

Ohio Child and Family Services Review Program Improvement Plan



Ohio Department of Job and Family Services
Office for Children and Families

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SYSTEMIC APPROACH TO CHILD WELFARE PRACTICE IN OHIO

ASSUMPTIONS

Ohio's Program Improvement Plan (PIP), developed in response to the federal Child and Family Services Review (CFSR) Final Report that was released January 31, 2003, focuses on achievement of positive outcomes for children and families. In order to identify which strategies to use in order to achieve positive outcomes for children and families, the Ohio Department of Job and Family Services (ODJFS) had to take into account that child welfare services are delivered in a state-supervised county-administered environment. The ODJFS is the designated state agency responsible for overseeing the operation of 88 public children services agencies (PCSAs), which are responsible for:

- Receiving and investigating reports involving any child alleged to be abused, neglected, or dependent.
- Providing protective services and emergency supportive services to allow children to remain in their own homes.
- Accepting temporary or permanent custody of children from the court.
- Providing out-of-home care for children who cannot remain at home, while providing services to the family directed at reunification.
- Recruiting and maintaining foster and adoptive parents.
- Placing children in adoption or other permanent living arrangements.
- Providing independent living services to assist children as they transition from being in agency custody to independence.

In addition, ODJFS had to be mindful of the following factors that will have a direct bearing on the successful achievement of any strategy, and ultimately the goals established:

- Differences in population size, demographics, community values and norms of the 88 counties.
- Fiscal and human resources are established at the county level.
- Services needed by families and children involved with PCSAs may be provided by other agencies, and the support for system change needs to be obtained from agencies at the state and county level that provide mental health, alcohol and drug addiction, mental retardation and developmental disabilities, and educational services. All of the services

are provided at the local level, not at the state and county level.

- Courts may be configured differently (e.g., combined juvenile and probate courts, separate juvenile courts) and may have diverse procedures for handling PCSA and private child placing agency (PCPA) actions.

UPDATE

The ODJFS, Office for Children and Families (OCF) and the 88 PCSAs take seriously the job of protecting Ohio's children and recognize that there are areas where improvements are needed. In fact, some improvements required as a part of Ohio's Program Improvement Plan (PIP), were implemented prior to the initial submission in April 2003 of Ohio's draft PIP to the United States Department of Health and Human Services (HHS). The following is a list of these improvements:

- Development of a safety assessment for utilization by PCSA caseworkers;
- Completing the integration of the federal standards into the existing PCSA county monitoring tool Child Protection Oversight and Evaluation (*CPOE*), in order to achieve greater consistency. CPOE evaluates the quality of child welfare services, identifies strengths and needs of Ohio's service delivery system, provides relevant reports, and evaluates program improvement measures that are in line with the CFSR;
- Roll-out of the Data Analysis Reporting Tool (DART) to assist PCSAs in easily analyzing their data and identifying the underlying populations;
- Working toward Children's Services accreditation by the Council on Accreditation (COA) in all 88 counties and the ODJFS, Office for Children and Families;
- Refining and implementing Ohio's Public Children, Adult and Family Services System Strategic Plan.

Barbara Riley, the Deputy Director for the ODJFS, Office for Children and Families (OCF), has been instituting a systematic approach for using data to drive decision-making. In April 2000, OCF Staff were pulled together to address the CFSR requirements. To continue this proactive stance, all monitoring and data analysis responsibilities for OCF were moved into one bureau, the Bureau of Outcome Management.

To maintain the focus on achievement of positive outcomes for children and families, the OCF Deputy Director continued to implement and plan concurrent initiatives. A Child and Family Services Review Executive Leadership Committee (CFSR ELC) was formed. The committee was comprised of state level PCSA directors, other state department directors or appointees, a Juvenile Court Magistrate, other court personnel, child welfare advocates, and ODJFS staff. This committee advised the OCF regarding implementation of the CFSR requirements. The committee also reviewed and made

recommendations for approval of the Statewide Assessment prior to submission to HHS. The actual hands-on development of the Statewide Assessment was completed by the ten CFSR ELC Subcommittees that were comprised of subject matter experts in the field of child welfare.

