

Rhode Island Child and Family Service Review Program Improvement Plan 2010 – 2012

Introduction

The Rhode Island Department of Children, Youth and Families has combined responsibility for child welfare, juvenile corrections and children's behavioral health services. The agency was created in 1980 and is statutorily designated as the "*principal agency of the state to mobilize the human, physical, and financial resources available to plan, develop, and evaluate a comprehensive and integrated statewide program of services designed to ensure the opportunity for children to reach their full potential. Such services shall include prevention, early intervention, outreach, placement, care and treatment, and aftercare programs. The Department shall also serve as an advocate for the needs of children,*" (RIGL 42-72-5).

The State of Rhode Island is the smallest in the nation with a population of just over 1 million. The DCYF is a State administered child welfare system with a centralized child protection operation -- one of the strongest in the country with response times for investigations ranging from as immediate as 10 minutes to within 24 hours, but all of the investigations that are conducted are initiated within 24 hours. There are four regionalized offices to promote a more community-based service system within the state. Each DCYF Region has a Regional Director and family service units (FSU) with social caseworkers who are responsible for case management and visitation schedules for families with cases open to the Department. Children and families are assigned to family service caseworkers on a regional basis.

Program Improvement Plan Development Process

The 2010 Rhode Island CFSR was conducted during the week of April 26 – 30. An exit briefing was conducted on April 30th to provide DCYF staff and external stakeholders with a set of preliminary findings. DCYF received a courtesy copy of the *Final Report: Rhode Island Child and Family Services Review, August 2010* on August 9th. The deadline for submitting the state's Program Improvement Plan was November 8, 2010.

The department conducted an internal staff meeting with administrators, supervisors, CFSR reviewers, and Practice Guidance Group members to review the preliminary findings. This meeting was held on June 29, 2010 at Rhode Island College and was attended by 36 DCYF staff. Steve Preister from the National Resource Center assisted in facilitating the meeting. Breakout groups were formed from various topic areas to review the preliminary findings and to identify existing initiatives that the department had already undertaken to address the areas needing improvement. Six workgroups were formed dividing the areas needing improvement into logical themes. In many cases, these workgroups were based on existing initiatives such as the Child Welfare Advisory Committee, Fostering Connections, and various grant programs.

A steering committee was formed with 25 internal and external stakeholders including the Family Court, RI Foster Parent's Association, Adoption Rhode Island, Parent Support Network, and youth representatives from The Voice. The first steering committee meeting was held on August 11, 2010 and was attended by 22 of the members. The PIP development structure, PIP matrix, and projected timelines were reviewed. Subsequent steering committee meetings were held every 3 weeks to monitor progress in completing the PIP.

The first workgroup meeting was held on August 16, 2010 at Casey Family Services in Providence. It was attended by 50 of the approximately 80 workgroup members. The CFSR preliminary findings were

reviewed followed by an overview of the individual workgroups and their respective tasks. The members then broke into their workgroups to begin the development process.

Organization of the Program Improvement Plan

The 2010 CFSR onsite record review process involved 65 cases, including 25 in-home service cases and 40 foster care cases across three of DCYF's regional sites. The exit briefing at the conclusion of the review identified the following general strengths and concerns:

Strengths:

- DCYF performs well on its safety measures. There is strong performance in the timely initiation of investigations; face-to-face contact with children/families occurs in a timely manner. Repeat maltreatment does not occur in most cases.
- The Department shows strength in the provision of safety-focused services to prevent children from being removed from home; and, conducts appropriate safety planning with relatives.
- Support services for foster families helps to sustain placement stability.
- Children placed with relatives helps to support reunification in a timely manner.
- DCYF provides services that help to effectuate timely reunification.
- The Permanency Support Teams are an effective resource.
- DCYF performs well in ensuring that children remain in close proximity to their communities and can maintain connections; as well as being placed with their siblings.
- Visitation is used well and appropriately to support transitioning to reunification.
- Instances of comprehensive assessments for children and families; quality worker contacts and strong family engagement.
- Caseworkers are actively involved with the schools, and participate in IEPs; provide transportation; and work well with educational advocates.
- Strong performance in assessing physical health and ensuring needs are met.
- DCYF's statewide automated child welfare information system (SACWIS) is able to readily identify required data elements.
- Staff and provider training have quality content, good evaluation criteria.
- The statewide array of services includes the necessary range of services.
- The development of the Family Care Community Partnerships (FCCPs) and planning for the System of Care Phase II transformation is seen as positive.
- Strong performance in the foster and adoptive parent licensing, recruitment and retention activities.

Concerns:

- Children remaining in their own homes continued to be at risk or were subsequently removed either because services were not provided or the services that were provided did not target the key safety concerns.
- There was a lack of initial and, particularly, ongoing safety and risk assessments.
- There were safety concerns with the children that were not addressed by the agency.
- The State was not consistently effective in preventing reentry into foster care.
- The State was not consistent with regard to ensuring placement stability for children in foster care.
- The child's permanency goal was either not appropriate or not established in a timely manner.
- The agency had not sought TPR in accordance with the requirements of ASFA.
- There was a lack of concerted effort to achieve reunification or guardianship in a timely manner.
- There were delays in achieving adoptions in a timely manner.

