

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
<b>SAFETY GOALS</b>					
Item #1 Timeliness of Investigation Standard: 85% Baseline: 52%	Goal: Reports of child abuse and neglect accepted for investigation will be initiated within Departmental guidelines. Year 1 Goal: 54% of the reports of child abuse and neglect accepted for investigation will be initiated within Departmental guidelines Year 2 Goal: 58% of the reports of child abuse and neglect accepted for investigation will be initiated within Departmental guidelines				
		John Walters	Statewide	Outcomes for this item will be measured by supervisory reviews as described in Item #30.1	National Resource Centers (NRC) for Child Maltreatment and Family Centered Practice.
1.1 Develop and implement a structured decision making process which includes tools, procedures and training of intake screening, safety and risk assessment for Child Welfare Service (CWS) intake, assessment, case management, supervisory and administrative staff.					
	1.1.1 By 06/30/2004, an Internal Communications Form (ICF) requesting examples of statewide intake referral and screening examples of intake referrals that were accepted and not accepted will be gathered from the intake unit on Oahu.				
	1.1.2 By 07/15/2004, Issue Internal Communications Form (ICF) to inform all CWS intake, assessment, and case management staff that timely investigations are a Departmental priority and instructing them to conduct investigations within current guidelines. We will be using the initial round of supervisory case reviews as the baseline for this item; thereafter we will be comparing the ongoing reviews to the baseline and the CFSR findings. The ICF will also inform all staff that a revised decision-making process will be developed.				
	1.1.3 By 07/15/2004, invitations will be emailed to solicit membership for a workgroup including program staff, Section Administrators, Supervisors, workers, and agency and community members including the police, other State agencies, representatives from the Court, advisory committees and other interested members of the community.				

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	1.1.4 By 07/15/2004, an analysis and report regarding current prioritization and common errors will be completed by Program Development (PD) staff on the intake screening examples with recommendations for changes and specific staff training made to the workgroup. The workgroup will include program staff, Section Administrators, Supervisors, workers, and agency and community members including the police, other State agencies, representatives from the Court, advisory committees and other interested members of the community.				
	1.1.5 By 8/01/2004, current statutes, rules, procedures and the analysis will be reviewed by the workgroup to clarify current practice in intake screening and levels of response.				
	1.1.6 By 9/30/2004, interim intake screening tools and procedures will be distributed to intake and assessment staff and community partners with feed-back due by 10/15/2004. Note: These interim procedures for intake screening and referral to the Alternate Response System (ARS) only will be implemented until completion and implementation of the more comprehensive structured decision making process.				
	1.1.7 By 10/30/2004, current intake staff will be trained on the interim intake screening procedures and instruments. Training will also be provided to Section Administrators, supervisors and will be provided to any new-hire intake staff on the interim protocols and instruments.				
	1.1.8 By 10/30/2004, provide orientation on the interim screening procedure to the Court via the Court Improvement Project (CIP).				
	1.1.9 By 1/31/2005, implement the revised interim intake screening protocol.				
	1.1.10 By 1/15/2005 begin collecting data for the evaluation of the implementation of the revised interim screening protocol. The information that will be gathered will be accepted and unaccepted referrals, diverted referrals, re-referrals and referral and service data from the Diversion Purchase of Service programs and information on the timeliness of investigations from the supervisor tools. The information will be used to evaluate the impact of the revised intake protocol and to develop corrective action plans and staff training, if necessary.				
	1.1.11 By 02/28/2005, draft intake, safety and risk assessment protocols completed and circulated for comment to all CWS staff and community partners with deadline for comments of 3/15/2004.				
	1.1.12 By 03/30/2005, orient community partners in intake screening, safety				

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	and risk assessment.				
	1.1.13 By 05/30/2005, review comments and recommendations from CWS staff and community partners and bring the workgroup together to finalize intake screening, safety and risk assessments, write instructions, procedures and evaluation methodology.				
	1.1.14 By 07/30/2005, start incremental training of Program Development, Section Administrators (SA's), Supervisors, Intake, Assessment, case management and permanency staff in risk and safety assessment and the impact of assessment on case planning.				
	1.1.15 By 10/30/2005, training will be completed and comments will be solicited from staff.				
	1.1.16 By 10/30/2005, as part of the training we will solicit feedback from CWS staff on the instruments and any comments and recommendations on how to ensure that the tools, instructions, and procedures are user-friendly.				
	1.1.17 By 11/15/2005, comments from staff will be reviewed and any changes will be made before final implementation. CWS staff will be informed of any changes via ICF prior to implementation.				
	1.1.18 By 01/31/2005, issue instructions and ICF to staff to implement safety assessment, risk and case planning protocols. (All material will be distributed in hard copy and CWS staff will have access to the tools, procedures, etc. on the Departments LAN) This benchmark requires that safety, risk and needs assessments be used to develop family case plan.				
	1.1.19 By 03/30/2006, evaluate implementation and effectiveness of the intake screening, safety and risk assessments and case planning protocol to discuss findings, make changes to intake screening, safety and risk assessment, instructions, training and procedures as necessary and reissue via ICF to CWS intake, assessment and case management staff. Any changes will be provided to Staff Development (SD) Office to incorporate into staff training. This information will be provided to the SD Office for incorporation into staff training. (This will be developed in consultation with the NRC's for Child Maltreatment and Family Centered Practice and incorporated into the supervisor case reviews). This benchmark cross references with item 32, Training.				
1.2 Pilot Immediate Response Teams (IRT)		John Walters	1) Initially in		NRC's for Child

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to respond within 24 hours to reports of child abuse that are assigned for investigation. The teams will conduct a safety assessment to determine the safety of the child and whether the case will be closed, provided an alternate response or be assigned for a full investigation. Note: We will provide a copy of the safety assessment that will be used by the IRT workers.		Cynthia Goss	selected sites identified as areas needing improvement in CFSR findings. 2) Expand statewide if successful and resources are available.		Maltreatment and Family Centered Practice.
	1.2.1 By 07/31/2004, invitations to participate in the Immediate Response Pilot Team project workgroup will be sent. Members will include intake and assessment staff, supervisors, section admin, program development and representatives from POS providers, the CIP and advisory committees.				
	1.2.2 By 08/30/2004, the IRT workgroup will review and revise Intake and investigation procedures for use by the IRT's.				
	1.2.3 By 9/30/2004, positions and teams (1 CWS worker and 1 case aide) will be established in Child Welfare (CW) sections that are experiencing difficulty in providing a timely response to reports. (Initially in East and West Hawaii and Waianae on Oahu) Positions will be established as temporary positions for the duration of the pilot, and will not require legislative approval or funding.				
	1.2.4 By 10/30/2004, positions will be announced. (This timeframe is an estimate, filling the positions could take longer).				
	1.2.5 By 02/28/2005 positions assigned to IRT will complete core training.				
	1.2.6 By 03/30/2005, positions assigned to IRT, SA's, supervisors and workers will be trained in immediate response protocol.				
	1.2.7 By 03/30/2005, orientation sessions will be held to inform the Court and the community about the IRT project. (There will also be information and orientation provided at any overall PIP roll out sessions for staff and community.				
	1.2.8 By 04/30/2005, IRT's implemented in selected sections (initially East and West Hawaii and Waianae sites. These sites were selected based on the final report that showed them having the most difficulty in providing timely investigation. There will also be IRT workers assigned				

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	to additional sites who will be prioritized based on their difficulty providing a timely response to reports of maltreatment.				
	1.2.9 By 7/15/2005, intake screening and IRT responses from 5/1/2004 – 6/30/2005 gathered by PD via ICF to sections with the IRT's.				
	1.2.10 By 9/30/2005, workgroup meets to compile and analyze screening and IRT responses to determine the effectiveness of the IRT's and make recommendations to continue, expand or dissolve IRT's based on data and analysis.				
	1.2.11 By 10/30/2005 Decision on IRT's based on recommendations will be implemented.				
1.3 Expand and enhance existing Alternate Response services. (Including but not limited to Diversion, Comprehensive Counseling and Support Services (CCSS (Funds are already available.)		John Walters	Statewide		
	1.3.1 By 07/15/2004, determine amounts of funding increases to Diversion and CCSS services, (including an assessment of sustainability of funding for the programs) and submit the funding proposal for approval by the Director.				
	1.3.2 By 09/30/2004, provide information meetings for CWS staff (intake, investigative and case management), POS providers and the community to explain that referrals will be screened and appropriate cases will be referred to ARS services.				
	1.3.3 By 09/30/2004, orient CWS staff to changes in the POS programs via internal communication form (ICF).				
	1.3.4 By 11/30/2004, provide funds to programs, services increase.				
	1.3.5 By 02/27/2005, evaluate utilization of services by review of the purchase of service program reports on utilization, waitlisted clients and program outcomes; make adjustments in funding levels if necessary. Outcome report will be provided to the CIP for their review.				
1.4 Develop and implement case management services to provide services to voluntary cases. Voluntary Services will be provided through existing purchase of service providers		John Walters	Statewide		NRC for Child Maltreatment and Region IX staff will be consulted regarding the

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<p>who have the capacity and capability to provide the service within the required timeframe..</p> <p>(Cases that will be referred to the VSP will follow CFSR and CAPTA Guidelines and be based on the risk and safety of the child and our new structured decision making process and not whether the reported abuse or neglect is confirmed).</p>					necessity for T/TA for the development of caseload goal and VSP program specifications.
	1.4.1 By 08/30/2004, funding committed for VSP.				
	1.4.2 By 11/15/2004, CWS program and line staff develop specifications for VSP purchase of service program.				
	1.4.3 By 11/30/2004, information provided to staff and community for the VSP program. (Goals, expectations)				
	1.4.4 By 01/31/2005, Voluntary services begin.				
	1.4.5 By 06/30/2005, voluntary services evaluated by program, purchase of service, (POS) and line staff to determine effectiveness of the voluntary services and whether changes need to be made..				
<b>Item Safety #1 State Data Profile: Recurrence of Maltreatment</b>	<b>MET NATIONAL DATA STANDARD</b>				
<p>State Date Profile: Incidence of Child Abuse and Neglect in Foster Care.</p> <p>Of all children who were in foster care in the first 9 months of CY 2003, what percent experienced maltreatment from foster parents or facility staff members?</p> <p>Actual 2001: 0.96% Actual 2002: 1.03% Actual 2003, 1.31%</p>	<p>National NCANDS Standard: ? 0.57%</p> <p>Baseline: 1.31%</p> <p>Year 1 Goal: 1.10%</p> <p>Year 2 Goal: .95%</p>			The goal will be measured by NCANDS data.	
S2.1 Continue to support consistent use of data as a management tool to reduce		Gibby Fukutomi	Statewide		TTA needs are currently being met

