OHIO CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN MATRIX

SAFETY OUTCOME S1: Children are, first and foremost, protected from abuse and neglect

Item 1. *Timeliness of initiating investigations of reports of child maltreatment.*

GOAL: In two years, improve the timeliness of initiating investigations of non-emergency reports of child abuse and neglect from 77% 2002 DART baseline data to 80%.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Provide county specific, focused technical assistance to the ~~four (4)~~ **two (2)** PCSAs with: the highest percentage of non-emergency reports of child maltreatment where the agency did not respond within the prescribed timeframes; and that have the greatest adverse impact on overall statewide performance.	1. Based upon data from the DART Managed Report: *24 hour Investigation Initiation* prepare a county specific data report and summary on compliance with the 24-hour response timeframe over the past 24 months for 88 counties by 12/03. 2. Conduct an analysis of the data report to identify and select ~~four (4)~~ **two (2)** public children service agencies with the highest percentage of non-emergency reports, where the agency did not respond within the prescribed timeframes and that have the greatest impact on overall statewide performance by 1/04. 3. Work with the ~~four~~ **two** identified agencies to: develop hypotheses or reassess their CPOE Stage V hypotheses for why the agency is not responding in a timely manner; and develop focused TA strategies that outline state/county specific activities and timelines by ~~3/04~~ **4/04 – 6/04**.	• County data report and summary on initiation of investigations within 24 hours of receipt of report by county. • Analytical report documenting four counties response times for non-emergency reports. ▪ Site visit report documenting TA strategies.	Bureau of Family Services Bureau of Outcome Management 88 PCSAs	1. 1/14/04 2. 1/14/04 3. 4. 5. 6. 7. 8.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	4. Implement focused TA in each of the ~~4~~ **2** agencies **between 7/04 – 12/04.** 5. Analyze DART Managed Report: *24-hour Investigation Initiation* data to determine if there was a 3% level of improvement in the ~~4~~ **2** targeted agency's level of compliance with the non-emergency response time frames commencing ~~10/04~~ **1/05**. 6. By ~~11/04~~ **2/05**, disseminate information via regional and statewide meetings to PCSA staff on the results of TA strategies used by the ~~four~~ **two** agencies to improve their response time for non-emergency reports. 7. Based upon data from the DART Managed Report: *24 hour Investigation Initiation*, prepare a county specific data report and summary on compliance with the 24-hour response timeframe in 2004 for all 88 counties by 5/05. 8. Mail the data report and summary to each county by 5/05.	• Site visit reports documenting provision of TA and its results. • Analytical report documenting level of improvement by agencies in complying with non-emergency response time frames. • State and regional meetings held. • County data report and summary on initiation of investigations within 24 hours of receipt of report by county. • Dissemination of data report and summary.		

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
B. Increase consistency among counties in screening, classification and initiating reports of child maltreatment.	1. Develop review tool for CPOE Stage 5 to obtain information on county specific screening procedures by 7/03. 2. Convene a work group to develop recommendations for revisions to the Ohio Revised Code (ORC) and Ohio Administrative Code (OAC) rules related to screening and alternative response systems by 8/03. 3. Conduct case reviews in 15 counties during on-site CPOE reviews to document screening procedures and response timeframes by 12/03. 4. Analyze CPOE Stage V data by 1/04. 5. Develop OAC rule containing specific criteria for screening and classifying reports of child maltreatment by 9/05. 6. Provide briefings on rule changes to PCSAs via transmittal letters and presentations at regional and statewide meetings by 1/06. 7. Integrate criteria for screening and classification of reports into the contents of the Ohio Child Welfare Training Program training workshops by 4/06. 8. Analyze DART Managed Report*: 24-hour Investigation Initiation* data to determine impact of rule change on timeliness of response to reports of child maltreatment by 11/05. 9. Evaluate whether workshop offerings	• Screening Review Tool. • Workgroup convened. • Analytical report containing information on screening review tool results. Specific analysis which provides information on screening procedures and response timeframes used. • Disseminate analytical report of CPOE Stage V Review Tool results to workgroup to incorporate into recommendations for changes to ORC/OAC. • Effective date of rule. • Transmittal letter, attendance sheets, and agenda for briefings. • Curriculum contains screening and classification information. • Analytical report comparing response times prior to and following implementation of the rule.	Bureau of Family Services Bureau of Outcome Management PCSA representatives Office of Legal Services Ohio Child Welfare Training Program	1. 7/1/03 2. 8/11/03 3. 1/12/04 4. 1/12/04 5. 6. 7. 8. 9.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	present screening and classification information by 9/06.	• Evaluation reports prepared.		

SAFETY OUTCOME S1: Children are, first and foremost, protected from abuse and neglect

Item 2A. *Repeat maltreatment.*

GOAL: In two years, reduce incidents of repeat maltreatment from 8.2% 2002 NCANDS baseline data to 7.3%.

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ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Increase consistency among counties in reporting duplicate report information in order to improve accuracy of statewide data on repeat maltreatment.	1. By 9/04, develop and implement OAC rule defining duplicate reports and outlining criteria and requirements for documentation of duplicate report information. 2. By 12/04, provide briefings to county agency supervisory staff on new policy.	• Effective date of rule. • Transmittal letter, attendance sheets, and agenda for briefings.	Bureau of Family Services 88 PCSAs	1. 2.
B. Reduce incidence of repeat maltreatment by identifying families in need of ongoing services and prioritizing service needs through use of the Family Assessment and Planning Model (FAPM).	1. Identify counties to participate in a pilot of the draft FAPM and provide training on the model to all pilot sites by 10/03. 2. Run baseline data on repeat maltreatment for each pilot county by 12/03 and monitor monthly thereafter through 3/04. 3. Conduct an evaluation on the use of the FAPM and the impact of the model on recurrence rates by 6/04. 4. Conduct statewide briefings on evaluation findings and finalized FAPM via regional presentations by 10/04.	• Training completed. • Baseline and monthly data reports for each of the pilot counties. • Analytic report containing information on incidents of repeat maltreatment prior to and following pilot implementation. • Transmittal letter, attendance sheets, and agenda for briefings.	Bureau of Family Services Pilot PCSAs	1. 10/16/03 2. 12/17/03 3. 6/11/04 4.
C. Provide county specific, focused technical assistance on repeat maltreatment to ~~four (4)~~ **two (2)** PCSAs with the highest percentage of repeat maltreatment (recurrence) incidents and that have the greatest adverse impact on overall statewide performance.	1. Based on data from DART CPOE Outcome Indicator 2D: *Six Month Recurrence of Maltreatment* prepare a county specific data report and summary of repeat maltreatment rates and characteristics of recurrent families over the past 24 months	• County data report and summary on recurrence of child maltreatment by county.	Bureau of Family Services Bureau of Outcome Management	1. 1/14/04 2. 3/24/04 3. 1/14/04

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	for 88 counties by ~~1/04~~ 4/04. 2. Reproduce Fact Sheet on *Repeat Maltreatment* for all 88 counties by 1/04. 3. Conduct an analysis of the data report to identify and select ~~four (4)~~ **two (2)** agencies with the highest percentage of repeat maltreatment and that have the greatest adverse impact on overall statewide performance by 2/04. 4. Work with the ~~four (4)~~ **two (2)** identified agencies to: develop hypotheses or reassess their CPOE Stage V hypotheses for the agency's high rate of recurrence; and develop focused technical assistance strategies that outline county/state specific activities and timelines by ~~4/04~~ **4/04 – 6/04**. 5. Implement focused TA in each of the ~~four~~ **two** agencies **between 7/04 – 12/04**. 6. Analyze DART Outcome Indicator 2D: *Six Month Recurrence of Maltreatment* to determine if there are fluctuations in the percentages in the ~~4~~ **2** targeted agency's commencing ~~12/04~~ **1/05** and every month thereafter. 7. By ~~11/04~~ **2/05**, disseminate information via regional and statewide meetings with PCSA staff on the results of the TA strategies used by the ~~four~~ **two** agencies' to reduce incidents of repeat maltreatment. 8. Based upon data from DART CPOE Outcome Indicator 2D: *Six Month Recurrence of Maltreatment*, prepare a county specific data report and summary on recurrence rates in 2004 for all 88 counties by 5/05.	**$** Dissemination of data reports. **$** Analytical report documenting four agency's recurrence rates. **$** Site visit report documenting TA strategies. **$** Site visit reports documenting provision of TA and its results. **$** Analytical report documenting recurrence rates of child maltreatment. **$** State and regional meetings held. **$** County data report and summary on recurrence rates of child maltreatment.	88 PCSAs	4. 5. 6. 7. 8.