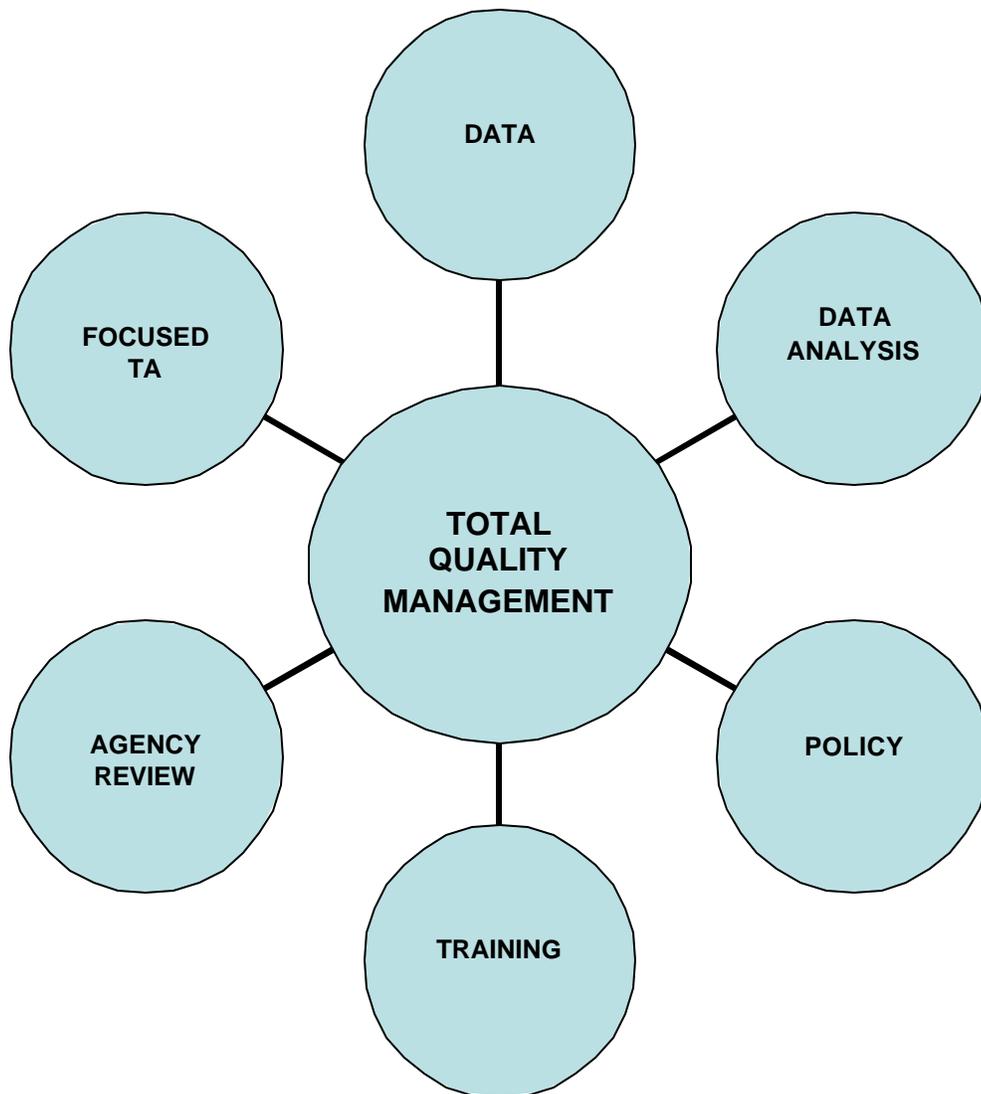
Prior to the release of the CFSR Final Report, the CFSR ELC was reconstituted into the ODJFS, Office for Children and Families Executive Leadership Committee (OCF ELC). The role of this ELC is to advise the OCF on the direction of child welfare/child care practice at the local level and participate on workgroups to create/revise policies to achieve the desired outcomes. The OCF ELC also assists the OCF in securing PCSA oversight and compliance with Ohio's PIP. This ELC has a more comprehensive goal and function than the CFSR ELC, which now serves as a subcommittee of the OCF ELC. This has allowed better utilization of scarce county and state resources. The OCF ELC has a similar membership structure as that of the CFSR ELC, e.g., county agency directors, child welfare advocates, stakeholders, and ODJFS staff. The ELC is jointly chaired by the Public Children Services Association of Ohio (PCSAO) Director and the OCF Deputy Director.

Another step in the systematic approach to using data to drive decision-making is the initiation of monthly meetings of OCF staff to monitor Ohio's achievement of the national standards. Staff will review and discuss the relationships between federal and state policies, data in FACSIS and DART, the CPOE data indicators, CPOE reports and agency approved Quality Improvement Plans (QIP). These discussions will be an initial step in building staff's capacity to conduct data analysis. Efforts are underway to post the relevant CFSR data on the ODJFS inner web, which will allow state and county staff to monitor compliance with the federal indicators. Applicable child welfare data will also be posted on the ODJFS internet website, that will be geared for public review, and satisfy the increasing media requests for data.

To keep the CFSR outcomes and measures in the forefront of the department's view, the CFSR data indicators are used for OCF's performance measures. Each of the sixteen ODJFS Deputy Directors has performance measures reflective of their respective offices. In May 2003, the ODJFS published the department's first overarching strategic plan. The ODJFS Strategic Plan established priorities and provided a quality framework for performance measurement and budgeting. The ODJFS Strategic Plan has five outcomes, objectives and measures (Refer to end of Section 1). The department will measure progress through the ODJFS Performance Center, which uses performance measures and analysis to improve productivity and ensure accountability.

The OCF Deputy Director's vision to use data to drive decision-making has laid the foundation for the ODJFS, Office for Children and Families' Framework for Total Quality Management. Following is a graphic depiction of the OCF Framework for Total Quality Management.

OCF FRAMEWORK FOR TOTAL QUALITY MANAGEMENT



PIP STRATEGIES: IMPLEMENTING FRAMEWORK FOR TOTAL QUALITY MANAGEMENT

Nineteen goals have been established to improve child welfare performance in order to achieve better outcomes for children and families with respective action steps, benchmarks and methods of measurement. In order to achieve the established goals, it was identified that a Total Quality Management strategy needed to be implemented, in

whole or in part, across Safety, Permanency, and Well-Being Outcomes. Below are the six strategies that comprise Ohio's approach to the Framework for Total Quality Management:

Data

In order to conduct any form of impact evaluation, ready access to data is crucial in order to guide decision-making and make mid-course corrections. Data on clients, families, incidents and resources is supported by Ohio's Family and Children Services Information System (FACSIS). FACSIS, which was established in 1986, does not provide automated decision-making support. It is an event driven system with limited integration of case information. FACSIS does provide data to meet the federal reporting requirements – AFCARS and NCANDS. The counties input of data into FACSIS is the first component in the Framework for Total Quality Management (FFTQM).

Data Analysis

A critical aspect of any planning process is the establishment of a method for conducting ongoing evaluation of the impact a policy or program has on achieving desired outcomes. The second component in the FFTQM is data analysis. FACSIS was not designed to provide analysis and reporting of the information at the county level. Data in the mainframe system is accessible for analysis and reporting at the state level. Access by state staff requires specific skills and knowledge of the system to write programs to extract data in the specific event order, and produce meaningful reports. To address this problem, a Business Intelligence software tool, COGNOS, was utilized. COGNOS, referred to as the Data Analysis Reporting Tool (DART) in Ohio, was developed and made available to PCSAs and ODJFS staff who need to examine, track, report and analyze data from HostFACSIS (mainframe FACSIS). Established data sets can be accessed at a statewide aggregate level or be analyzed down to an agency's specific case identifying information level (e.g., names, ages). This software tool gives users the flexibility to explore multiple combinations of data within a topical data set across two or more dimensions.