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the incidence of recurrence of child abuse and neglect in foster care. See Item 31.3 and 31.4 – Role of Regional CQI Councils in using outcomes data reports and other sources of information to track and analyze improvements/progress made, strengths and improvement gaps/needs, and actions needed, if any.					through Children's Bureau, NDAS and the CWLA NRC for Information Technology (distributed information; conference calls, list-serve, etc.).
<b>Item #3: Services to families protect children in home and prevent removal.</b>	<b>STRENGTH</b>				
Item #4 Risk of Harm to Child Standard: 85% Baseline: 80%	Goal: The Department will reduce the risk of harm to children. Year 1 Goal: 81% of active CWS will be provided ongoing assessment and referrals to appropriate services. Year 2 Goal: 82% of active CWS will be provided ongoing assessment and referrals to appropriate services.				
4.1 The Department will adequately assess and address risk factors to reduce the risk of harm to the child. See Item 1, Timeliness of Investigating Reports of Child maltreatment (1.2). See item 18.2, Child and Family Involvement in case planning. See Item 17.1, Ensure that needs and services of children and parents are adequately assessed and addressed at regular intervals and at decision-making points during the case.		John Walters	Statewide	Quality case reviews as described in Item 31.3	
	4.1.1 By 06/15/2004, an ICF will be written and sent to CWS Maui Section staff reinforcing the need to petition on all cases that meet the department's criteria regardless of whether they believe the Court will uphold the petition and award jurisdiction over the family to the Department.				
	4.1.2 By 06/15/2004, CWS will begin meeting with the Court Improvement Project to discuss concerns and a strategy to address the concern expressed by the workers and community during the Child and Family Services Review (CFSR) that court standards on Maui for jurisdiction and removal are higher than the Department's standard for jurisdiction and removal, as well as other issues raised in the CFSR. Item #9.2, Adoption.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
<b>PERMANENCY GOALS</b>					
<p>State Data Profile: Foster Care reentries Of all children who were in foster car in the first 9 months FFY 2001, what percent was re-entering care within 12 months of a prior foster care episode?</p> <p>FY01: 10% FFY02: 9.1% FFY03: 10.6%</p> <p>SFY04, 1<sup>st</sup> qtr: 12.3% SFY04, 2<sup>nd</sup> qtr: 11.7%</p>	<p>National Standard: ? 8.6% Baseline: 10.6%</p> <p>Year 1 Goal: 9.8% Year 2 Goal: 8.8%</p>				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
P3.1 Continue to support the consistent use of data as a management tool to reduce the incidence of re-entries to foster care. See Item 31.3 and 31.4 – Role of Regional CQI Councils in using outcomes data reports and other sources of information to track and analyze improvements/progress made, strengths and improvement gaps/needs, and actions needed, if any.		Gibby Fukutomi	Statewide	AFCARS measures this item.	
	P3.1.1 By 07/30/2004 issue CWS policy and instructions that supervisors will be required to do regularly scheduled periodic data entry checks in accordance with developed procedures in order to prevent inaccurate data entries, such as extended visits, hospitalizations runaway episodes, so they do not appear as re-entries or multiple placement episodes.	Kathy Swink Irene Park Management Information Compliance Unit Supervisor			
	P3.1.2 By 08/30/2004 train supervisors to conduct required periodic data entry checks.	Irene Park			
Item #5: Foster Care Re-entries Standard: 85% Baseline: 70%	Goal: Reduce foster care re-entries by improving family strengthening and support systems. Year 1 Goal: 71% of foster children returned to the family home will not re-enter foster care within a 12 month period. Year 2 Goal: 72% of foster children returned to the family home will not re-enter foster care within a 12 month period.				
		Kathy Swink	State wide	Outcomes for this item will be measured by supervisory reviews as described in Item 30.1	
5.1 Improve family engagement, safety planning (including drug relapse), concurrent planning, and referral to services prior to foster care discharge and reunification with the family					
	5.1.1 By 08/30/2004, procedures agreed upon with EPIC, the Ohana Conferencing provider, for utilization of services prior to reunification.				
	5.1.2 By 08/30/2004, procedures agreed upon with the Multidisciplinary Team (MDT) for utilization of services prior to reunification.				

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	5.1.3 By 09/30/2004, complete procedures instructing all caseworkers to conduct an Ohana Conference, MDT or a family conference prior to reunification to develop a safety plan, concurrent plan and to identify support systems for the family to maintain the child in the home. Submit to all CWS staff for comments. Revise as necessary.				
	5.1.4 By 11/30/2004, present ICF at an information session to all Section Administrators and supervisors with an effective date of 12/30/2004.				
	5.1.5 By 12/15/2004, supervisors to train staff in their respective units.				
	5.1.6 By 12/30/2004, procedures are implemented and required in all units.				
5.2 Increase the Comprehensive Counseling and Support Services (CCSS) purchase of services contract, to provide transportation, visitation and intensive home based support services per Item 35.3.					
5.3 Increase family involvement in case planning per item 18, child and family involvement in case planning and review.					
5.4 Increase worker visits to the child and family to comply with CWS policies. See item 19, worker contact.					
5.5 Provide training in substance abuse relapse, and safety planning. See item 32 & 33, training curriculum.					
5.6 Link families to services to support maintaining children in their homes per item 4.1.					
Item #6 Stability of foster care placement Standard: 85% Baseline: 77%	Goal: Children will have safe and stable placements while in foster care Year 1 Goal: 78% of the cases during the specified review period will have no more than 2 unplanned placements, unless it is in the best interest of the child. Year 2 Goal: 79% of the cases during the specified review period will have no more than 2 unplanned placements, unless it is in the best interest of the child.				
		Lynne Kazama	Statewide	Outcomes for this item will be measured supervisory reviews as described in item 30.1	Administration for Children and Families (ACF); NRC-Foster Care

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					and Permanency Planning; Hawaii Foster Parent Assn (HFPA), SD; Foster Care Training Committee (FCTC); Office of Information and Technology (OIT); DHS Info Officer; Purchase of Service (POS) Units; PIP groups (which includes foster and adoptive parents, stakeholders, community agencies, and DHS staff); Multi-Disciplinary Team (MDT); pertinent DHS staff
<p>6.1 Enhance CORE staff training, Develop New/Current Supervisor Training and Develop Ongoing Staff /Supervisor Training Curriculum to increase level of skills for supervisors and CWS staff to do assessments and matching for placements and to better support/partner with Foster Parents (FPs) and Adoptive Parents (APs), etc.</p> <p>See item 32, CORE and new/current supervisor training</p> <p>See item 33, ongoing staff/supervisor training.</p>					
<p>6.2 Ensure regular worker contact with foster child and foster parents/family to better support the foster/adoptive homes and to better ensure safety for the foster children.</p> <p>See item 19, worker visits with child</p>					

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6.3 Enhance recruitment to increase pool of suitable homes which will increase the possibilities of appropriate placement matches See item 15, relative placement See item 44, recruitment					
6.4 Improve timeliness of Child-Specific Trainings and Enhance Ongoing Foster/Adoptive Parent Trainings which will better prepare/support the foster/adoptive parents See item 42.1 & 42.2, licensing					
6.5 Improve dissemination of essential case information to FPs/APs (eg., medical, background of child/case, etc.) and Increase partnership with FPs/APs by revising and/or developing checklists for CWS workers-SWs to use (eg., regarding placement, adoption, etc.) and for supervisors-Sups to use to monitor See item 30, supervisory tools					
6.6 Increase/maximize utilization and accessibility of Purchase of Service (POS) Contract –Comprehensive Counseling and Support Services (CCSS) to provide increased level of support/resources for FPs/Aps such as in-home support, counseling, transportation, etc. See item 35.2 & 35.3, service array					
6.7 Increase/improve access to Dept. of Health (DOH) therapeutic homes and services to provide alternatives to DHS foster homes for the severely emotionally and behaviorally challenged foster children. See item 23.2, mental health needs of child-					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
6.8 Improve communication systems to disseminate information to FPs/APs; to better inform FPs/APs and to provide resources to support the placements.					
	6.8.1 By 12/31/2004, research completed and list compiled on information needed for FP/AP, funding possibilities, current methods/groups that provide information (see TA resource block for acronyms---DHS Information Officer, SD, licensing units, FCTCs, HFPA, OIT, etc.).				
	6.8.2 By 02/28/2005, plan developed to improve dissemination of information through mail outs, newsletters, local FP/AP websites, DHS website, etc.				
	6.8.3 By 03/31/2005, initiate implementation of plan and inform all CWS staff through internal communication form (ICF) and FCTCs, HFPA, etc., through email and/or letter.				
	6.8.4 By 03/31/2005, request submitted to OIT-- to enhance DHS website to include links to local and national AP/FP websites, information on permanency and subsidies, info on trainings and recruitment, etc.				
	6.8.5 By 04/30/2005, follow-up with OIT re: completion of enhanced DHS website and with groups disseminating information (feedback on consistency, and feedback from community and stakeholders— FPs/APs, etc.).				
6.9 Improve stability of placements through a review process for cases with multiple placements (2 or more unplanned placements) to further examine key disruption factors that need to be addressed and to monitor stability of placements.					
	6.9.1 By 09/30/2004, consult with supervisory PIP group and Kathy Swink to develop a process to review cases that meet the specified criteria and also to monitor multi-placement cases (e.g., internal DHS panel reviews, Multi-Disciplinary Team (MDT) reviews, etc.)				
	6.9.2 By 11/30/2004, plan developed to review multi-placement cases, including possible review by the MDT.				