SAFETY OUTCOME S1: Children are, first and foremost, protected from abuse and neglect

Item 2B. *Repeat maltreatment.*

GOAL: In two years, Ohio will meet the national Standard of .57% indicated or substantiated abuse and/or neglect by substitute caregivers in substitute care settings.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Provide county specific, focused technical assistance (TA) to the ~~four (4)~~ **two (2)** PCSAs with the highest percentage of children who were abused/neglected in a substitute care setting by a substitute care provider and that have the greatest adverse impact on overall statewide performance in protecting children in substitute care from abuse/neglect.	1. Based upon data from DART on CPOE Outcome Indicator 4 C*: Incidence of Reports of CA/N (Child Abuse/ Neglect) While in Substitute Care* prepare a county specific data report and summary on PCSAs and applicable PCPAs with the highest percentage of children in substitute care who are abused/neglected by the substitute caregiver and that have the greatest overall adverse impact on statewide performance over the past 12 months for 88 counties by 12/03. 2. Conduct an analysis of the data report to identify and select ~~four~~ **two** agencies with the highest percentage of children in substitute care who are abused/neglected by a substitute care provider and that have the greatest adverse impact on statewide performance by 1/04. 3. Work with the ~~four (4)~~ **two (2)** identified agencies to: develop hypotheses or reassess their CPOE Stage V hypotheses for why the agency has a high percentage of children in substitute care that are abused/neglected by a substitute caregiver; and develop focused TA strategies that outline state/county specific activities and timelines by ~~2/04~~ **4/04 – 6/04**. 4. Implement focused TA in each of the **4 2**	• County data report and summary on PCSAs with the highest percentage of children in substitute care who are abused by the foster parent, group home staff or residential care facility staff. • Analytical report documenting the four agencies who have the highest percentage of children in substitute care who have been abused/neglected by a caregiver. • Report documenting TA strategies. • Reports documenting provision of TA and its results. • Analytical report documenting level of reduction of the number of children in substitute care who are abused by the substitute	Bureau of Accountability and Regulations Bureau of Outcome Management PCSAs Applicable PCPAs	1. 2/5/04 2. 2/5/04 3. 4. 5. 6. 7. 8.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	agencies **between 7/04 – 12/04**. 5. Analyze data in DART on CPOE Outcome Indicator 4C: *Incidence of Reports of CA/N (Child Abuse/ Neglect) While in Substitute Care* in the ~~4~~ **2** targeted agencies to determine if there was a 2% level of reduction in the number of children in substitute care who are abused/neglected by the substitute caregiver commencing ~~9/04~~ **1/05** and every month thereafter. 6. By ~~10/04~~ **2/05** disseminate information via regional and statewide meetings with PCSA/PCPA staff on the results of the TA strategies used by the ~~four~~ **two** agencies to reduce the incidence of reports of CA/N in substitute care. 7. Based upon data from DART on Outcome Indicator 4C: *Incidence of Reports of CA/N While in Substitute Care* prepare a county specific data report and summary on compliance with CPOE Indicator 4C in 2004 for all 88 counties by 5/05. 8. Mail the data report and summary to each county by 5/05.	caregiver. • State and regional meetings held. • County data report and summary on the incidence of reports of CA/N by the substitute caregiver. • Dissemination of data reports to the counties.		
B. Monitor PCSAs and PCPAs compliance with new Ohio Administrative Code rules, which were effective January 1, 2003, requiring an increase in the mandated training hours and revisions to the mandated topics that included child maltreatment issues as a required topic for all foster caregivers.	1. Review of training proposals and policies commenced 4/03 and is ongoing. 2. Onsite review of agencies' foster caregiver training records, which includes a sampling of newly certified and currently certified foster caregivers, commenced 6/03 and is ongoing. 3. Written corrective action plan (CAP) required for those not in compliance (under the 75% level for each item reviewed) with 1 and 2 submitted within 10 working days of on-site review exit interview. 4. Agencies will complete a written evaluation/assessment of the effectiveness of their training program by 5/05 and every two years thereafter.	• Measure compliance level of each agency through regularly scheduled onsite reviews. Onsite reviews generate a compliance report for these measurements. • Measure compliance level (compliance must be at 100%) of each agency through focused technical assistance reviews 2 times a year, and generate a compliance report from these measurements. • Measure compliance with any CAP at each subsequent on-site	Bureau of Accountability and Regulation PCSAs Applicable PCPAs	1. 1/15/04 2. 3/2/04 3. 3/2/04 4.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
		review, until compliance is achieved. • Use of "FRED" system to assess compliance of agencies with the required training hours and topics. • Written evaluation/assessment discussed during onsite reviews and technical assistance reviews with each agency regarding effectiveness of the training program.		
C. Support the passage of Ohio HB 117 that would require professional certification of youth care workers employed in residential facilities/group homes.	1. Ohio HB 117 has passed the House of Representatives and is currently in the Ohio Senate, assigned to the Health Human Services and Aging Committee. Proponent testimony to be presented to the Ohio Senate in January 2004 or later, contingent on the hearing date to be set by the Ohio Senate. 2. Draft rules implementing requirements of HB 117 upon enactment of HB. 117. 3. If HB 117 does not pass, draft OAC rules that would require additional training hours and topics for youth care workers by 10/04.	• Copy of testimony. • Draft rules, submit for clearance process and for public hearings. • Proposed rules submitted to JCARR. • Effective date of rules.	Legal Services Bureau of Accountability and Regulations	1. 6/4/04 (governor signed HB 117) 2. 3.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
D. Promulgate Ohio Administrative Code rules requiring increased continuous quality improvement (CQI) efforts targeting reduction of child maltreatment in residential facilities/group homes operated by PCSAs and private agencies and monitor compliance with the rules.	1. Consult with other state agencies, such as Ohio Department of Youth Services (ODYS) and a minimum of 5 PCSAs and private agencies, regarding their already established CQI process and incorporate their process into draft rules, as applicable, by 2/04. 2. Amend OAC rules to require CQI efforts regarding child maltreatment in agency operated residential facilities/group homes by 7/04. 3. Review required CQI policies of each agency within 3 months of effective date of the rules. 4. By 3/05 or within 6 months of effective date of the rules, whichever occurs first, monitor policy implementation. 5. Written corrective action plan (CAP) required for those not in compliance with policy implementation.	• Report of CQI process used by other entities. • Effective date of rules. • Compliance level report of each agency through a paper review and approval of the policies. • Measure compliance level of each agency during regularly scheduled onsite reviews, minimum of 3 onsite reviews in a 24-month period. Onsite reviews will generate a compliance report. • Measure compliance level of each agency through technical assistance reviews, minimum of 2 times a year, which generates a compliance report. • Corrective Action Plan. • Measure compliance level with CAP at each subsequent onsite review, until compliance is achieved.	Bureau of Accountability and Regulations	1. 2. 3. 4. 5.

SAFETY OUTCOME S2: Children are safely maintained in their homes whenever possible and appropriate

Item 3. *Services to family to protect child(ren) in home and prevent removal.*
Item 4. *Risk of harm to child(ren).*

GOAL: In two years, improve the assessment of risk of harm to children through the use of new assessment tools.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Strengthen workers' skill in the assessment of safety and risk in order to appropriately identify service needs for children and families through the use of the Family Assessment and Planning Model (FAPM).	1. Identify counties to participate in a pilot of the draft FAPM and provide training on the model to all pilot sites by 10/03. 2. Run baseline data on recurrence and foster care re-entries and frequency in case plan amendments by 12/03 and monitor monthly thereafter. 3. Conduct an evaluation on whether caseworkers are appropriately identifying and providing services to children and families by 6/04. 4. Conduct statewide briefings on evaluation findings and finalized FAPM via regional presentations by 10/04.	• Training completed. • Baseline and monthly data reports for each of the pilot counties. • Analytic report containing information on incidents of repeat maltreatment prior to and following pilot implementation. • Transmittal letter, attendance sheets, and agenda for briefings.	Bureau of Family Services Bureau of Outcome Management 5 PCSAs	1. 10/16/03 2. 12/17/04 3. 6/11/04 4.
B. Increase the frequency of service reviews to ensure that services being provided are addressing the concerns identified in the safety and/or risk assessment through the use of the Family Assessment and Planning Model (FAPM).	1. Identify counties to participate in a pilot of the draft FAPM and provide training on the model to all pilot sites by 10/03. 2. Run baseline data on recurrence and foster care re-entries and frequency in case plan amendments by 12/03 and monitor monthly thereafter. 3. Conduct an evaluation on whether caseworkers are appropriately identifying and providing services to children and families by 6/04. 4. Conduct statewide briefings on evaluation	• Training completed. • Baseline and monthly data reports for each of the pilot counties. • Analytic report containing information on incidents of repeat maltreatment prior to and following pilot implementation.	Bureau of Family Services Bureau of Outcome Management 5 PCSAs	1. 10/16/03 2. 12/17/03 3. 6/11/04 4.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	findings and finalized FAPM via regional presentations by 10/04.	$ Transmittal letter, attendance sheets, and agenda for briefings.		

PERMANENCY OUTCOME P1: Children have permanency and stability in their living situation

