Program Improvement Plan First Quarter Submission May 2005

Outcomes or Systemic Factors	Action Steps	Progress Made Towards Achieving Goal	Benchmark Dates of Achievement
ITEM 1 Timeliness of	S1.1.1 Clarify policy regarding timeliness of initiating reports of child maltreatment.	All benchmarks met in this step. However, memo was not disseminated to staff until May. See attached memo.	P: Mar 05 A: May 05
initiating investigations of reports of child	S1.1.2 Increase accuracy of data regarding initial contact.	No benchmarks due at this time.	P: Aug 05 A:
maltreatment.	S1.1.3 Study feasibility for alternative protocols for managing non CA/N referrals.	Benchmarks met for steps a-f. Due to budget cuts of reclassification of the Self-Sufficiency Case Managers to Caseworkers, this pilot (steps g-h) project will not be expanded to other sites and ended effectively in Jackson Co. on April 29, 2005. See documentation.	P: Aug 05 A: Apr 05
	S1.1.4 Develop improvement plan to respond timely to reports of maltreatment.	Benchmarks met for steps a-c. See documentation. Step d not due until July 05	P: Apr 05 A: Apr 05
	S1.1.5 Call management and Structured Decision Making (SDM) Protocols Implemented at the Child Abuse and Neglect Hotline Unit (CA/N HU) to provide consistent screening and classification of calls received.	Benchmarks met for steps a-c. See documentation. Steps d-g not due at this time.	P: Aug 04 A: Aug 04
ITEM 2 Repeat	S1.2.1.Ensure consistent and accurate completion of SDM safety and risk assessment.	Benchmarks met for steps a-f. See documentation. Steps g-h not due at this time.	P: Apr 05 A: Apr 05
Maltreatment Recurrence	S1.2.2 Implementation of "Confirming Safe Environments" (CSE) process.	Benchmarks met for steps a-d. See documentation. Steps e-f not due at this time.	P: Mar 05 A: Mar 05
of maltreatment Of all children	S1.2.3 Strengthen policy regarding assessment of safety at and throughout placement.	No benchmarks due at this time.	P: May 05 A:
who were victims of a substantiated or indicated maltreatment report in the	S1.2.4 Practice Enhancement Teams (PET) assist Circuit Managers in development of improvement strategies to reduce repeat maltreatment and CA/N in foster care.	Benchmarks met for steps a-c. See documentation. Steps d-e not due at this time.	P: Apr 05 A: Apr 05
first six months of the fiscal year, what percent were victims of another substantiated or indicated report within a 6 month period.	S1.2.5 Strengthen policy and practice relating to chronic neglect and accumulation of harm.	Benchmarks met for steps a-b. See documentation. Title IV-E waiver application originally submitted in June 2004 and re-submitted in May 2005. Steps c-k not due at this time.	P: Jan 05 A: May 05
	S1.2.6 Develop performance-based contract for foster parents.	No benchmarks due at this time.	P: May 05 A:
ITEM 3 Services to Family to protect child(ren) In home and prevent removal	S2.3.1 Improve family assessment and case plan tools to better link service provision to the needs of the family identified in the initial and ongoing assessments: include a mechanism for family self- assessment and identified areas specifically related to child safety and risk concerns (to be completed	Benchmarks met for steps a-b. See documentation. Steps c-h not due at this time.	P: May 05 A: Feb 05

	concurrently with S2.3.2).		