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	6.9.3 By 12/31/2004, all CWS staff informed of the process and procedures to review multi-placement cases through information sessions and ICF.				
	6.9.4 By 01/31/2005, initiate implementation of the review process				
	6.9.5 By 04/30/2005, gather feedback from all sections on the process and present to supervisory PIP group for recommendations for improvement				
	6.9.6 By 05/31/2005, provide corrective action plan including protocol for providing information, initiation and feedback to avoid multiple placements in the future.				
6.10 Increase the consistent use of concurrent planning process to help the SWs and FPs better work together to either successfully achieve reunification or plan for alternative permanency/adoption for children.  See item 7, permanency goal for child					
6.11 Increase retention and improve stability of foster placements by developing a feedback process with FPs/APs					
	6.11.1 By 09/30/2004, consult with Hawaii Foster Parents Association (HFPA), supervisory PIP group, QA PIP group, licensing units, and other TA resources to develop a feedback process from exiting foster parents (e.g., through licensing closures, HFPA, etc.) and a feedback loop to Administration, units, and training to improve services and supports to foster parents and adoptive parents (FPs/AP).				
	6.11.2 By 12/31/2004, plan developed, including any forms (exit information) needed.				
	6.11.3 By 01/31/2005, implement plan and inform all CWS staff via ICF and HFPA, PIP groups via email.				
	6.11.4 By 04/30/2005, assess plan and implementation and make necessary adjustments, if necessary.				

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<p>State Data Profile: Stability of foster care placement.</p> <p>Of all children in foster care during FFY 2001 for less than 12 months, what percent experienced no more than 2 placements.</p> <p>Actual FFY01: 83.8%            Actual FFY02: 84.3%            Actual FFY03: 84.5%            Actual SFY04, 1<sup>st</sup> qtr: 84.3%            Actual SFY04, 2<sup>nd</sup> qtr: 84.6%</p>	<p>National Standard: ? 86.7%            Baseline 84.5%</p> <p>Year 1 Goal: 85%            Year 2 Goal: 86.48%</p>				
<p>P4 Continue to support the use of data as a management tool to increase the stability of foster care placements.</p> <p>See Item 31.3, establish a comprehensive quality case review process, using CFSR instrument and training.</p> <p>See Item 31.4, Establish and convene Regional CQI Councils.</p>		Gibby Fukutomi	Statewide	Outcomes for this item will be measured by AFCARS.	
<p>Item #7 Permanency Goal for Child Standard: 85%            Baseline: 77%</p>	<p>GOAL: To increase the timely establishment of an appropriate permanency goal for children through the consistent application statewide of concurrent permanency planning (CPP).</p> <p>Year 1 Goal: 78% of the cases reviewed will have timely and appropriate permanency goals for children.            Year 2 Goal: 80% of the cases reviewed will have timely and appropriate permanency goals for children.</p>				
		Lee Dean	Statewide	Outcomes for this item will be measured by quality case reviews as described in item #31.3.	
<p>7.1 Increase the consistent use of concurrent permanency planning (CPP) through the issuance of revised procedures, training of staff and monitoring of implementation of CPP.            See item 1.1, Timeliness of Investigation</p>					

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See item 4.1.1, Risk of Harm to Child					
	7.1.1 By 06/30/2004, draft procedures developed and issued for comment to DHS section administrators, supervisors and CWS workers and stakeholders.				
	7.1.2 By 07/30/2004, comments received, reviewed and incorporated into procedures.				
	7.1.3 By 08/30/2004, final procedures and instructions/orientation issued to DHS section administrators, supervisors and CWS workers with directive to implement on 09/01/2004.				
7.2 Increase knowledge and consistent application of CPP through training on revised procedures for DHS section administrators, supervisors and CWS workers.  See 33.2 "Maximize ongoing education and support of managers, supervisors and line workers by supplementing the in-house training with focus on CFSR standards and special issues.					
	7.2.1 By 08/30/2004, initial training and orientation of DHS section administrators, supervisors and CWS workers, on expectations, indicators for monitoring performance, and how implementation will be monitored will have been provided through ICF and meetings.				
	7.2.2 By 10/30/2004, revised CPP training will be incorporated into new hire training and ongoing training curriculum.	Debby Lee			
7.3 Implementation statewide					
	7.3.1 On 09/01/2004, CPP will be implemented statewide.				
7.4 Ensure consistent application of CPP practice					
	7.4.1 Beginning 09/30/2004, monitor implementation through supervisory reviews, and local and state level QA case reviews.				
	7.4.2 By 09/30/2004, establish a process for tracking implementation and accepting feedback from DHS staff and stakeholders.				

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7.5 Increase community stakeholder knowledge of CPP See Item 18: Child and family involvement in case planning and review		Lee Dean CIP			
	7.5.1 By 08/30/2004, establish a process for discussing CPP with Family Court				
	7.5.2 By 10/30/2004, CPP information shared with family court judges, attorneys, and guardian litem, through meetings.				
	7.5.3 By 10/30/2004, CPP information has been shared with foster parents through HFPA Newsletter and conference.				
7.6 Improve knowledge of stakeholders, e.g. DHS, the Judiciary, guardians ad litem, and attorneys for families, on topics related to case planning, case review, resources available for families involved in H.R.S. Chapter 587 cases, and visitation among parents and siblings, among others.		Court Improvement Project	Statewide		
	7.6.1 By 07/30/2004, the CIP shall determine the form of technical assistance and the NRC's it will seek to provide such assistance, for the federal fiscal year beginning 10/1/2004.				
	7.6.2 By 08/15/2004, the CIP shall meet with the DHS to collaborate on a schedule for receiving TA assistance during the FFY beginning 10/01/2004 that will maximize resources the Court and DHS receive.				
	7.6.3 By 07/30/2005, the CIP shall determine the form of technical assistance and the NRC's it will seek to provide such assistance, for the federal fiscal year beginning 10/1/2005.				
	7.6.4 By 08/15/2005, the CIP shall meet with the DHS to collaborate on a schedule for receiving TA assistance during the FFY beginning 10/01/2005 that will maximize resources the Court and DHS receive.				

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Item #8: Reunification, Guardianship, or Permanent Placement with Relatives Standard: 85% Baseline: 60%	Goal: The goals of reunification, guardianship, or permanent placement with relatives are achieved in a timely manner, or if the goals have not been achieved, the Department has made diligent efforts to achieve the goal in a timely manner. Year 1 Goal: 62% of cases reviewed will show that the goals have been achieved or if not achieved, that the Department made diligent efforts to achieve the goals in a timely manner. Year 2 Goal: 64% of cases reviewed will show that the goals have been achieved or if not achieved, that the Department made diligent efforts to achieve the goals in a timely manner				
		Susan Ogami-Van Camp		Outcomes for this item will be measured by: quality case reviews as described in Item 31.3.	
8.1 Increase the utilization of Ohana Conferencing by 2% by the end of the first year and by 3% by the end of the second year by informing all CWS families about Ohana Conferencing via Ho'olokahi and Ohana Outreach. (Baseline data is available through quarterly reports from provider) See Overview for explanation of Ohana Conferencing.					
	8.1.1 By 07/01/2004, First Circuit Court on Oahu will implement the Court Project (E Ho'olokahi a Malama ka Ohana) in all First Circuit Family Courtrooms. As part of this court project, CWS families are informed about Ohana Conferencing See Overview for description of E Ho'olokahi a Malama ka Ohana.		Oahu		
	8.1.2 By 07/01/2004, establish Departmental protocol for Ohana Outreach to set up Ohana Conferencing when CWS families request an Ohana Conference.		Statewide		
	8.1.3 By 08/01/2004, present information on protocol to section administrators, supervisors, and CWS workers via ICF and information meeting.				
	8.1.4 By 10/01/2004, implement Ohana Outreach statewide. See Overview for description of Ohana Outreach.				
8.2 Ensure that CWS workers inform CWS families about Ohana Conferencing and invite them to participate.					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
See Item 5.1 Foster Care Re-entries See Item 30 Supervisory review					
8.3 Expand the scope of Ohana Conferencing to include cases where the Department and CWS families have reached an impasse regarding case direction and the situation needs conflict resolution.					
	8.3.1 By 09/30/2004, develop protocol to request Ohana Conferencing to resolve conflict between the Department and family.				
	8.3.2 By 11/30/2004, present information on protocol to section administrators, supervisors, and CWS workers via ICF and at information session.				
8.4 Increase CWS and stakeholders' knowledge on various usages of Ohana Conferencing.					
	8.4.1 By 06/15/2004, provider to continue going to CWS units with a Departmental CWS worker who is experienced in utilizing Ohana conferencing. Provider and CWS worker explain the use of Ohana conferencing. Provider will go to two different units per month; total of 24 unit trainings in a year.				
	8.4.2 By 06/15/2004, provider to continue to train new hires in Ohana Conferencing as part of the quarterly new hire training. See Item 32.1 Training for new hires.				
8.5 Increase the Comprehensive Counseling and Support Services (CCSS) purchase of services contract to provide transportation, visitation and intensive home based support services per Item 35.3.					
8.6 Address the need for more attention from CWS worker to families.  See Items 18.2 and 18.3– Family involvement in case planning.  See Item 20 – Worker visits with parents and children.					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
8.7 Ensure that services are accessible to CWS families.  See Items 36.1-36.5 – Accessibility of Services.					
Item #9 Adoption Standard: 85% Baseline: 67%	Goal: Achieve finalized adoptions in a timely manner. Year 1 Goal: 68% of the cases achieved finalized adoptions in a timely manner (within 24 months of the child's entry into foster care) or the agency made concerted efforts to achieve adoption within 24 months. Year 2 Goal: 69% of the cases achieved finalized adoptions in a timely manner (within 24 months of the child's entry into foster care) or the agency made concerted efforts to achieve adoption within 24 months.				
		Lynne Kazama	Statewide	Outcomes for this item will be measured by AFCARS.	ACF; NRC-Legal and Judicial Issues; Court Improvement Project Staff; permanency DHS SW/Sup; EPIC; Purchase of Service (POS) Unit; FP/AP PIP group (which includes FP/AP stakeholders, community agencies, DHS staff)
9.1 Increase the consistent use of concurrent permanency planning process to expedite case planning and court process to either successfully achieve reunification or plan for alternative permanency/adoption for children.  See item 7, permanency goal for child					
9.2 Improve timeliness of adoptions through continued efforts with CIP to improve collaboration between the Judiciary, Department of Attorney General, other stakeholders, and the DHS by focusing on problem solving in areas that impact achieving permanency for children in foster care.		Cynthia Goss, John Walters, Lee Dean, Lynne Kazama			

