or more will have no repeat maltreatment	Quality Assurance On-Site Review					June 2005	
	2.1 Reduce the rate of repeat maltreatment.	2.1.1 SDM will be utilized as a decision making tool in opening in home cases			2.1.1a The SDM work group will examine and make recommendations regarding raising priority level for those reports that have had a substantiated report in the preceding six months, by September of 2003	Field Administrator	9/3/2003	9/1/2003		
					2.1.1b SDM Work group will examine and make recommendations regarding case open/close matrix for historical risk factors including past substantiated reports by September 2003.		9/3/2003	9/1/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	2.1 Reduce the rate of repeat maltreatment.				2.1.3b CIP will submit a funding request to the Illinois Juvenile Institute. Decision is due in May of 2003.		5/3/2003	5/3/2003		
		2.1.4 Collaborate with community to identify, develop, and provide highest priority services			2.1.4a Meet with community stakeholders to discuss service needs during year one of the PIP See Item #35	Program Administrator		1/31/2004		
					2.1.4b OCS will incorporate stakeholder survey information in the development of the new 5-Year CFSR by June 30, 2004		6/30/2004	6/30/2004		
		2.1.5 Develop protocol for prioritizing waiting lists.			2.1.5a Ongoing meetings with departmental partners to discuss service accessibility during Year One of the PIP (See Item #35.1.1a)	Program Administrator	9/1/2004	5/30/2004		
		2.1.6 Evaluate effectiveness of purchased services			2.1.6a Partner with UAA through FSTA research grant during next 2 years. Research design to begin August of 2003.	Program Administrator	8/3/2003	8/3/2003		
					2.1.6b Research completed by December 2004 will be incorporated into a strategic plan and added to the PIP by March 2005		3-5-2005			
		2.1.7 Implement a statewide computerized safety and risk assessment system to provide structure to decision making at critical stages in a child protection case			2.1.7a Measure SDM compliance through case review performed as part of a recurrence of maltreatment study. Compliance goal is 85%	Field Administrator	4/30/04	4/30/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	2.1 Reduce the rate of repeat maltreatment				2.1.7b Sec #2.1.8		10/1/2004			
		2.1.8 Reassess, clarify, and operationally define all definitions for Screening and Intake (SDM-Prober) to provide consistency in what reports are screened in and out of the system.			2.1.8a Workgroup to meet by February 15, 2003.	Field Administrator	2/15/2003	2/15/2003		
					2.1.8b Policy and Procedures completed		10/1/2003	8/31/2004		
					2.1.8c SDM implementation plan completed by November 30, 2003.		11/30/2003	11/30/2003		
					2.1.8d Staff trained and policy implemented		9/30/2004			
	2.2 Improve data entry to accurately reflect incidents of repeat maltreatment.	2.2.1 Refine dispositional outcomes.			2.2.1a Same as 2.1.8	Research Analyst IV	11/30/2003	11/30/2003		
		2.2.2 Clarification of categorization of referrals			2.2.2a Same as 2.1.8	Research Analyst IV	11/30/2003	11/30/2003		
	2.2 Improve data entry to accurately reflect incidents of repeat maltreatment.	2.2.3 Allow duplicate reports to be linked. Determine correct recording of linked reports.			2.2.3a Same as 2.1.8	Research Analyst IV	11/30/2003	11/30/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
		2.2.4 Incorporate data entry improvements into ORCA development			2.2.4 ORCA Policy Committee to coordinate changes with workgroup on same timeframes.	ORCA Project Manager	11/30/2003	11/26/2003		
Statewide Data Indicator: Incidence of child abuse and/or neglect in foster care.			Baseline: 1.91% in CY 2000, or 56 children out of 2,939. By December 2004 this will reach 1.77%	Alternate NCANDS data					December 2004	August 2004
	2.3 Reduce the incidence of child abuse and/or neglect in foster care	2.3.1 Develop standards for unlicensed relative caregivers and include them in the FLAG Project through public safety.			2.3.1a Consult with Department of Public Safety by October, 2003.	Program Administrator	10/3/2003	10/3/2003		
					2.3.1b Form workgroup by November, 2003.		11/3/2003	11/3/2003		
								9/15/2004		
								9/30/2004		
		2.3.2 Improve data integrity for differentiating between licensing complaints and child protection allegations in alternate caregiver homes.			2.3.2a Implement tracking system.	Program Administrator	8/15/2003	8/15/2003		
					2.3.2b Provide quarterly feedback to regional managers for purposes of data correction.		11/3/2003	11/3/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	2.3 Reduce the incidence of child abuse and/or neglect in foster care				2.3.2c Identify and train key staff for data entry by October 2003.		10/3/2003	10/3/2003		
		2.3.3 Improve foster parent recruitment, screening, training, and retention			2.3.3a Request TA from National Resource centers by January 15, 2003 2. See item 34	Program Administrator	1/15/2003	1/15/2003		
					2.3.3b Develop workgroup for plan development by February 1, 2003.		2/1/2003	2/1/2003		
					2.3.3c Develop statewide implementation plan by November 2003		11/3/2003	5/30/2004		
					2.3.3d See 6.1.1			6/30/2003		
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.										
Item 3: Services to families to protect child(ren) in home and prevent removal.			Baseline: 69% of families had services to protect the child in his or her home to prevent removal. By February 2005 74% of families will receive services.	Onsite Quality Assurance Review					December 2004	
		3.1.1 Research alternative staffing methods and work schedules, such as flexible shifts, weekend workers, etc. to ensure adequate coverage on all cases.			3.1.1a Children's Services Managers will conduct review of current employee work schedules and staffing patterns in relation to caseload by September 1, 2003.	Field Administrator	9/1/2003	8/30/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	3.1 Establish sufficient staffing levels to meet CWLA caseload standards and to protect children and prevent removal.	3.1.2 Strengthen and streamline hiring process. Use continuous and out of state recruitment, double fill positions when one is coming vacant, establish training positions.			3.1.2a Workgroup meet by January 15, 2003	Field Administrator & Administrative Manager	1/15/2003	1/15/2003		
					3.1.2b Hiring process for training positions approved by September 15, 2003.		9/15/2003	9/15/2003		
	3.2 Increase services to families to protect children in their home and prevent their removal.	3.2.1 Clarify policies, procedures, and definitions for in-home cases			3.2.1a Work group to meet by January 15, 2003.	Field Administrator	1/15/2003	1/15/2003		
					3.2.1b Research and develop procedures for in home case work by August 2003		8/3/2003	8/3/2003		
					3.2.1c Develop procedures for care and safety plans and in home case planning for in home cases based on SDM by August 2003		8/3/2003	8/3/2003		
					3.2.1d Casework on in-home cases will be implemented statewide. Standards for in-home casework will be developed		11/30/2004			
					3.2.1e Staff will be trained on new in-home casework standards		2/28/2005			

