

Part A: Strategy Measurement Plan and Quarterly Status Report

Primary Strategy: I. Develop and Pilot Family-Centered Practice Model (FCPM)			Applicable CFSR Outcomes or Systemic Factors:	Safety 1,2 Permanency 1,2,3 Well-Being 1,2,3 All Systemic Factors
Goal: A. Develop and pilot a Family-Centered Practice Model in innovation sites			Applicable CFSR Items:	All
Action Steps and Benchmarks	Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1 Develop a Family-Centered Practice Model (FCPM)	Copy of FCPM	Deputy Director for Policy & Practice	Quarter 2	
2 Obtain internal and external stakeholder feedback related to FCPM development and planning	Reports on stakeholder feedback	Deputy Director for Policy & Practice	Quarter 2	
3 Incorporate current Family Preservation practice into FCPM	Copy of FCPM	Deputy Director for Policy & Practice	Quarter 3	
4 Revise/update policies to be consistent with the FCPM pilot in innovation sites	Copy of FCPM policy	Deputy Director for Policy & Practice	Quarter 3	
5 Develop FCPM leadership training approach and related materials	Copy of leadership training presentation and materials	Deputy Director for Policy & Practice	Quarter 4	
6 Provide Leadership Development Training on FCPM for regional directors, county directors, field program specialists, supervisors and middle managers in innovation sites and state office staff	Leadership training on FCPM attendance	Deputy Director for Policy & Practice	Quarter 4	
7 Provide FCPM training to front line case staff and supervisors, field program specialists, program administrators and program directors, and county directors in innovation sites on FCPM policies and practices	FCPM training attendance	Deputy Director for Policy & Practice	Quarter 4	
8 Establish measures and baseline(s) and set goal(s) for measuring FCPM outcomes and incremental improvements in innovation sites	Baselines, goals	Deputy Director for Policy & Practice	Quarter 4	
9 Use results of a targeted "1,000 case reviews" and evidence-based practices to develop casework processes targeting permanency in innovation sites	Casework processes documents related to permanency	Deputy Director for Field Operations	Quarter 5	
10 Track and report changes in family-centered practice in innovation sites to agency leadership	County director case review results, SHINES data reports, leadership meeting agendas and G meeting presentations	Accountability Officer	Quarter 5-8	
11 Share identified best practices and lessons learned from FCPM innovation sites statewide	Copy of materials shared	Deputy Director for Policy & Practice	Quarter 5-8	

12	Obtain internal and external stakeholder feedback/recommendations for future statewide implementation of FCPM via community forums, meetings and/or surveys	Results of feedback	Deputy Director for Policy & Practice	Quarter 6-8	
13	If needed, revise FCPM based on lessons learned and feedback from innovation sites, including identified barriers and additional supports needed	Copy of revised FCPM	Deputy Director for Policy & Practice	Quarter 7	
14	Establish plan to implement FCPM statewide	Copy of FCPM implementation plan	Deputy Director for Field Operations	Quarter 8	
Quarterly Update Strategy I Goal A					
<p>Q1: The case practice model has been vetted by DHR executive management during high-level meetings. The case practice model has also been presented to all DFCS staff and external partners in large and small meetings. Feedback and comments regarding the case practice model have been solicited and collected via email. Below are four strategies that have been identified as cornerstones to the implementation of family-centered case practice in Georgia.</p> <ol style="list-style-type: none"> 1) Family Team Meetings 2) Leadership Development 3) Timely and positive permanency for youth in care 4) Minimum Visitation requirements <p>Please see SI_GoalA_Action1, Exhibits 1-3, for copies of the Family-Centered Practice Model strategic consulting request, case practice model and current status report.</p>					
Q2:					
Q3:					
Q4:					
<i>Renegotiated Action Steps and Benchmarks</i>					