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	9.2.1 By 06/07/2004, meet with Court Improvement Advisory Committee to discuss establishing a CIP Operations Group ("COG") with consultation from the National Child Welfare Resource Center on Legal and Judicial Issues. Discuss phased-in approach to implementation of COG, beginning with the First Judicial Circuit and followed by other Circuits.				
	9.2.2 By 9/3/2004, receive technical assistance from the NRC on Legal and Judicial Issues on collaboration strategies and organization of COG.				
	9.2.3 By 9/30/2004, hold first meeting of COG-Oahu to discuss, among other issues, the use of show cause hearings, hearing continuances, concurrent permanency planning, the appellate process, and the appropriateness of legal guardianships.				
	9.2.4 By 12/31/2004, CIP staff to prepare written report summarizing progress of COG-Oahu and agreed-upon resolutions or action steps. CIP to report quarterly thereafter to Region IX office on COG progress.				
	9.2.5 By 06/30/05, COGs will have held a first meeting for the Second, Third, and Fifth Circuits.				
9.3 Increase use of Ohana Conferencing as a means of increasing adoptive placements with relatives  See item 8, reunification, guardianship, permanency placement with relatives					
9.4 Improve consistency in supervision of cases by developing and implementing a supervisory tool for monitoring of compliance with concurrent planning/timely permanency  See item 30, QA-supervisory tool					
9.5 Enhance FP/AP Recruitment Efforts to increase the pool of fost-adopt homes – includes submission of an Administration of Native Americans (ANA) grant, work with AdoptUSKids, etc.  See item 44, recruitment					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
State Data Profile: Timely Adoption Of all children who were adopted from foster care in FFY 2003, what percent were adopted within 24 months of their entry into foster care?	Standard: >32% Baseline: 49.4% <b>IN CONFORMITY WITH DATA STANDARD</b>				
Item #10: Permanency goal of other planned permanent living arrangement. Standard: 85% Baseline: 75%	Goal: To increase the provision of appropriate services for assist youths make a successful transition to self-sufficient independent living. Year 1 Goal: 76% of the transitioning youths will have been offered appropriate available services to support a successful transition to self- sufficient independent living. Year 2 Goal: 80% of the transitioning youths will have been offered appropriate available services to support a successful transition to self- sufficient independent living.				
10.1 Increase consistent utilization of current Independent Living Program (ILP) resources.					
		Lee Dean	Statewide	This item will be measured by quality case reviews as described in item 31.3.	NRCs: Youth Development and Permanency
	10.1.1 By 07/30/2004, informational directive issued to DHS section administrators, supervisors, and CWS workers regarding current CWS procedural requirement for the provision of ILP services to youths under the placement responsibility of DHS, including the necessity of making referrals to the purchase of service (POS) ILP contracts.				
10.2 Establish revised procedures for ILP.		Lee Dean			
	10.2.1 By 10/30/2004, overview of program developed by DHS in consultation with stakeholders and provided to foster parents, group homes and other stakeholders regarding expected changes in ILP due to new administrative rules through the Hawaii Foster Parent Association (HFPA) newsletter and at the HFPA fall conference.				
	10.2.2 By 10/30/2004, initial draft procedures provided to DHS section administrators, supervisors, and CWS workers via procedural internal communication form.				
	10.2.3 By 10/30/2004, overview of program requirements provided to current and former foster youths through the Hawaii Foster Youth Coalition (HFYC) meetings, the HFYC newsletter and at the HFPA fall conference.				
	10.2.4 By 10/30/2004, overview of program requirements provided to ILP POS providers.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	10.2.5 By 10/30/2004, overview of program requirements provided to Family Court judges via the CIP.				
	10.2.6 By 11/30/2004, receipt of stakeholders' (foster parent, foster and former foster youth, Hawaii Foster Youth Coalition DHS staff, ILP POS providers, and family court) comments on procedures.	Lee Dean			
	10.2.7 By 11/30/2004, revised draft procedures shared for comment with stakeholders, and DHS section administrators, supervisors and CWS workers.				
	10.2.8 By 12/30/2004, procedures finalized.				
	10.2.9 By 01/30/2005, procedures issued via Internal Communication Form (ICF).				
10.3 Increase the consistent provision of independent living services by promulgating rules and establishing standards.					
	10.3.1 By 12/30/2004, Hawaii Administrative Rule will be adopted that relates to ILP services for youths age 15 years and older who are likely to remain in care for their minority, that will include, but are not limited to, mandates for the: assessment of the youth's transition/ independent living needs; development of a case plan with the youth that addresses these needs; and referral to Independent Living Program.				
10.4 Implement rules and procedures.					
	10.4.1 By 01/30/05, orientation and training of DHS CWS section administrators, supervisors, and CWS workers begun with the issuance of the procedures.				
	10.4.2 By 02/28/2005, statewide information sessions for DHS CWS section administrators, supervisors, and CWS workers on implementation requirements for rules and procedures completed.				
	10.4.3 By 03/30/2005, information/orientation/meeting with family court judges on ILP requirements, expectations completed.				
	10.4.4 By 03/30/2005 information on ILP rules and procedures provided to stakeholders and community members.				
	10.4.5 By 03/30/2005, begin monitoring implementation through supervisory case review.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
10.5 Expand use of Ohana conferencing to assist transitioning youth establish supportive connections/resources.					
	10.5.1 By 04/30/2004, develop procedures for Ohana transition conferencing to develop a circle of support for transitioning foster youths. Continuous feedback from youth participants, DHS staff and other participants will be factored into the evolving development of this component.				
	10.5.2 By 04/30/2004, begin Ohana transition conferencing on Oahu and Maui.		Oahu and Maui		
	10.5.3 By 10/30/2004, six-month progress report completed.				
	10.5.4 By 12/30/2004, interim evaluation completed and shared with stakeholders via HFPA conference and newsletter, HFYC meetings and newsletter, DHS internal communications and meetings, Family court communication and CIP.				
	10.5.5 By 04/30/2005 twelve-month progress report/recommendations completed.				
	10.5.6 By 05/30/2005 evaluation of usage completed.				
	10.5.7 By 06/30/2005 procedures for statewide use of Ohana transition conferencing based on evaluation of initial phase and comments from stakeholders completed and issued to DHS section administrator, supervisors, and CWS workers.				
	10.5.8 By 06/30/2005 overview/summary of procedures for Ohana transition conferences provided to stakeholders including foster parents, foster and former foster youths, ILP POS providers, and Family Court via newsletters and meetings.				
	10.5.9 By 06/30/2005 orientation/training on procedures for Ohana transition conferencing completed for DHS staff through internal communications.				
	10.5.10 Ohana transition conferencing implemented statewide by July 2005.				
	10.5.11 Monitoring of implementation begun by August 2005.				
10.6 Support transitioning foster youths through a pilot peer-mentoring project with former foster youths.		Lee Dean	Oahu		