Item 5. *Foster care re-entries.*

GOAL: In two years, reduce the number of children re-entering foster care within 12-months from 13.1% 2002 AFCARS baseline data to 11.75%.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Reduce incidents of foster care re-entry by identifying and addressing safety concerns and/or service needs prior to/at the time of reunification through use of the Reunification Assessment Protocol (a component of the Family Assessment and Planning Model).	1. Identify counties to participate in a pilot of the draft FAPM and provide training on the model to all pilot sites by 10/03. 2. Run baseline data on re-entries into foster care for each pilot county by 12/03 and monitor monthly thereafter through 3/04. 3. Conduct an evaluation on the use of the FAPM and the impact of the model on re-entries into foster care rates by 6/04. 4. Conduct statewide briefings on evaluation findings and finalized FAPM via regional presentations by 10/04.	• Training completed. • Baseline and monthly data reports for each of the pilot counties. • Analytic report containing information on re-entries into foster care prior to and following pilot implementation. • Transmittal letter, attendance sheets, and agenda for briefings.	Bureau of Family Services 5 PCSAs	1. 10/16/03 2. 12/17/03 3. 6/11/04 4.
B. Provide county specific, focused technical assistance on foster care re-entries to ~~four (4)~~ **two (2)** PCSAs with: the highest percentage of re-entries of children into foster care; and that have the greatest adverse impact on overall statewide performance.	1. Based on data from DART on CPOE Outcome Indicator 7B: *Foster Care Re-entries*, prepare a county specific data report and summary on foster care reentry rates over the past 24 months for 88 counties by 7/04. 2. Conduct an analysis of the data report to identify and select ~~four~~ **two** agencies with the highest percentage of foster care re-entries and that have the greatest adverse impact on overall statewide performance by 9/04. 3. Work with the ~~four (4)~~ **two (2)** agencies to: develop hypotheses or reassess their	$ County data report and summary on foster care re-entry rates by county. $ Analytical report documenting four agency's foster care re-entry rates. $ Site visit report documenting TA strategies.	Bureau of Family Services Bureau of Outcome Management	1. 1/14/04 2. 1/28/04 3. 4. 5. 6.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	CPOE Stage V hypotheses on the agency's high foster care re-entry rates; and develop focused technical assistance strategies that outline county/state specific activities and timelines by ~~11/04~~ **1/05**. 4. Implement focused technical assistance in each of the ~~4~~ **2** agencies **between 7/04 – 12/04**. 5. Analyze DART Outcome Indicator 7B data to determine if there was a 2% decrease in the ~~four~~ **two** identified agency's foster care re-entry rates commencing 6/05. 6. By 7/05, disseminate information via regional and statewide meetings to PCSA staff on the results of the TA strategies used by the ~~four~~ **two** agencies to decrease their foster care re-entry rates. 7. Based upon data from DART Outcome Indicator 7B: *Foster Care Re-entries*, prepare a county specific data report and summary on foster care re-entry rates in 2005.	**$** Site visit reports documenting provision of TA and its results. **$** Analytical report documenting level of improvement by agency's in reducing foster care re-entry rates. **$** State and regional meetings held. **$** County data report and summary on foster care re-entry rates by county.		7.

PERMANENCY OUTCOME P1: Children have permanency and stability in their living situation

Item 6. *Stability of foster care placement.*

GOAL: In 2 years, increase the stability of children in foster care placements from 84.5% 2002 AFCARS baseline data to 86.4%.

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ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Provide county specific, focused technical assistance to ~~four (4)~~ **two (2)** PCSAs with: the highest percentage of children who have been in foster care less than 12 months who have experienced more than 2 placement moves; and that have the greatest adverse impact on overall statewide performance.	1. Based upon data from DART CPOE Outcome Indicators 6A: *Number of Moves a Child Experiences in an Out-of-Home Placement Episode*, 6B: *Number of Moves in Out-of-Home Placement by Degree of Restrictiveness*, and 6C: *Stability of Foster Care Placements* identify, by county, the highest percentage of children who have been in foster care less than 12 months and who have experienced more than 2 placement moves for 88 counties by 3/04. 2. Conduct an analysis of the data report to identify and select ~~four(4)~~ **two (2)** agencies with the highest percentage of children who have been in foster care less than 12 months and who have experienced more than 2 placement moves and that have the greatest adverse impact on overall statewide performance by 4/04. 3. Work with the ~~four (4)~~ **two (2)** identified agencies to: develop hypotheses or reassess their CPOE Stage V hypotheses for why the agency has a high percentage	• County data report and summary on highest percentage of children who have been in foster care less than 12 months and who have experienced more than 2 placement moves by county. • Analytical report documenting four agencies with the highest percentage of children and who have been in foster care less than 12 months who have experienced more than 2 placement moves. ▪ Report documenting TA strategies. • Site visit reports documenting	Bureau of Family Services PCSAs Bureau of Outcome Management	1. 3/31/04 2. 3/31/04 3. 4. 5. 6. 7. 8.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	of children who have been in foster care less than 12 months and who have experienced more than 2 placement moves by ~~5/04~~ **4/04 – 6/04**. 4. Implement focused TA in each of the ~~4~~ **2** agencies **between 7/04 – 12/04**. 5. Analyze DART data from CPOE Outcome Indicator 6C: *Stability of Foster Care Placements* to determine if there was a .5% level of improvement in the ~~4~~ **2** identified agencies compliance with CPOE Outcome Indicator 6C by ~~12/04~~ **1/05** and quarterly thereafter. 6. By ~~1/05~~ **2/05**, disseminate information via regional and statewide meetings to PCSA staff on the results of the TA strategies used by the ~~four~~ **two** agencies to improve stability of foster care placements. 7. Based upon data from DART on Outcome Indicator 2 C: *Stability of Foster Care Placements,* prepare a county specific data report and summary on compliance in 2003 for all 88 counties by 5/05. 8. Mail the data report and summary to each county by 5/05.	provision of TA and its results. • Analytical report documenting level of improvement by agency's in reducing the number of placement moves. • State and regional meetings held. • County data report and summary of stability of foster care placements by county. • Dissemination of data reports.		
B. Assist counties in determining the most appropriate placement for the child, providing support to maintain the child in that placement until the child can return home or be placed in another permanent setting: • Develop a best practice resource manual and disseminate to PCSAs. • Coordinate a panel of presenters for workshops at PCSAO's annual Child Welfare Conference to showcase best practices. • Coordinate a panel of presenters for workshop	1. Review DART CPOE Outcome Indicator 6C: *Stability of Foster Care Placements* to identify counties which meet or exceed the national standard for stability of foster care placements by 3/04. 2. Survey specific counties exceeding the national standard regarding model practices(e.g., model assessments, one child or sibling group per foster home, concurrent case planning, goal	• County data report and summary of counties which meet or exceeds the national standard of stability of foster care placements. • Compile survey results.	Bureau of Outcome Management 88 PCSAs Bureau of Family Services OCWTP	1. 3/31/04 2. 3. 4. 5.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
at ODJFS' Annual Foster and Adoption Conference to showcase best practices.	specific resource family recruitment, preventive and crisis intervention service models to maintain placements) by 4/04. 3. Review model assessments and innovative agency practices of Ohio counties by 5/04. 4. Research and review model practices of other states and national initiatives by 5/04. 5. Prepare and disseminate best practice resource manual by 9/04. 6. Present workshop at PCSAO's annual Child Welfare Conference by 9/04. 7. Present workshop at ODJFS Annual Foster and Adoption Conference by 11/04.	• Analysis of survey results of model practices which help to increase the stability of a foster care placement. • Compilation of findings from county/state/national reviews. • Best practice resource manual. • Collect and review evaluation sheets from conference participants and compile results to determine effectiveness of training. • Collect and review evaluation sheets from conference participants and compile results to determine effectiveness of training.		6. 7.
C. Sponsor resource family attendance at annual conferences to help them gain information on meeting a foster child's needs.	1. 400 resource families will participate in training events by 3/04 and 6/04.	• Collect and review evaluation sheets from conference participants and compile results to determine effectiveness of training.	Bureau of Family Services	1. 2/26-28/04

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
D. Assist counties in the recruitment of resource families.	1. Distribute materials to PCSAs for use in recruiting resource families during Foster Care Month and throughout the year by 3/04 and 3/05. 2. Develop and implement a statewide marketing campaign for foster caregivers and adoptive parents. 3. Conduct a survey on the effectiveness of materials to recruit individuals as resource families by 11/04.	• Dissemination of materials. • Statewide marketing campaign. • Analyze survey results to determine effectiveness of recruitment materials.	Bureau of Family Services	1. 3/31/04 2. 3.

PERMANENCY OUTCOME P1: Children have permanency and stability in their living situation