- The State was not consistent with regard to ensuring that children with a goal of OPPLA had a permanent placement appropriate for the child's needs and/or were receiving services to ensure a successful transition from foster care to independent living.
- The frequency and quality of visitation between children in foster care and their fathers and siblings were insufficient to meet the needs of the children and families.
- The State was not consistent with regard to concerted efforts to preserve connections of children in foster care to extended families, school, and community.
- The State was not consistent in making concerted efforts to seek and assess relatives as placement resources.
- The State had not made concerted efforts to support the child's relationship with the mother and, particularly, the father while the child was in foster care.
- The State was generally effective in assessing and meeting the needs of children receiving foster care services. However, the State was not consistent in assessing and meeting the needs of children receiving in-home services, foster parents, mothers, and fathers.
- The State was not consistent in involving parents and children in the case planning process. Mothers, particularly in the in-home cases, were more likely to be involved in case planning than were children or fathers.
- The State was not consistent in ensuring that the frequency and quality of caseworker visits with children and parents was sufficient to meet the safety and well-being needs of the children and families.
- The 2010 CFSR found that, generally, the educational needs of children in foster care were being appropriately and adequately assessed and addressed. However, in several of the applicable in-home services cases, educational needs were not assessed or addressed although education-related concerns were apparent and a reason for DCYF contact.
- The State was not consistently effective in meeting children's physical and mental health needs.
- The State did not respond appropriately in some in-home services cases when presenting or underlying issues warranted a mental health assessment and/or mental health services.
- Although the State provides a process to ensure that each child has a written case plan, the case plans are not consistently developed jointly with the child's parents.
- Permanency hearings are not consistently held in a timely manner, and hearings do not always focus on issues relevant to establishing permanency for the child.
- TPR petitions are not being filed in a timely manner. CFSR findings indicate that ASFA requirements with regard to filing for TPR were met in 43 percent of 14 applicable cases.
- Caregivers are not being consistently notified about court hearings and are not consistently given the opportunity to be heard at court hearings.
- Although ongoing training is required for staff and supported through training opportunities, these requirements are not consistently monitored
- Although there is a range of services in the State, there are many challenges to ensuring that families and children in all areas of the State can access the services, including limited transportation, insufficient resources in some areas of the State, and loss of eligibility of Medicaid to pay for services for parents whose children are in foster care.
- Individualization of services is not available to all children and families open to DCYF.
- The 2010 CFSR also found that although the State engages in a wide variety of recruitment activities, the diversity of foster and adoptive parent applicants does not reflect that of the foster care population.

Initially, six workgroups were created to address these concerns. The goals of the workgroups were:

Court/Legal - Reduce delays in filing and adjudicating TPR petitions and ensure appropriate, timely permanency goals are established.

Safety, Assessment & Service Plan - Improve the assessment and service planning process.

Education - Improve educational outcomes for children and youth.

Permanency - Promote permanency, including but not limited to adoption and legal guardianship, when reunification is not achievable.

Service Array - Establish a continuum of family-centered, high quality, culturally relevant, community and neighborhood-based resources.

Training - Enhance the capacity of employees, foster and pre-adoptive parents, and providers to deliver high quality care to children & families.

After several meetings of individual workgroups, an initial draft PIP matrix was developed. This draft matrix was reviewed with federal and regional office staff on September 22 and 23. A final Program Improvement Plan was developed and submitted to the ACF Regional Office on November 8, 2010. Based on feedback from ACF on the initial PIP submission and further discussions with the National Resource Centers, the department's strategies for addressing the areas needing improvement were further refined as follows:

Strategy 1: Formalize concurrent planning in practice

Implementation of a formal concurrent planning practice will impact a number of permanency related areas identified during the CFSR as needing improvement. Concurrent planning will positively impact the establishment of appropriate permanency planning goals in a timely manner and reduce the number of children who experience delays in the filing of TPR petitions. The successful implementation of concurrent planning practice will enhance the department's ability to meet ASFA timeframes. We anticipate that concurrent planning will augment our strength in achieving adoptions in a timely manner. Delays in achieving adoption in a timely manner frequently occur because the department focuses solely on the goal of reunification for the first 6-12 months and is not prepared to make the shift from reunification to another permanency goal. By identifying and preparing for an alternative permanency goal while still working toward reunification, the department will be better prepared if reunification is determined to be unachievable. The CFSR noted that the department demonstrates an over reliance on the permanency planning goal of "Other Permanent Planned Living Arrangement". As part of the concurrent planning practice and in collaboration with the legal workgroup's coordination of the case review process, the department will be able to review and revise the process for determining whether an Other Permanent Planning Living Arrangement is an appropriate goal for youth in a timelier manner.