Data drawn from HostFACSIS and contained in DART is organized into cubes that allow users to see data on at least two dimensions. Each cube has reporting capabilities. The following thirteen cubes were developed based on the Child Protection Oversight and Evaluation (CPOE) outcome indicators:

- *Reports and Investigations* - measures the timeliness of investigation initiation and completion of reports of child abuse and neglect.
- *Recidivism of Child Abuse and Neglect Reports* - measures the recurrence of reports of child abuse and neglect.
- *Recidivism of Substantiated or Indicated Child Abuse and Neglect Reports* - shows differences between opened and unopened cases for substantiated

and indicated child abuse and neglect cases, as well as recidivism on closed cases.

- *Child Abuse and Neglect and Subsequent Removal* - determines the percentage of child abuse and neglect cases in which children are removed from their homes.
- *Duration of Temporary Custody **Not** Including PPLA* - illustrates the length of time children are in temporary custody status and excludes PPLA (Planned Permanent Living Arrangement) status.
- *Duration of Temporary Custody Including PPLA* - illustrates the length of time children are in temporary custody status and includes PPLA status.
- *Child Abuse or Neglect by Foster Parent* - tracks child abuse and neglect incidents by foster parents.
- *Duration of Placement* - measures how long children placed out of the home are in placement.
- *Moves by Degree of Restrictiveness* - measures moves in foster care from one degree of restrictiveness to another degree.
- *Custody Episodes Terminated* - measures length of time in custody and reasons for custody termination.
- *Permanent Custody* - tracks the length of time in permanent custody status.
- *Children Currently in Placement* - contains information on children currently in placement.
- *Child Reunification* - contains information on children who have been reunified within 12 months of their placement episode.

Each cube contains dimensions that are usually geographic, demographic, dates, or status related to case history. Data in DART can be manipulated in order to examine trends, as well as conduct entry and exit cohort analysis.

The information contained in DART will be used by State and county staff to monitor and evaluate quantitative performance on achievement of select PIP activities, develop focused technical assistance strategies, develop policy recommendations, develop alternative courses of action during PIP roll-out and implementation, and guide CPOE quality improvement efforts. This new technology has allowed data to be easily distributed to the counties.

Since DART is a new management tool extensive training of state and county staff will need to occur in order for staff to begin to use data to assist with decision making. Automated Systems trainers provided the initial training on the functionality and features

of the tool. Because users experienced difficulties utilizing DART as designed, it has become clear that additional training needs to be developed focusing on the strengths, weaknesses, and differences of each cube. In addition, training will have to cover the cube. Users will also need to learn how different data analysis tools and techniques can be used to improve child welfare practice. Training will also need to address the information needs of staff at various levels at the state and county level. Users will need to develop the ability to analyze data and information to help with decision making and advise decision-makers on how to best achieve the ASFA goals of safety, permanency and well being. The department will be requesting the assistance of the National Resource Center for Information Technology in Child Welfare in planning and implementing a training plan based on the needs of statewide users. This effort will take time to build this capacity, and therefore, time will need to be factored into the implementation of Ohio's PIP.

Policy

The third component in the FFTQM is Policy, which includes the Code of Federal Regulations, the Ohio Revised Code (ORC), the Ohio Administrative Code (OAC), best practice guidelines, procedure letters, and child welfare manuals, e.g., Family, Children and Adult Services Manual. An example of best practice guidelines is the PCSAO's *Child Protective Services Standards for Effective Practice*.

ODJFS issues policy directives to PCSAs through OAC rules. Some policies are based on federal and state law while others are based on best practice. Although ODJFS reviews all its rules every five years, CFSR findings indicate that there is a need to examine policies in order to determine if they need more clarity or if they are impeding effective service delivery. When conducting an evaluation of some ODJFS policies, the policies will be examined through a data driven lens, which includes examination of:

- Any qualitative or quantitative data available which might provide the department with guidance on the direction to take in amending or adopting a policy (e.g., examine pre-policy implementation data with post policy implementation data to see if there was a positive or negative impact). ODJFS has completed a time line of critical federal and state policies and will be examining historical CPOE and DART data to see if there was positive or negative movement in achieving the outcome indicator (e.g., more timely reunifications following enactment of H.B. 484).
- Any research done on the issue (e.g., Ohio preliminary research study on *Foster Care Reentries from 1990-2003* which indicates that since 1990 one out-of-four children have reentered foster care and these children were between the ages of 12-15)
- CPOE reports and data in DART.

Training

The fourth component in the FFTQM is training, which consists of OAC rule briefings, DART training, data analysis training, automated systems training, and training offered to caseworkers, supervisors, other PCSA/PCPA/PNA staff through the Ohio Child Welfare Training Program (OCWTP) and ODJFS sponsored training events. The DART training and data analysis training has already been addressed in the Data Analysis section of this document. The OAC rule briefings are not the same as the skill building approach to training offered through the OCWTP. For rule briefings, OCF staff that have the expertise related to the revised OAC rules provide an overview of rule changes to county and state staff and OCWTP trainers. This training is traditionally offered prior to the effective date of the rule, thus allowing the county time to develop implementation strategies.

Ohio law requires new caseworkers and supervisors to take prescribed training during their first year of employment. Caseworkers must take 90 hours of training and supervisors must take 60 hours. The training is standardized and this core training is designed to ensure that all new workers have the same basic knowledge about child welfare theory and practice and that they begin developing the necessary skills to work with children and families to achieve safety, permanency and well-being. The training is provided through the OCWTP.