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Primary Strategy: I. Develop and Pilot Family-Centered Practice Model (FCPM)			Applicable CFSR Outcomes or Systemic Factors:	Safety 1, 2 Permanency 1, 2 Well-Being 1, 2, 3 Case Review System
Goal: B. Improve and expand the Family Team Meeting practice statewide			Applicable CFSR Items:	All
Action Steps and Benchmarks	Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1 Revise/update FTM policies to reflect best practice in family team meetings, including engagement of families and community resources in the family team meeting process, good documentation, and shared decision-making; establish clear practice guidelines f	Copy of revised FTM policy and practice; copy of documentation tool	Deputy Director for Policy & Practice	Quarter 2	
2 Update FTM policies and/or practice in ODIS (web-based policy manual) as adopted	Quarterly updates	Deputy Director for Policy & Practice	Quarter 2	
3 Send email blast notification(s) to Social Services staff regarding updated FTM policies and/or practice and posting	Copy of email and distribution list	Deputy Director for Policy & Practice	Quarter 2	
4 Enhance FTM competency training	Copy of FTM training materials	Education & Training Section Director	Quarter 3	
5 Provide revised intensive FTM competency training for trainers for FTM facilitators, to include mentor, practice observation and certification enhancements	FTM training attendance	Education & Training Section Director	Quarter 3	
6 Promote and provide introductory FTM training opportunities for partners in FCPM innovation sites on a voluntary basis	Training invitation, invitation list and attendance	Education & Training Section Director	Quarter 3	
7 Offer FTM training quarterly for veteran staff, facilitators and approved community partners	Training attendance	Education & Training Section Director	Quarter 3	
8 Incorporate FTM training into new worker and new supervisor training	Copy of training curricula	Education & Training Section Director	Quarter 3	
9 Track changes in the usage of family team meetings	PEAS case review results, SHINES data reports	Deputy Director for Field Operations	Quarter 4-8	

Quarterly Update Strategy I Goal B				
<p>Q1: New FTM standards have been adopted by the agency and are inculcated into the Training Unit for DFCS Staff. A plan for providing "train the trainer" for DFCS Providers is in the process of being finalized to ensure consistency and quality of FTM's for all DFCS customers. The FTM standards and required practice are being incorporated into existing policy.</p> <p>Please see SI_GoalB_Action1, Exhibit 1, for Family Team Meeting training documentation. Please see SI_GoalB_Action8, Exhibit 1, for documentation of training content.</p>				
Q2:				
Q3:				
Q4:				
<i>Renegotiated Action Steps and Benchmarks</i>				

Part A: Strategy Measurement Plan and Quarterly Status Report

Primary Strategy: I. Develop and Pilot Family-Centered Practice Model (FCPM)			Applicable CFSR Outcomes or Systemic Factors:	Permanency 1 Well-Being 1	
Goal: C. Promote placement stability and permanency through caseworker-child visit statewide initiative ("Every Child Every Month")			Applicable CFSR Items:	6,17,19	
Action Steps and Benchmarks		Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1	Obtain technical assistance from National Resource Center on Family-Centered Practice and Permanency Planning to develop policy and training curricula as well as to train and develop internal training capacity on "Every Child Every Month" (ECEM, purposeful case manager-child visitation)	Copy of updated policy and training curricula	Deputy Director for Policy & Practice	Quarter 1	
2	Provide ECEM Train-the-Trainer training (currently scheduled for July 2008) to professional excellence training staff and to ECEM practice champions, select field program specialists, supervisors and program administrators, who will then co-train with professional excellence training staff	ECEM train-the-trainer training attendance	Deputy Director for Policy & Practice	Quarter 1	
3	Provide ECEM training for foster care supervisory and specialist staff in all regions (currently scheduled for July - October 2008)	ECEM training attendance	Deputy Director for Policy & Practice	Quarter 2	
4	Incorporate "Every Child Every Month" training into new worker and new supervisor training for Foster Care	Copy of ECEM training curricula	Deputy Director for Policy & Practice	Quarter 3	
5	Update policies and/or practice in ODIS (web-based policy manual) for caseworker-child visitation policies as adopted	Quarterly updates	Deputy Director for Policy & Practice	Quarter 3	
6	Send email blast notification(s) to Social Services staff regarding updated caseworker visitation policies and/or practice and posting	Copy of email and distribution list	Deputy Director for Policy & Practice	Quarter 3	
7	Provide ECEM training for new and veteran foster care case managers in all regions (planned for October 2008 - September 2009)	ECEM training attendance	Deputy Director for Policy & Practice	Quarter 3	