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Step	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	3.2 Increase services to families to protect children in their home and prevent their removal	3.2.2 Establish collaborative effort between Tribal/State collaboration group, community groups and OCS to help monitor and provide services to in-home cases.			3.2.2a Implement Team Decision-Making in Anchorage Region	Field Administrator	11/1/2004				
					3.2.2b Community-based family preservation service contracts will be redesigned to focus on services to families that prevent removal		11/30/2004				
		3.2.3 Open for services those cases SDM helps identify as high risk when priority needs are not met by protective capacities				3.2.3a SDM workgroup will meet monthly beginning January 2003 to address these issues.	Field Administrator	1/1/2003	1/1/2003		
						3.2.3b See 3.2.1d					
	3.2 Increase services to families to protect children in their home and prevent their removal	3.2.4 Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.8			3.2.4a Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6	Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6	Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6	Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6			
Item 4: Risk of harm to child.			Baseline: 68% of families had assessment of risk and services to reduce the risk. By February 2005 75%.	On-Site Quality Assurance Review					December 2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	4.1 Reduce risk to children by improving assessment	4.1.1 Utilize SDM on all Cases			4.1.1a Same as 2.1.7	Field Administrator					
		4.2.1 Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6		Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6	4.2.1a Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6	Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6					
Permanency Outcome 1: Children have permanency and stability in their living situations.											
Item 6: Stability of foster care placement			Baseline: 61% of children had stability in foster care placements. By August 2005 65%	On-Site Quality Assurance Review					December 2004		
	6.1 Decrease number of foster care placements from time of entry into foster care.	6.1.1 Develop pre-service training for all foster parents prior to licensure (not emergency licensure) see item #34			6.1.1a Examine Anchorage pre-service training (including kinship) by September 30, 2003	Program Administrator	9/30/2003	9/30/2003			
					6.1.1b Develop revised curriculum for Foster and Adoptive Care Training via distance delivery by November 30, 2003		11/30/2003	6/30/2003			
						6.1.1c Develop schedule for Foster and Adoptive Care Training via distance delivery by January 1, 2004		1/1/2004	6/30/2003		
						6.1.1d Statewide implementation of regularly scheduled, centralized pre-service or distance delivered training by February 2004		2/4/2003	6/30/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	6.1 Decrease number of foster care placements from time of entry into foster care.	6.1.2 The permanency working group will review information surrounding placement change and develop criteria for review of placement changes and appropriate interventions			6.1.2a The Permanency working group in conjunction with the Research analyst will conduct monthly review of Prober data regarding child placement changes.	Field Administrator	10/1/2003	10/1/2003			
					6.1.2b The permanency working group will review policy for case review criteria for excessive placement and forward to the region by January 30, 2004		1/30/2004	5/30/2004			
						6.1.2c Review open cases that have 3+ placements to determine reasons for multiple moves		10/30/2004			
						6.1.2d Identify multiple placement patterns by region		11/30/2004			
						6.1.2e Implement regional strategies based on data analysis and replicate good practices identified in other region		2/28/2005			
			6.1.3 Strengthen matching process by increasing placement options available through foster home recruitment and retention.			6.1.3a See item #44	Program Administrator		5/30/2004		
						6.1.3b Permanency/AFPTC subgroup will prioritize (April 30, 2004) and then developed the following:		4/30/2004	5/30/2004		
						6.1.3c Joint training, in special needs care, for foster parents, through DBH (June 30, 2004).		6/30/2004	5/31/2004		

Outcome or Systemic Factor, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	6.1 Decrease number of foster care placements to no more than two placements from time of entry into foster care				6.1.3d A specialized cross training calendar for foster and kinship care among agencies dealing with mutual clientele (July 2004).		7/4/2004	5/31/2004			
		6.1.4 Increase training opportunities for foster parents in both rural and urban areas of the state. See item #34			6.1.4a Permanency/AFPTC subgroup will prioritize and then develop the following:	Program Administrator		5/20/2004			
						6.1.4b A specialized cross training calendar for foster and kinship care among agencies dealing with mutual clientele, village based (October 30, 2003).		10/30/2003	10/30/2003		
						6.1.4c AFPTC will contract local trainers (village based) to train FPs by September 30, 2003		9/30/2003	5/30/2004		
						6.1.4d AFPTC will collaborate with tribal and village based partners in the development and implementation of training.		12/30/2003	5/30/2004		
	6.1 Decrease number of foster care placements to no more than two placements from time of entry into foster care				6.1.4e Develop Regional support groups for foster parents		10/30/2004				
					6.1.4f Develop on-line support and community liaisons for rural foster parents		12/30/2004				