Item 8. *Reunification, guardianship, or permanent placement with relatives.*

GOAL: In two years, increase the percentage of timely reunifications, guardianships or permanent placements with relatives within 12 months of entry into foster care from 73.0% 2002 AFCARS baseline data to 75.4%.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Standardize or increase the consistency of the use of concurrent case planning by PCSAs.	1. Propose legislation to change discretionary "supplemental planning" to "concurrent case planning" in ORC by 9/04. 2. Based on passage of legislation, revise OAC rules and implement clearance process to mandate the use of concurrent case planning (Note: A date cannot be established until legislation is enacted). 3. Provide rules briefing to counties regarding revised rules planning (Note: A date cannot be established until legislation is enacted). 4. By 12/03 request 10 days of technical assistance from the National Resource Center for Permanency Planning to assist Ohio in developing strategies on the utilization of concurrent case planning, developing a best practice guidance, and designing and implementing a statewide skill-building meeting on concurrent case planning. 5. Develop concurrent case planning best practice guidance by 4/04. 6. Provide Training of Trainer sessions to child welfare case managers on concurrent case planning by 8/04. 7. Work with OCWTP Statewide Training Coordinator to integrate concurrent	• Secure a sponsor to advocate for the legislation. • Copy of testimony. • Legislative educational and advocacy meetings. • Legislation enacted. • Effective date of rule. • Briefing agenda and handouts. • National Resource Center for Permanency Planning TA is approved and dates scheduled. • Dissemination of guidance. • Training materials, agenda, and training evaluations.	Bureau of Family Services	1. 2. 3. 4. 12/23/03 5. 6. 7.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	planning guidance and training curricula into core caseworker and supervisory workshops by 1/05.			
B. Standardize the process of apprising parents of their rights by provision of a pamphlet to parents on parental rights, inclusive of involvement in case plan process, to be provided by the worker at the time of initial contact. (Refer to PIP Items 17, 18 & 25, and 20.)	1. Develop and disseminate a pamphlet to parents on parental rights, inclusive of involvement in case plan process by 4/04. 2. Draft OAC rules and initiate clearance process to mandate the use of the pamphlet by 4/04. 3. Provide rules/revisions briefings to counties regarding revised rules by 10/04.	• Dissemination of pamphlet. • Effective date of rule. • Briefing agenda and handouts.	Bureau of Family Services PCSAs PCPAs	1. 2. 3.
C. Participate in the OCWTP development of competencies for the early identification, assessment and involvement of kinship caregivers in the placement selection and case planning process. Refer to PIP Items 14 and 15.	1. Develop competencies by 11/03. 2. Develop content in workshops based on competencies by 4/05.	• Dissemination of competencies. • Provision of workshops.	Bureau of Family Services 88 PCSAs	1. 11/03 2.
D. Provide county specific, focused technical assistance (TA) to ~~four (4)~~ **two (2)** PCSAs with: the highest percentage of non-compliance in achieving reunification of a child within 12 months of removal from the home; and that have the greatest adverse impact on overall statewide performance.	1. Based upon data from DART CPOE Outcome Indicator 13A: *Length of Time to Achieve Reunification* prepare a county specific data report and summary on compliance with achieving reunification within 12 months of removal from the home by 1/04. 2. Conduct an analysis of the data report to identify and select ~~four (4)~~ **two (2)** agencies with the highest percentage of non-compliance in achieving reunification of children within 12 months of removal from the home and that have the greatest adverse impact on overall statewide performance by 2/04. 3. Work with the ~~four(4)~~ **two (2)** agencies to: develop hypotheses or reassess their CPOE Stage V hypotheses for why the agency is not in compliance with achieving reunification of children within 12 months of	• County data report and summary on foster care re-entry rates by county. • Analytical report documenting four counties' compliance in achieving reunification of a child within 12 months of removal from the home. • Site visit report documenting TA strategies.	Bureau of Outcome Management Bureau of Family Services PCSAs PCPAs	1. 1/14/04 2. 1/14/04 3. 4. 5. 6. 7. 8.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	removal from the home and develop focused TA strategies that outline state/county specific activities and timelines by ~~3/04~~ **4/04 – 6/04**. 4. Implement focused TA in each of the ~~4~~ **2** agencies **between 7/04 – 12/04**. 5. Analyze DART Outcome Indicator 13A: *Length of Time to Achieve Reunification* to determine if there was a 3% level of improvement by the ~~4~~ **2** identified agencies in achieving reunification of children within 12 months of removal from the home commencing ~~11/04~~ **1/05** and every month thereafter. 6. By ~~11/04~~ **2/05**, disseminate information via regional and statewide meetings to PCSA staff on the results of the TA strategies used by the ~~four~~ **two** identified agencies in achieving reunification of children within 12 months of removal from the home. 7. Based upon data from DART CPOE Outcome Indicator 13A: *Length of Time to Achieve Reunification*, prepare a county specific data report and summary on reunification rates in 2004 for all 88 counties by 5/05. 8. Mail data report and summary to each county by 5/05.	• Site visit reports documenting provision of TA and its results. • Analytical report documenting level of improvement in achieving reunification of a child within 12 months of removal from the home. • State and regional meetings held. • County data report and summary of achieving reunification of a child within 12 months of removal from the home by the agency. • Dissemination of data reports.		
E. Services are accessible to families and children during placement and post-placement. Refer to Items 5 and 36.				

PERMANENCY OUTCOME P1: Children have permanency and stability in their living situation

Item 9. *Adoption.*

GOAL: In two years Ohio will increase the percentage rate of finalized adoptions from 28.2% 2002 AFCARS baseline data to 31.1%.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHODS OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Improve relationship with courts in order to improve case flow through courts and enhance existing policies and procedures to decrease the length of time to achieve permanent custody. • Decrease the length of time to filing TPR cases.	1. Compile and disseminate a report of county specific analysis of length of time from initial custody to permanent custody and the barriers cited by 12/03. 2. Convene a Task Force comprised of county, state and court personnel to design TPR tracking tool which includes TPR delays, compelling reasons for not filing TPRs and other hearings that exceed the deadlines by 7/04. 3. Develop a Tracking tool for counties to document TPR delays, compelling reasons for not filing TPR in a timely manner, and other hearings that exceed the deadlines by 10/04. 4. Disseminate Tracking tool to all county agencies with instructions on how to submit the tool to ODJFS by 10/04. 5. Review and analyze the tracking tool on a quarterly basis, develop and disseminate the analysis to PCSAs and courts beginning 1/05 and quarterly thereafter to determine if the percentage rate of more timely TPRs	• Adoption Performance Report. • Task Force convened. • Tracking Tool. • Dissemination of tracking tool.	Justice Services Administrator Bureau of Family Services Court Representatives Bureau of Outcome Management	1. 11/03 2. 3. 4. 5. 6. 7. 8.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHODS OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	increases. 6. Bureau of Family Services will utilize data from report in #1 to determine two counties that are not filing TPR timely. Technical assistance will be provided by 12/04. 7. Meet with court judges and magistrates to explore the feasibility of implementing a continuance policy that discourages TPR delays, establishes fast tracking of TPR cases, and a draft policy that decreases the length of time court judges and magistrates issue final decisions by 12/04. 8. By 10/04 increase the percentage of children adopted who were permanently committed within 18 months of their initial custody by .25 percent over the previous year. 9. By 10/05 increase the percentage of children adopted who were permanently committed within 18 months of their initial custody by .25 percent over the previous year.	• Analysis of tracking tool. Specific analysis which provides documentation of trends, issues impacting goal. Dissemination of analytical report to PCSAs. • Recommendation of judges and magistrates recorded. • DART Report indicating the percentage of children permanently committed in 18 months and the impact of this timely PCC on the CFSR goal of finalizing within 24 months.		
• Determine if comments regarding the appellate process are a result of improper judicial practice or unrealistic expectations	1. Based on data from Family Law Case Manager provide technical assistance to the 3 largest counties (See Item #27 regarding results of analysis) by 12/04.	• Reports produced by Family Law Case Manager. • Site visit reports documenting provisions of TA and its results.	Justice Services Administrator Bureau of Family Services Court Representatives Bureau of Outcome Management	1.
• Increase communication and nurture	1. Develop Resource Guidelines that include information defining courts' roles and	• Resource Guidelines completed.	Justice Services	1.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHODS OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
positive relationships between county, state and court personnel in an effort to decrease adverse relationships between entities.	establishes best practices that expedite court processes by 9/05. (See Item 27) 2. Establish and disseminate best practices models to counties in conjunction with court review systems guidelines by 9/05. (See Item 27)	• Dissemination of Best Practice Models.	Administrator Bureau of Family Services Court Representatives Bureau of Outcome Management	2.
B. Develop a best practices model for expediting permanency planning for children once an agency files a motion for permanent custody or once the court has granted an agency permanent custody.	1. Conduct survey of counties to determine method and timeframe for expediting permanency planning for children for whom agencies have permanent custody and identify best practices among counties by 2/04. 2. Analyze the information and produce a Adoption Permanency Planning Protocol and distribute to counties by 4/04. 3. Revise Ohio Administrative Code rule and implement Clearance process to mandate agencies to have a policy for expediting permanency planning for children in the permanent custody of the agency by 5/04. 4. Provide training to counties regarding revised rule by 10/04. 5. By 12/04, develop methods for monitoring compliance with new policies for CPOE Stage VI. 6. By 1/05 all counties will include the policy in their agency policies.	• County surveys. $ Adoption Permanency Planning Protocol. • Effective date of rule. • Rules overview. • CPOE Stage VI instrument. • Review of policies.	Bureau of Family Services 88 PCSAs	1. 4/30/04 2. 3. 4. 5. 6.
C. Prevent delays in finalized adoptions due to lack of preparation of children and families.	1. Finalize the subsidy guide that informs foster families of their rights and available supports by 12/03. 2. Place the subsidy guide on the AdoptOHIO website by 12/03. 3. By 3/04, 100% of counties will inform families	• Subsidy guide posted on web site.	Public and Private Agency Directors Rules Coordinator Bureau of Outcome Management	1. 5/18/04 2. 6/7/04 3. 6/7/04

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHODS OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	of revised adoption subsidy guidelines available on the website. 4. OCWTP and Institute for Human Services trainers invited to Adoption rule trainings by 10/03. 5. Identify competencies needed to assist caseworkers in preparing prospective families and children for adoption by 3/04. 6. By 12/03, 50% of state hearings related to adoptions are reviewed by Adoption Section to evaluate if patterns are occurring in certain regions, etc. 7. By 3/04, provide technical assistance to 5 counties with the highest number of state hearings related to adoptions.	• Quality Assurance Evaluations from parent surveys to determine if persons interested in adoptions used the subsidy guide on the web and how it impacted their adoption decision. • Workgroup reports from Institute for Human Services. • Competencies identified. • Internal report regarding State Hearings shared with Office of Legal Services. Internal report will be an analysis of the impact of State Hearings on length of time to adoption. • Site visit reports documenting provisions of TA and its results.	Bureau of Family Services OCWTP	4. 10/03 5. 4/04, 5/04 6. 1/04 7.
D. Components of supplemental case planning (concurrent case planning) processes implemented by counties will consist of viable activities to implement secondary goals of case plans. • Define the advantages of utilizing supplemental case planning (concurrent case planning). • Define the advantages of utilizing foster to adopt placements with counties.	1. By 12/03 request 10 days of Technical Assistance from the National Resource Center for Permanency Planning to assist Ohio in determining increased efficiency and transitioning foster parents to adoptive parents and in supplemental case planning (concurrent case planning). To be conducted in tandem with Item 8. 2. Implement recommendations developed by the National Resource Center by 7/04. 3. By 6/05, conduct reviews in two counties, including Franklin, and one other medium sized county to evaluate the use of supplemental case planning (concurrent	• National Resource Center for Permanency Planning is approved and dates scheduled. • Internal reports documenting progress in meeting recommendations. • Site visit reports documenting provisions of TA and its results.	Bureau of Family Services PCSAs	1. 12/23/03 2. 3.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHODS OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
• Ensure adoption case paperwork is completed expeditiously.	planning) and assure that viable activities to implement the secondary goals of the case plan are included. 1. By 9/03 revise OAC rule: a) To require an initial Social and Medical History form be completed prior to termination of parental rights. b) To require agencies to complete the Child Study Inventory 30 days after an agency receives permanent commitment or permanent surrender of children. c) To require agencies to use a disclosure form which documents all the preliminary placement activities prior to an adoptive placement. 2 By 6/04 and quarterly thereafter analyze effect of rule changes by reviewing length of time between permanent custody and adoptive placement to determine if the length of time has decreased.	• Effective date of rules. $ Analysis of data to determine impact of rule changes on practice.	Bureau of Family Services PCSAs	1. 9/1/03 2.