Outcomes or Systemic Factors	Action Steps	Progress Made Towards Achieving Goal	Benchmark Dates of Achievement
	S2.3.2 Strengthen worker/supervisor skills in engaging families in the assessment, case planning and case plan review process to increase parent, caregiver (alternative care provider) and child involvement in case assessment, plan development and reassessment.	Benchmarks met for steps a-d. See documentation. Steps e-f not due at this time.	P: Feb 05 A: Feb 05
	S2.3.3 Improve supervisory capacity to monitor enhanced practice relating to case planning.	No benchmarks due at this time.	P: May 05 A:
	S2.3.4 Establish procedures to access various service funding streams.	No benchmarks due at this time.	P: Aug 05 A:
	S2.3.5 Per new legislation, develop state comprehensive children's mental health plan to increase level of cooperation between court, mental health, child welfare and families.	All benchmarks met in this step.	P: Jan 05 A: Jan 05
ITEM 4 Risk of harm	S2.4.1 Ensure consistent and accurate completion of SDM safety and risk assessment.	S2.4.1 a-g See S1.2.1 a-g	
to Child(ren)	S2.4.2 Implementation of "Confirming Safe environments" process.	S2.4.2 a-g See S1.2.2 a-g	
	S2.4.3 Implementation enhanced background screening for foster/kinship and court ordered providers.	All benchmarks met in this step. See documentation.	P: Nov 04 A: Nov 04
	S2.4.4 Development of "Culture of Care Initiative" for improving safety and nurturance of children in a residential care setting.	All benchmarks met in this step. See documentation.	P: Aug 04 A: Aug 04
	S2.4.5 Improve family assessment and case plan tools to better link service provision to the needs of family identified in the initial and ongoing assessments; include a mechanism for family self- assessment and identified areas specifically related to child safety and risk concerns.	S2.4.5 a-h See S2.3.1. a-h	
ITEM 5	Passed CFSR On-site review and 2002 AFCARS		
ITEM 6 Stability of foster care placement	P1.6.1 Increase system capacity to accurately track placement kinship vender types.	Benchmark "a" met. See documentation. Steps b-e not due at this time.	P: Mar 05 A: Feb 05
	P1.6.2 Improve diligent search for relatives/missing parents.	All benchmarks met in this step. See documentation.	P: Apr 05 A: Apr 05
	P1.6.3 Expand use of Family Support Team Meetings to promote stability in alternative care placements.	All benchmarks met in this step. See documentation.	P: Feb 05 A: Feb 05
	P1.6.4 Identify resource family types and shortages.	Benchmark "a" met. See documentation. Step "b" not due at this time.	P: Apr 05 A: Apr 05

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	P1.6.5 Increase number of resource families.	All benchmarks met in this step except step d. Step "a" the "What's It All About" video made by the State Youth Advisory Board was previously sent to ACF. Step "d" the award of new contract on hold due to budgetary constraints. This RFP is intended for statewide resource and recruitment activities. However, current contractors and staff continue to work on targeted recruitment.	P: Mar 05 A: Pending
	P1.6.6 Increase placement stability by improving matching capabilities for children in out-of-home settings.	No benchmarks due at this time.	P: Mar 06 A:
	P1.6.7 Evaluate support and training provided for relative/kinship resource families.	No benchmarks due at this time.	P: Dec 05 A:
ITEM 7 Permanency	P1.7.1. Ensure the frequency and timeliness of Family Support Team Meetings occurs per policy.	All benchmarks met in this step. See documentation.	P: Feb 05 & Ongoing A: Feb 05 & Ongoing
goal for child	P1.7.2 Improve quality of Family Support Teams (FSTs) to ensure permanency goal is reviewed and established.	Benchmarks a-d met. See documentation. Steps f-h are pending due to step "e" not being met. Expert facilitators have yet to be identified in each region.	P: Mar 05 A: Pending
	P1.7.3 Strengthen policy and practice relating to concurrent planning.	Benchmark "a" has been met. Steps b-c not due yet.	P: Mar 05 A: Mar 05