Outcome or Systemic Factors, Item (a) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
					6.1.4g Translate foster parent training materials into Yupik		9/30/2004			
					6.1.4h Provide targeted training for foster parents experiencing difficulties		7/1/2004	7/1/2004		
Statewide Data Indicator: Of all children served who have been in foster care less than 12 months from the time of the latest removal from home, what percentage have had no more than two placement settings? National Standard is 86.7 or more.			Baseline: in FY 2000, 70.6% of children had only two placement settings. By 2004 72.6% and December 2004 74.6%.	AICARS					December 2004	
Item 7: Permanency goal for child.			Baseline: 61% of children had appropriate permanency goals within the established timeframes. By August 2005 65%.	On-Site Quality Assurance Review					March 2005	
7.1 Improve assessment of		7.1.1 Standardize practice for setting and changing goals when concurrent planning occurs.			7.1.1a Permanency work group will develop policy/practice changes by November, 2003. Training work groups will develop curricula revisions by December 30, 2003. TONE, Core and ongoing training of concurrent planning will incorporate new policy and practice by March 31, 2004.	Field Administrator	3/31/2004	8/16/2004		

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	permanency goals to appropriately match a child's individual needs.	7.1.2 Ensure documentation of compelling reasons			7.1.2a Clarify existing Policy and Procedure regarding documentation of compelling reasons by October 2003	Field Administrator	10/3/2003	8/1/2003			
					7.1.2b Ensure that documentation of compelling reasons is included in ORCA design by October 2004	ORCA Project Manager	10/4/2003	10/4/2003			
					7.1.2c See R 1.2			10/1/2004			
					7.1.2d Clarify existing Policy and Procedure through Supervisory Quarterly Meeting September, 2003			9/3/2003	9/11/2003		
					7.1.3a Reassign administrative management of Balloon Program to Permanency Unit in Central Office by July 1, 2003.	Program Administrator		7/1/2003	7/1/2003		
	7.1 Improve assessment of permanency goals to appropriately match a child's individual needs	7.1.3 Continue permanency finalization specialists (Balloon Program)									
		7.1.4 Reduce barriers to permanency				7.1.4a Analyze 24+ months placement data		9/30/2004			
						7.1.4b Categorize reasons for placement barriers		10/15/2004			
						7.1.4c Establish implementation plan to address barriers		11/30/2004			

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	7.2 Implement ORCA to streamline business processes.	7.2.1 Increase the division's ability to measure permanency goals			7.2.1a ORCA will be online in December 2004. Standardize goal data entry in Prober November 2004	ORCA Project Manager	12/4/2004	9/7/2004		
Statewide Data Indicator: Of all children who were reunified with their parents or caretakers at the time of discharge from foster care, what percentage was reunified in less than 12 months from the time of the latest removal from home? National standard is 76.2% or more.			Baseline: FY 2000 58.3% of reunifications occurred within 12 months of when child entered care. By December 2003 60.8% and by March 2005 63.3%	AICARS					March 2005	
Item 8: Reunification, Guardianship, or Permanent Placement with Relatives			Base line: In 31 % of applicable cases, OCS had made, or was making, diligent efforts to attain the goals of reunification or guardianship. Goal is 40% by August 2005.	On site Quality Assurance Reviews					February 2005	
8.1 Expedite permanency for children with reunification.		8.1.2 Strengthen Administrative Reviews to examine permanency goals and concurrent plans.			8.1.2a Review and approve current P&P draft regarding Administrative Reviews and quality feedback loop	Field Administrator	2/28/2005			

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	guardianship, or placed with relatives.				8.1.2b Complete training of new policy for all Supervisors at the Quarterly Supervisors meeting. Follow with administrative memo to all Staff and Children's Service Managers.		2/28/2005			
		8.1.3 Increase use of reunification assessments through SDM, and continue training workers on these assessments.			8.1.3a Review and revise current policy and procedure on administrative reviews to include use of reunification assessments (reappraisals for out of home cases)	Field Administrator	2/28/2005			
	8.1 Expedite permanency for children with reunification, guardianship, or placed with relatives.				8.1.3b Supervisory Quarterly meeting to review SDM reunification components September 2003		9/3/2003	9/11/2003		
Statewide Data Indicator: Of all children who exited care to a finalized adoption, what percentage exited care in less than 24 months from the time of the latest removal from home? National standard is 32% or more.			Of all children who exited care to a finalized adoption, in FFY 2000 21.8% exited care in less than 24 months from the time of the latest removal from home. By August 2005 24.7%	Adoption Data Set					August 2005	
Item 9: Adoption			Base line 30% percent of the cases, OCS made diligent efforts to achieve adoptions in a timely manner. By December 2003 45%. By August 2005 70%	ORCA Reports					August 2005	
9.1 Decrease Court Delays		9.1.1 Refer to SIAP Judicial Track (also known as CIP Case Management/Adoption) subcommittee for further study (what aspects of court operations contribute to delays?) and recommendations.			9.1.1a Adoption subcommittee will complete research and forward recommendations to CIP by July 2004.	CIP Coordinator	7/1/2004	12/30/2003		