One strategy that ODJFS is using to meet the goals identified in Ohio's PIP is a review and redesign of the OCWTP caseworker and supervisor core training curricula. This initiative was started in 2001. In the first two years (2001-2003), the OCWTP conducted a statewide training assessment to: identify trends and conditions of Ohio's child welfare agencies and practices; and gain information to assist in the redesign of the core training program. To date, findings from the statewide training assessment and the OCWTP's *Comprehensive Review of Core Curricula Report*, and the results from CPOE reviews and Ohio's Child and Family Service Review have been used to revise the core competencies to better address existing and emerging issues in child welfare practice with an emphasis on meeting the CFSR outcomes.

Competency based training addresses deficiencies in staff knowledge and skills. The statewide training assessment identified a number of areas where caseworker and supervisor knowledge and/or skills need to be strengthened, including:

- Casework practice
- Coaching and mentoring
- Cultural competency
- Ohio child welfare laws and rules (state policy) and their impact on practice
- Federal laws, e.g. MEPA and their impact on practice
- Federal or state initiatives (e.g. welfare reform, kinship care, Family Center Neighborhood Based) and their impact on practice

The level of staff skill and knowledge is not the only factor that affects staff performance. The statewide training assessment clarified issues identified in other OCWTP studies that indicated the following barriers exist when implementing best

practice procedures:

- Lack of supervisory time to coach staff as they work to transfer learning from the classroom to the workplace.
- Too few staff
- High caseloads.
- Local agency practice that inhibits or prohibits staff from implementing practice ideas learned in the classroom.
- High staff turnover
- New caseworkers who do not have a degree in social work.

The current core program includes a series of workshops on child welfare and/or supervision issues (e.g. separation, placement and reunification). Ohio's failure to achieve substantial compliance on the CFSR outcomes indicates that this might not be the most effective way to train new workers and supervisors. The goal of the core redesign is to develop a sequence of training interventions that result in the mastery of all core competencies and prepares caseworkers and supervisors to contribute to the achievement of CFSR outcomes. These training interventions may include pre-workshop activities, workshops, and post-workshop on-the-job training activities.

The OCWTP will be engaging in the following activities in the current two year cycle (2003-2005):

- Collaborate with PCSAs to develop a menu of core skill developmental interventions and resources that can be used in supervisors' day-to-day activities (e.g., incorporating transfer of learning strategies during case conferences and unit meetings).
- Secure formal endorsement from PCSAO for the OCWTP's skill building and transfer of learning efforts.
- Collaborate with the PCSAs to secure county specific plans to implement and evaluate skill building and transfer of learning activities.
- Collaborate with ODJFS to coordinate training interventions on rules, policies and forms that are properly sequenced with the caseworker core curriculum initiatives.

Additionally, the OCWTP will work to enhance the importance of program evaluation and make it an integral part of:

- evaluating the skill demonstration and skill transfer of staff;
- evaluating the effectiveness of OCWTP initiatives and trainers; and
- communicating the importance and effectiveness of training in helping staff reach skill demonstration and skill transfer.

To accomplish this, the OCWTP is continuing pre and post-testing of selected caseworker core workshops and will be revising the questions and process as needed; is considering adding imbedded evaluations and six month post-training evaluations; and is identifying those aspects of the program evaluation system that can support

measuring the State's progress in achieving the CFSR outcomes by complying with the activities outlined in the PIP.

The OCWTP has developed a timeline for core revision that will result in the first core module being field tested in the second quarter of 2004 with an identified cohort group. The group will complete a new training module every quarter ending with the second quarter of 2005. After the OCWTP completes the mapping of the revised competencies to the skill sets, the modules can be developed. As the core is being redesigned, OCWTP is continuing to provide existing workshop offerings.

The OCWTP and ODJFS will work collaboratively to develop or adapt key workshops needed to address issues that were raised in the PIP that would not otherwise be addressed in the rewrite of the core. Immediately after piloting, evaluating, and revising the workshops, OCWTP will work with PCSAO and ODJFS to promote statewide use of these workshops. Additionally, ODJFS will sponsor training events which address issues raised in the PIP.

Agency Reviews

The fifth component in the FFTQM is agency reviews. PCSAs may be accredited by COA. However, PCSAs will have a CPOE review and possibly a review by Children Services Licensing if the PCSA has foster homes, group homes or children residential care facilities. For PCPAs and PNAs, they will engage in a children services licensing review.

COA

ODJFS offered to reimburse agencies for a portion of cost incurred for accreditation of their programs by the COA for Child and Family Services. COA promotes standards; champions quality services for children, youth and families; and advocates for the value of accreditation. Nine PCSAs are currently accredited by COA. One of OCF's measures for the ODJFS Performance Center is to increase the number of public children services agencies seeking COA accreditation, by eight PCSAs.

CPOE

In May 1986, Ohio commenced a systematic process for monitoring and oversight of PCSAs' compliance with the ORC and OAC rules. Reviews were based on the federal Section 427 review. The review format also included a self-assessment component. These reviews were held at least every 18 months and were conducted by ODJFS staff. PCSAs were required to submit to ODJFS and implement a corrective action plan to correct findings of noncompliance.

In July 1997, ODJFS established rules for an evaluation system, which was based on modern quality methods such as continuous quality improvement, and the incorporation of automated child welfare process and outcome measures. The Child Protection Oversight and Evaluation (CPOE) system is designed to improve services and

outcomes for families and children by approaching solutions through partnership between the PCSA and ODJFS staff. The review process focuses on key delivery processes and essential client outcomes within a continuous quality improvement framework. CPOE allows PCSAs and the state to move toward a self-evaluating process, rather than a rule-based monitoring process. The PCSA strengths and opportunities for improvement are supported through the provision of technical assistance by ODJFS staff. CPOE reviews of a PCSA continued to occur every 18 months. During each of the 18-month review period, core indicators are reviewed.