	P1.7.4 Increase collaboration with courts by providing cross training to judiciary, court staff, GALs and Children's Division staff on ASFA and Permanency Hearings consistent with state regulations.	All benchmarks met in this step. See documentation.	P: Jun 04 A: Sept 04
ITEM 8 Reunification,	P1.8.1 Address permanency and service needs of children in Legal Status 2, 3, and 4.	Benchmarks a-c met. See documentation. Steps d-e not met due to pending meeting with DLS and OSCA. Steps f-h not due yet.	P: Apr 05 A: Pending
guardianship, or permanent placement with relatives.	P1.8.2 Establish procedures to access various services funding streams.	P1.8.2 a-b See S2.3.4 a-b	
	P1.8.3 Ensure frequency and timeliness of Family Support Team Meetings occurs per policy.	P1.8.3 1-c See P1.7.1 a-c	
	P1.8.4 Improve quality of Family Support Teams to assure the review of permanency goal.	P1.8.4 a-h See P1.7.2 a-h	
	P1.8.5 Increase collaboration with courts by providing cross training to new judiciary, court staff, Children's Division staff and GALs on ASFA & Permanency hearings consistent with state and federal regulations.	P 1.8.5 a-f See P1.7.4 a-f	
	P1.8.6 Increase collaboration with courts by providing cross training to judiciary, court staff, GALs and Children's Division staff regarding roles and responsibilities.	Benchmarks a-b met. See documentation. Step "c" not due yet.	P: Dec 04 A: Dec 04
	P1.8.7 Collaborate with OSCA to explore barriers that would allow Juvenile Courts to enter temporary custody orders and transfer jurisdiction to Probate and Circuit Courts to expedite guardianship.	All benchmarks met in this step. See documentation.	P: Mar 05 A: Jan 05
	P1.8.8 Determined policy remedy to be used in addition or in lieu of ay legislative change referred in P1.8.7.	Benchmark "a" not due at this time.	P: Oct 05 A:
		P1.8.8 b-f See P1.6.1 a-e	

ITEM 9	P1.9.1 Termination of Parental	Benchmark "a" met. See documentation. Steps b-g	P: Feb 05
Adoption	Rights will be filed in a timely manner, except when compelling reasons are documented.	not due at this time.	A: Feb 05
	P1.9.2 Increase number of resource families.	P1.9.2 a-e See P1.6.5 a-e	
	P1.9.3 Increase capacity to conduct home studies and finalize adoptions.	Benchmark "a" met. See P1.6.5 c for copy of RFP. Unable to ascertain an accurate workload staffing for step "b" due to other workers and contractors conducting home studies beside adoption specialists. Outcome Measure #16 reports 603 new and re- licensed adoptive home. There are currently 134 adoption specialists. See documentation.	P: Mar 05 A: Pending
	P1.9.4 Improve assess to legal representation for CD staff.	Benchmarks a-b, e and f met. See documentation. Steps c-d and f will not be met due to budget cuts and the lack of resources to fund law school clinic passed the state's fiscal year. Steps h-I not due at this time.	P: Apr 05 A: Apr 05 & unable to meet due to budget cuts
ITEM 10 Other planned	P1.10.1 Increase number and quality of resource families for older youth.	P1.10.1 a-e See P1.6.5 a-e. Benchmark "f" met. See documentation. Steps g-h not due yet.	P: Mar 05 A: Mar 05
living arrangement	PI.10.2 Increase awareness of Chafee program services to staff and community members.	Benchmarks met for a-c. See documentation. Steps d-e not due yet	P: Mar 04 A: Mar 04
	P1.10.3 Increase program accessibility to provide life skills training services for youth.	Benchmarks met for a-e. See documentation. Step "f" not due yet.	P: Feb 05 A: Feb 05
ITEM 11	Goal achieved		
ITEM 12 Placement with siblings	P2.12.1 Increase the number of siblings placed together	Benchmarks met for a-c. The memo addressing HB 1453 issues covered placement of children, there was only a vague reference to siblings. Another memo currently in draft form specifically address placement of siblings and sibling visitation. See documentation. Step "d" not due yet	P: Feb 05 Ongoing & Quarterly A: Feb 05