PERMANENCY OUTCOME P2: The continuity of family relationships and connections is preserved for children

Item 14. *Preserving connections.*
Item 15. *Relative placement.*

GOAL: Increase worker's skills in working with families whose children are in substitute care placement so they will be able to preserve primary connections of the child while the child is in foster care placement.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Provide training to local children services agencies to encourage workers to: • Explore visitation and placement with non-custodial parents (particularly fathers), unless it is not in the child's best interests. • Consider utilizing family group decision-making to engage parents and others in addressing the needs of children and allow children to remain in their own homes or be safely reunified.	1. By 7/04 request 10 days of Technical Assistance from the National Resource Center in conducting workshops on involving fathers in case planning and engaging in family group decision making. 2. Offer Training of Trainers (TOT) workshops at the Quarterly Child Welfare Managers meetings by 10/04. .	• Seek approval for 10 days of TA and schedule dates. • Number of caseworkers and administrators trained. • Evaluation results are tabulated.	Bureau of Family Services	1. 12/23/03 2.
B. Increase knowledge of local agency staff on the Indian Child Welfare Act (ICWA). • Present the requirements to seek written verification of a child's heritage and membership with a tribe prior to placement.	1. Present an overview of ICWA requirements related to the placement of Native American children at the Adoption and Foster Care Conference by 11/03. 2. Update and disseminate protocol for contacting Tribal representatives by 1/04. 3. Based upon FACSIS data identify children categorized as Native American and conduct a survey of counties where children are receiving services to determine if the identified children are American Indian as defined by ICWA and of the children verified as American Indian	• One ICWA presentation has been conducted. • Dissemination of protocol to PCSAs/PCPAs. • Analytical report summarizing agency compliance with protocol.	Bureau of Family Services PCSAs PCPAs	1. 11/03 2. 3. 4.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	determine agency's compliance with the protocol by 4/04 and yearly thereafter. 4. Provide TA to counties that are not following the protocol by 5/04.	• Report on TA.		
C. Include in the best practice resource manual referenced under Item 6, how agencies are effectively working with non-custodial fathers and extended relatives to assure that connections are preserved.	1. Refer to benchmarks for the best practice resource manual under Item 6.	• Refer to the methods of measuring improvement for the resource manual under Item 6.	Bureau of Family Services 88 PCSAs	1.
D. Incorporate into CPOE case record review instrument monitoring the preservation of connections and relative placements.	1. Review items included in CPOE Stage 5 to determine additional items to include in the CPOE Stage VI instrument which assesses agency inclusion of information in the case plan regarding preservation of connections and exploration of placement of children with relatives by 12/04. 2. Review data from CPOE Stage VI to determine level of inclusion of information on the case plan regarding preservation of connections and exploration of placement of children with relatives by 6/05.	• CPOE Stage VI monitoring instrument. • Analytical report documenting agency inclusion of information on the case plan regarding preservation of connections and exploration of placement of children with relatives.	Bureau of Family Services Bureau of Outcome Management 88 PCSAs	1. 2.

CHILD AND FAMILY WELL-BEING OUTCOME WB1: Families have enhanced capacity to provide for their children=s needs

Item 17. *Needs and services of child, parent, foster parents.*
Item 18. *Child and family involvement in case planning.*
Item 25 *Process for ensuring each child has a written case plan to be developed jointly with the child's parent(s) that includes the required provisions.*

GOAL: In two years, increase parent, child and caregiver participation in case planning by 3%.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Establish a baseline for outcomes in order to measure level of improvement.	1. Conduct case record reviews in 44 counties and establish the baseline by 6/04.	**$** Information from CPOE Stage V establishing baseline on family participation in identification of service needs and case planning.	Bureau of Family Services Bureau of Outcome Management	1. 5/11/04
B. Strengthen workers' skills in engaging families in the case planning and case plan review processes in order to increase parent, caregiver, and child involvement in case plan development and reassessment.	1. Develop discussion guides to assist workers in engaging families in discussion of case plan activities by 6/04. 2. Make guides available to PCSA staff through Family and Children Services Manual Procedure Letter by 10/04. 3. Conduct statewide briefings via presentations at statewide and regional meetings on the purpose and use of the guides by 1/05. 4. Work with the OCWTP Statewide Training Coordinator to integrate guides into the "engagement of client" component of the OCWTP Case Planning and Family Centered Casework Core Workshop by 4/05. 5. Work with the OCWTP Statewide Training Coordinator to develop and offer refresher and skill enhancement training related to engagement of clients during the interviewing process by 5/05. 6. Evaluation of whether workshops present	**$** Discussion guides completed. • Procedure letter posted on ODJFS InnerWeb and Internet. • Attendance sheets and agendas for briefings. **$** Curriculum contains discussion guide information. **$** Workshop developed and presented on "engagement of clients". **$** Evaluation report prepared.	Bureau of Family Services Ohio Child Welfare Training Program 88 PCSAs	1. 2. 3. 4. 5. 6.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	discussion guide information by 10/05.			
C. Inform parents, children and caregivers of the concerns identified in the assessment and their right to participate in development of case plan activities to address the identified concerns.	1. Develop summary tools to help the family and caregivers link safety and risk assessment concerns to case plan activities developed by 10/04. 2. Make summary tools available to PCSA staff through Family and Children Services Manual Procedure Letter by 4/05. 3. Provide briefings via presentations at regional and statewide meetings on new tools to PCSAs by 6/05. 4. Survey parents, children, foster parents and other relevant parties about their participation and involvement in case plan development to determine if there has been a 3% increase in participation by 12/05. 5. Tabulate and analyze survey results by 4/06.	$ Summary tools developed. $ Procedure letter posted on ODJFS InnerWeb and Internet. $ Attendance sheets and agendas from briefings. $ Survey completed. $ Report on survey results prepared.	Bureau of Family Services 88 PCSAs	1. 2. 3. 4. 5.
D. Revise case plan and Semiannual Administrative Review documents to be more understandable by families and caregivers (to be completed concurrently with Action Step B).	1. Convene work group to complete revisions to tools by 5/04. 2. Revise case plan and SAR tools by 10/04. 3. Provide revised tools to PCSA staff through Family and Children Services Manual Transmittal letter by 4/05. 4. Provide briefings on changes to county PCSAs via presentations at regional and statewide meetings by 6/05. 5. Implement use of new tools by 7/05. 6. Survey parents, children, foster parents and other relevant parties about whether the tools (forms) are understandable and user-friendly by 12/05. 7. Tabulate and analyze survey results by 4/06.	• Work group convened. • Revised case plan and SAR tools. • Attendance list, briefing agenda and handouts. • Survey results tabulated and disseminated.	Bureau of Family Services 88 PCSAs	1. 2. 3. 4. 5. 6. 7.

CHILD AND FAMILY WELL-BEING OUTCOME WB1: Families have enhanced capacity to provide for their children=s needs

Item 20. *Worker visits with parent(s).*

GOAL: In two years, increase frequency of worker visits with all parties listed on the case plan by 3%.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Establish baseline for outcomes in order to measure level of improvement.	1. Conduct case record reviews in 15 counties and establish baseline by 2/04.	$ Information from CPOE Stage V establishing baseline for worker visits.	Bureau of Family Services Bureau of Outcome Management 88 PCSAs	1. 5/11/04
B. Revise case plan rules for voluntary (no court order) cases to provide guidelines on frequency and purpose of worker visits with parent(s) and clarify expectations for visits with absent parent.	1. Revise case plan rules for clearance by 6/04. 2. Provide briefings on rule changes to PCSAs via transmittal letters and presentations at regional and statewide meetings by 9/04. 3. Work with the OCWTP Statewide Training Coordinator to integrate guidelines into the Acase management" component of the OCWTP Case Planning and Family Centered Casework Core Workshop by 12/04. 4. Work with the OCWTP Statewide Training Coordinator to develop and offer refresher and skill enhancement training related to review of case plan services as an integral component of case management by 5/05. 5. Evaluate of whether workshops present discussion guide information by 10/05. 6. Conduct case reviews during on-site CPOE process to document frequency and topics discussed during worker visits by 12/05.	$ Effective date of rules. $ Transmittal letter posted on ODJFS InnerWeb and Internet; attendance sheets and agendas for briefings. $ Curricula contains information on frequency and purpose of worker visits with parents. $ Workshop developed and presented that includes content on "review of case plan services as an integral component of case management". $ Evaluation report prepared. $ County data report and summary of frequency of worker visits.	Bureau of Family Services Ohio Child Welfare Training Program 88 PCSAs	1. 6/04 2. 3. 4. 5. 6.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
C. Develop tools to enhance worker skills in conducting outcome focused worker visits with parents, children and caregivers.	1. Develop discussion tools to assist workers in conducting focused discussions during worker visits with families and children by 6/04. 2. Make tools available to PCSA staff through Family and Children Services Manual Procedure Letter by 10/04. 3. Conduct statewide briefings via presentations at statewide and regional meetings on the purpose and use of the tools by 1/05. 4. Work with the OCWTP Statewide Training Coordinator to integrate tools into the Acase management@ component of the OCWTP Case Planning and Family Centered Casework Core Workshop by 12/04. 5. Work with the OCWTP Statewide Training Coordinator to develop and offer refresher and skill enhancement training related to conducting worker visits by 5/05. 6. Evaluation of whether workshops present discussion guide information by 10/05.	$ Discussion tools developed. $ Procedure letter posted on ODJFS InnerWeb and Internet. $ Attendance sheets and agendas from briefings. $ Curricula contains information addressing outcome focused worker visits with parents, children and caregivers. $ Workshop developed and presented that includes content on outcome focused worker visits. $ Evaluation report prepared.	Bureau of Family Services Ohio Child Welfare Training System 88 PCSAs	1. 2. 3. 4. 5. 6.