The CPOE process utilizes core indicators which provide necessary information to support county practice and management. In each review stage, a core set of indicators is chosen. PCSAs also have the ability to evaluate past indicators or additional programmatic areas at their discretion.

The CPOE process is comprised of an ongoing set of activities. Joint assessment and enhancement planning by the PCSA and ODJFS are expected to promote the effective and efficient service delivery of child protection services (CPS). Critical operative concepts of CPOE include regular data collection, analysis and verification, and continuous feedback. The on-site activities focus on:

- Conducting data validation between the PCSAs case records and the PCSAs FACSIS system.
- The qualitative aspects and means of achieving and explaining the outcome indicator measures of the quality assurance system, and clarifying and adding to what the automated data may demonstrate.
- Planning, verification, and exploration of measures. The on-site review not only validates data, but the major activity is to better understand *why* the agency is measuring the way it is on the core selected indicators. There is also a discussion with hypothetical reasons and planning to prove or disprove the suppositions. This activity may include agency policy/practice, OAC rule compliance, administrative procedures, staffing issues, training issues, fiscal issues, court issues/practice, public attitude, case type and case documentation, and special data analysis.

The on-site review is designed to assist the PCSA and ODJFS to:

- Determine the validity of the data through the data validation process
- Identify the systemic, policy or practice areas of strength, weakness and concern for each core indicator
- Jointly develop strategies that affect positive improvement of the outcome indicators, and the PCSAs administrative and programmatic performance
- Identify any technical assistance needed to support the planned strategies for improvement

The on-site review process concludes with a detailed report of the activities and findings of the review. The report provides documentation of the review events and supported findings tailored to the needs of the PCSA and ODJFS program/ policy sections.

Quality Improvement Plans (QIPS) are created by PCSAs based upon findings contained in the final report and are focused on the individual county's identified areas of improvement, or areas that require effort to maintain progress. Any areas of concern that are addressed in the CPOE report are required to be included in the QIP and must be addressed by the PCSA. QIPS include steps for addressing effective change to the issues contained in the CPOE report and areas of strategic activity as prioritized by the PCSA. The QIPS are submitted to ODJFS and are then reviewed and accepted. ODJFS has the responsibility for monitoring the PCSAs progress in achieving the specific goals identified in the plan. Several PCSAs have incorporated their CPOE QIPS into their five-year strategic planning process.

The Stage IV CPOE Review, which ran from January 1, 2002 and ended June 31, 2003, incorporated new indicators, based on the national standards found in the federal Child and Family Services Review. This enhanced Ohio's existing evaluation process and allowed PCSAs to measure their performance against that of the state, other similar-sized agencies, and against the national standards. As with earlier CPOE reviews, ODJFS will continue to have the ability to conduct specific case record reviews, such as compliance with the "Multiethnic Placement Act as amended by Section 1808 of the Small Business Job Protection Action of 1996", Risk Assessment Activities and other initiatives.

CPOE Stage V review period started July 1, 2003 and will run through December 31, 2004. Below is a summary of the CPOE Stage V Review process:

Outcome Indicators:

- The outcome indicators being reviewed in Stage V are those related to the federal outcome indicators used in the Children and Family Services Review.

Indicator 2D: Six Month Recurrence of Maltreatment. (New Indicator) A county would be in substantial conformity with this indicator if, of all children who were victims of substantiated or indicated CA/N during the first six months of the period under review, 6.1% or fewer children had another substantiated or indicated report within six months.

Indicator 4C: Incidence of reports of CA/N while in Substitute Care. A county would be in substantial conformity with this indicator if, of all children in foster care during the period of review, the percentage of children who had a substantiated or indicated report of child abuse or neglect by a foster parent or facility staff is 0.57% or less. (Children are counted in this indicator if they had a substantiated or indicated child abuse or neglect report where they are the foster child of the alleged perpetrator).

Indicator 6C: Stability of foster care placements. This measures children who were in placement at the end of the semi-year and children who left placement during the semi-year who were in placement less than 12 months. A county would be in substantial conformity with this indicator if 86.7% or more of the children who have been in foster care less than 12 months from the time of the

latest removal had no more than two placement settings.

Indicator 7B: Foster care re-entries. A county would be in substantial conformity with this indicator if, of all children who entered foster care during the year under review, 8.6% or fewer of those children re-entered foster care within 12 months of a prior foster care episode.

Indicator 13A: Length of time to achieve reunification. A county would be in substantial conformity with this indicator if, of all children who were reunified with their parents or caretakers at the time of discharge from foster care, 76.2% or more children were reunified in less than 12 months from the time of the latest removal from the home. (*Reunification is defined as a child returned to the care giver from which custody was removed, custody is awarded to another relative and a voluntary agreement has expired.*)

Indicator 13B: Length of time to achieve adoption. A county would be in substantial conformity with this indicator if, of all children who exited foster care during the year under review to a finalized adoption, 32% or more of the children exited care in less than 24 months from the time of the latest removal from their home.

A questionnaire is used to help guide the outcome indicator discussion to focus in on specific *CFSR/PIP* concerns.

Data Validation:

To measure the accuracy of the data entered into the Family and Children Services Information System (*FACSIS*), data validation activities between the case record and the local *FACSIS* system are examined. Information on the events/activities used to derive the indicator measurements is compared between *FACSIS* and each selected sample case. Two discrete samples, an assessment/investigation sample and a placement sample, are pulled to encompass the *FACSIS* events. The compliance rate is 90% or greater for each element.

Case Record Review:

A review of case records is completed, to ensure compliance with *OAC* rules and federal requirements. The expected level of rule compliance is 90% or greater for each rule reviewed. A quality improvement plan is required for any rule that is less than the compliant rate. The case record review components are as follows:

- *Assessment/Investigation*-The Assessment/Investigation Case Record review has 16 review elements.
- *Substitute Care*- The Substitute Care Case Record review has 55 review elements for Stage V. This review looks at the Case Plan, Health and Education information, Visitation, Independent Living and *SARs*. (*Stage V has a more in-depth look at visitation and health and education information.*)

- Adoption- The Adoption Case Record review has 11 review elements.