Strategy 2: Ensure a timely and appropriate permanency plan for each child and family

The CFSR indicated a number of concerns related to this issue including reducing the length of time a youth is in out of home care, the re-entry of youth into placement, the stability of placements when out of home care is necessary, and notification of caregivers about court hearings. The department has identified a number of initiatives to support improvement in these outcomes. They include: enhancing the use of Permanency Support Teams (PSTs). The PST's improve our ability to locate and engage family and kinship resources for our children. To date we have utilized the PST's primarily for youth who tend to be older and are without resources for guardianship or adoption and have been in placement for an extended period of time. By engaging the PST

at the beginning of a case we will be better able to establish an appropriate concurrent plan, to identify kinship placement resources in a timelier manner and to reduce the length of stay (if any) in congregate care. The department can improve these outcomes by improving our coordination of case reviews. Our practice has been to review cases every 6 months in the Administrative Review Unit (ARU). The Family Court reviews cases at the annual Permanency Hearing and as it determines. There is no clear communication between the department ARU and the Family Court of the outcomes of those reviews. Our PIP will develop a method of communication between the Administrative Review Unit and the Family Court Permanency Hearings which should inform the reviews and result in more timely and appropriate permanency goals for children. In addition to a better communication strategy, the department in conjunction with the Family Court will be developing legal practice guide to be utilized by judges and department attorneys that will provide information related to permanency planning, the role of caretakers in the court process and goal establishment. This guide will promote consistency across the different court rooms in the State and within our own legal division enhancing our ability to consistently practice appropriate and timely permanency planning. The development of the legal practice guide and the coordination of the case review process will be overseen by a legal workgroup chaired by the department's chief legal counsel and consisting of members representing family court, CASA, child welfare and juvenile corrections.

Strategy 3: Enhance supervision practice

The CFSR identified inconsistent practice in a number of areas includes frequency and quality of visitation, preserving connections with the community, assessing needs of the family, involving all family members in the case planning process, and maintaining the relationship between the youth and their parents while the youth was in placement. All of these areas are supported in the System of Care principles and practices. The department recognizes and supports the fact that our supervisors are the key to the operationalization of the System of Care practice principles. This strategy focuses on developing a case supervision practice guide to be created by our supervisors with technical assistance that will standardize the supervision process across the department and will institutionalize the SOC principles. The implementation of the guide along with learning labs will build a more consistent practice model and will immerse our staff in the language and values of the System of Care. Department supervisors will also be engaged in developing concurrent planning policies and procedures and in the implementation of System of Care Phase II thus enhancing their knowledge of these and encouraging their investment in successful implementation of those policies and practices.

Strategy 4: Integrate the key principles of the system of care into casework practice

As stated in strategy 3, the department will utilize supervisors as the change agents to institutionalize System of Care philosophy and values within our own staff. In order to further imbed these values and in collaboration with our community partners, we are implementing the practice of family team meetings. The institution of family team meetings will ensure that all family members are involved in the case planning process initially and ongoing, that risk and safety are assessed at every team meeting, that appropriate safety plans are established and monitored for effectiveness and will ensure that permanency goals are established timely and appropriately, that strengths of the family are recognized and built upon to address the needs of the family which are assessed routinely and that appropriate services will be utilized to effectuate the necessary behavioral changes in the family that will promote safety, well-being and permanency. Family team meetings that are held on a consistent basis utilizing a consistent format and in adherence to the values of the System of care will also be effective in identifying and meeting the educational and behavioral health needs of all children in the family.

Strategy 5: Enhance service array through interagency collaboration

The CFSR identified the lack of a full array of individualized services for families. The department intends to resolve this concern through the continued development of the system of care. The goal of the second phase of the System of Care is to design and implement two or more networks of care that embody system of care principles and values. The RFP for the second phase of the system of care has been crafted to ensure that networks develop a full continuum of services. The system of care, through the use of family team meetings, will ensure that families have voice and choice into the services that they receive. Services received through these provider networks will be individualized and the networks will also have flexibility to use funds to ensure that families have the supports necessary to succeed. In addition the family team meetings will help us identify and utilize natural supports for families that include relatives, neighbors and community resources.

Measurement of the Program Improvement Plan

Rhode Island is not required to submit data on national standards or composite measures as the state has already met each of the required benchmarks prior to implementation of this program improvement plan.

The Department will submit 90 in-home cases and 180 out-of-home cases per quarter to determine PIP measurement and progress. The cases reviewed will include in-home cases and out-of-home cases and the reviewers will review and rate the case for a maximum prior 6-month timeframe.

A random sample of in-home cases will be selected each month for the Family Service Unit supervisors and Probation supervisors to review. Each supervisor will review 1 random case per month. A single case cannot be reviewed more than once within a 6-month time period. Logic has been programmed in the Department's MIS to alert the reviewer when a case has been reviewed within the past 6 months. A random sample of 30 in-home cases from the cases reviewed each month will be selected and a second level quality assurance will be conducted by one of the Department's Quality Assurance staff. Following second level QA, the cases will be submitted along with the out-of-home cases for PIP measurement.