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					9.1.1b CIP will consider recommendations and develop an action plan by November 2004. Implement action plan by January 2005.		1/1/2005	12/30/2003		
	9.2 Complete All Adoptions Within 24 Months from Date of Entry into Foster Care	9.2.1 Implement the SNAP Project recommendations			9.2.1a .Develop new Policies and Procedures (Completed) 2. Provide training to Quarterly supervisors (Completed) workers through TONE, meetings and Advanced Adoption training	Program Administrator	no date given	9/3/2003		
		9.2.2 Increase post-adoption services			9.2.2a . Submit RFP for pre and post-adoption services April, 2003	Program Administrator	4/3/2003	4/1/2003		
					9.2.2b Implement statewide contract for post-adoption services by September 2003.		9/1/2003	9/1/2003		
		9.2.3 Implement Permanent Families contract			9.2.3a Develop contracts with two service providers by October 1, 2003.	Program Administrator	10/1/2003	10/1/2003		
		9.2.3b Provide funding to regions to remove barriers to timely home studies for adoptions and guardianships.					10/1/2003	10/1/2003		
		9.2.4 complete home study as part of foster care licensing process				9.2.4a Recruitment and retention subgroup to design process, policy and procedure for combining adoption home studies with foster home licensing	Program Administrator	9/30/2004		

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					9.2.4b Train all licensing workers on the new process of integrating the foster home and adoption home study processes.		5/1/2005				
					9.2.4c Implement process of integrating the foster home and adoption home study processes		6/5/2005				
Item 10: Permanency goal of other planned permanent living arrangement.			Baseline: By August 2005 60% of children 16 and older will have IL services made available.	Independent Living Specialists Report					December 2004		
	10.1 Improve the access and delivery of transitional and independent living services to youth in care	10.1.1 Increase to 50% (from 25%) use of ACLSA by eligible youth.			10.1.1a Develop and begin providing financial incentive for youth to complete ACLSA assessment by July 1, 2003.	Program Administrator	7/1/2003	7/1/2003			
					10.1.1b Modify residential care contracts to require providers to assist youth in completing ACLSA assessments by July 1, 2003.		7/1/2003	7/1/2003			
		10.1.2 Develop youth advisory board (YAB) to help identify service gaps and improve service delivery.				10.1.2a Establishment of YAB including framework for membership and consistent meeting schedule by October 2003	Program Administrator	10/3/2003	10/3/2003		
		10.1.3 Through the TSCG IL committee, develop and implement a prioritized work-plan for meeting the transition needs of native youth in state custody				10.1.3a Development of a work plan that includes priorities, assignments and timelrames by November 30, 2003	Program Administrator	11/30/2003	11/30/2003		
		10.1.4 Continue training for workers, foster parents and service providers on Understanding Adolescence and Transition Case Planning.				10.1.4a ILP and FSTA will develop ILP segment for Tone to be implemented by October 31, 2003	Program Administrator	10/31/2003	10/31/2003		

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		10.1.5 Create a statewide network of local experts on assessing life skills, creating transition plans and accessible II funds			10.1.5a Identify CCS staff, tribal staff and local service providers to be the experts. Provide training and establish routine communications. By July 1, 2003	Program Administrator	7/1/2003	7/1/2003		
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.										
Item 13: Visiting with parents and siblings in foster care.			Baseline: 73% of visits between parents and children occurred with sufficient frequency. By August 2005 76%.	Onsite Quality Assurance Review					March 2005	
	13.1 Increase visits between parents, siblings, and children in foster care.	13.1.1 Clarify responsibilities of foster parents for helping facilitate visits.			13.1.1a See 44.1	Program Administrator		5/30/2004		
					13.1.1b Update current Foster Parent Handbook to clarify responsibilities by October, 2003		10/3/2003	5/31/2004		
						13.1.1c Update all current foster parents regarding expectations of visitation through direct mailing in monthly payment by May 30, 2003		5/30/2003	5/30/2003	
						13.1.1d Include visitation expectations for foster parents in pre-service and ongoing training of foster parents see 6.1.1		3/30/2003	3/30/2003	
						13.1.1e Review and/or revise foster care agreement form. By January 1, 2004 see 13.1.2		1/1/2004	5/30/2004	

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	13.1 Increase visitation between parents, siblings, and children in foster care.	13.1.2 Increase the capacity for visitation through clarification and stream lining of visitation policy and procedure			13.1.2a Working group will develop clear policy, procedure and guidelines for visitations, supervised and unsupervised by October 31, 2003	Field Administrator	10/31/2003	10/31/2003			
					13.1.2b see 1.1.3						
		13.1.3 Review, revise and/or improve training for workers regarding case plan development as it relates to visitation.				13.1.3a see 1.1.3	Field Administrator				
		13.1.4 Increase tribal visitation assistance.				13.1.4a Discuss tribal assistance in visitation with the Tribal State Collaboration Group September 2003	Field Administrator	9/3/2003	11/19/2003		
						13.1.4b ISCG will conduct study of current tribal visitation assistance practices		10/30/2004			
						13.1.4c Develop implementation plan based on survey results		2/28/2005			
Item 14: Preserving connections.			Baseline: 74% rated as strength in the agency making diligent efforts to preserve child's connections to family, neighborhood, community, traditions, faith. By June 2005 85%.	Onsite Quality Assurance Review					June 2005		
	14.1 Continue and preserve family relationships and	14.1.1 Ensure ICWA compliance through relative search, using ICWA Help desk in Anchorage (expand to other regions), worker filling out genogram, continue 30 day review of children placed out of compliance.			14.1.1a Implement INGENS statewide by July 1, 2003.	Field Administrator	7/1/2003	7/1/2003			