Quarterly Update Strategy I Goal C				
<p>Q1: Agency has received assistance from Rose Wentz of the National Resource Center to develop training curricula entitled, "Every Child Every Month". Agency contracted with Ms. Wentz to provide "train the trainer" sessions with staff from DFCS Training Unit ("Professional Excellence") as well as selected state office and regional field staff (Field Program Specialists, Supervisors, Case Managers). A statewide training plan for the roll-out of the ECEM training to every region has been implemented. A county letter advising field staff of the revised visitation expectation has been disseminated to the field. Draft policy related to the requirements for "Every Child Every Month" has been remitted to leadership for review and approval.</p> <p>Please see SI_GoalC_Action1, Exhibits 1-3, for revisions to policy and training for caseworker visitation. Please see SI_GoalC_Action2, Exhibits 1-4, for documentation of caseworker visitation training content and trainings for trainers. Please see SI_GoalC_Action3, Exhibits 1-2, for documentation of caseworker visitation training for supervisory and specialist staff. Please see SI_GoalC_Actions123, Exhibits 1-2, for final reports on caseworker visitation training. Please see SI_GoalC_Action1_Exhibit 4, for documentation of technical assistance status.</p>				
Q2:				
Q3:				
Q4:				
<i>Renegotiated Action Steps and Benchmarks</i>				

Part A: Strategy Measurement Plan and Quarterly Status Report

Primary Strategy: Strengthen Policy and Improve Practice to Ensure Safety of Children			Applicable CFSR Outcomes or Systemic Factors:	Safety 1, 2
Goal: A: Develop and distribute to intake staff statewide quality screening intake tool			Applicable CFSR Items:	1, 3, 4
Action Steps and Benchmarks	Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1 Develop and distribute a uniform set of questions to be used by intake staff for referrals of suspected child abuse or neglect	Copy of screening questions and related correspondence	Deputy Director for Policy & Practice	Quarter 1	
2 Revise/update policies and/or practice regarding quality intake & screening, to include response urgency	Copy of screening and intake policy	Deputy Director for Policy & Practice	Quarter 1	
3 Update screening/intake policies and/or practice protocols in ODIS (web-based policy manual) as adopted	Quarterly updates	Deputy Director for Policy & Practice	Quarter 2	
4 Send email blast notification(s) to Social Services staff regarding updated screening/ intake policies and/or practice and posting	Copy of email and distribution list	Deputy Director for Policy & Practice	Quarter 2	
5 Provide training on revised screening and intake process for screening and intake staff and supervisors for all regions	Screening/intake training attendance	Education & Training Section Director	Quarter 3	
6 Incorporate quality intake and screening tools into new worker and new supervisor training	Copy of training curricula	Education & Training Section Director	Quarter 3	

Quarterly Update Strategy II Goal A				
<p>Q1: Social Services Manual Transmittal 2008-02 was approved and disseminated to the field February 2008. The policy changes were updated in ODIS (online social services manual) February 2008. Chapters 2101 Introduction and 2103 Intake were updated to include the revised requirements for Social Services Intake. The purpose of this policy change is to improve DFCS assessment of child maltreatment reports. The changes are designed to offer clarity to policy explanations and the definitions under which the agency operates. The transmittal clarifies a paradigm shift from "investigations" to assessment. The expectation of addressing families holistically and utilizing critical thinking in assessment is clearly defined. Questions designed to elicit more comprehensive knowledge of families have been provided as well as decision trees to guide the correct assignment of intervention and response times.</p> <p>Please see SII_GoalA_Action1, Exhibit 1, for copy of intake form. Please see SII_GoalA_Action4, Exhibits 1-2, for documentation of policy and policy transmittal. Please see SI_GoalB_Action8, Exhibit 1, for documentation of training content.</p>				
Q2:				
Q3:				
Q4:				
<i>Renegotiated Action Steps and Benchmarks</i>				