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	10.6.1 By 07/30/2004, concept for project shared with DHS section administrators, supervisors, CWS workers and stakeholders including HFPA, HFYC, ILP POS providers, Hawaii Youth Services Network, Ho'omaka Mentoring Project, FOFK/Casey, and Family Court, through internal communications and meetings with stakeholders				
	10.6.2 By 08/30/2004, receipt of comments from stakeholders completed.				
	10.6.3 By 09/30/2004, draft proposal for peer mentors developed.				
	10.6.4 By 12/30/2004 orientation and training of youth/peer mentors provided through meetings and discussion groups.				
	10.6.5 By 12/30/2004, agreement between DHS and HFYC/Friends of Foster Kids (FOFK) completed.				
	10.6.6 By 12/30/2004, orientation and training of staff, and stakeholders through newsletters, meetings, and internal communications completed.				
	10.6.7 By 12/30/2004, peer mentoring project begun.				
	10.6.8 By 12/30/2004, begin monitoring usage of peer mentoring project.				
	10.6.9 By 06/30/2005 six-month (10/2004-3/05) progress report received from HFYC.				
	10.6.10 By 12/30/2005 twelve-month progress report including self-evaluation and recommendations received.				
10.8	See Item 17.1 Needs and services of child, parent, foster parent				
10.9	See Item 18. 1 Child and family involvement in case planning and review				
10.10	See Item 32.1: Changes to ILP procedures will be incorporated into new hire training curriculum.				
Item #11: Proximity of foster care placement.	<b>STRENGTH</b>				
Item #12: Placement with siblings.	<b>STRENGTH</b>				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
Item #13 Visiting with parents and siblings in foster care Standard: 85% Baseline: 61%	Goal: Frequent visitation between parents and siblings while children are in foster care helps to create connectivity for children. Year 1 Goal: 62% of the children in foster care will increase the frequency of visitation with parents and siblings. Year 2 Goal: 65% of the children in foster care will increase the frequency of visitation with parents and siblings.				
13.1 Case plans to document substantive visits with parents of at least 3 hours per week, whenever it is not contrary to the child's best interest.					
		Jeanne Reinhart, Section Administrators, Supervisors	Statewide	Outcomes for this item will be measured by supervisory reviews as specified in item 30.1.	
	13.1.1 By 7/30/2004, an ICF will be issued to have case plans reflect increased visitation with parents and siblings.				
	13.1.2 By 9/30/2004, newly recruited foster parents will have been trained about the importance of parental and sibling connections. This training will be conducted on a quarterly basis, and all foster parents will be encouraged to attend.				
	13.1.3 By 9/30/2004, case plans will meet the standards for visitation with parents and siblings. Baseline data will be obtained from the results of the first complete supervisory review. Progress will be monitored on a quarterly basis through the results of subsequent supervisory review. If necessary, corrective action plans will be developed and monitored for progress.				
13.2 Involve foster parents with parental and sibling visits, as much as possible, and as long as this can be done safely for the foster parents. If foster parents cannot or will not be involved with parental and sibling visits, visits will be arranged via contract or other means (i.e. family, friends, etc.).					
	13.2.1 By 9/30/2004, Include visitations in foster parent training.				
	13.2.2 By 10/31/2004, the Hawaii Foster Parent Association will have currently mentoring foster parents present a workshop on how to mentor birth parents at their annual conference.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	13.2.3 By 10/31/2004, foster parent or other person involvement with visitation will be documented in case plans.				
13.3 Develop contract for transportation and supervised visitation. Resources for contract expansion have already been allocated. See Item 35. Service Array					
13.4 Train section administrators, supervisors and CWS workers about the importance of parental and sibling visitation. See Item 32. The State is operating a staff development and training program that supports the goals and objectives in the CFSP, addresses services provided under titles IV-B and IV-E, and provides initial training for all staff that deliver these services. See item 33.2, On-going training					
Item #14 Preserving connections Standard: 85% Baseline: 81%	Goal: Preserve connections for former foster families, extended family members, heritage, religious affiliation, friends and school or community. Year 1 Goal: 82% of children will preserve connections with former foster families, extended family members, heritage, religious affiliation, friends and school or community. Year 2 Goal: 84% of children will preserve connections with former foster families, extended family members, heritage, religious affiliation, friends and school or community.				
		Jeanne Reinhart,	Statewide	This item will be measured by Quality Case Review as described in item 31.3.	
14.1 Increase use of Ohana Conference as a means of helping seek out maternal and paternal relatives who may be potential placement resources.  See Item 8.1. Increase use of Ohana Conferencing					
14.2 For those families not receiving Ohana Conferences, increase foster families' awareness of the importance of					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
preserving connections for their foster children. See Item 13. Visiting with parents and siblings in foster care					
14.3 Increase recruitment of Hawaiian foster homes through the contracted recruitment vendor. Resources have been set aside for this activity. See Item 44. The State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the State for whom foster and adoptive homes are needed.					
Item #15 Relative Placement Standard: 85% Baseline: 81%	<p>Goal: Children will have safe, stable placements with relatives, whenever possible and if it is in their best interest.</p> <p>Year 1 Goal: 82% of the cases have the child's current placement noted to be with a relative, or if the agency had made diligent efforts to search for both maternal and paternal relatives whenever possible.</p> <p>Year 2 Goal: 83% of the cases have the child's current placement noted to be with a relative, or if the agency had made diligent efforts to search for both maternal and paternal relatives whenever possible</p>				
		Lynne Kazama	Statewide	Outcomes for this item will be measured by quality case reviews as described in item 31.3.	ACF; NRC-Foster Care & Permanency Planning; EPIC; PIP group (which includes FP/AP stakeholders, community agencies, DHS staff); Purchase of Service (POS) Unit
15.1 Increase use of Ohana Conferencing as a means of seeking out maternal and paternal relatives as potential placement resources.  See item 8, reunification, guardianship, permanency placement with relatives					
15.2 Improve provisional licensing process to reduce disruption due to errors in licensing.					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
See item 42, licensing standards					
15.3 Incorporate current requirements regarding search for birth parents and also relative search/relative placements into staff trainings to develop skills and attitude to value relative searches /placements (New/Current Supervisors, Ongoing Staff/Sup Trainings).  See items 32, new/current supervisor training; 33 for ongoing staff/supervisor training.					
15.4 Improve consistency in supervision of cases by developing and implementing a supervisory tool to monitor that relative and parent searches are done for all cases.  See item 30, QA					
15.5 Improve adherence to requirement for relative searches/consideration of relative placement by incorporating into required document.		John Walters; Lynne Kazama			
	15.5.1 By 08/31/2004, revise Safe Family Home Guidelines (SFHG) to include a reporting item: relative search and consideration for relative placement – SFHG is a required document for court reports.				
	15.5.2 By 09/30/2004, issue Internal Communication Form (ICF) to notify all staff of change in template and institute change as of 10/01/2004.				
Item #16 Relationship of child in care with parents Standard: 85% Baseline: 70%	Goal: Children in foster care will preserve and strengthen their relationship with parents. Year 1 Goal: 73% of children in foster care will strengthen their relationship with parents. Year 2 Goal: 76% of children in foster care will strengthen their relationship with parents.				
		Jeanne Reinhart	Statewide	This item will be measured by quality case reviews as described in item 31.3 and completion of the benchmarks in the cross-	

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
				referenced items.	
16.1 See Service Array for action to increase transportation and visitation services. See Item 35.2 Increase the Comprehensive Counseling availability of transportation and supervised visitation services in the Comprehensive Counseling and Support Services					
16.1 Increase birth family interaction with child. See item 32.1, Enhance knowledge and skills of CWS workers and paraprofessionals by revising the New Hire Core Training to expand information, discussion and activities of the CFSR goals and objectives.  See item 33.1, Strengthen managerial/ supervisory/ worker/paraprofessional knowledge and skills					
16.3 Visiting with parents and siblings in foster care. See Item 13. 1, Visiting with parents and siblings in foster care					
16.4 Increase worker visits with child in care. See Item 19.1 Worker visits with child					
16.5 Increase worker visits with parents. See Item 20.1 Worker visits with parents.					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
<b>WELL-BEING GOALS</b>					
<p>Item #17. Needs and services of child, parents, foster parents.</p> <p>Standard: 85%</p> <p>Baseline: 60%</p>	<p>Goal: Needs and services of children, parents, and foster parents will be adequately assessed and services are provided to meet those needs.</p> <p>Year 1 Goal: 63% of all cases reviewed will indicated that needs and services of children, parents, and foster parents were adequately assessed and addressed.</p> <p>Year 2 Goal: 65% of all cases reviewed will indicated that needs and services of children, parents, and foster parents were adequately assessed and addressed.</p>				
		Susan Ogami-Van Camp	Statewide	Outcomes for this item will be measured by Quality case reviews per Item 31. 3.	
<p>17.1 Ensure that needs and services of children and parents are adequately assessed and addressed at regular intervals and at decision-making points during the case.</p> <p>See Item 1.1 – Revised decision making model of intake, safety and risk assessment.</p> <p>See Item 32.1 Revise training for new CWS staff and Item 32.2 Training Practice Integration Plan (TPIP) which addresses enhancing CWS workers’ knowledge and skills pertaining to assessing needs and linking to appropriate services.</p> <p>See Item 8.1. Increase the utilization of Ohana Conferencing.</p> <p>See Item 18.2. Child and family involvement in case planning and review. Engage families in identifying their needs and linking them to appropriate services.</p> <p>See Items 35.1- 35.3. Service Array.</p> <p>See Items 36.1-36.5 Access to Services</p>					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
<p>17.2 Ensure that needs of and services of foster parents are adequately assessed and addressed.</p> <p>See Item 30.1 Development of supervisory tools. This tool monitors provision of information regarding children in placement to foster parents.</p> <p>See Item 31.3 Development of a quality assurance system.</p> <p>See Item 19.5 Worker visits with child and foster parents.</p>					
<p>Item # 18 Child and Family involvement in case planning and review</p> <p>Standard: 85%</p> <p>Baseline: 60%</p>	<p>Goal: Increase child and family involvement in on-going assessment, case planning and review on a consistent basis statewide.</p> <p>Year 1 Goal: 62% of the families and children under Family Court jurisdiction with DHS will be actively involved in on-going assessment, case planning and review of their case.</p> <p>Year 2 Goal: 66% of the families and children under Family Court jurisdiction with DHS will be actively involved in on-going assessment, case planning and review of their case</p>				
		Lee Dean	Statewide	Outcomes for this item will be measured by supervisory review as described in item 30.1	
<p>18.1 Increase child and family involvement in on-going assessment, case planning and case review through the consistent application of current procedures.</p> <p>See Item 7: Permanency goal for child – concurrent permanency planning.</p> <p>See Item 8.1 Increase the utilization of Ohana Conferencing.</p> <p>See Item 19 Increase consistency of worker visits with child in accordance with procedures.</p> <p>See Item #20 Worker visits with parents</p> <p>See Item 32: Provision of initial staff training</p> <p>See Item 33: Provision of ongoing staff training that addresses the necessary skills and knowledge.</p>		Susan Ogami-Van Camp & John Walters			