Outcome or Systemic Factors, Item (a) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	connections for children in out of home care.				14.1.1b Assess the feasibility of expanding the ICWA Help Desk concept to other regions of the state by January 2004. Report regarding feasibility submitted to administration by February 2004.		2/4/2004	5/30/2004		
		14.1.2 Continue Tribal State Collaboration Group.			14.1.2a Working group to investigate and report to TSCG on barriers to preserving connections for children in out of home care by September 2003	Field Administrator	9/3/2003	11/19/2003		
					14.1.2b TSCG subcommittee will develop strategy for improving the stability of children's primary connections in tribal cases by March 2004		3/4/2004	8/13/2004		
					14.1.2c State and tribal partners will begin implementation of new strategy/guidelines for preserving connections in all cases. June 2004		6/4/2004	8/13/2004		
	14.1 Continue and preserve family relationships and connections for children in out of home care	14.1.3 Develop ORCA to easily document diligent efforts to find missing parents			14.1.3a ORCA will be online in December 2004	ORCA Project Manager	12/4/2004	9/7/2004		
		14.1.4 Continue funding for regional clerk to provide notices to case conferences and court hearings.			14.1.4a Completed in all regions except SCRO See #29.1.1	Field Administrator	1/1/2004	1/1/2004		
		14.1.5 Increase the number of foster homes to help keep children in home school and home community.			14.1.5a See item #44	Program Administrator		1/30/2004		

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		14.1.6 Develop desk reference permanency planning checklist for workers to use.			14.1.6a Checklists developed by Training Academy by May 2004	Field Administrator	3/4/2004	5/30/2004		
		14.1.7 Enhance connections for children who are in out of home placement			14.1.7a Permanency work group will develop Policy and Procedures guiding practice in preserving connections	Field Administrator	11/4/2004			
					14.1.7b Training Academy will develop training and implement to include strategies for staff to utilize in working with parents to establish connections.		3/4/2005			
Item 15: Relative placement			Baseline: 70% of cases reviewed children were already placed with relatives or diligent efforts were made. By February 2005 75%.	Onsite Quality assurance Review					February 2005	
		15.1.1 Provide for immediate paternity testing with quick results.			15.1.1a Examine the Anchorage model for immediate paternity testing by August 29, 2003	Program Administrator	8/29/2003	2/29/2004		
					15.1.1b Work with Child Support Enforcement Division and the court system to implement paternity testing regionally		2/28/2005			
	15.1 Conduct thorough relative search at Probable Cause Hearing and continue to be updated throughout the case.				15.1.1c Coordinate effort with CDP to ensure relative search completed by all parties. See 15.1.3			8/16/2004		
					15.1.1d See Item 14.1.2			8/15/2004		

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		15.1.2 Ask Department of Law to train AGs that they can ask the judge to order non-cooperating parents to disclose relative information at PC and other opportunities as ordered.			15.1.2a Review at next Court Improvement Project Meeting in September 2003	Program Administrator	9/3/2003	9/3/2003		
	15.1 Conduct thorough relative search at Probable Cause Hearing and continue to be updated throughout the case.	15.1.3 Consider amending judges' Temporary Custody checklist to include reminder to order parents to disclose relative information. See AS 47.10.080 (7)(5).			15.1.3a CIP staff will amend CINA checklists to include reminder that judges can order parents to disclose relative information. See AS 47.10.080 (7)(5). Draft to be submitted to committee in September 2003. This task will be completed December 2003.	CIP Coordinator	12/3/2003	5/30/2004		
Item 16: Relationship of child in care with parents.			Baseline: 81% of cases reviewed showed a strong bond between child parent. By June 2005 85% of cases where children are returning home or will be placed with a relative will show a strong bond supported by the agency.	Onsite Quality Assurance Review					June 2005	
		16.1.1 Provide for immediate paternity testing with quick results. (refer to 15.1.1)			16.1.1a Same as 15.1.1b	Program Administrator	2/28/2005			
	16.1 Provide ongoing support to enhance and maintain the child-parent bond	16.1.2 Strengthen and encourage parents' continued participation in medical care, school conferences, and other activities.			16.1.2a Management team to design plan for effective ways to assist staff in implementation of current policy and procedure by September 2003	Field Administrator	9/3/2003	9/3/2003		
					16.1.2b See items 13 & 14		3/31/2005			
well-being Outcome 1: Families have enhanced capacity to provide for their children's needs.										

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Item 17: Needs and services of child, parent and foster parents.			Baseline: 52% of cases presented with adequate assessment and service needs for the children, parents and foster parents. This will increase to 60% by August 2005.	Quality Assurance On-site Review					May 2005		
	17.1 The children and parents' needs will be adequately assessed and addressed at critical junctures in the case	17.1.1 Fully implement SDM			17.1.1a Provide SDM refresher course during on-site local training.	Field Administrator		2/1/2004			
					17.1.1b SDM assessment of protective capacities and needs is completed - to be measured for compliance at 85% during on-site QA reviews		12/31/2004				
					17.1.1c Initiate SDM assessment process training in offices where the PIP improvement goals are not met. Target training based on quarterly onsite SDM analysis		3/1/2005				
		17.1.2 Evaluate/strengthen current TONE curriculum on child and family assessments.				17.1.2a Meet with supervisors to review and recommend revisions to assessment training. Select supervisors to meet with the Training Academy by September of 2003.	Field Administrator	9/3/2003	1/1/2004		
						17.1.2b Meet with training academy to review and recommend revisions to assessment training by October of 2003		10/3/2003	5/31/2004		
						17.1.2c FSTA and select work group members meet to develop training curricula, as determined by 17.1.2b and schedule by January 2004.		1/4/2004	6/4/2004		