Part A: Strategy Measurement Plan and Quarterly Status Report

Primary Strategy: Strengthen Policy and Improve Practice to Ensure Safety of Children				Applicable CFSR Outcomes or Systemic Factors:	Safety 1, 2 Permanency 1, 2 Well-Being 1, 2, 3
Goal: B: Improve ongoing risk and safety assessment tool usage statewide				Applicable CFSR Items:	1, 3, 4, 7, 16, 17, 21, 22, 23, 35, 37,
Action Steps and Benchmarks		Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1	Obtain consultation from National Resource Center for Child Protective Services as well as courts and agency staff using risk assessment tool more effectively	Documentation of TA visits/ correspondence/ telephone conferences/ meetings	Deputy Director for Policy & Practice	Quarter 2	
2	Update/enhance policies and/or practice based on input from NRC-CPS related to risk assessment process	Copy of risk assessment policies and/or practice	Deputy Director for Policy & Practice	Quarter 3	
3	Update risk assessment policies and/or practice in ODIS (web-based policy manual)	Quarterly updates	Deputy Director for Policy & Practice	Quarter 3	
*5	Send email blast notification(s) to Social Services staff regarding updated risk assessment policies and practice and posting	Copy of email and distribution list	Deputy Director for Policy & Practice	Quarter 3	
6	Provide CPS and Family Preservation training for supervisors and front line staff for all regions on revised risk assessment process	Risk assessment training attendance	Education & Training Section Director	Quarter 3	
7	Incorporate risk assessment trainings into new worker and new supervisor training	Copy of training curricula	Education & Training Section Director	Quarter 3	
8	Track the practice of continuous re-assessment	PEAS case review results	Deputy Director for Field Operations	Quarter 4	
9	Identify and address common practice issues related to re-assessment	Leadership strategies meeting agendas and presentations	Deputy Director of Field Operations	Quarters 4-8	
10	Update SHINES data collection system to reflect any change in risk assessment as needed and as funding is available	Documentation of enhancements request; work order fulfillment	Deputy Director for Fiscal & Administrative	As negotiated based on funding availability	

Quarterly Update Strategy II Goal B				
<p>Q1: Agency has requested Technical Assistance from the NRC for Child Protective Services. The NRC lead for this goal is Anna Stone. A focal group comprised of internal and external stakeholders has been convened and has met with Ms. Stone on two separate occasions during this reporting period. Ms. Stone and this group have discussed the "goal" of the PIP relating to Risk Assessment, clarified the purpose of the group, and ruled out re-inventing a new tool for use; the primary focus is making the usage of the tool more effective and efficient. Current discussions are regarding changing verbiage from "Safety and Risk" to "Present Danger and Impending Danger" and shortening the time frame relating to "foreseeable future" from 12 months to 30-90 days.</p> <p>Please see SII_GoalB_Action1, Exhibits 1-2, for documentation of TA request. Please see SII_GoalB_Action1, Exhibits 3-7, for documentation of focal group meetings/work. Please see SI_GoalC_Action1_Exhibit 4, for documentation of technical assistance status.</p>				
Q2:				
Q3:				
Q4:				
<i>Renegotiated Action Steps and Benchmarks</i>				

* Note: There was no action step 4 in final submission.