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
See Item 35: Availability of array of critical services. See Item 36: Accessibility of services across all jurisdictions.					
	18.1.1 By 06/30/2004, issue a ICF instructing Section Administrators, supervisors, and CWS workers to consistently follow current procedures requiring family involvement including children of appropriate ages in case planning for all cases.				
	18.1.2 By 06/30/2004, revise service plan format to include a statement containing that the family, including children of appropriate ages were actively involved in the development of the service plan, or an explanation of why the family was not involved.				
	18.1.3 By 07/30/2004, issue revised service plan for comment.				
	18.1.4 By 09/30/2004, information sessions and training for DHS Section administrators, supervisors and workers completed.				
	18.1.5 By 09/30/2004, revised service plan issued for implementation.				
	18.1.6 By 10/01/2004, begin monitoring implementation through supervisory case review.				
18. Improve child and family involvement in on-going assessment and development of appropriate individualized service planning through the use of <i>Service &amp; Treatment Record</i> and <i>Treatment Guide</i> .					
	18.2.1 By 06/30/2004, draft <i>Service &amp; Treatment Record</i> and <i>Treatment Guide</i> completed.				
	18.2.2 By 08/30/2004, draft guides issued for comment by DHS CWS Section administrators, supervisors, CWS workers, legal/biological parents, and other representative stakeholders, including Attorney Generals (DAGs), family court, foster parents, Hawaii Foster Youth Coalition(HFYC) Court Appointed Special Advocates (CASA), services providers.				
	18.2.3 By 09/30/2004, comments from stakeholders received.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	18.2.4 By 10/30/2004, revised <i>Service &amp; Treatment Record</i> and <i>Treatment Guide</i> issued.				
	18.2.5 By 11/30/2004, DHS section administrators, supervisors, and workers, and providers trained on the use of these guides by internal communications and information sessions.				
	18.2.6 By 12/30/2004, revised guides issued for implementation.				
	18.2.7 By 01/30/2005, components regarding <i>Service &amp; Treatment Records</i> and <i>Treatment Guide</i> incorporated into new hire and on-going training completed	Debby Lee			
	18.2.8 By 01/30/2005, begin monitoring of implementation through supervisory and case reviews.				
18.3 Training on guides and service plans		Debby Lee			
	18.3.1 By 01/30/2005 training guides incorporated into new hire and ongoing training.				
Item #19: Worker visits with child Standard: 85% Baseline: 32%	Goal: To increase the frequency and quality of worker contact with child in accordance with procedures. Year 1 Goal: 35% of the children will have visits with CWS worker in accordance with procedures. Year 2 Goal: 38% of the children will have t visits with CWS worker in accordance with procedures.				
		Lee Dean	Statewide	Outcomes for this item will be measured by supervisory review as described in item 30.1.	
19.1 Increase the frequency and quality of worker visits with child(ren) and parents in accordance with CWS procedures and CFSR standards.					
	19.1.1 By 06/15/2004, CWS will begin meeting with the Court Improvement Project to discuss concerns and a strategy to address concerns regarding worker visits with children.				
	19.1.2 By 07/30/2004, begin series of meetings on all major islands to provide DHS staff and stakeholders with information and orientation to the priorities and procedures contained in the PIP, including the importance of family involvement in case planning and worker contact with the child and family.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	19.1.3 By 08/30/2004, analyze/clarify the current standard/procedures regarding the frequency, content and quality of visits/contacts with the child(ren) in accordance with CWS policy and CFSR standards, including type of contacts (e.g., phone, face-to-face, participants) by whom (CWS worker, paraprofessional, service provider) and location (home visit, school, at court, at office).				
	19.1.4 By 10/30/2004, provide all DHS staff, and stakeholders, including Family Court, foster parents and service providers with the clear message that worker contact with children, families and foster parents is a major priority for the Department, through methods including ICF and meetings.				
19.2 Increase knowledge of requirements for worker contact with child, parents and foster parents.					
	19.2.1 By 07/30/2004, ICF issued to Section administrators, CWS workers clarifying and reinforcing current procedural requirements for worker contact with child, parents and foster parents.				
	19.2.2 By 08/30/2004, develop draft standard/procedures regarding frequency and content and quality of visits/contacts, including type of contacts (e.g., phone, face-to-face, participants) by whom (CWS worker, paraprofessional, service provider) and location (home visit, school, at court, at office).				
	19.2.3 BY 09/30/2004, draft standards provided to DHS section administrators, supervisors, CWS workers and stakeholders for comments.				
	19.2.4 By 10/30/2004, comments received.				
	19.2.5 By 12/30/2004, comments incorporated in revised draft.				
	19.2.6 By 01/30/2005, revised procedures issued.				
19.3 Increase time available for CWS worker's contact with child, parents and foster parents by streamlining documentation.					
	19.3.1 By 10/30/2004, review of current documentation requirements, including court reports and dictation for streamlining and consistency completed.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	19.3.2 By 3/30/2005 draft revisions to documentation procedures issued for comment to Section administrators, supervisors, CWS worker, paraprofessional and clerical staff.				
	19.3.3 By 04/30/2005, comments received				
	19.3.4 By 05/28/2005, revised documentation procedures completed.				
	19.3.5 By 06/28/2005 revised documentation procedures issued.				
	19.3.6 By 07/30/2005, begin quarterly review to see if changes are achieving the intended effects.				
19.4 Increase documentation of worker contacts with child(ren).					
	19.4.1 By 08/30/2004, develop CPSS transaction code to document frequency of visits/contacts and summary screen.				
	19.4.2 By 10/30/2004, complete testing transaction.				
	19.4.3 By 11/30/2004, roll over transaction from development into production.				
	19.4.4 By 11/30/2004, train staff on use of transaction code.				
	19.4.5 By 11/30/2004, begin monitoring use of transaction.				
19.5 Increase time available for workers to contact children and families by decreased caseload. See item #1.3Alternative response					
Item #20 Worker visit with parents Standard: 85% Baseline: 35%	<b>Goal:</b> To increase worker frequency and quality of contacts with parents in accordance with procedures. Year 1 Goal: 38% of the parent will have visits with CWS worker in accordance with procedures. Year 2 Goal: 41% of the parent will have visits with CWS worker in accordance with procedures				
		Lee Dean	Statewide	Item will be measured by supervisory reviews as described in item 30.1	
20.1 See item #19,1 Increase the frequency and quality of worker visits with child(ren) and parents in accordance with CWS procedures and CFSR standards					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
<b>Outcome WB 2: Children receive appropriate services to meet their educational needs.</b>	<b>IN SUBSTANTIAL CONFORMITY</b>				
Item 21: Educational needs of child	STRENGTH				
Item #22: Physical health needs of child. Standard: 85% Baseline: 80%	Goal: Children who have voluntary or court ordered, in-home and out-of-home cases with DHS CWS will have their physical health needs met. Year 1 Goal: 81% of cases reviewed will show that children's physical health needs have been met. Year 2 Goal: 83% of cases reviewed will show that children's physical health needs have been met.				
		Susan Ogami-Van Camp	Statewide	Outcomes for this item will be measured by completion of the benchmarks and quality case reviews as described in Item 31.3.	
22.1 Improve foster children's access to medical and dental services and identify the need for information meetings with Social Service Division (SSD) section administrators, supervisors, CWS workers, and social service assistants		Cynthia Goss			
	22.1.1 By 01/31/2004, Med-Quest Division (MQD), Benefit, Employment, and Support Services Division (BESSD), and SSD workgroups established to discuss strategies to improve foster children's access to medical and dental services.				
	22.1.2 By 06/30/2004, SSD and MQD administrative staff to meet with the medical providers to have them accept a photocopy of the medical insurance card from foster parents to avoid unnecessary delays in medical services to foster children.				
	22.1.3 By 07/31/2004, information meeting will be held with SSD section administrators, supervisors, CWS workers, and social service assistants. In attendance at the information meeting will be MQD and BESSD representatives. The information meeting will address the following: ? SSD staff must use the current medical application form; ? MQD staff will review the medical application form with SSD staff to insure correct completion of the form and reduce the processing time from 3 months to 1 month;				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	<ul style="list-style-type: none"> <li>? MQD staff will review the required document with SSD staff that is needed to select a medical plan and the processing requirements to reduce the processing time from 3 months to 1 month;</li> <li>? MQD will provide dental services for children on Maui;</li> <li>? MQD staff to review with SSD staff EPSDT requirements and the referral process;</li> <li>? SSD and MQD administrative staff to address the issue of medical providers accepting a photocopy of the medical insurance card from foster parents.</li> </ul>				
	22.1.4 By 08/31/2004, SSD to issue ICF to summarize 07/31/2004 information meeting; copies to be given to MQD and BESSD staff.				
	22.1.5 By 10/31/2004, SSD, MQD, and BESSD to explore amending the medical provider contracts to be effective by 07/01/2005 to mandate the medical plans to provide therapy reports and provide counseling, both of which are currently not being done because it is not medically necessary.				
22.2 Ensure that CWS staff will have up to date medical and dental information on children in their open cases. See Item 30 Supervisory tools.		Susan Ogami-Van Camp			
	22.2.1 By 07/31/2004, issue ICF to CWS Sections reminding them to input dates of children's health exams in CPSS.				
	22.2.2 By 08/31/2004, Staff Development Services (SDS) new hire training will reinforce the need for updated medical and dental information on children and to ensure that foster parents receive medical information on children in their care.				
22.3 Ensure that foster parents receive medical information on children in their care. See Item 30 Supervisory tools.					
	22.3.1 By 07/31/2004, issue ICF to CWS Sections reminding CWS workers to provide medical information to foster parents for children in their care.				
	22.3.2 By 08/31/2004, Staff Development Services (SDS) new hire training will reinforce the need for updated medical and dental information on children and to ensure that foster parents receive medical information				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	on children in their care.				
Item #23. Mental health needs of children Standard: 85%. Baseline: 54%	Goal: Ensure that children who have voluntary or court ordered, in-home and out-of-home cases with DHS CWS have their mental health needs assessed and met Year 1 Goal: 56% of cases reviewed will show that children's mental health needs have been met. Year 2 Goal: 58% of cases reviewed will show that children's mental health needs have been met.				
		Susan Ogami-Van Camp	Statewide	Outcomes for this item will be measured by quality case reviews as described in Item 31.3.	
23.1 Ensure that mental health needs of children in open CWS cases are assessed and met.  See Item 22.1.3. Physical needs of child – EPSDT.					
23.2 Strengthen coordination with Dept. of Health-Children and Adolescents Mental Health Division (DOH-CAMHD).					
	23.2.1 By 06/30/2004, DOH-CAMHD will complete development of data capturing methodology and report on number of referrals from DHS-Child Welfare Services for Serious Emotional Behavioral Disturbance (SEBD) eligibility determination on children in open CWS cases.				DOH-CAMHD
	23.2.2 By 06/30/2004, DOH-CAMHD will complete identification of state-level and local-level Points of Contact staff for DHS-CWS to contact when DHS-CWS is having difficulty, through regular channels, with accessing/referring children in need of therapeutic group homes/foster homes, or other mental health services for eligible children,				
	23.2.3 By 07/30/2004 CWS and DOH section administrators will begin meeting on a regular quarterly basis to get SEBD evaluations completed to expedite the entry of eligible children into therapeutic foster homes/foster homes.				
	23.2.4 By 08/31/2004, DOH-CAMHD and DHS-CWS will complete establishment of protocol for DHS-CWS to contact DOH-CAMHD when DHS-CWS is having difficulty obtaining mental health services for eligible children.				
	23.2.5 By 10/31/20004 DOH-CAMHD and DHS-CWS will inform respective staff of the above protocol via ICF.				
	23.2.6 By 10/31/2004, DOH-CAMHD will begin providing DHS with quarterly data reports on referrals received from DHS-CWS for SEBD eligibility				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	determination and number of youth who were accepted or rejected.				
<b>SYSTEMIC FACTORS</b>					
<b>Systemic Factor 1: Statewide information system</b>	<b>IN SUBSTANTIAL CONFORMITY</b>				
Item #24: State is operating a Statewide system that, at a minimum, can readily identify the status, demographic characteristics, location, and goals for the placement of every child who is (or within the immediate preceding 12 months, has been) in foster care.	STRENGTH				
<b>Systemic Factor 2: Case Review System</b>		Lee Dean	Statewide		
Item # 25: Provides a process that ensures that each child had a written case plan to be developed jointly with the child's parent(s) that includes the required provisions.	Goal: To ensure that each child had a written case plan that is developed jointly with the child, the child's parents, and foster parents as appropriate, that includes the required provisions.				
		Lee Dean	Statewide	Outcomes for this item will be measured by the supervisory case review as described in Item 30.1.	
See Items 8.1, 8.2 and 8.3, Increase the utilization of Ohana Conferencing  See item 17, Needs and services of child, parents, foster parents  See item 18, Child and family involvement in case planning  See item 30, The State has developed and implemented standards to ensure that children in foster care are provided quality services that protect the safety and health of the children.					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
<p>See item 32,: The state is operating a staff development and training program that supports the goals and objectives in the CFSP, address services provided under titles IV-B and IV-E, and provides initial training for all staff who deliver these services</p> <p>See item 33, The State provides for ongoing training for staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP</p>					
Item #26: Provides a process for the periodic review of the status of each child, no less frequently than once every 6 months, either by a court or by administrative review.	<b>STRENGTH</b>				
Item #27: Provides a process that ensures that each child in foster care under the supervision of the State has a permanency hearing in a qualified court or administrative body no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.	<b>STRENGTH</b>				
Item #28: Provides a process for termination of parental rights proceedings in accordance with the provisions of ASFA.	<b>STRENGTH</b>				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
Item # 29: Provides a process for foster parents, preadoptive parents, relative caregivers of children in foster care to be notified of, and have an opportunity to be heard in any review or hearing held with respect to the child.	Goal: To ensure that foster parents, preadoptive parents, relative caregivers of children in foster care to be notified of, and have an opportunity to be heard in any review or hearing held with respect to the child				
		Lee Dean	Statewide	Outcomes for this item will be measured by Achievement of the Benchmarks.	
29.1 Foster parents, preadoptive parents, relative caregivers of children in foster care will be notified of, and have an opportunity to be heard in any review or hearing held with respect to the child pursuant to the provisions of §587-72 Hawaii Revised Statutes. See Item 18: Child and family involvement in case planning and review. See Item 19: Worker visits with child.					
	29.1 By 05/30/2004, issue ICF to section administrators, supervisors and CWS workers clarifying current requirements that caregivers are to be involved in case planning, notified of review hearing and advised they may attend review hearings and be heard.				
	29.2 By 07/30/2004, meet with Court Improvement Project to explore with Family Court the consistent application statewide of the provisions of §587-72 Hawaii Revised Statutes requiring notice to foster parents, including relative caregivers and prospective adoptive parents.	CIP			
	29.3 By 08/30/2004, develop specific requirements that CWS workers meet with the foster parents at least thirty days before a court hearing and again no later than thirty days following a court hearing to discuss case progress, case planning, and give notice of the upcoming court hearing including advising the foster parent of their ability to be heard by the court.				
	29.4 By 09/30/2004, issue ICF to Section Administrators, supervisors and CWS workers informing them of these requirements.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	29.5 By 10/01/2004, begin implementation of requirements for contact and notification of hearings to foster parent, including relative caregivers and prospective adoptive parents				
<b>Systemic Factor 3: Quality Assurance System</b>		<b>Kathy Swink, Irene Park, &amp; Gibby Fukutomi</b>	<b>Statewide</b>		
<b>Item #30 The State has developed and implemented standards to ensure that children in foster care are provided quality services that protect the safety and health of the children.</b>	Goal: Improve supervision of case activities related to safety, permanency and well-being outcomes.				
		Kathy Swink	Statewide	Outcomes for this item will be measured by quality case reviews as described in item 31.3.	NRC – Family Centered Practice
30.1 Provide clear expectations of work performance standards and desired case outcomes that are consistently applied throughout the state. See Item 31.3, quality case review					
	30.1.1 By 07/15/2004, a representative group of supervisors, section administrators and CWS workers will be convened to develop a supervisory review tools).				
	30.1.2 By 08/15/2004, Hawaii will have developed a monthly supervisory review process for all open cases (voluntary and court, in-home and out-of-home) on identified areas of priority practice. Areas include timely response to CAN reports, monthly contacts with the children, development of case plans with the parents and children (as appropriate), and children will receive thorough medical and mental health assessments and treatment as needed and other PIP priorities.				
	30.1.3 By 08/15/2004, the tool(s) will be developed to facilitate the supervisory review process in collaboration with the Region IX office.				
	30.1.4 By 09/20/2004, orientation and training on supervisory tool(s) and process will be provided to all staff.				
	30.1.5 By 10/01/2004, supervisory tool(s) will be implemented statewide.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	30.1.6 By 11/01/2004, supervisors will conduct 2 <sup>nd</sup> month of supervisory tool(s).				
	30.1.7 By 11/20/2004, section administrators to forward aggregated units' data from the first month of supervisory review to Program Development who will compile the data and maintain the database.				
	30.1.8 By 12/01/2004, supervisors will conduct 3 <sup>rd</sup> month of supervisory tool(s).				
	30.1.9 By 12/20/2004, section administrators will forward the second month of aggregated units' data to Program Development.				
	30.1.10 By 01/20/2005, section administrators will forward the third month aggregated units' data to Program Development.				
	30.1.11 By 02/15/2005, program development to submit 1 <sup>st</sup> Quarter review (Oct.-Dec.) to Child Welfare Services Branch Administrator and the CQI committee. This information will be included in the April PIP Quarterly Report.				
	30.1.12 Repeat item 30.1.5 to 30.1.14 for each reporting quarter.				
	30.1.13 By 4/15/2005, administration will develop supportive resource, management, training and supervision through the supervisors and workers training, and other strategies as needed for those offices found needing improvement.				
30.1 Increase timeliness of investigation. See item 1, timeliness of investigation.					
30.2 Ensure that the risk factors have been reduced. See item 4, risk of harm to child.					
30.3 Ensure that the needs of the child, parents and foster parents are met and that appropriate services are provided. See item 17, needs & services.					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
Item #31 Quality Assurance System	<p>Goal: Hawaii will review, develop, refine and strengthen new and existing continuous quality improvement (CQI) programs and functions in the Department to more effectively and systematically use data/information to track improvements, including information on improvements in the priority indicators for quality of service and practice, and the impact on outcomes for children and families. The information will be systematically used to examine the linkage between training, training needs and improved performance.</p> <p>Year 1 Goal: The State will complete monthly supervisory case reviews (focused reviews) for targeted performance indicators prioritized in the PIP of all unit cases and will report aggregate data quarterly and annually, 2<sup>nd</sup> quarter data will be reported in the 3<sup>rd</sup> quarter; 3<sup>rd</sup> quarter data will be reported in the 4<sup>th</sup> quarter; 4<sup>th</sup> quarter data will be reported in the 1<sup>st</sup> quarter of Year 2. The State will complete one quality review (peer review) for a sample of cases from all operating jurisdictions (regions) of the State in the first year.</p> <p>Year 2 Goal: The State will complete monthly supervisory case reviews (focused reviews) for targeted indicators prioritized in the PIP of all unit cases and will report aggregate data quarterly and annually; reporting patterns follow that noted above. The State will complete quality review (peer review) for a sample of cases from all operating jurisdictions (regions) in the State at 2 different intervals in Year 2 in order to provide time-series analysis case review data.</p>				
Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
31.1 Convene a Continuous Quality Improvement (CQI) Policy Group to establish and guide CQI policy, priorities, processes/ protocols, and review implementation efforts on how the Department tracks and works to improve CWS performance and practice through systematic review of information from:		Gibby Fukutomi and Irene Park	Statewide	This item will be measured by the achievement of the benchmarks listed under the item.	
	31.1.1 By 06/22/2004, proposed list of members (internal and external stakeholders) for the CQI Policy Group, and a proposed agenda with priority tasks identified for achievement at the initial meeting will be approved by DHS Director.				
	31.1.2 By 06/29/2004, the initial meeting schedule will be confirmed and invitation letters sent.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	<p>31.1.3 By 07/15/2004, submit to DHS Director for approval proposed CQI Policy Guide (draft) for review, which is to include but is not limited to:</p> <ul style="list-style-type: none"> <li>(1) overview of purpose, organizational and functional components of an integrated CQI system, structural alignments to support effective CQI, partnership options/alignments to support effective CQI;</li> <li>(2) prioritized outcomes and practice standards and review indicators;</li> <li>(3) types of reviews – including description of proposed supervisory and comprehensive qualitative case reviews and current forms of review being implemented</li> <li>(4) establishment of Regional CQI Councils and systematized process to analyze information, track and work on improvements, and quarterly and annual reporting – description of role and process</li> <li>(5) proposed activity timeframe/schedule</li> <li>(6) analysis of current quality assurance programs, their current functioning and outputs</li> <li>(7) phased implementation alternatives based on different staffing/resource availability options</li> </ul> <p>The proposed guide will be sent along with invitation letters for CQI Policy Group to review prior to the facilitated meeting. A contracted facilitator will guide the group to make decisions.</p>				NRC-OI Private consultant, Dr. Pablo Stewart
	31.1.4 By 07/18/2004, CQI Policy Guide (draft) will be sent to CQI Policy Group.				
	31.1.5 By 07/28/2004, convene and orient CQI Policy Group. Establish meeting schedule and obtain group agreement for phased development of CQI system, systematized process for reviewing information and tracking improvement, and conducting quality reviews. Tied to meeting schedule, CQI Policy will agree on key benchmark decisions they will target for completion, e.g., agree on an organizational and functional structure for CQI, assess resource capacity, identify resource needs, obtain resource commitment.				
	31.1.6. By 07/28/2004, CQI Policy Group will identify its training and technical assistance (TTA) needs to support development of the plan.				
	31.1.7. By 10/30/2004, CQI Policy Group will complete its draft phased CQI Plan.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	31.1.8. By 10/30/2004, CQI Policy Group will complete its draft TTA plan to support implementation of the phased CQI plan.				
	31.1.9. By 11/30/2004, DHS Director commitment to final phased CQI plan and TTA plan for implementation will be obtained.				
	31.1.10. By 12/30/2004, modify CFSP and PIP to include agreed upon phased CQI benchmarks.				
31.2 Establish an integrated, systematized supervisor-worker case review process for supervisors to monitor and report on a monthly basis unit compliance with priority practice standards of the Department (focused reviews). Monthly reporting with quarterly analysis by Regional CQI Councils to track and target improvement. This effort to systematize and align supervisory review tools and monitoring reports across the State to focus on and reinforce Department priorities and expectations on work performance standards for quality practice and desired case outcomes is a key component for an effective CQI system. See Item #30.					
31.3 Establish a comprehensive quality case review process, using CFSR instrument and training,					
	31.3.1. By 07/30/2004, CWS Branch Administrator will issue a "must do" communication requiring supervisors and caseworkers to consistently document in the case record, in accordance with procedures provided, indicators of quality practice. The communication will also serve to inform them that Irene Park and the Management Information and Compliance Unit (MICU) will conduct, beginning January 2005, comprehensive quality case reviews and will rate and evaluate performance, based on the documentation.	John Walters and Irene Park			