	P2.12.2 Develop an ongoing training module regarding sibling placements for staff, foster parents,	No benchmarks due at this time. P2.12.2 b-g See P1.7.4. a-f	P: Nov 05 A:
	and juvenile court staff. P2.12.3 Increase capacity for resource families that accept sibling groups.	P2.12.3 a-e See P1.6.5.a-e	
ITEM 13 Visiting with parents and siblings in foster care	P2.13.1 Increase frequency and quality of parent/child and sibling visits.	No benchmark due at this time.	P: Aug 05 A:
ITEM 14 Preserving connections.	P2.14.1 Increase emphasis on preserving familial and community connections for children in out-of home care.	No benchmarks due at this time.	P: May 05 A:
	P2.14.2 Improve diligent search for relatives/missing parents.	P2.14.2 a-d See P1.6.2.a-d	
	P2.14.3 Revise ICWA policy.	Benchmark met for "a". See documentation. Steps b- e not due yet.	P: Aug 04
ITEM 15	P2.15.1 Increase system capacity to accurately track placement kinship vendor types.	P2.15.1 a-e See P1.6.1 a-e	A: Aug 04

Relative placement	P2.15.2 Improve diligent Search for relatives/missing parents.	P2.15.2 a-d See P1.6.2 a-d	
	P2.15.3 Evaluate support and training provided for relative/ kinship resource families.	P2.15.3 a-c See P1.6.7 a-c	
ITEM 16	P2.16.1 Improve diligent search for non-custodial parent.	P2.16.1 a-d See P1.6.2 a-d	
Relationship of child in care with parents	P2.16.2 Improve engagement of non-custodial parents in case planning by strengthening worker/supervisor skills in engaging families in the assessment, case planning and case plan review process. Increase parent, caregiver, (alternative care provider) and child involvement in case assessment, plan development and reassessment.	P2.16.2 a-f See S2.3.2 a-f	
Item 17 Needs and services of child, parents	WB1.17.1 Improve family assessment and case plan tools to better link service provision to the needs to the bio family identified in the initial and ongoing assessment.	WB1.17.1 a-h See S2.3.1 a-h	
foster parents	WB1.17.2 Strengthen worker skills in engaging families in the assessment, case planning and case plan review process to increase parent, caregiver (alternative care provider) and child involvement in case assessment, plan development and reassessment. WB1.17.3 Implementation of	.WB1.17.2 a-f See S2.3.2 a-f WB1.17.3 a-f See S1.2.2 a-f	
	"Confirming Safe Environments" to reduce the risk for children in foster/kinship care to identify needs of child and providers.	WB1.17.5 a-1 See 51.2.2 a-1	
Item 18 Child and	WB1.18.1 Maximize parental/family participation in Family Support team meetings.	WB1.18.1 a-f See S2.3.2.a-f. Benchmark "g" not due yet.	P: Aug 05 A:
Family involvement in	WB1.18.2 Improve the quality of Family Support Team Meetings.	WB1.18.2 a-h See P1.7.2 a-h	
case planning	WB1.18.3 Review and further develop a handbook, to be distributed at the point of removal, to educate parents on their rights and responsibilities, court procedures, etc.	No benchmarks due at this time.	P: Aug 05 A:
ITEM 19 Worker	WB1.19.1 Develop policy addressing the quality of visits to incorporate case planning, service delivery and goal attainment.	Benchmarks met for a-b. See documentation. Steps c-f not due at this time.	P: Feb 05 A: May 05
visits with child- improve quantity	WB1.19.2 Increase policy compliance for frequency of worker visits for intact and out-of-home cases.	No benchmarks due at this time.	P: Aug 05 A:
and quality	WB1.19.3 Tracking system to track worker visits (date/site).	No benchmarks due at this time.	P: Feb 06 A:
Item 20	WB1.20.1 Strengthen worker relationships with biological or adoptive parents.	Benchmarks a-b not due at this time.	P: May 05
Worker visit with parent(s)		WB1.20.1 c-h See S2.3.2 a-f	

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	WB1.20.2 Refer to WB1.19.2, WB1.19.2 & WB1.19.3	WB1.20.2 a See WB1.19.1 a-f	
	a. WB1.19.1 Develop policy addressing the quality of visits to incorporate case planning, service delivery and goal attainment.		