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Primary Strategy: Strengthen Policy and Improve Practice to Ensure Safety of Children			Applicable CFSR Outcomes or Systemic Factors:	
Goal: C: Improve case documentation			Applicable CFSR Items:	
Action Steps and Benchmarks	Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1 Provide training for supervisors and front line staff for all regions on documentation and case records	Documentation training attendance	Education & Training Section Director	Quarter 5	
2 Incorporate documentation training into new worker and new supervisor training	Copy of training curricula	Education & Training Section Director	Quarter 6	

Quarterly Update Strategy II Goal C				
Q1: Documentation training has been revised. As the agency continues to make progress on its CFSR PIP strategies, documentation training will be reviewed and revised to capture any substantive changes. Please see SI_GoalB_Action8, Exhibit 1, for documentation of training.				
Q2:				
Q3:				
Q4:				
<i>Renegotiated Action Steps and Benchmarks</i>				

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Primary Strategy: Improve Permanency Outcomes for Children and Families			Applicable CFSR Outcomes or Systemic Factors:	Safety 1, 2 Permanency 1, 2 Well-Being 1, 2, 3 Case Review System	
Goal: A: Support Court Improvement Project (CIP) summits review of courts related to child abuse and neglect cases			Applicable CFSR Items:	All	
Action Steps and Benchmarks		Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1	Provide requested data to CIP on child welfare outcomes (safety, permanency, well-being)	Copies of data provided to CIP	Deputy Director for Fiscal & Administrative	Quarter 1	
2	Assist CIP with summit presentations on model practices in permanency planning	Documentation of assistance	Deputy Director for Field Operations	Quarter 1	
Primary Strategy: Improve Permanency Outcomes for Children and Families			Applicable CFSR Outcomes or Systemic Factors:	Permanency 2 Systemic Factors: Case Review System	
Goal: B: Support CIP review of courts related to child abuse and neglect cases to address problems of permanency, including adoption and APPLA			Applicable CFSR Items:	7, 9, 10	
Action Steps and Benchmarks		Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1	Provide permanency and APPLA data to CIP and collaborate in selection of counties for review (based on CIP selection process)	Copies of data provided to CIP	Deputy Director for Fiscal & Administrative	Quarter 1	
2	Meet with CIP, Office of Child Advocate (OCA), Council of Juvenile Court Judges (CJCJ) at least quarterly to go over CIP Court Compliance Officer reviews of agency/court files	Documentation of meetings, attendance list	Deputy Director for Field Operations	Quarter 1	
3	Discuss issues raised by OCA that arise outside of summits and compliance reviews in quarterly DFCS-CIP-OCA meetings	Documentation of meetings	Deputy Director for Field Operations	Quarter 2-8	

Primary Strategy: Improve Permanency Outcomes for Children and Families				Applicable CFSR Outcomes or Systemic Factors:	Systemic Factors: Case Review System
Goal: C: Support court process to notify parents, foster parents, pre-adoptive parents and relative caregivers regarding their rights related to hearings and case reviews				Applicable CFSR Items:	29
Action Steps and Benchmarks		Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1	Support CIP annual survey of GA foster parents to identify areas where notice to foster parents is or is not occurring.	Copy of survey results	Deputy Director for Field Operations	Quarter 2	
2	Support CIP training for foster parents on right to be heard at annual conference of the Adoptive and Foster Parent Association of Georgia	Copy of PowerPoint presentation	Deputy Director for Field Operations	Quarter 2-8	
3	Based on survey results and feedback from annual conference, identify needs and communicate with local entities (CFCS county office, foster parent associations and any foster care-related contractors) to address identified issues related to notice and right to be heard through presentations and other communications	Presentation agendas, attendance lists, and/or communications	Deputy Director for Field Operations	Quarter 3-8	
Quarterly Update Strategy III Goals ABC					
<p>Q1: The agency provided data for 2005 through 2007 to the Court Improvement Project (CIP) through a contract with Georgia State University. Utilizing this data, the CIP has held multiple Summits throughout the state, assessing and informing communities of their performance in relationship to safety and permanency for children and families. During this reporting period, Summits were held in Hall, Fulton, Richmond and Troup Counties. DFCS leadership co-presented at each of these Summits. Local DFCS leadership and staff participated in the Summits and developed, in concert with community partners, action plans designed to improve the community's performance on outcomes for children. The agency and the CIP have worked together to identify counties with identified performance issues in adoption as well as counties that have been very successful in achieving adoption outcomes. The State Data and Analysis section has provided case data and identifying information to the CIP, which has enabled the CIP to conduct case file reviews within identified courts and to assess practice related to adoptions.</p> <p>There have been three presentations of findings from these reviews (4/30/08, 6/27/08, 09/02/08), two of which (04/30/08 and 09/02/08) were facilitated by Bill Stanton of the National Resource Center. Counties reviewed to date are Barrow, Bartow, Cobb, Colquitt, Douglas, Gwinnett, Polk, Richmond, and Spalding. The agency meets with the CIP and Office of the Child Advocate at least quarterly. During this quarter, these meetings occurred August 20, September 12, October 14, and November 3.</p> <p>Please see SIII_GoalA_Action1, Exhibits 1-3, for documentation of data provision to CIP and Houston Summit. Please see SIII_GoalA_Action2, Exhibit 1, for documentation of presentation on rights. Please see SIII_GoalA_Actions12, Exhibits 1-25, for documentation of summits completed in Fulton/Atlanta, Hall, Richmond/Augusta and Troup counties, including agendas, presentations, and action plans. Please see SIII_GoalB_Action1, Exhibits 1-2, for examples of emails regarding data for court compliance reviews. Please see SIII_GoalB_Action1, Exhibits 3-10, for examples of data provided for court compliance reviews. Please see SIII_GoalB_Actions23, Exhibits 1-9, for documentation of collaboration in court compliance reviews. Please see SI_GoalC_Action1_Exhibit 4, for documentation of technical assistance status.</p>					