In addition to the above, Stage V has the following additional review components:

- *In-Home Supportive Service Review and Protective Supervision Review* This review looks at the case plan, visitation, SARs and protective supervision extension/termination.
- *Supportive Service Tracking Sheet* This review looks at the services planned or provided and problems and outcomes identified for the substitute care, in-home supportive service and protective supervision sample populations.
- *Screening Procedure Review* This instrument gathers information regarding the county's screening procedures. (*This instrument is not meant to evaluate those procedures*).

Quality Improvement Plans (QIPs):

QIPs are required from PCSAs for each outcome indicator, data integrity, and case record review element that does not meet the established compliance standard. The QIP must include:

- *Factors contributing to non-conformity:* Factors which have prevented the PCSA from meeting compliance standards.
- *Goals:* A goal reflecting the measure/percent of improvement. For outcome indicators the goal will document the percentage of improvement needed, determined by the National Standard sampling error. The goal for data validation and case record review will document the percentage of improvement towards meeting the expected rate of compliance.
- *Action Steps.* Action steps which are designed to achieve the goal.
- *Benchmarks.* Specific activities needed to implement the strategy outlined in the action steps. Each benchmark shall contain a projected date of achievement.
- *Methods of Measurement.* Methods of measurement describe how each benchmark is to be evaluated.
- *Responsible Parties.* The name and position of the responsible party who can insure that sufficient progress is being made relative to the time frame, and serves as a liaison to upper management if necessary.
- *Goal Date Achievement.* The goal date of achievement documents the date each benchmark is achieved.

OCF, Bureau of Outcome Management field staff will schedule a review of the QIP with the PCSA to discuss the implementation of the QIP within four months of the plan's initial approval. The second review of the QIP will occur within ten months of the plan's approval. If after the second review of the QIP, the PCSA has not achieved any of the stated goals; those goals not achieved will be carried forward to the next CPOE stage review. Identifying contributing factors, action steps, and benchmarks will be examined

and revised as necessary. OCF, Bureau of Outcome Management field office staff will complete a written progress report on the implementation of the QIP after each review. Failure to comply with the QIP may result in the imposition of fiscal sanctions against the PCSA.

Children Services Licensing

The Children Services Licensing Section of the Bureau of Accountability and Regulation monitors and enforces compliance with OAC rules that govern PCSAs, PCPAs and private noncustodial agencies (PNA). The rules are considered minimum standards designed to provide safe, twenty-four hour out-of-home care for all children in Ohio when placement in out-of-home care has been deemed necessary. The OAC rules are written under the authority of Sections 5103.02- 5103.19 of the ORC. Meeting these standards is therefore required by state law and the OAC.

Private agencies are certified as one of the two types of private agencies, and then each function the agency wishes to do is certified. PCPAs are certified to accept temporary, legal and permanent custody of children and to place children for foster care or adoption. PNAs do not accept custody of children and do not place children for foster care and adoption; however, a PNA may be certified “to participate in the placement of children for foster care and /or adoption.” To participate means to facilitate a placement but not to make the actual placement decision.

The functions that both private agencies may be certified for are:

- to operate a children’s residential center(s)
- to operate a group home(s)
- to operate a residential parenting facility
- to operate or provide independent living arrangements
- to act as representative of ODJFS in recommending family foster homes for certification
- to act as representative of ODJFS in recommending treatment foster homes for certification
- to act as representative of ODJFS in recommending medically fragile foster homes for certification
- to act as representative of ODJFS in recommending pre-adoptive infant foster homes for certification

PCSAs are mandated by state law to find foster homes for children and has the responsibility for the care of these children. For that reason the only function a PCSA is certified for is to operate any of the three types of residential facilities for children. The foster home program of a PCSA is monitored and compliance measured but no agency certificate is issued.

The Children Services Licensing Section has standard operating procedures which are primarily mandated in OAC and the rest are contained in the *Children Services Licensing Procedure Manual*. The basic components of an onsite review are:

- Entrance interview
- Policy review
- Record review
- Interviews with agency staff
- Interviews with children in residential facilities
- Interviews with foster caregivers
- On-site inspection of residential facilities
- On-site inspection of foster homes
- Reconciliation interview
- Compliance summaries
- Findings of noncompliance summary
- Exit interview
- Corrective action plan
- Approval of corrective action plan and monitor implementation the plan

For a PCSA, the foster home program on-site review is completed every 18 to 24 months. The timeframe for this review is flexible in that there is at least 18 months and no more than 24 months between the last entrance date to the current entrance date. This 18-24 month window of time is usually referred to as entrance to entrance. For the certified functions of PCSAs, PCPAs and PNAs the on-site review is scheduled according to the certificate date. In the two-year certificate period, three on-site reviews, including at least one unannounced review, are completed. The reviews, while compliance, enforcement driven, is also performance and strength based. The reviews identify the areas where an agency is operating in substantial compliance (90%-100%) with the rules. The reviews also identify areas where improvement could be made (75-89% compliance). Agencies that are found to be in substantial compliance with the rules are often used as resources for agencies who are struggling to maintain compliance.

A corrective action plan (CAP) is required for record review noncompliance that is below 75% for each individual line item on the record review forms. Policies must be found in 100% compliance. There is also no percentage score for on-site physical site rule requirements, such as beds for children. This noncompliance must be immediately corrected. CAPs are designed to prevent future noncompliance and to correct current noncompliance. CAPs must be systemic and case specific and must include a time frame for correction of the noncompliance, no more than 30 days unless special approval is granted. Implementation of the CAP is monitored during each subsequent on-site review until compliance is achieved. If for some reason the agency fails to implement a CAP, denial or revocation of the agency's certificate may be initiated.