	WB1.19.2 Increase policy compliance for frequency of worker visits for intact and out-of-home cases.	WB1.20.2 b See WB1.19.2 a-c	
	WB1.19.3 Tracking system to track worker visits (date/site).	WB1.20.2 c See WB1.19.3 a-b	
ITEM 21 Children receive appropriate	WB2.21.1 Improve working relationship among Children's Division, Department of Elementary and Secondary Education (DESE) and local school districts.	Benchmark "a" met. See documentation. Steps b-e not due at this time.	P: Mar 05 A: Apr 05
services to meet their	WB2.21.2 Improve the flow of educational records and reports	No benchmarks due at this time.	P: Jun 05 A:
educational needs	when children transfer schools. WB2.21.3 Decrease the incidence of educational neglect, truancy and suspension of children in care.	Benchmark "a" met. Steps b-g not due at this time.	P: Apr 05 A: Apr 05
	WB2.21.4 Decrease the incidence of educational neglect, truancy and suspension of children intact families.	Benchmark "a" met. Steps b-g not due at this time.	P: Apr 05 A: Apr 05
ITEM 22 Physical	WB3.22.1 Increase ability of Children's Division staff and families to access available dental resources.	Benchmark "a" met. See Documentation. Steps b-e not due at this time.	P: Mar 05 A: Aug 04
health of the child	WB3.22.2 Increase capacity of staff to assess medical needs of children in intact families.	No benchmarks due at this time.	P: Jul 05 A:
Item 23 Mental Health	WB3.23.1 Increase the ability of Children's Division Staff and families to access mental health resources.	Benchmarks met for a-c. See Documentation. Steps d-e not due at this time.	P: Jan 05 A: Jan 05
needs of the child	WB3.23.2 Increase awareness of staff and foster parents regarding attachment and mental health issues.	Benchmarks met for a-d. See Documentation. Step "e" not due at this time.	P: Mar 05 A: Mar 05
	WB3.23.3 Increase capacity of staff to assess mental health needs of children in intact families.	No benchmarks due at this time.	P: Jul 05 A:
ITEM 24	Goal achieved.		
ITEM 25 Provides a process that each child has a written case plan to be developed jointly with the child's parent(s) that includes the required provisions	25.1 Improve family assessment and case plan tools to better link service provision to the needs of the family identified in the initial and ongoing assessments.	25.1 a-h See S2.3.1 a-h	
	25.2 Strengthen worker/supervisor skills in engaging families in the assessment, case planning and case plan review process to increase parent, caregiver (alternative care provider) and child involvement in case assessment, plan development and reassessment.	25.2 a-f See S2.3.2.a-f	
	25.3 Improve supervisory capacity to monitor practice linking the assessment with the overall plan.	25.3 a-h See S2.3.3 a-h	
	25.4 Maximize parental/family involvement in Family Support Team meeting.	25.4 a-d See P1.6.2.a-d 25.4 e-j See S2.3.2 a-f	
	25.5 Improve staff facilitation skills	Benchmarks met for a-b. See Documentation.	P: Feb 05

ITEM 26	26.1 Revised current policy to clarify an Administrative Review	Benchmarks met for a-c. See Documentation. Step "d"	P: Apr 05
Process for 6-	and requirements.	not due at this time.	A: Aug 04
month case reviews	26.2 Recruit 3 rd party	No benchmarks due at this time.	P: May 05
Teviews	participants for Administrative Reviews.		A:
	26.3 Increase ability to track 6	All benchmarks met for this step. See Documentation.	P: Jan 05
	month Administrative Reviews separately from FSTs.		A: Aug 04
ITEM 27	27.1 Improve access to legal representation for CD.	27.1 a-I See Pa.9.4 a-i	
Provides a process that ensures that	27.2 Implement training to develop testifying skills for CD	Benchmark met for "a". See Documentation. Steps b-e not due at this time.	P: Apr 05 A: Dec 04
each child in foster care under	staff. 27.3 Increase the timeliness of	27.3 a-e See 27.2 a-e. Steps f-j not due at this time.	P: May 05
the supervision of the state has	12 month Permanency Hearings.		A:
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.	27.4 Provide cross-training to judiciary, court staff, GALs and Children's Division staff on ASFA & Permanency hearings consistent with state and federal regulations.	27.1 a-f See P1.7.4 a-f	
ITEM 28	28.1 Improve access to legal representation for CD.	28.1 a-I See S2.3.2 a-f	
Provides a process for termination of parental rights proceedings in accordance with provisions of ASFA	28.2 Strengthen worker/supervisor skills in engaging families in the assessment, case planning and case plan review process to increase parent, caregiver (alternative care provider) and child involvement in case assessment, plan development and reassessment	28.2 a-f See S2.3.2 a-f	
	28.3 Termination of Parental Rights will be filed in a timely manner, except when compelling reasons are documented.	28.3 a-e See P1.9.1 a-e	
	28.4 Improve diligent search for relative/parents.	28.4 a-d See p1.6.2 a-d	
	28.5 Collaborate with OSCA to amend 211.447 RSMo to ensure consistency w/ASFA requirements regarding filing of TPR petitions win 60 days of a judicial determination that the child is an abandoned infant. Or that no Reasonable Efforts are required.	No benchmarks due at this time.	P: Aug 05 A:

ITEM 29	29.1 Increase ability of foster parents to be notified of and	Benchmark "a" and "c" met. Steps "b" and "d" not due at this time.	P: Mar 05
Provides a process for foster parents, re-adoptive parents and relative	heard in court.		A: Apr 05
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			
ITEM 30	Goal achieved.		