Q2:				
Q3:				
Q4:				
<i>Renegotiated Action Steps and Benchmarks</i>				

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Primary Strategy: Improve Permanency Outcomes for Children and Families			Applicable CFSR Outcomes or Systemic Factors:	Case Review System
Goal: D: Collaborate with federal and state partners to improve permanency outcomes for children			Applicable CFSR Items:	27, 28, 29
Action Steps and Benchmarks	Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1 Request technical assistance from NRC in creating performance standards for SAAGs to improve SAAG performance	Copy of request for technical assistance	Deputy Director for Field Operations	Quarter 1	
2 Coordinate technical assistance from National Resource Center for Courts and the American Bar Association on working with Attorney General's office regarding legal representation	Documentation of TA received and summary of results	Deputy Director for Field Operations	Quarter 1	
3 Set up a joint planning meeting to include DFCS, the AG's office and representatives from the NRC	Meeting agendas; list of attendees	Deputy Director for Field Operations	Quarter 3	

Quarterly Update Strategy III Goal D				
<p>Q1: The agency has been approved for Technical Assistance from the NRC on Legal Issues and ABA. Jennifer Renne is the lead from the NRC for this goal. Agency has developed performance standards for SAAGs as well as model orders to be used by SAAGs. These standards and orders have been provided to Ms. Renne for review and input. The state received feedback from JoAnne Brown (consultant working with Jennifer Renne). Conference call with the NRC is set for 12/19/08.</p> <p>Please see SIII_GoalD_Action1, Exhibits 1-9, for documentation of TA request and background materials provided to NRC. Please see SIII_GoalD_Actions12, Exhibit 1, for TA documentation. Please see SI_GoalC_Action1_Exhibit 4, for documentation of technical assistance status.</p>				
Q2:				
Q3:				
Q4:				
<i>Renegotiated Action Steps and Benchmarks</i>				

Part A: Strategy Measurement Plan and Quarterly Status Report

Primary Strategy: Improve Permanency Outcomes for Children and Families			Applicable CFSR Outcomes or Systemic Factors:	Permanency 2 Case Review System
Goal: E: Cross-train SAAGs, GALs, parent attorneys, CJCJ, court staff, child fatality review committees and DFCS			Applicable CFSR Items:	7, 9, 10
Action Steps and Benchmarks	Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1 Promote and provide training opportunities on permanency and court processes for juvenile justice-related stakeholders on a voluntary basis	Copy of invitation and PowerPoint presentation	Deputy Director for Policy & Practice	Quarter 3	
2 Provide at least one local training opportunity (summit) and one statewide opportunity (Child Placement Conference) a year for SAAGs, GALs, parent attorneys, CJCJ, court staff on permanency, DFCS and others	Training agenda, attendee list	Deputy Director for Policy & Practice	Quarter 4	