CHILD AND FAMILY WELL-BEING OUTCOME WB2: Children receive appropriate services to meet their educational needs

Item 21. *Educational needs of the child.*

GOAL: Enhance the delivery of services needed to help children achieve academic success that is commensurate with their abilities.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Partner with the Ohio Department of Mental Retardation and Developmental Disabilities (MRDD) to assist school districts which are/would like to be Community Alternative Funding System (CAFS) providers.	1. Ohio Health Plans (ODJFS- Medicaid) to work with MR/DD to annually monitor the number of local school districts which are certified as CAFS providers by 12/04 and provide TA (as requested).	• Number of school districts with Medicaid provider agreements.	Ohio Health Plans and MR/DD in conjunction with the Bureau of Family Services	1.
B. Provide information to PCSAs regarding student rights and how to request development of Individualized Education Plans (IEPs).	1. Create and distribute informational packets by 8/04. 2. Conduct a survey of PCSAs regarding use of IEPs by 7/05.	• Distribution of information. • Utilization survey results issued.	Bureau of Family Services in conjunction with the Public Children's Services Assn of Ohio (PCSAO) Ohio Department of Education	1. 2.
C. Work with Ohio Family and Children First to promote an integrated network of educationally-based supportive services.	1. Meet with representatives of ODMH, ODH, ODADAS, ODE and others to develop resource and data collection mapping by 12/03. 2. Meet with representatives of ODMH, ODH, ODADAS, ODE and others to identify potential inter-systemic programming by 12/04. 3. Distribute information to PCSAs by 3/05.	• *Healthy Youth Initiatives* Subcommittee's reports. • Dissemination of information.	Ohio Family and Children First in conjunction with Bureau of Family Services	1. 12/9/03 2. 12/9/03 3.
D. Monitor completion of JFS 01443, Education Services.	1. Increase the completion of JFS 01443, *Education and Medical Form* by 10%.	• Review of CPOE reports and QIPS 2 times during the 18 month cycle.	Bureau of Outcome Management	1. 3/04

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
E. Support joint initiatives by ODMH and ODE which address emotional and behavioral problems that compromise student success (See Item 36, Action Step D).			ODJFS ODMH ODE	

CHILD AND FAMILY WELL-BEING OUTCOME WB3: Children receive adequate services to meet their physical and mental health needs

Item 22. *Physical health of child.*

GOAL: Strengthen inter-system collaboration to better meet the physical health needs of children in the child welfare system.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Clarify PCSA and PCPA responsibilities for: • effectively assessing health care needs • coordinating the provision of appropriate services to meet health care needs • documenting services needed/provided and services needed but unable to be provided and the reasons why.	1. Review Ohio Administrative Code rules governing health care to determine whether revision is required and prepare a report regarding findings by 3/04. 2. Review Stage V CPOE reports by 7/1/04 to determine compliance with health care requirements. Agencies who are not-in-compliance with health care requirements will contain as part of their Quality Improvement Plan (QIP) action steps for addressing non-compliance. QIPs will be developed within 30 days of receipt of the CPOE final report. 3. Meet with agencies who are not-in-compliance with health care requirements 4 months after approval of the QIP and 6 months after approval of the QIP to assess progress in complying with health care requirements.	• Report of OAC rule review. • CPOE Reports (case record reviews). • Private agency licensing review reports. • TA reports.	Bureau of Family Services Bureau of Outcome Management	1. 3/16/04 2. 7/1/04 3.
B. Work with the Ohio Department of Health (ODH) to provide information to PCSAs regarding utilization of public oral health services.	1. By 12/03 meet with Ohio Department of Health, Bureaus of Oral Health and Family and Community-Based Services to determine current capacity of care by geographical regions. 2. Distribute information regarding availability of dental care providers to PCSAs by 6/04.	• ODH utilization reports. • Information disseminated.	Bureau of Family Services Ohio Department of Health	1. 2/2/04 2.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
C. Increase PCSAs' awareness of available local health care services.	1. ODJFS local HealthChek coordinators will compile a listing of available local services by 9/04. 2. Distribute information to PCSAs regarding available local health care resources by 12/04.	• Compilation of information. • Distribution of information.	Bureau of Family Services Ohio Health Plans (ODJFS- Medicaid) Public Children Services Association of Ohio	1. 2. 6/25/04

CHILD AND FAMILY WELL-BEING OUTCOME WB3: Children receive adequate services to meet their physical and mental health needs

Item 23. *Mental health of child.*

GOAL: *Enhance* the accessibility of mental health services provided to children and families in the child welfare system.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Support Ohio Department of Mental Health's (ODMH) efforts to increase the consistent utilization of assessment tools.	1. Convene initial meeting with ODMH to review research-based assessment tools (e.g., Ohio Scales) by 12/03. 2. Information regarding available, recommended assessment tools will be jointly (ODMH, ODJFS) compiled and distributed to PCSAs and local mental health providers by 6/04.	• Number of inter-agency meetings. • Distribution of information on assessment tools by type and geographical location.	Ohio Department of Mental Health Office for Children and Families, Bureau of Family Services	1. 9/2/03 2. 9/2/03
B. Provide training to therapists, caseworkers, adoptive and foster parents regarding the special behavioral health care needs of children in out-of-home care and in adoptive placements.	1. Include specialized, issue-specific workshops in ODJFS sponsored training and other conferences (initiating at the Adoption Conference in 11/03; on-going thereafter).	• Number of workshops provided annually. • Evaluation of workshops provided.	Office for Children and Families, Bureau of Family Services	1. 11/13-15/03 5/25-26/04
C. Promote the provision of specialized programming for children of parents who are addicted to alcohol or other drugs.	1. Review local board expenditures for these services by 1/04 (on-going thereafter). 2. Provide written materials and technical assistance to local providers regarding specific funding for this programming by 1/04 (on-going thereafter).	• Review quarterly ODADAS 484 expenditure reports. • Distribute information packets and provide technical assistance sessions.	Office for Children and Families, Bureau of Family Services Ohio Department of Alcohol and Drug Addiction Services	1. 1/04 5/28/04 2. 6/10/04

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
D. Provide further technical assistance to PCSAs and local treatment providers regarding initiatives, best practice methods and funding resources for behavioral healthcare programming.	1. Convene initial meeting with ODMH, the Ohio Department of Alcohol and Drug Addiction Services (ODADAS) and local advocacy groups regarding requests for information and training opportunities by 12/03 (on-going thereafter).	• Number and type of assistance provided to local communities.	ODJFS (Medicaid, OCF- Bureau of Family Services) ODADAS ODMH Advocacy Groups	1. Fall 2003 11/4/03 1/22/04 2/13/04 3/4/04 3/24/04 6/10/04
E. Identify behavioral healthcare treatment capacity, gaps in services and needs for specialized programming (See Item 36, Action Step A).				
F. Serve in an advisory capacity on program evaluation projects conducted by ODADAS and ODMH to assess the effectiveness of behavioral healthcare treatment services (See Item 36, Action Step B).				
G. Work with ODMH and Ohio Health Plans to expand the continuum of mental healthcare services (See Item 36, Action Step C).				
H. Support the partnership designed to provide assessment, intervention and treatment services within the school system (See Item 36, Action Step D).				
I. Provide training to PCSAs and treatment providers regarding issues associated with federal confidentiality laws (See Item 36, Action Step E).				
J. Work with the Public Children Services Association of Ohio(PCSAO) to improve consistency in purchasing of services among PCSAs (See Item 36, Action Step F).				