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					17.1.2d Debrief all current supervisory staff on training assessment outcomes and train		9/30/2004			
					17.1.2e Supervisory staff to train all units		10/30/2004			
	17.1 The children and parents' needs will be adequately assessed and addressed at critical junctures in the case				17.1.2f Post July 1, 2004 all new staff will be trained in this element as part of Training and Orientation of New Employees (TONE).		7/1/2004	7/1/2004		
		17.1.3 Synchronize adoption guardianship home studies with establishment of concurrent planning goal.			17.1.3a Change Policy to reflect that home studies will be requested when a concurrent planning goal is created by September 30, 2003	Program Administrator	9/30/2003	9/30/2003		
					17.1.3b Complete home study as part of foster care licensing process. See 9.2.4					
	17.2 There will be ongoing evaluation of service provision for parents and children	17.2.1 Enhance Policy and Procedure for Administrative review feedback to administration.			17.2.1a Complete strengthening of Administrative Review feedback loop protocol.	Field Administrator	2/28/2005			
	17.3 Foster parent needs will be assessed and addressed in regard to the child's specific needs	17.3.1 include foster parents needs (in relation to child specific needs) in workers' assessments and case planning.			17.3.1a Meet with training academy to review and/or revise foster parent needs assessment training by January, 2004.	Field Administrator	1/4/2004	5/30/2004		
					17.3.1b Enhance foster parent Plan and agreement tool through connecting foster parent needs to child's specific needs as indicated on case plan January 2004.		1/4/2004	5/30/2004		

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Item 18: Child and family involvement in case planning.			Baseline: 48% of cases reviewed had all relevant parties actively involved in case planning process. By August 2005 55%.	Onsite Quality Assurance Review					May 2005		
	18.1 Assure that each child in custody and his/her parent(s) all actively contribute to case planning efforts affecting their family.	18.1.1 Train workers to make diligent, early inquires to locate any "missing" biological or legal parents.			18.1.1a see 14.1.2a (ICWA and INDGENS)	Field Administrator	See 14.1.2	See 14.1.2a			
					18.1.1b 95% of cases with missing fathers will be run through Ingens within 60 days of Assumption of Custody and monitored by supervisory case review.		2/28/2005				
		18.1.2 Enhance worker and family personal contact in case planning.				18.1.2a Permanency work group will develop P&P requiring face to face meeting for initial case planning purposes.	Field Administrator	11/30/2004			
						18.1.2b Staff to be trained in new policy.		2/28/2005			
Item 19: Worker visits with child.			Baseline: 28% of cases had sufficient frequency and quality of visits between worker and child were to ensure adequate monitoring of the child's safety and well-being. By February 2005 40%.	Onsite Quality Assurance Reviews					December 2004		
	19.1 The frequency and quality of visits between workers and children is sufficient to ensure adequate monitoring of the child's safety and well-being.	19.1.1 Implement ongoing task analysis to identify essential worker functions.			19.1.1a Prioritized list of essential worker functions completed by June 2003.	Field Administrator	6/3/2003	6/3/2003			
		19.1.2 Develop monthly reporting process with built-in accountability to track worker visitation with children.				19.1.2a Develop Reporting tool.	Field Administrator	10/30/2004			

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					19.1.2b Implement statewide tracking of visitation		11/30/2004			
Item 20: Worker visits with parents.			Baseline: 28% of cases have visits occurring with sufficient frequency By February 2005, 40%.	Onsite Quality Assurance Reviews					December 2004	
	20.1 Worker visits with parents will occur with sufficient frequency to meet the needs of the children and parents, focusing on issues pertinent to case planning, service delivery, and goal attainment.	20.1.1 Develop monthly reporting process with built-in accountability to track worker visitation with parents			20.1.1a Same as 19.1.2	Field Administrator	11/30/2004			
well-being Outcome 2: Children will receive appropriate services to meet their educational needs.										
Item 21: Educational needs of the child.			Baseline: 79% of the cases reviewed, workers actively participated in efforts to assess children's educational needs. This will increase to 84% by August 2005.	Onsite Quality Assurance Reviews					March 2005	
	21.1 All children will attend school regularly and progress toward graduation or transitional goals within the state's mandated time frames	21.1.1 Review Family Educational Rights and Privacy Act (FERPA) law and develop language in our custody orders to allow workers access to all educational records.			21.1.1a Request Attorney General's (AG) office change court orders to reflect division authority to collect educational information for children in custody by November 28, 2003	Field Administrator	11/28/2003	10/30/2003		
					21.1.1b AG's office to train all AGs statewide in the use of new orders		8/30/2004	8/30/2004		

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	21.1 All children will attend school regularly and progress toward graduation or transitional goals within the state's mandated time frames	21.1.2 Clarify expectations between school districts and the division regarding case and school record collection, documentation and worker participation in IEP meetings			21.1.2a Develop interdepartmental working group to address the educational needs of children under child welfare jurisdiction. See item #35	Field Administrator	9/4/2004				
					21.1.2b Develop MOA with DOE regarding collection procedures for educational records of children in custody		12/4/2004				
		21.1.3 Provide foster parents with resources to advocate for children in their care regarding educational needs.				21.1.3a Review and potentially revise existing training opportunities for foster parents in regard to special education needs of children	Program Administrator	12/30/2004			
		21.1.4 Workers will assess, address and document the presence of educational needs for children in their own homes				21.1.4a Policy group to review policy regarding inclusion of educational assessment in in-home case planning September 30, 2003. Revise policy if necessary and train staff by January 2004.	Field Administrator	1/4/2004	5/31/2004		
Well-being Outcome 3: Children will receive adequate services to meet their physical and mental health needs.											
Item 22: Physical health of the child.			Baseline: 77% of cases reviewed found children's physical health needs had been appropriately assessed and services provided By August 2005 80%	On site Quality Assurance Review					March 2005		
		22.1.1 Complete EPSDT within our guidelines and use the healthcare provider's recommendations as a guide for all health treatment decisions.			22.1.1a Develop MOA with Public Health to facilitate EPSDT notification process and follow up by January 30, 2004	Program Administrator	1/30/2004	5/30/2004			