Quarterly Update Strategy III Goal E				
<p>Q1: The agency worked cooperatively with the CIP and GAHSC to enable staff to attend the annual Child Placement Conference. The Child Placement Conference had multiple trainings from the National Resource Centers as well as from DFCS staff. Attendees at the conference included representatives from DFCS, SAAGs, GALs, Courts, Attorneys and other Child Advocate agencies. The focus of the annual conference this year was permanency. During this quarter, the CIP has hosted Judicial Summits in Richmond, Fulton, Hall and Troup counties. Attendees at the Summit included: Judges, SAAGs, Parent Attorneys, DFCS Leadership, CASA and other community stakeholders.</p> <p>Please see SIII_GoalE_Action2, Exhibits1-4, for documentation regarding the Child Placement Conference content and participation.</p>				
Q2:				
Q3:				
Q4:				
<i>Renegotiated Action Steps and Benchmarks</i>				

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Primary Strategy: Improve Permanency Outcomes for Children and Families			Applicable CFSR Outcomes or Systemic Factors:	Permanency 1, 2 Case Review System, Foster and Adoptive Parent Recruitment and Retention	
Goal: F: Increase timely achievement of permanency for children through Permanency Unit Pilot in Region 4			Applicable CFSR Items:	5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16	
Action Steps and Benchmarks		Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1	Generate strategies/methods for using Regional Permanency Unit to improve permanency for children in Region 4	Copy of strategies	Region 4 Director	Quarter 4	
2	Track permanency outcomes and assess Regional Permanency Unit for statewide scalability based on feedback, cost, permanency data for Region 4	Summary of feedback received; permanency data reports	Deputy Director for Field Operations	Quarter 6	

Quarterly Update Strategy III Goal F				
<p>Q1: The Permanency Unit in Region IV has developed internal baselines for several critical areas of work from the time of TPR to adoption finalization. The unit has created tracking mechanisms for adoption. Proposed baselines are being considered, as well as development of tracking mechanisms related to length of time to complete Family Assessments, strategic and targeted recruitment. A current strategy being implemented within the unit is the use of foster parent support Case Managers to provide better customer service and support to resource families. Pilot reviews are being conducted with four Supervisor teams monthly, with a larger analysis and discussion occurring quarterly with the entire regional permanency unit.</p> <p>Please see SIII_GoalF_Action1, Exhibit 1, for Permanency Unit status report.</p>				
Q2:				
Q3:				
Q4:				
<i>Renegotiated Action Steps and Benchmarks</i>				

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Primary Strategy: Improve Permanency Outcomes for Children and Families			Applicable CFSR Outcomes or Systemic Factors:	Permanency 1, 2
Goal: G: Update and/or develop policies and/or practice to improve permanency outcomes for children based on best practices			Applicable CFSR Items:	5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16
Action Steps and Benchmarks	Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1 Request technical assistance from National Resource Center (NRC) for Permanency and Case Planning on identifying best practices, developing policy and training related to permanency and concurrent planning	Copy of request for technical assistance	Deputy Director for Field Operations	Quarter 1	
2 Update and/or develop policies and/or practice related to permanency and concurrent planning, including APPLA and adoption, based on technical assistance from the NRC	Copy of permanency/concurrent planning policy	Deputy Director for Policy & Practice	Quarter 4	
3 Update permanency/concurrent planning policies and/or practice protocols in ODIS (web-based policy manual) as adopted	Quarterly updates	Deputy Director for Policy & Practice	Quarter 4	
4 Send email blast notification(s) to Social Services staff regarding updated permanency/concurrent planning policies and/or protocols and posting	Copy of email and distribution list	Deputy Director for Policy & Practice	Quarter 4	