A random sample of 60 out-of-home cases per month will be selected from the ARU/QA staff reviews conducted on a monthly basis. The random sample will be proportionate to the out-of-home caseloads in the Department's four regional areas. The out-of-home caseload percentages are:

- 34% Region I
- 34% Region II
- 18% Region III
- 13% Region II

The review instrument is a standard instrument that is used for both in-home and out-of-home cases with the exception of permanency items contained in the out-of-home instrument.

**Attachment A
Children's Bureau
Child and Family Services Reviews
Program Improvement Plan**

States are encouraged to use this PIP standard format to submit their PIP to the Children's Bureau Regional Office. The standard format includes the following sections:

- I. PIP General Information
- II. PIP Strategy Summary and TA Plan, Matrix Instructions, and Quality Assurance Checklist
- III. PIP Agreement Form (authorizing signatures)
- IV. PIP Matrix

I. PIP General Information

CB Region:	I	<input checked="" type="checkbox"/>	II	<input type="checkbox"/>	III	<input type="checkbox"/>	IV	<input type="checkbox"/>	V	<input type="checkbox"/>	VI	<input type="checkbox"/>	VII	<input type="checkbox"/>	VIII	<input type="checkbox"/>	IX	<input type="checkbox"/>	X	<input type="checkbox"/>
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State: _____

Lead Children's Bureau Regional Office Contact Person: Amy Lockhart	Telephone Number: (617) 565-1135 E-mail Address: amy.lockhart@acf.hhs.gov
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State Agency Name: Rhode Island Department of Children, Youth & Families	Address: 101 Friendship Street, Providence, RI Telephone Number: (401) 528-3540
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Lead State Agency Contact Person for the CFSR: Colleen Caron	Telephone Number: (401) 528-3720 E-mail Address: colleen.caron@dcyf.ri.gov
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Lead State Agency PIP Contact Person (if different): Leon Saunders	Telephone Number: (401) 528-3850 E-mail Address: leon.saunders@dcyf.ri.gov
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Lead State Agency Data Contact Person: Colleen Caron	Telephone Number: (401) 528-3720 E-mail Address: colleen.caron@dcyf.ri.gov
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State PIP Team Members* (name, title, organization)

1. Patricia Martinez, Director, DCYF
2. Jorge Garcia, Executive Director, DCYF
3. Colleen Caron, Dir. Data & Evaluation, DCYF
4. Leon Saunders, Admin Data & Evaluation, DCYF
5. Jo Ann Harry, Data & Evaluation, DCYF
6. Dorothy Hultine, Admin Policy, DCYF
7. Janet Anderson, Asst Dir. CSBH, DCYF
8. Kevin McKenna, Admin Juv. Probation, DCYF
9. Mike Burk, Asst to the Director, DCYF
10. Stephanie Terry, Asst Dir Child Welfare, DCYF
11. Anne Lebrun-Cournoyer, Regional Director, DCYF
12. Paula Fontaine, Regional Director, DCYF
13. Suzan Morris, Regional Director, DCYF
14. Dorn Dougan, Regional Director, DCYF
15. Bruce Rollins, Director, Child Welfare Institute
16. Chris Strnad, Admin CSBH, DCYF
17. Karen Deorsey-Smith, Admin Intake, DCYF
18. Martha Kelly, Admin Legal, DCYF
19. Kevin Savage, Admin Lic. & Regulation, DCYF
20. Lee Baker, Financial Management, DCYF
21. Kevin Richards, RI Family Court
22. Darlene Allen, Adoption Rhode Island
23. Lisa Guillette, RI Foster Parent's Association
24. Brenda Alejo, Parent Support Network
25. Laurie Ronan, Parent Support Network
26. Rodeline Saint Felix, The Voice
27. Andrew Johnson, CASA
28. Kevin Aucoin, Interim Director, DCYF
29. Patricia Hessler, Executive Counsel, DCYF
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- 31.
- 32.
- 33.
- 34.
- 35.

*List key individuals who are actually working on the PIP and not necessarily everyone who was consulted during the PIP development process

II. PIP Strategy Summary and TA Plan

State: Rhode Island

Date Submitted: 11/8/2010

PRIMARY GOALS	KEY CONCERNS TO BE ADDRESSED BY IDENTIFIED STRATEGIES	TA RESOURCES NEEDED
<p>1. Formalize concurrent planning in practice</p>	<ul style="list-style-type: none"> • Improve effectiveness of permanency hearings towards achieving permanency. • Ensure appropriateness of permanency goals; reduce changes in goals; reduce delays in adjudication • Improve timeliness to achieving TPR by reducing delays in filing and adjudication of TPR petitions 	<p>Request for TA from the NRC for permanency and family connections to engage internal and external stakeholders;</p> <p>Request for TA from the NRC for Legal and Judicial Issues to engage Family Court and other judicial stakeholders.</p>
<p>2. Ensure a timely and appropriate permanency plan for each child and family</p>	<ul style="list-style-type: none"> • Improve placement stability for youth in placement and reduce re-entry into care for youth exiting placement • Increase Foster Parents opportunity to be heard in court • Establish and document timely and appropriate permanence goal for each child • Ensure successful transition to independent living • Continue to seek and assess relatives as placement resources 	