THIS IS A DUPLICATE OF ITEM 9, ACTION STEP A AND WILL BE OMITED

SYSTEMIC FACTOR 2: Case review system

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.*

GOAL I: To increase ODJFS' ability to identify the percentage of children who have had timely hearings.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
~~A. Develop a formal process for identifying courts that consistently exceed prescribed time frames for judicial hearings (Reference Item 9).~~	~~1. Convene a Task Force comprised of county, state and court personnel to design TPR tracking tool which includes TPR delays, compelling reasons for not filing TPRs, and other hearings that exceed the deadlines by 7/04.~~ ~~2. Develop a Tracking Tool for counties to document TPR delays, compelling reasons for not filing TPRs in a timely manner, and other hearings that exceed the deadlines by 10/04.~~ ~~3. Disseminate Tracking Tool to all county agencies with instructions indicating how to submit the tool to ODJFS by 10/04.~~ ~~4. By 1/04, establish formal process with Supreme Court of Ohio for county-specific court review and response prior to general distribution.~~ ~~5. Prepare and disseminate quarterly data reports beginning 1/05 and quarterly thereafter.~~	~~• Task Force convened.~~ ~~• Tracking Tool.~~ ~~• Dissemination of Tracking Tool.~~ ~~• Process accepted by judicial leadership; uses of reports clearly delineated and established in writing.~~ ~~• First quarter data reports received.~~ ~~• Reports disseminated to 88 courts~~	~~Bureau of Family Services~~ ~~Ohio Supreme Court~~	~~1.~~ ~~2.~~ ~~3.~~ ~~4.~~ ~~5.~~ ~~6.~~

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	~~6. Review and analyze the tracking tool on a quarterly basis, develop and disseminate the analysis to PCSAs and courts beginning 1/05 and quarterly thereafter.~~	• ~~ODJFS & Supreme Court of Ohio are able to identify counties in which significant numbers of children's hearings are not held within prescribed time frames.~~		

SYSTEMIC FACTOR 2: Case review system

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.*

GOAL II: *To examine the efficacy of the state system of juvenile court case processing and identify ameliorative steps for correction.*

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Determine if overcrowding of court dockets is contributing to Ohio's timeliness of reviews. B. Determine if comments regarding excessive continuances are a result of improper judicial practice or unrealistic expectations. C. Determine if comments regarding the appellate process are a result of improper judicial practice or unrealistic expectations. D. Identify state trends or system barriers that contribute to extended case processing.	1. Gain cooperation of the Supreme Court of Ohio by 2/03.	$ Joint analysis of CFSR report; collaboratively develop action plan; SCO administrative commitment for collaboration $ Joint development of position description and delineation of approach Family Case Manager is to take in on-site court analysis.	Bureau of Family Services Justice Services Administrator (JSA) Supreme Court of Ohio (SCO)	1. 2/03 2. 7/03 3. 9/03 4. 12/03 5. 6. 7.
	2. Post position for Family Law Case Manager by 4/03; hire by 7/03.	$ Create the position of Family Law Case Manager (FLCM). $ Interview and hire.	SCO	
	3. Courts are made aware of Family Law Case Manager and process of on-site analysis through written report and training events by 9/03.	• Dissemination of information of FLCM.	JSA; PCSA; SCO; courts	
	4. Establish formal reporting procedure for PCSAs to identify courts that consistently exceed time frames by 12/03.	$ PCSAs identify any jurisdiction where there is a pattern of exceeding timeframes.	SCO; courts	
	5. SCO works with courts that self-identify interest in on-site case processing analysis commencing 12/03.	$ FLCM provides on-site case flow analysis to courts that are identified. $ Analysis identifies causative	SCO; JSA	

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	6. Analyze causative factors and provide TA or administrative support by 1/04. 7. By 12/05, SCO gather court data which identify courts that are routinely exceeding prescribed time frames.	factors; SCO provides technical assistance or administrative support to address. $ Courts identify interest; FLCM begins on-site work. $ FLCM works with one court per quarter to identify efficacy of case processing. $ Data elements, and pre-testing sources, that are needed to make determination are identified. $ Ohio selected to receive SANCA grant. $ Reporting process changed to reflect new requirements. $ SCO receives new reports beginning with the reporting period 1/06 – 3/06.	JSA; SCO; courts SCO; court SCO SCO; Family Services SCO SCO	

SYSTEMIC FACTOR 2: Case review system

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.*

GOAL III: *To address systemic barriers that impede effective interface of the child welfare and legal system*

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. To establish "best practice" guidelines for courts' handling of dependency cases.	1. By 12/03, develop timeframes and action plan with Ohio Judicial College to sponsor a minimum of four topical symposia for Ohio's judiciary, with the purpose of establishing "best practice" guidelines.	• Plan developed. • RFP for consultant developed. • Consultant selected. • Regional symposia 1 & 2 held. • Regional symposia 3 & 4 held.	Supreme Court of Ohio JSA	1. 12/03 5/7/04 6/18/04
	2. To establish and produce written "best practice" guidelines from symposia outcomes by 10/05.	• Establish advisory review committee. • Produce written document. • Disseminate document to judiciary at "Family Court Forum". • Present to SCO Advisory Committee for implementation. • Establish willingness of NCJFCJ and ABA to	SCO JSA Ohio Association of Juvenile Judges Ohio Association of Probate Judges Ohio Bar Association National Council of Juvenile and Family Court Judges	2.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
		participate.	American Bar Association	
	3. Establish "model court(s)" intended to implement the best practice guidelines established by the National Council of Juvenile Court Judges (NCJFCJ) and American Bar Association (ABA) by 9/03.	• Identify model court. • Establish model court. • Identify if additional courts are appropriate and willing by 2/04.	SCO JSA	3. First court confirmed by NCJFCJ 9/13/03 (Lucas).
	4. Sponsor national "Family Court Forum" in collaboration with NCJFCJ and other appropriate entities to highlight Ohio's innovative programs and initiate implementation of best practice guidelines by 10/05.	• Participate on NCJFCJ planning committee. • Solicit co-sponsors. • Hold event.	JSA SCO NCJFCJ	4.
B. To utilize SCO Advisory Committee to implement	1. Implement Guardian Ad Litem(GAL)	• Present proposed standards		1.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
initiatives that impact on judicial systems.	Standards by 7/05.	to Advisory Committee. • Advisory Committee adopts and present implementation plan. • Develop training curriculum in compliance with GAL Standards. • Offer training on statewide basis. • Implement provisions of plan. • Present new standards at Family Court Forum.		2.
C. To increase judicial opportunities for family law education.	1. Sponsor national "Family Court Forum" in collaboration with NCJFCJ and other appropriate entities to highlight Ohio's innovative programs and initiate implementation of best practice guidelines by 10/05.	• Participate on NCJFCJ planning committee. • Solicit co-sponsors. • Hold event. • By 6/04 increase the number of Family Law Courses provided through the Ohio Judicial College to a minimum of 31. ▪ Have a representative of the Ohio Department of Job and Family Services present issues of criticality, and identify resources for technical assistance, to newly elected/appointed juvenile and probate judges. ▪ By 6/04, develop and distribute a minimum of five issues of quarterly bulletin on Family Law issues jointly developed by the Ohio Department of Job and Family Services and the Supreme Court of Ohio. At a minimum,	JSA SCO NCJFCJ	1.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
		the bulletin will be distributed to all common pleas judges, magistrates, and court administrators, and all public children services agencies.		

SYSTEMIC FACTOR 5: Service array

Item 36. *The services in item 35 are accessible to families and children in all political jurisdictions covered in the state's Child and Family Services Plan.*

GOAL: Enhance accessibility of local supportive services throughout the state.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Identify behavioral healthcare treatment capacity, gaps in services and needs for specialized programming.	1. Convene initial meeting with representatives from: the Ohio Department of Mental Health(ODMH), the Ohio Department of Alcohol and Drug Addiction Services (ODADAS) and advocacy groups regarding data to be collected by 1/04 (on-going thereafter). 2. Convene initial meeting with agency representatives to discuss trends by 7/04 (on-going thereafter).	• Compilation of data collection reports by ODJFS, ODMH, ODADAS and advocacy groups. • Trend reports.	ODMH ODADAS Advocacy groups Bureau of Family Services Public Children Services Association of Ohio	1. Fall 2003 1/04 2/04 2.
B. Serve in an advisory capacity on program evaluation projects conducted by ODADAS and ODMH to assess the effectiveness of behavioral healthcare treatment services.	Hold reviews regarding outcome evaluation projects conducted by: 1. ODADAS Outcomes Initiatives Task Force by 12/03 (on-going thereafter); 2. ODMH by 6/30/04 (on-going thereafter).	• ODADAS and ODMH outcome evaluations.	Bureau of Family Services Ohio Department of Alcohol and Drug Addiction Services Ohio Department of Mental Health	1. 10/22/03 2. 11/12-13/03 1/22/04
C. Work with ODMH and Ohio Health Plans to expand the continuum of mental healthcare services.	1. Request federal approval for Medicaid funding change by 7/04. 2. Develop Assertive Community Treatment (ACT) and Intensive Home and Community-Based Services (IHCBS) programming (conditioned on Federal approval). 3. Upon federal approval and program development, conduct cross-systems training regarding services. (Note: A date cannot be established given dependence	$ Proposed Amendment to the Medicaid State Plan submitted for Federal approval. $ Establishment of the ACT and IHCBS programs. $ Number and location of cross-systems training sessions provided.	Ohio Health Plans (ODJFS- Medicaid) Ohio Department of Mental Health Bureau of Family Services	1. 2.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	on federal approval)			
D. Support the Ohio Department of Mental Health – Ohio Department of Education partnership designed to provide assessment, intervention and treatment services within the school system.	1. OCF participates in annual statewide forums of the *Ohio Mental Health Network for School Success*.	• Meeting dates.	Bureau of Family Services ODE ODMH	1. 11/9/03 11/4/03 1/8/04 3/18/04 6/21/04
E. Provide training to PCSAs and treatment providers regarding issues associated with federal confidentiality laws.	1. Provide training sessions as requested and initiating by 4/04 (on-going thereafter). 2. Conduct evaluations to determine the effectiveness of workshops provided.	• Number of sessions provided to local communities (e.g., PCSAs, ADAS/ADAMHS Boards, treatment providers). • Workshop evaluations.	Bureau of Family Services Ohio Department of Alcohol and Drug Addiction Services Ohio Department of Mental Health	1. 3/24/04 4/22/04 2. 3/24/04 4/22/04
F. Work with the Public Children's Services Association of Ohio (PCSAO) to improve consistency in purchasing services among PCSAs.	1. Convene meetings with representatives of PCSAs to review current standards for purchasing services by 10/03. 2. Develop Standardized Levels of Care/Service Matching Tools by 3/04. 3. Agreement with consultant to test the validity/reliability of the selected matching tool is finalized by 10/04. 4. Consultant begins evaluation of the validity/reliability of the selected service matching tool by 12/05 (on-going thereafter).	• Number of meetings. • Development of Service Matching Tools. • Contract finalized with consultant. • Consultant's report.	ODJFS- Office for Children and Families Public Children's Services Association of Ohio	1. 12/4/03 2. 12/4/03 1/22/04 2/5/04 2/1/04 3/3/04 3. 4.
G. Encourage the establishment of multi-disciplinary teams and other collaborative models for assessments, case planning, and the monitoring of service provision to address issues which require involvement of multiple agencies (e.g. domestic violence, mental health, substance abuse, mental retardation/developmental disabilities)	1. The following multi-disciplinary training has been provided for a minimum of 40 caseworkers and police officers: a. Forensic Interviewing ▪ By 1/04 for 14 Northeastern Ohio counties. ▪ By 6/05 for 10 Southeastern Ohio counties b. Team Investigation Techniques by 4/04 for 14 Northeastern Ohio counties.	• Number of Multi-disciplinary training offered and number of individuals trained. • Training evaluations completed by participants. • The establishment of certified multi-disciplinary Child Advocacy Centers that provide comprehensive, child-focused assessment and treatment.	Bureau of Family Services Ohio Network of Child Advocacy Centers	1. 1/04 6/04 2. 3. 4.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	c. Investigation of Internet Crimes Against Children by 5/04 for 10 Southeastern Ohio counties. d. Domestic Violence by 6/04 for 16 Northwestern Ohio counties. 2. The Ohio Network of Child Advocacy Centers has accomplished the following deliverables pursuant to its contract with the Department: a. Develop and disseminate technical assistance materials for communities interested in establishing a child advocacy center by 6/04. b. A minimum of two programs become associate members of the National Children's Alliance by 6/04 and two more by 6/05. c. One community has been assisted in initiating the planning stage by June 2004 and another one by 6/05. d. One member moves from associate to full membership status with the National Children's Alliance by June 2004 and another one by 6/05. 3. The state team promoting the Family Drug Court concept (representatives from ODJFS, the Judicial Conference, the Ohio Supreme Court, and ODADAS) have made available videos and other information to counties to market the concept of Family Drug Courts throughout the state by 6/04. 4. The establishment of two additional Family Drug Courts in the state by 6/05.	• The establishment of two additional Family Drug Courts in the state.		
H. Through partnership with MR/DD, provide assistance to school districts desiring to become Community Alternative Funding System providers (See Item 21, Action Step A).				