In addition to the regular on-site reviews, technical assistance is provided to agencies on implementation of the rules. Technical assistance may include a phone contact, letter, fax, and email, or an on-site visit. Technical assistance may cover an entire set of rules, such as how to start a treatment foster home program or be very narrow, such as how many hours of training does a treatment foster home need. Many times agencies use the Children Services Licensing Specialists as "sounding boards" for new procedures, ideas, or interventions. The Children Services Licensing Section will also participate in the "focused technical assistance" described below.

Focused Technical Assistance

The sixth component in the FFTQM is focused technical assistance. Focus technical assistance is provided to PCSAs with the highest percentage of noncompliance with the six core CPOE indicators and the non-core indicator on timeliness of initiating investigations of reports of child maltreatment. Data will be reviewed in DART to select the four agencies that have the greatest adverse impact on overall statewide performance for each indicator. The steps in the process of focused technical assistance include:

- Development of a county profile [e.g., whether a child welfare levy (a tax targeted to the Child Welfare Program) is in effect, CPOE reports, staffing patterns].
- Review and analyze the data in DART for each of the six core CPOE indicators and the non-core indicator on timeliness of initiating investigations of reports of child maltreatment. For each of the identified counties, conduct an analysis of trends, entry and exit cohort data, and longitude data.
- Contact the identified counties to mutually identify possible factors causing the county to fall below the state standard for the outcome.
- Form a team which has expertise to address some of the issues identified. Teams could consist of state staff or county staff that has expertise in: fiscal planning, management information systems, data analysis, program design, training and mentoring. Additionally, ODJFS may seek assistance from one of the Resource Centers for on-site technical assistance.
- Evaluation of focused technical assistance through evaluation of county data prior to and following technical assistance.
- Share initiatives and strategies learned from the focused technical assistance with PCSAs and PCPAs.

Data

Ohio's FFTQM begins with and ends its cycle with data. After all the components of the FFTQM are completed, the quality of the data that the counties input in the information system should improve, and take Ohio closer to achieving positive outcomes for children and families.

PROCESS

Goals and action steps contained in the PIP were developed by work teams comprised

of state and county staff. Teams focused on the items which were identified in the CFSR Final Report as needing improvement. Teams identified factors which contributed to substantial non-conformity, developed goals and action steps that could be implemented to address the problem, and determined how identified action steps would be measured. Following completion of their work, team leaders met to examine any overlap or conflicts between goals and action steps. Teams identified action steps which could be implemented within the two year time frame of the PIP that would have an impact on achieving substantial conformity. Additionally, long-term action steps which needed to be implemented in order to address some underlying problems which resulted in areas of non-conformity were also identified and contained in the PIP. Draft PIP documents were disseminated for review and comment to the: ODJFS, Office for Children and Families Executive Leadership Committee; ODJFS, CFSR Executive Leadership Committee; CFSR State Review Team Members; Public Children Services Association of Ohio; Public Children Service Agency Directors; Institute for Human Services, Ohio Child Welfare Training Program Statewide Coordinator; Ohio Child Welfare Training Program Regional Training Center staff; stakeholders; advocates and other state departments who serve children. Additionally, technical assistance was obtained from the National Child Welfare Resource Center for Organizational Improvement, the National Resource Center for Information Technology in Child Welfare, the National Resource Center on Children and the Law (ABA), the National Resource Center on Child Maltreatment, the National Resource Center for Foster Care and Permanency Planning, the National Resource Center for Special Needs Adoption, HHS Central Office and Region V Office.

ODJFS STRATEGIC PLAN



MISSION: To help Ohioans improve the quality of their lives.

VISION: To be the nation's leading family support and workforce development system.

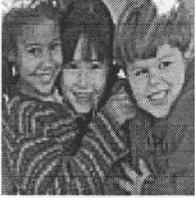
VALUES: Accountability – Compassion - Integrity- Respect- Teamwork

GOALS AND OBJECTIVES:

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| <p>GOAL #1:</p> <p>Children will grow up safe and healthy.</p> <p>Objective 1A: Increase the percentage of safe through healthy children.</p> <p>Objective 1B: Decrease the percentage of children living in poverty.</p> <p>Objective 1C: Increase the percentage of children ready for school.</p> <p>Objective 1D: Increase access and availability of services contributing to the well being of children.</p> | <p>GOAL #2:</p> <p>Youth will become responsible adults.</p> <p>Objective 2A: Increase the percentage of youth prepared to pursue a career.</p> <p>Objective 2B: Decrease the percentage of youth who participate in risky behavior</p> | <p>GOAL: #3</p> <p>Individuals and businesses will realize their greatest degree of economic well being.</p> <p>Objective 3A: Individuals will get their first, next or better job.</p> <p>Objective 3D: Increase the number of employers who use our services.</p> <p>Objective 3C: Decrease the need to rely on temporary financial support.</p> | <p>GOAL #4:</p> <p>Seniors and individuals with a disability or a - chronic illness will receive health care and supportive services that maximize their quality of life.</p> <p>Objective 4A: Reduce preventable hospitalizations for certain chronic illnesses.</p> <p>Objective 4B: Improve coordination and accountability across health and financial support systems.</p> <p>Objective 4C: Increase the number of people served by quality, cost effective home and community-based waiver programs.</p> | <p>GOAL #5:</p> <p>ODJFS will achieve and maintain excellence in our workforce, organization, and products adherence to the quality principles.</p> <p>OHIO Job</p> <p>Objective 5A: Increase the capability and morale of our workforce.</p> <p>Objective 5B: Improve the productivity and accountability of our organization.</p> <p>Objective 5C: Improve the quality and effectiveness of our products and services.</p> <p>Objective 5D: Improve our relationships with our customers and co-producers.</p> |
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Office for Children and Families

Goals/Objectives



1. Children will grow up safe and healthy.



5. ODJFS will achieve and maintain excellence in our workforce, organization, services and products, and relationships through adherence to the quality principles.