<p>3. Enhance supervision practice</p>	<ul style="list-style-type: none"> • Improve consistency of initial and ongoing risk and safety assessments • Increase family involvement in case planning and decision making process • Improve visitation with children and parents 	<p>Request for TA from the NRC for Organization Improvement to assist with developing a practice guide for Rhode Island.</p>
<p>4. Integrate the key principles of the system of care into casework practice</p>	<ul style="list-style-type: none"> • Improve consistency in assessing and meeting the needs of children, parents and foster parents • Support the relationship between child and parents while child is in foster care • Preserve connections to child's family, school and community • Increase parent involvement in the case planning process 	
<p>5. Enhance service array through interagency collaboration</p>	<ul style="list-style-type: none"> • Improve access to and quality of services to children, parents and foster parents • Increase access to mental health and substance abuse services for parents who have lost coverage due to child's removal from home. • Create an array of individualized services for children and families 	

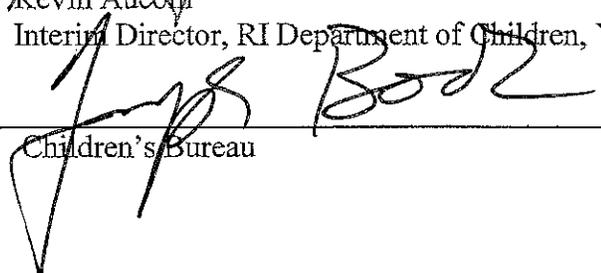
III. PIP Agreement Form

The PIP should be signed and dated by the Chief Executive Officer of the State child welfare agency and by the Children's Bureau Regional Office responsible for the State. The approved PIP with original signature must be retained in the Children's Bureau Regional Office. A hard copy of the approved PIP must be submitted to the following parties immediately upon approval:

- State child welfare agency
- Children's Bureau (Child and Family Services Review staff)
- Child Welfare Review Project, c/o JBS International, Inc.

Agreements

The following Federal and State officials agree to the content and terms of the attached Program Improvement Plan:

 Kevin Aucoin Interim Director, RI Department of Children, Youth & Families	<hr/> 5.2.11 Date
 Children's Bureau	<hr/> 5/3/11 Date

State: **Rhode Island**
 Type of Report: PIP: X Quarterly Report: ___ (Quarter: ___)
 Date Submitted: _____

Part A: Strategy Measurement Plan and Quarterly Status Report

Goal: Achieve timely and appropriate permanency for all children at home and in foster care.		Applicable CFPSR Outcomes or Systemic Factors: Perm 1	
Strategy 1: Formalize concurrent planning in practice		Applicable CFPSR Items: 5,6,7,8,9,10	
<i>Action Steps and Benchmarks</i>	<i>Person Responsible</i>	<i>Evidence of Completion</i>	<i>Quarter Due</i>
Action Step 1.1: Formalize concurrent planning/ permanency goals in practice			
1.1 (a) Define concurrent planning	Assoc Director, Child Welfare Services	Definition completed	Q1
1.1 (b) Engage stakeholders to define their role in supporting concurrent planning practice. (resid & home providers; treatment providers; Child Placing Agencies; youth; field staff; community providers; Permanency Support Unit; foster parents; birth parents)	Assoc Director, Child Welfare Services	Stakeholder roles defined	Q1
1.1 (c) Engage the legal and judicial stakeholders with the assistance of the NRCLJI to obtain judicial input into concurrent planning practice	Assoc Director, Child Welfare Services	Stakeholders meeting held and summary report available	Q2

State: **Rhode Island**

Type of Report: PIP: X

Date Submitted:

Quarterly Report: ___ (Quarter: ___)

1.1 (d) Add new Case Activity Note type in RICHIST for establishing permanency goal	MIS Staff	Detailed design document	Q2	
1.1(e) Create report identifying youth with no permanency goal established within 45 days of opening	MIS Staff	Report developed	Q2	
1.1 (f) Add concurrent planning goal to service plan in RICHIST	MIS Staff	Detailed design document	Q2	
1.1 (g) Develop and implement Permanency Practice Guide	Assoc Director, Child Welfare Services & Administrator, Juv Probation	Guide developed	Q2	
1.1 (h) Integrate concurrent planning into System of Care curriculum	Child Welfare Institute	Training curriculum	Q3	

State: **Rhode Island**
 Type of Report: PIP: X Quarterly Report: __ (Quarter: __)
 Date Submitted:

Action Steps and Benchmarks	Person Responsible	Quarter Due	Quarter Completed	Applicable CFSR Outcomes or Systemic Factors: Perm 2, SF II
Goal: Achieve Timely and appropriate permanency for all children at home and in foster care. Strategy 2: Ensure a timely and appropriate permanency plan for each child and family.				Applicable CFSR Items: 12, 13, 14, 15, 16, 25, 27, 28, 29
Action Step 2.1: Strategically utilize Permanency Support Teams (PST) 2.1 (a) Meet with legal stakeholders (Family Court, CASA, Public Defender, etc) to review the Permanency Support Team (PST) process and identify a Family Court and/or CASA representative to serve on the PSTs	Admin, Licensing & Regulation	Q2		
2.1 (b) Develop a report listing youth to be reviewed based upon identified criteria	MIS Staff	Q2	Report developed	
2.1 (c) Modify RICHIST to document PST meetings and outcomes	MIS Staff	Q3	RICHIST modified	
2.1 (d) Monitor PST process and outcomes for quality improvement	Director, Data & Evaluation	Q3	Findings reviewed and recommendations made	

State: **Rhode Island** PIP: X Quarterly Report: ___ (Quarter: ___)
 Type of Report: _____
 Date Submitted: _____

Goal: Achieve Timely and appropriate permanency for all children at home and in foster care.	Applicable CFSR Outcomes or Systemic Factors: Perm 2, SF II		
Strategy 2: Ensure a timely and appropriate permanency plan for each child and family.	Applicable CFSR Items: 12, 13, 14, 15, 16, 25, 27, 28, 29		
<i>Action Steps and Benchmarks</i>	<i>Person Responsible</i>	<i>Evidence of Completion</i>	<i>Quarter Due</i>
Action Step 2.2: Establish a process for coordinated case reviews			<i>Quarter Completed</i>
2.2 (a) Revise list of compelling reasons not to file TPR.	Legal workgroup	List developed	Q1
2.2 (b) Develop a digital dashboard with permanency prompts to be used by judges in court hearings	CIP Data Committee	Dashboard screenshots	Q3
2.2 (c) Determine how Administrative Review Unit findings will be incorporated into service planning and court reporting	Legal workgroup	Process developed	Q3
2.2 (d) Develop a legal practice guide	Legal workgroup & CASA Director	Guide developed	Q5
2.2 (e) Cross training to implement the legal practice guide	Legal workgroup & CIP Data Committee	Training completed	Q6

State: **Rhode Island**

Type of Report: PIP: X Quarterly Report: ___ (Quarter: ___)

Date Submitted:

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Applicable CFSR Outcomes or Systemic Factors: Perm 2, SF II
Goal: Achieve Timely and appropriate permanency for all children at home and in foster care.					Applicable CFSR Items: 12, 13, 14, 15, 16, 25, 27, 28, 29
Strategy 2: Ensure a timely and appropriate permanency plan for each child and family.					
Action Step 2.3: Improve use of kinship placements through Casey Peer T/A process					
2.3 (a) Partner with Casey to conduct internal and external facilitated meetings on improving use of kinship placements	Admin, Licensing & Regulation	Meeting agenda and discussion notes	Q1		
2.3 (b) Establish standardized process and tools for conducting a diligent search for absent parents and relatives	Admin, Licensing & Regulation; Assoc Director, Child Welfare Services	Process documented & examples of tools utilized	Q1		
2.3 (c) Implement administrative approval or review process for all non-kin placement requests	Assoc Director, Child Welfare Services	Approval process implemented	Q1		
2.3 (d) Conduct regional policy advisory meetings to emphasize the benefits of placing with relatives	Admin, Licensing & Regulation; Assoc Director, Child Welfare Services	Meeting dates and times; % of staff attending; meeting materials	Q2		

State: **Rhode Island**

Type of Report: PIP: X

Quarterly Report: ___ (Quarter: ___)

Date Submitted:

2.3 (e) Determine feasibility of establishing a kinship coordinator function to assist Child Protective Service (CPS) workers in locating, engaging and supporting kinship families/absent parents	Assoc Director, Child Welfare Services	Policy memo identifying functions of this position	Q2	
2.3 (f) Modify RICHIST to require documentation of efforts to locate and place with kin.	MIS Staff	Design document	Q3	

State: **Rhode Island** PIP: X Quarterly Report: ___ (Quarter: ___)
 Type of Report: ___
 Date Submitted: ___

Goal: Achieve Timely and appropriate permanency for all children at home and in foster care.	Applicable CFSR Outcomes or Systemic Factors: Perm 2, SF II			
Strategy 2: Ensure a timely and appropriate permanency plan for each child and family.	Applicable CFSR Items: 12, 13, 14, 15, 16, 25, 27, 28, 29			
<i>Action Steps and Benchmarks</i>	<i>Person Responsible</i>	<i>Evidence of Completion</i>	<i>Quarter Due</i>	<i>Quarter Completed</i>
Action Step 2.4: Improve notice and opportunity to be heard for foster parents				
2.4 (a) Incorporate the rules governing the Foster Parents' Bill of Rights as part of the Pre-service curriculum for new workers and the foster care training for prospective foster parents.	Child Welfare Institute and Admin, Licensing & Regulation	Revised curricula	Q1	
2.4 (b) Discuss policy with staff regarding Foster Parents' Bill of Rights through policy advisory meetings	Policy Office	Dates of meetings; % of staff attending; meeting materials	Q2	
2.4 (c) In conjunction with the Court Improvement Program (CIP) staff, standardize court practice regarding foster parents opportunity to participate in hearings	DCYF Deputy Director & Family Court Chief of Staff	Standardized procedure	Q3	