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
I. Work with the ODH to provide information to PCSAs regarding the utilization of public dental health services (See Item 22, Action Step D).				
J. Provide further training to therapists, caseworkers, adoptive and foster parents regarding the special behavioral health care needs of children in out-of-home care and in adoptive settings (See Item 23, Action Step B).				
K. Promote the provision of specialized programming for children of parents who are addicted to alcohol or other drugs (See Item 23, Action Step C).				

SYSTEMIC FACTOR 7: Foster and adoptive parent licensing, recruitment, and retention

Item 44. *The state has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed.*

GOAL: Increase the number of African-American families applying and being approved for adoption by 5% once the FACSIS data has been determined to be accurate.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
A. Implement procedures to better assure FACSIS information regarding resource families is accurate and up-to-date.	1. Compile a statewide list of all Aopen@ families (families who have been registered as having applied for adoption) in FACSIS relative to each county agency by 1/04. 2. Distribute respective lists with each county agency for verification by 3/04. 3. Provide technical assistance to counties regarding updating FACSIS information by 12/04. 4. Decrease the inactive and outdated familial information on file with FACSIS by 50% by 12/04. 5. Provide quarterly report to agencies with missing demographic data (especially race) and track the entry of new data by 6/04. 6. 50% of adoptive family data in FACSIS will have complete information regarding race by 12/04. 7. Incorporate findings, data and instructions regarding accurate data in to Bureau of Automated Systems FACSIS Training for counties by 6/05. 8. 50% of families in FACSIS longer than two years will have an indication of an updated homestudy completed or an indication of placement activity having	• FACSIS Reports on families registered by counties completed. • Distribution of reports to public and private agencies. • Site visit reports on technical assistance and results. • Analyze the improvement in data of open adoptive families as compared to initial baseline report in (A) (#1) • Analysis of quarterly reports to determine if the number of complete codes are increasing and if the number of African-American families registered is increasing. • Analysis of quarterly reports to determine if the accurate data demonstrates an increase in active African-American families.	Bureau of Family Services Bureau of Outcome Management 88 PCSAs Bureau of Automated Systems Bureau of Family Services (Benchmark 5 only)	1. 1/14/04 2. 1/14/04 3. 4. 5. 6. 7. 8.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
	occurred by 3/05.			
B. Provide market analysis to county agencies to be used to drive agency efforts to recruit minority applicants.	1. Contract with Quality Assurance Vendor to begin conducting market analysis by 4/04. 2. Compile market analysis information by 6/04. 3. Establish statistical benchmarks per county, and statewide relative to recruiting minority families by 6/04. 4. Share market analysis and benchmarks with county partners by 8/04. 5. Provide technical assistance to enhance counties' abilities to use data to drive recruitment efforts by 10/04.	• Contract with Quality Assurance vendor is in effect. • Market analysis is completed. • Analysis of county benchmarks established for recruitment. • Review and analysis of statewide data on the number of minority applicants and those with approved studies, by county and statewide, on a semiannual basis. • Share benchmarks with counties and obtain and document reactions towards achievement of the benchmark. • Site visits, technical assistance group meetings, reports and document ongoing results to determine the increase in the number of African-American families who apply for adoption.	Bureau of Family Services Bureau of Outcome Management 88 PCSAs	1. 1/13/04 2. 3. 4. 5.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
C. Require each adoption agency to implement a Comprehensive Recruitment plan that includes community partnership efforts, use of market analysis information, and cultural competence training for staff.	1. Require counties to indicate all of their diligent recruitment efforts that are focused on developing a pool of families reflective of the diversity in the children's population in their MEPA Compliance Self-Assessment Report beginning 4/04. 2. If necessary, incorporate new requirements of the Comprehensive Recruitment Plan in OAC rule 5101:2-48-05 by 2/05. 3. Provide technical assistance to counties on the MEPA Compliance Self-Assessment Report, specifically as it relates to the documentation of diligent recruitment by 7/05.	• Submission of MEPA Self-Assessment Reports. • Clearance of rule, extent of comments, effective date of rule. • Site visits results of technical assistance and reports of results of group meetings on technical assistance.	Bureau of Family Services 88 PCSAs	1. 9/1/03 2. 3.
D. Assist counties to create self-sustaining recruitment and retention activities.	1. Allocate 100% of Adoption 2002 Incentive funds for recruitment and retention programs beginning 9/03. 2. Evaluate the programming regarding the impact on the diverse pools of families waiting for children and expect the 5 largest counties to be engaged in either establishing new or improving previous self-sustaining recruitment and retention activities. 3. Based on evaluation, merge results with activities specified in Action Step E.	• Agency Outcome Reports which detail use of funds, including the outcomes and evaluative components to determine if an increase in recruitment and retention of African-American families occurred. • Analysis of the programs that agencies have developed and their impact on the recruitment and retention of African-American families.	Bureau of Family Services Bureau of Outcome Management 88 PCSAs	1. 12/03 …. 3/28/04 2.

ACTION STEPS	BENCHMARKS TOWARD ACHIEVING GOAL	METHOD OF MEASURING IMPROVEMENT	RESPONSIBLE PARTY	DATE BENCHMARKS ACHIEVED
E. Identify and promote best practices; examine policies and requirements; and identify ways of removing barriers for African-Americans completing the home study process.	1. Reconvene Apeer based@ recruitment advisory group by 11/03 and quarterly thereafter. 2. Compile a Best Practice in Recruitment Document and develop a training to provide to agencies and post to web by 11/04. 3. Conduct a recruitment of minority families track at the Adoption and Foster Care conference by 11/03 and 11/04. 4. Amend OAC rule 5101:2-48-05 if necessary to ensure that state recruitment policy does not impede identified best practices in promoting effective techniques in recruiting minority families by 2/05. 5. Provide training on rules subsequent to their effective date by 5/05.	• Quarterly meeting attendance sheets and staff representation of public and private agencies and meeting notes. • Best Practices Book completed and training completed with evaluations that determine openness to practice change. • Recruitment track conducted and evaluations to indicate the training's impact on practice. • Effective date of rule. • Overview of rules completed and assessment of the rule changes on practice	Bureau of Family Services 88 PCSAs	1. 2/25/04 ……5/17/04 2. 3. 11/15/03 4. 5.
F. Develop the capacity of mental health providers that will understand adoption issues and provide support to finalized adoptive families which will encouraged African American adoptive families to refer others to become foster/adoptive families.	1. Convene training for central Ohio mental health professionals who counsel adoptive families after finalization during the annual Adoption/Foster Care Conference in 11/03 and 11/04. 2. Convene quarterly regional training for mental health professionals who counsel adoptive families after finalization beginning in 5/04.	• Mental Health Institutes conducted; through evaluations assess level of knowledge, pre and post training of mental health professionals. • Parent survey to determine impact that quality of provision of mental health services has on increasing the number of African American families who apply to adopt.	Bureau of Family Services 88 PCSAs	1. 11/13/03 2.