GLOSSARY

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| ACT | Assertive Community Treatment are services provided by mental health providers for prevention, intervention and treatment services. |
| AFCARS | Adoption and Foster Care Analysis Reporting System is the federal reporting requirements for adoption and foster care. |
| ASFA | Adoption and Safe Families Act required states to provide children in foster care with a safe, permanent home in a timely manner. |
| BFS | Bureau of Family Services is a bureau within the Office for Children and Families that oversees the administration of child welfare and adult protective services. |
| BOM | Bureau of Outcome Management is a bureau within the Office for Children and Families that is responsible for Data Reporting, Data Analysis and Quality Control Programs. |
| CAFS | Community Alternative Funding System is using child welfare dollars as a flexible funding source. |
| CA/N | Child Abuse/Neglect is a term used to identify child abuse and/or neglect. |
| CAP | Corrective Action Plan used in the BAR Licensing Section, is a plan of action developed to respond to a deficiency or weakness. |
| CFSR | Child and Family Service Review is the Federal review of the state of child welfare. |
| CFSR ELC | Child and Family Service Review Executive Leadership Committee is the leadership committee selected to lead Ohio's effort throughout the Child and Family Service Review Process. |
| CPOE | Child Protection Oversight and Evaluation is the child welfare quality control program. |
| CPS | Child Protective Services is a term used to describe a wide range of social services coordinated and delivered on behalf of a child who is at risk or is being abused or has been abused or neglected. |
| CQI | Continuous Quality Improvement is the process of continually improving and informing each link or process within a system or organization. |
| CSI | Child Study Inventory is the comprehensive written account of information about a child in the custody of an agency. |
| CRP | Comprehensive Recruitment Plan is a plan used to recruit foster caregivers or prospective adoptive parents. |
| DART | Data Analysis Reporting Tool is a data mining tool used to analyze child welfare data. |
| EPSDT | Early and Periodic Screening, Diagnosis and Treatment provides prevention and treatment services to eligible youth. |
| FACSYS | Family and Children Services Information System is the data reporting system that captures child welfare information. |
| FAPM | Family Assessment and Planning Model is a new protocol |

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| | designed to determine the safety and protection of a child. |
| FDMM | Family Decision Making Model is a strength based/family centered model used to determine the safety and protection of the child throughout the life of a case. |
| FRED | Foster Caregiver Resource Education Database is a computer system used to capture the education training requirements for foster caregivers. |
| FFTQM | Framework for Total Quality Management for OCF. |
| FFY | Federal Fiscal Year is October 1- September 30. |
| GAL | Guardian Ad Litem is a guardian appointed by the juvenile court to represent and protect the best interest of an alleged or adjudicated abused, neglected or dependent child. |
| IHCBS | Intensive Home and Community Based Services are services provided by mental health providers for prevention, intervention and treatment services. |
| JFS01443 | ODJFS Form for gathering and updating a child's Educational and Medical History |
| JFS01616 | ODJFS Form for gathering a child's Social and Medical History |
| MEPA | Multi-Ethnic Placement Act requires that race not be a factor in the placement making decision process except in limited circumstances. |
| NCWRC-LJI | National Child Welfare Resource Center on Legal and Judicial Issues provides expertise to agencies and courts on legal and judicial aspects of child welfare. |
| OAC | Ohio Administrative Code contains rules that provide direction to agencies on policy and practice issues. |
| OAPL | Ohio Adoption Photo Listing is a recruitment tool which features a listing and description of Ohio's children available for adoption and approved adoptive families in Ohio. |
| OCF | Office for Children and Families is the office within the Ohio Department of Job and Family Services that oversees child welfare services and child care services in Ohio. |
| OCF ELC | Office for Children and Families Executive Leadership Committee advises the Office for Children and Families on the direction of child welfare/child care practice at the local level. |
| OCWTP | Ohio Child Welfare Training Program provides child welfare training. |
| ODADAS | Ohio Department of Alcohol and Drug Addiction Services oversee the administration of drug and alcohol services. |
| ODE | Ohio Department of Education administers education services. |
| ODJFS | Ohio Department of Job and Family Services oversee the administration of employment and family services. |
| ODMH | Ohio Department of Mental Health oversees the administration of mental health services. |
| OFCF | Ohio Family and Children First was established to promote coordination and collaboration among state and local governments. |

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| ORC | Ohio Revised Code are all statutes of a permanent and general nature of the state as revised and consolidated into general provisions, titles, chapters, and sections. |
| PCPA | Private Child Placing Agency is an agency certified by ODJFS to provide child welfare services. |
| PCSA | Public Children Service Agency is a county agency who is responsible for providing child welfare services. |
| PCSAO | Public Children Service Association of Ohio is an advocacy organization for Public Children Service Agencies. |
| PIP | Program Improvement Plan is the corrective action plan developed in response to the Child and Family Service Review. |
| PNA | Private Non-custodial Agency is an agency certified by ODJFS to provide child welfare services. |
| PPLA | Planned Permanent Living Arrangement is a planned placement for a child when it has been determined the child cannot return to his own home or placed for adoption. |
| QIP | Quality Improvement Plan is the corrective action plan developed in response to the Child Protection Oversight and Evaluation Final Report. |
| RTC | Regional Training Center are locations throughout Ohio were child welfare training. |
| SAMI | Substance Abusing Mentally Ill is used to define a mental health diagnosis. |
| SAR | Semi- Annual Administrative Review is a re-assessment of the case plan that occurs every 6 months. |
| SCO | Supreme Court of Ohio is the legal body that administers legal and judicial issues in Ohio. |
| SFY | State Fiscal Year is July1 through June 30. |
| TA | Technical Assistance is provided to support Ohio's goals and objectives. |
| TPR | Termination of Parental Rights is the termination of a parents' right to custody of a child. |