ITEM 31	Goal achieved.		
ITEM 32	Goal achieved.		
ITEM 33	33.1 Develop supervisory training for front line supervisors.	Benchmarks met for a-h. See Documentation. Step "g" not due at this time.	P: Dec 04 A: Dec 04
Ongoing training for		Denshmerika met for a concern Desumeritation. Others	P: Jan 05
training for staff	33.2 Develop advances in service training for investigations and assessments.	Benchmarks met for a-c. See Documentation. Steps d-e not due at this time.	A: Sept 04
	33.3 Develop advanced in-	Benchmarks met for a-c. See Documentation. Steps	P: Mar 04
	services training module for Family-Centered Services.	d-h not due at this time.	A: Mar 04
	33.4 Develop advanced in-	Benchmarks met for a-c. See Documentation. Steps	P: Jul 04
	service training module for Family-Centered Out-of-Home Care Services.	d-h not due at this time.	A: Jul 04
	33.5 Enhanced On-the-Job (OJT) Training.	Benchmarks met for a-b. See Documentation. Step "c" not due at this time.	P: Mar 05 A: Mar 05
	33.6 Create training advisory	Benchmark met for "a". See Documentation. Step "b" is	P: Apr 05
	Committee to Annually assess needs and evaluate training.	pending due to schedule of committee members. Steps c-e not due at this time.	A: Pending
	33.7 Develop Child Abuse and Neglect Training (CA/N) Institute	All benchmarks met in this step. See Documentation.	P: Feb 05 A: Feb 05
	for CD staff. 33.8 Provide training based on	All benchmarks met in this step. See Documentation.	P: Jan 05
	circuit specific needs.		A: Jan 05
ITEM 34	Goal achieved.		
Item 35	35.1 Increase access and availability to dental services.	35.1 a-e See WB3.22.1 a-e	
Service array	35.2 Increase the ability of staff and families to access Alcohol and Drug Abuse Services (ADA).	Benchmarks met for a-e. See Documentation. Step "f" not due at this time.	P: Apr 05 A: Apr 05
	35.3 Increase availability of specialized foster homes for older youth, sibling, disabled and medically fragile children.	35.3 a-e See P1.6.5 a-e.	
	35.4 Increase availability of	Benchmark met for "a". Step "b" not due at this time.	P: Mar 05
	and access to parenting classes and family/parent aide services.		A: Aug 04
	35.5 Increase services to meet the needs of non-English	Benchmark met for "a". Steps b-c not due at this time.	P: Mar 05 A: Aug 04
	speaking consumers.		A. Aug 04

	35.6 Increase availability of transportation services.	Benchmark met for "a". Steps b-c not due at this time.	P: Mar 05 A: Aug 04
ITEM 36	See Item 35, 1-6		
The services in item 35 are accessible to families and children in all political jurisdictions covered in the State's CFSP			
ITEM 37	37.1 Increase access to existing services.	See Item 35 1-6	
The services in item 35 can be individualized to meet the unique needs of children and families served by the agency	37.2 Strengthen worker/supervisor skills in engaging families in the assessment, case planning and case plan review process to increase parent, caregiver (alternative care provider) and child involvement in case assessment, plan development and reassessment.	37.2 a-f See S2.3.2 a-f	
ITEM 38	Goal achieved.		
ITEM 39	Goal achieved.		
ITEM 40	Goal achieved.		
ITEM 41	Goal achieved.		
ITEM 42	Goal achieved.		
ITEM 43	Goal achieved.		
ITEM 44 Diligent recruitment of foster and adoptive families that reflect children's racial and ethnic diversity	44.1 Increase the number of resource families.	44.1 a-d see P1.6.5.a-d 44.1 f-j see P2.12.3 a-e	
ITEM 45	Goal achieved.		