State: **Rhode Island**

Type of Report: PIP: X

Quarterly Report: (Quarter:)

Date Submitted:

2.4 (d) In conjunction with the CIP staff, publicize court practice regarding foster parents opportunity to participate in permanency hearings	DCYF Deputy Director & Family Court Chief of Staff	Informational materials developed and distributed	Q3	
2.4 (e) Automate the procedures to notify foster parents of permanency hearings	MIS Staff and RI Judicial Technology Center	Procedures automated	Q5	
2.4 (f) Monitor foster parent notification via RICHIST report	DCYF Data and Evaluation and MIS	Report completed	Q5	
2.4 (g) Evaluate foster parents right to be heard in permanency hearings	DCYF Data and Evaluation	Survey to foster parents completed and data analyzed	Q6	
2.4 (h) Share and address survey findings with Court Improvement Program, RI Foster Parents Assoc. & other stakeholders	DCYF Deputy Director & Family Court Chief of Staff	Documentation of meeting and follow up steps.	Q6	

State: **Rhode Island**

Type of Report: PIP: X Quarterly Report: (Quarter:)

Date Submitted:

Goal: Achieve and maintain consistent high quality family-centered practice.					Applicable CFSR Outcomes or Systemic Factors: Well-being 1	
Strategy 3: Enhance supervision practice					Applicable CFSR Items: 17,18,19,20	
<i>Action Steps and Benchmarks</i>	<i>Person Responsible</i>	<i>Evidence of Completion</i>	<i>Quarter Due</i>	<i>Quarter Completed</i>	<i>Quarterly Update</i>	
Action Step 3.1: Implement consistent supervisory practice model.						
3.1 (a) Develop a case supervision practice guide (safety/risk assessment, assessment and service planning, worker visits w/ child and parents, and family engagement)	Supervisory Core Group	Guide developed	Q2			
3.1 (b) Peer discussion to implement case supervision practice guide	Supervisory Core Group	List of attendees & percentage by division (at least 80% attendance by division)	Q3			
3.1 (c) Develop and implement Learning Labs for DCYF supervisors	Child Welfare Institute	Themes identified at first lab and schedule of on-going meetings	Q4			
3.1 (d) Modify supervisory core curriculum to include practice guide	Child Welfare Institute	Updated curriculum	Q6			

State: **Rhode Island**

Type of Report: PIP: X Quarterly Report: ___ (Quarter: ___)

Date Submitted:

Goal: All children, youth and families reach their fullest potential in a safe and nurturing environment.		Applicable CFSR Outcomes or Systemic Factors: Safety 2, SF V	
Strategy 5: Enhance service array through interagency collaboration		Applicable CFSR Items: 3,4,36,37	
<i>Action Steps and Benchmarks</i>	<i>Person Responsible</i>	<i>Evidence of Completion</i>	<i>Quarter Due</i>
Action Step 5.1: Increase the availability and individualization of services			
5.1 (a) Ensure RFP for Phase II addresses concerns with service accessibility and individualization	Asst Director, CSBH	Selected sections of RFP	Q1
5.1 (b) Develop partnership with RI Dept of Human Services to retain RteCare coverage for substance abuse and mental health services for eligible populations	Purchasing/Contracts Administrator	Agreement completed	Q3
5.1 (c) Develop a mechanism for workers to provide feedback on service quality	SOC Practice Implementation workgroup	Feedback process implemented	Q3

State: **Rhode Island**
 Type of Report: PIP: X Quarterly Report: (Quarter:)
 Date Submitted:

Part B: National Standards Measurement Plan and Quarterly Status Report

Safety Outcome: Absence of Maltreatment												
National Standard	94.6%											
Performance as Measured in Final Report/Source Data Period	91.5% based upon the 2008b09a data submission											
Performance as Measured at Baseline/Source Data Period	91.5% based upon the 2008b09a data submission											
Negotiated Improvement Goal	[REDACTED]											
Renegotiated Improvement Goal	[REDACTED]											
Status (Enter the current quarter measurement for the reported quarter)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Safety Outcome: Absence of Maltreatment of Children in Foster Care												
National Standard	99.68%											
Perf. as Measured in Final Report/Source Data Period	98.78% based upon the 2008b09a data submission											
Performance as Measured at Baseline/Source Data Period	98.65% based upon the FY2009 data submission											
Negotiated Improvement Goal	[REDACTED]											
Renegotiated Improvement Goal	[REDACTED]											
Status (Enter the current quarter measurement for the reported quarter)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

State: **Rhode Island** PIP: X Quarterly Report: ___ (Quarter: ___)
 Type of Report: _____ Date Submitted: _____