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	31.3.2. By 07/30/2004, finalize comprehensive case review instrument in consultation with Region IX. (determine if CF SR instrument needs to be adapted to Hawaii).	Irene Park			
	31.3.3. By 7/30/2004, finalize sample size and sampling methodology in consultation with Region IX.	Irene Park			CWLA-NRCIT
	31.3.4. By 7/30/2004, reviewers guide and training curriculum (determine if CF SR reviewer guide/training curriculum need to be adapted to Hawaii) will be completed.	Irene Park			
	31.3.5 By 7/30/2004, training/orientation curriculum for administrators, supervisors and workers on comprehensive quality case reviews will be completed	Irene Park			
	31.3.6. By 09/20/2004, training/ orientation of administrators, supervisors, workers and stakeholders to prepare them for implementation of comprehensive quality case reviews will be completed.	Irene Park			
	31.3.7. By 11/30/2004, section administrators of regions to be reviewed in 01/2005 will be notified via electronic mail of the sample of cases to be reviewed, the preparation tasks that sections must complete and by when. Preparation tasks will be completed in accordance with schedule.	Irene Park, Gail Takasugi- Ignacio, Connie Santana, Dana Kano, and Rosaline Tupou			
	31.3.8. By 11/30/2004, review teams for first round of comprehensive quality case reviews at 4 sites (Kauai, West Hawaii, Central Oahu and Diamond Head) will be trained.	Irene Park			
	31.3.9 By 01/30/05, a comprehensive quality review of 50 cases (12-13 per site) in 4 sites (Kauai, West Hawaii, Central Oahu, and Diamond Head) will be conducted. This will be an intensive case record review with in-depth analysis of quality indicators (utilizing CF SR instrument) as documented in the case record with limited case interviews with case worker/supervisor.  Review will consist of 4 – 5 qualified peer reviewers (section administrator, supervisor, worker, and/or other qualified reviewers) with 2 Management Information and Compliance Unit (MICU) staff overseeing the process at each site. Reviewers will review 3 cases each for 2 days with daily team debriefings for quality control.	Irene Park			