Quarterly Update Strategy III Goal G				
<p>Q1: A Concurrent Planning/Permanency Workgroup has been established and is receiving technical assistance from the NRC (lead is Janyce Fenton). The workgroup met on 10/24/2008 to discuss barriers for the field in the concurrent planning/permanency case management process. The workgroup wanted to collect more information from front line case managers and supervisors about the barriers they face in working with resource families and birth families on concurrent planning/permanency. The workgroup suggested that focus groups of front line staff be held to collect concrete information regarding barriers to concurrent planning (the report of the focus groups is attached). Focus groups were held in three locations (Lawrenceville, Macon and Tifton) on 11/19 and 11/20/2008. The next workgroup meeting was scheduled for 12/17/2008 in Atlanta.</p> <p>Please see SIII_GoalG_Action1, Exhibits 1-7, for documentation of TA request, focus group results, permanency workgroup work, existing policy, and policy transmittal. Please see SI_GoalC_Action1_Exhibit 4, for documentation of technical assistance status.</p>				
Q2:				
Q3:				
Q4:				
<i>Renegotiated Action Steps and Benchmarks</i>				

Part A: Strategy Measurement Plan and Quarterly Status Report

Primary Strategy: Improve Permanency Outcomes for Children and Families			Applicable CFSR Outcomes or Systemic Factors:	Permanency 1, 2
Goal: H: Train foster care supervisors and staff on best practices for achieving permanency			Applicable CFSR Items:	7
Action Steps and Benchmarks	Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1 Track identification of appropriate permanency goals and reasonable efforts to achieve them	PEAS case review results	Accountability Officer	Quarter 2	
2 Provide training for foster care supervisors and front line staff for all regions on permanency (APPLA, adoptions) and concurrent planning policies and practices	Permanency/ concurrent planning training attendance	Education & Training Section Director	Quarter 5	
3 Incorporate permanency/concurrent planning training into new worker and new supervisor training	Copy of training curricula	Education & Training Section Director	Quarter 6	

Quarterly Update Strategy III Goal H				
Q1: Agency has gathered information from Program Evaluation and Analysis section as well as the County Director Review Guides (FORG) related to permanency plans. Information will be provided to county leadership at a G meeting to analyze these findings and develop strategies for developing appropriate permanency goals.				
Q2:				
Q3:				
Q4:				
<i>Renegotiated Action Steps and Benchmarks</i>				

Part A: Strategy Measurement Plan and Quarterly Status Report

Primary Strategy: Improve Service Array and Foster Parent Recruitment/Retention			Applicable CFSR Outcomes or Systemic Factors:	Well-Being 1, 2, 3
Goal: A: Individualize services for family members to meet their specific needs as identified in the risk assessment			Applicable CFSR Items:	1, 3, 4, 7, 16, 17, 21, 22, 23, 35, 37, 45
Action Steps and Benchmarks	Evidence of Completion	Person Responsible	Quarter Due	Quarter Completed
1 Update and/or develop policies and/or practice related to service planning	Copy of service planning policy	Deputy Director for Policy & Practice	Quarter 4	
2 Update policies and/or practice related to service planning in ODIS (web-based policy manual) as adopted	Quarterly updates	Deputy Director for Policy & Practice	Quarter 4	
3 Send email blast notification(s) to Social Services staff regarding updated service planning policies and/or protocols and posting	Copy of email and distribution list	Deputy Director for Policy & Practice	Quarter 4	
4 Track percentage of case plans that incorporate individualized, appropriate services for family members for individual needs identified in assessment	PEAS case review results	Deputy Director for Field Operations	Quarter 5	
5 Provide training for Social Services supervisors and front line staff for all regions on case planning, to include individualized service, permanency and concurrent planning	Training attendance	Education & Training Section Director	Quarter 6	
6 Incorporate service planning training into new worker and new supervisor training	Copy of training curricula	Education & Training Section Director	Quarter 6	