Permanency Outcome I: Timeliness and Permanency of Reunification												
National Standard	122.6											
Performance as Measured in Final Report/Source Data Period	96.1 based upon the 2008b09a data submission											
Performance as Measured at Baseline/Source Data Period	91.1 based upon FY2008 data submission											
Negotiated Improvement Goal												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome II: Timeliness of Adoptions												
National Standard	106.4											
Performance as Measured in Final Report/Source Data Period	141.7 based upon the 2008b09a data submission											
Performance as Measured at Baseline/Source Data Period	N/A - National Standard achieved in final report and in all subsequent periods											
Negotiated Improvement Goal												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

State: **Rhode Island**

Type of Report: PIP: _____

Quarterly Report: ____ (Quarter: ____)

Date Submitted: _____

Permanency Outcome 1: Achieving Permanency for Children in Foster Care for Long Periods of Time													
National Standard	121.7	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Performance as Measured in Final Report/Source Data Period	123.6 based upon the 2008b09a data submission												
Performance as Measured at Baseline/Source Data Period	N/A - National Standard achieved in final report and in all subsequent periods												
Negotiated Improvement Goal													
Renegotiated Improvement Goal													
Status (Enter the current quarter measurement for the reported quarter.)													
Permanency Outcome 1: Placement Stability													
National Standard	101.5	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Performance as Measured in Final Report/Source Data Period	97.4 based upon the 2008b09a data submission												
Performance as Measured at Baseline/Source Data Period	95.9 based upon FY 2008 data submission												
Negotiated Improvement Goal													
Renegotiated Improvement Goal													
Status (Enter the current quarter measurement for the reported quarter.)													

State: **Rhode Island** PIP: X Quarterly Report: ___ (Quarter: ___)
 Type of Report: ___
 Date Submitted: ___

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

Outcome/Systemic Factor	Safety 2	Item: 5	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Performance as Measured in Final Report	76%													
Performance as Measured at Baseline/Source Data Period														
Negotiated Improvement Goal														
Method of Measuring Improv.	ARU and monthly supervisory reviews													
Renegotiated Improvement Goal														
Status (Enter the current quarter measurement for the reported quarter.)														
Outcome/Systemic Factor	Safety 2	Item: 4	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Performance as Measured in Final Report	51%													
Performance as Measured at Baseline/Source Data Period														
Negotiated Improvement Goal														
Method of Measuring Improv.	ARU and monthly supervisory reviews													
Renegotiated Improvement Goal														
Status (Enter the current quarter measurement for the reported quarter.)														

State: **Rhode Island** PIP: X Quarterly Report: __ (Quarter: __)
 Type of Report: X
 Date Submitted:

Outcome/Systemic Factor: Perm 1	Item: 7	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Performance as Measured in Final Report	45%												
Performance as Measured at Baseline/Source Data Period													
Negotiated Improvement Goal													
Method of Measuring Improv.	ARU reviews												
Renegotiated Improvement Goal													
Status (Enter the current quarter measurement for the reported quarter.)		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Outcome/Systemic Factor: Perm 1	Item: 10	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Performance as Measured in Final Report	33%												
Performance as Measured at Baseline/Source Data Period													
Negotiated Improvement Goal													
Method of Measuring Improv.	ARU reviews												
Renegotiated Improvement Goal													
Status (Enter the current quarter measurement for the reported quarter.)		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

State: Rhode Island

Type of Report: PIP: X

Quarterly Report: __ (Quarter: __)

Date Submitted:

Outcome/Systemic Factor	WBI	Item: 17	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Performance as Measured in Final Report	31%													
Performance as Measured at Baseline/Source Data Period														
Negotiated Improvement Goal														
Method of Measuring Improv.		ARU and monthly supervisory reviews												
Renegotiated Improvement Goal														
Status: (Enter the current quarter measurement for the reported quarter.)														
Outcome/Systemic Factor	WBI	Item: 18	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Performance as Measured in Final Report	33%													
Performance as Measured at Baseline/Source Data Period														
Negotiated Improvement Goal														
Method of Measuring Improv.		ARU and monthly supervisory reviews												
Renegotiated Improvement Goal														
Status: (Enter the current quarter measurement for the reported quarter.)														

State: **Rhode Island**
 Type of Report: PIP: X Quarterly Report: __ (Quarter: __)
 Date Submitted:

Outcome/Systemic Factor	WB1	Item:	19	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Performance as Measured in Final Report	60%														
Performance as Measured at Baseline/Source Data Period															
Negotiated Improvement Goal															
Method of Measuring Improv.		ARU and monthly supervisory reviews													
Renegotiated Improvement Goal															
Status (Enter the current quarter measurement for the reported quarter)															
Outcome/Systemic Factor	WB1	Item:	20	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Performance as Measured in Final Report	23%														
Performance as Measured at Baseline/Source Data Period															
Negotiated Improvement Goal															
Method of Measuring Improv.		ARU and monthly supervisory reviews													
Renegotiated Improvement Goal															
Status (Enter the current quarter measurement for the reported quarter)															