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	22.1 Ensure all children with open cases are safe, thriving (adequate food, clothing, and housing), and physically healthy through consistent and timely access to appropriate and necessary dental, optical, and medical services.				22.1.1b Clarify caregiver and social worker roles in providing health screenings and follow-up for children at entry into foster care include clarification in staff Memo # 11 Tone training by January 30, 2004.		1/30/2004	5/30/2004		
		22.1.2 Maintain consistent communication with the child and caregivers on health needs and issues.			22.1.2a Assess the feasibility of implementing a Health Passport program statewide.	Program Administrator	12/4/2004			
					22.1.2b Administrative reviewers will evaluate children's health needs in all reviews		7/1/2003	7/1/2003		
Item 23: Mental health of the child.			Baseline: 66% of children had mental health needs assessed and appropriate services provided By August 2003: 70%	Onsite Quality Assurance Review					February 2005	
	23.1 Every child with an open case will have access to mental health assessment and necessary services.	23.1.1 Review draft mental health policy and formalize triage access to provide mental health evaluations for all children entering out of home care.			23.1.1a Finalize mental health P&P by November 2003. 2. Staff training and full implementation by January 2004.	Program Administrator	1/4/2004	5/30/2004		
					23.1.1b See item 22	Program Administrator	See item #22	7/1/2003		
						23.1.1c Refer to Item 35.1.4	Program Administrator	See #35.1.4	7/1/2004	

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Systemic Factor: Case Review System											
Item 25: Provides a process that ensures that each child has a written case plan to be developed jointly with the child's parents that includes the required provisions.			Completion of Action Steps	Completion of Action Steps					May 2005		
	25.1 Case plans will be developed with the child (if appropriate) and the child's parents.	25.1.1 Review and strengthen policy and procedures, practice and training that pertain to child and parent involvement in case planning			25.1.1a All administrative reviews will assess and report on parent and child inclusion in case planning see Item 8		7/1/2004	7/1/2004			
					25.1.1b Administrative Review will assess and report on outcome oriented case planning and goal specific case plans See item 8		7/1/2004	7/1/2004			
					25.1.1c Administrative review data gathering will be reported to and tracked by the QA system on a quarterly basis in order to monitor adherence to policy		2/28/2005				
		25.1.2 Case planning policy for in-home cases will be enhanced to include parent and child participation in case planning				25.1.2a Policy group to meet and review policy concerning in-home cases. Policy changes and staff training	Field Administrator	12/31/2004			
						25.1.2b In-home cases, documentation of parent and child inclusion in case planning will be in the case file as observed and reported by the On-Site Quarterly Reviews		2/28/2005			

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Item 27: Provides a process that ensures that each child in foster care under the supervision of the state has a permanency hearing in a qualified court or administrative body no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.			Completion of Action Steps	Completion of Action Steps					August 2005	
	27.1 All children in foster care will have a permanency court hearing no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.	27.1.1 Coordinate efforts to improve timeliness of permanency hearings			27.1.1a Coordinate effort between the CIP and OCS to schedule all permanency hearing according to following guidelines by September 2003	Field Administrator	9/1/2003	9/1/2003		
					27.1.1b Assess Courts ability to measure % of Permanency hearings being held in a timely manner, and if not, why not. Begin assessment in December of 2003.	CIP Coordinator	12/1/2003	12/1/2003		
					27.1.1c OCS/CIP will evaluate Courtview data and develop plan of action addressing areas of concern based on Courtview data		5/30/2005			
		27.1.2 CIP will ask supreme court to consider amendments to CINA Rule 17.2 that would prohibit granting of continuances in permanency hearings except upon a showing of good cause, and requiring judges to make written finding when granting a continuance.			27.1.2a Review at next Court Improvement Project Meeting in September 2003. Proposal to be made by October 2003. CINA Rules Committee and Supreme Court will consider proposal by July 2005.	CIP Coordinator	7/1/2005			
		27.1.3 CIP will encourage judges to Prioritize scheduling and timeliness of permanency hearings			27.1.3a Review at next Court Improvement Project Meeting in September 2003	CIP Coordinator	9/3/2003	2/1/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	27.1 All children in foster care will have a permanency court hearing no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.				<p>27.1.3b CIP will send a letter to judges during 2003 to encourage judges to set the permanency hearing earlier than 18 months after the petition filing date (e.g. set Perm. Hrng. 10-12 months from date petition was filed); Remind judges that CINA Rule 17(1) requires the disposition order to set the date for the Permanency Hearing; Encourage judges to set the due date for the permanency report in the disposition order; Encourage judges to grant continuances only when necessary and only for the shortest possible time (e.g., a two-hour continuance for parties to review a late-filed permanency report.)</p>		12/1/2003	2/1/2004		
					27.1.3c Set ongoing meeting between CIP coordinator and PIP coordinator July, 2003. Coordinators will meet, at a minimum on a quarterly basis.		7/1/2003	2/1/2004		
		27.1.4 CIP will design enhancements to the court system's computerized case information system that would permit timely scheduling and tracking of timeliness in permanency hearings.				27.1.4a CIP will consider (funds permitting) designing and funding enhancements to the court system's new Courtview computerized case information system that would permit tracking of permanency hearings.	CIP Coordinator	5/30/2005		
	27.1.5 The timeliness of IPRs will be improved				27.1.5a CIP will examine case files for reason of delays in IPR	CIP Coordinator	2/28/2005			

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					27.1.5b Examination of possible systemic issues will be completed state wide		5/30/2005			
Item 29: Provides a process for foster parents, pre-adoptive parents, and relative caregivers of children in foster care to be notified of, and have an opportunity to be heard in, any review or hearing held with respect to the child.			Completion of Action Steps	Completion of Action Steps					December 2004	
	29.1 All foster parents, pre-adoptive parents, and relative caregivers will be notified of case conferences and court hearings for the child in their care.	29.1.1 Hire and maintain administrative clerks in each region to provide notices of case conferences to all parties, and notices of court hearings to foster parents or other caregivers and grandparents, if known.			29.1.1a Five administrative clerks will be hired by July 1, 2003.	Field Administrator	7/1/2003	7/1/2003		
					29.1.1b Reviewers and support staff will schedule and provide notice by June 30, 2003		6/30/2003	6/30/2003		
		29.1.2 Foster Parents will be recognized and be given an opportunity to be heard in hearings				29.1.2a AGs will ask for recognition in all hearings where it is appropriate for foster parents to be heard by August 2003	Program Administrator	8/1/2003	8/1/2003	
Systemic Factor: Quality Assurance System										

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
Item 31: The State is operating an identifiable quality assurance system that is in place in the jurisdictions where the services included in the CFSP are provided, evaluates the quality of services, identifies strengths and needs of the service delivery system, provides relevant reports, and evaluates program improvement measures implemented.			Completion of Action Steps	Completion of Action Steps					August 2005	
	31.1 Strengthen and build upon existing measures to fully identify and integrate quality assurance activities occurring within the division.	31.1.1 Develop a formal and periodic evaluation of agency performance by stakeholders and tribal groups			31.1.1a Develop survey instrument November 2003		11/3/2003	11/1/2003		
					31.1.1b Implement stakeholder surveying on an annual basis in each region		11/31/2004			
						31.1.1c Develop and produce annual survey reports detailing findings and making recommendations		2/28/2005		
		31.1.2 Develop and implement an ongoing system to gain foster parent information regarding agency performance				31.1.2a Develop survey instrument November 2003	Program Administrator	11/1/2003	11/3/2003	

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	31.1 Strengthen and build upon existing measures to fully identify and integrate quality assurance activities occurring within the division.				31.1.2b Implement foster parent surveying on annual basis in each region beginning January 2004.		1/1/2004	5/30/2004			
					31.1.2c Develop and produce annual reports detailing findings and making recommendations		2/28/2005				
		31.1.3 Develop and implement an ongoing system to gain consumer/family information regarding agency performance				31.1.3a Develop survey instrument November 2003.	Program Administrator	11/1/2003	11/1/2003		
						31.1.3b Implement consumer/family surveying on annual basis in each region		2/28/2005			
						31.1.3c Develop and produce annual reports detailing findings of consumer/family surveys and making recommendations		5/30/2005			
			31.1.4 Develop regional CQI committees			31.1.4a Develop CQI committee protocol - purpose, objectives, committee composition	Program Coordinator	2/28/2005			
			31.1.5 Improve and revise the Supervisory Case Review instrument			31.1.5a Finalize investigative and ongoing supervisory case review instrument	Field Administrator	2/28/2005			
						31.1.5b Supervisory case review process implemented		2/28/2005			

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	31.2 Improve quality and accountability of grant system to ensure that quality services are delivered and that locally relevant service needs are being met.	31.1.6 Implement Quality Assurance review system for in-home cases			31.1.6a Develop Policy and Procedure for in-home case review	Program Administrator	11/30/2004				
					31.1.6b Begin supervisory review of in-home cases		11/30/2004				
						31.1.6c Supervisor review of all in-home cases before closure		2/28/2005			
			31.2.1 Establish a Quality Assurance system for evaluating grantees' performance.			31.2.1a Require contractors to develop and implement a client satisfaction survey	Program Administrator	7/1/2005			
						31.2.1b Develop regional reporting structure on needs and grantees specific services/functions		10/1/2004	5/30/2004		
						31.2.1c Develop grant specific outcome measures for quality of service		11/31/2004			
						31.2.1d Develop feed back loop with local and regional offices to evaluate grantee performance		10/1/2004	10/1/2003		
Systemic Factor: Service Areas											

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
Item 35: The State has in place an array of services that assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to individual children in order to create a safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster and adoptive placements achieve permanency.			Completion of Action Steps	Completion of Action Steps					June 2005	
	35.1 A system of effective services will be available to keep children safe in their own home when reasonable or to achieve permanency in alternative placements.	35.1.1 Establish an interdepartmental, multi-agency working group that meets to identify and ameliorate financial, training and service provision barriers in the Alaska Child Welfare arena			35.1.1a Form work group to design Strengths/Needs Assessment (members and key informants identified by January 2004.	Program Administrator	1/1/2004	1/1/2004		
		35.1.2 Assess strengths and gaps in services on a Regional basis			35.1.2a Complete regional assessment including compiling information	Program Administrator	11/31/2004			
					35.1.2b Utilize the compiled regional information to guide new RIP development		2/28/2005			