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	<p>Tentatively, in first year, a statewide sample of 100 (64 out-of-home; 36 in-home) cases will be reviewed, 52 will be Oahu cases. This is due to 3<sup>rd</sup> quarter start-up of comprehensive quality review process.</p> <p>In second year, a statewide sample of 200 cases (128 out-of-home; 72 in-home) will be reviewed; 104 will be Oahu cases. [NOTE: The Federal Review Team used for their sampling methodology a review of 50 cases statewide; 26 were Oahu cases; 12 were Maui cases and 12 were East Hawaii cases; also, half were in-home and half were out-of-home cases, even though Hawaii has a small proportion of in-home cases.]</p>				
	31.3.10. By 2/28/05, MICU will aggregate review data, and summarize key findings for all sites and electronically transmit to section administrators who will convene their Regional CQI Councils to review and assess improvements/progress made, identify strengths and improvement gaps/needs, and actions needed, if any.	Irene Park			
	31.3.11. By 3/30/05, Regional CQI Council will have met; reviewed the quarterly outcomes data reports, the supervisory review data, and case review information; analyze and assess improvements/progress made, identify improvement gaps/needs; identify , management, training or resource action needed, if any, and decide on course of action; section administrator will electronically transmit quarterly reporting to the CWS Branch Administrator who will distribute to State CQI Policy Group for review, and to John Walters and Gibby Fukutomi for PIP and CFSP reporting.	Gail Takasugi-Ignacio, Connie Santana, Dana Kano, and Rosaline Tupou			
	31.3.12 By 02/28/05, section administrators of regions to be reviewed in 04/05 will be notified via electronic mail of the sample of cases to be reviewed, the preparation tasks that sections must complete and by when. Preparation tasks will be completed in accordance with schedule.	Irene Park, Peggy Hilton, Steve Maenaka, Pat Oshiro, Kayle Perez			
	31.3.13 By 02/28/05, review teams for second round of comprehensive quality case reviews at 4 sites (East Hawaii, Maui/Molokai/Lanai, Leeward Oahu, Oahu-wide sex abuse) will be trained.	Irene Park			
	31.3.14 By 4/30/05, a comprehensive quality review of 50 cases (12-13 per site) in 4 sites (East Hawaii, Maui Leeward Oahu, and Oahu Special Services-Sex Abuse) will be conducted. This will be an intensive case record review with in-depth analysis of quality indicators (utilizing CFSR instrument) as documented in the case record with limited case interviews with case worker/supervisor.	Irene Park			

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	Review will consist of 4 – 5 qualified reviewers (section administrator, supervisor, worker, and/or other qualified reviewers) with 2 Management Information and Compliance Unit (MICU) staff overseeing the process at each site.				
	31.3.15 By 05/30/05, MICU will aggregate review data, and summarize key findings for all sites and electronically transmit to section administrators who will convene their Regional CQI Councils to review and assess improvements/progress made, identify strengths and improvement gaps/needs, and actions needed, if any.	Irene Park			
	31.3.16 By 06/30/05, Regional CQI Council will have met; reviewed the quarterly outcomes data reports, the supervisory review data, and available case review information; analyze and assess improvements/progress made, identify improvement gaps/needs; identify , management, training or resource action needed if any, and decide on course of action; section administrator will electronically transmit quarterly reporting to the CWS Branch Administrator who will distribute to State CQI Policy Group for review and to John Walters and Gibby Fukutomi for PIP and CFSP reporting.	Peggy Hilton, Steve Maenaka, Pat Oshiro and Kayle Perez			
	31.3.17 By 05/30/05, section administrators of regions to be reviewed in 07/05 will be notified via electronic mail of the sample of cases to be reviewed, the preparation tasks that sections must complete and by when. Preparation tasks will be completed in accordance with schedule.	Irene Park, Gail Takasugi-Ignacio, Connie Santana, Dana Kano, and Rosaline Tupou			
	31.3.18 By 05/30/05, review teams for the 2 <sup>nd</sup> year, first round of comprehensive quality case reviews at 4 sites (Kauai, West Hawaii, Central Oahu and Diamond Head) will be trained.	Irene Park			
	31.3.19 By 07/30/05, a comprehensive quality review of 50 cases (12-13 per site) in 4 sites (Kauai, West Hawaii, Central Oahu, and Diamond Head) will be conducted. This will be an intensive case record review with in-depth analysis of quality indicators (utilizing CFSR instrument) as documented in the case record with limited case interviews with case worker/supervisor.  Review will consist of 4 – 5 qualified reviewers (section administrator, supervisor, worker, and/or other qualified reviewers) with 2 MICU staff overseeing the process at each site.	Irene Park			

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	31.3.20 By 08/30/05, MICU will aggregate review data, present in time-series analysis format, and summarize key findings for all sites and electronically transmit to section administrators who will convene their Regional CQI Councils to review and assess improvements/progress made, identify strengths and improvement gaps/needs, and actions needed, if any.	Irene Park			
	31.3.21. By 09/30/05, Regional CQI Council will have met; reviewed the quarterly outcomes data reports, the supervisory review data, and case review information; analyze and assess improvements/progress made, identify improvement gaps/needs; , management, training or resource action needed, if any, and decide on course of action; section administrator will electronically transmit quarterly reporting to the CWS Branch Administrator who will distribute to State CQI Policy Group for review and to John Walters and Gibby Fukutomi for PIP and CFSP reporting.	Gail Takasugi-Ignacio, Connie Santana, Dana Kano, and Rosaline Tupou			
31.4. Establish and convene Regional CQI Councils to review quarterly outcomes data, supervisory review data and available comprehensive quality case review information, track improvements and improvement gaps/needs, and regional PIP reporting on a quarterly and annual basis.					
	31.4.1. By 09/01/2004, membership for Regional CQI Councils will be approved by DHS Director.	Gibby Fukutomi, Irene Park and Section Administrators			
	31.4.2. By 9/20/2004 the Regional CQI Councils will be established, convened and oriented and trained on purpose, function, meeting schedule/timeframes and tasks, including reporting tasks. See also Item 31.3.6				
<b>Systemic Factor 4: Staff and Provider Training</b>		<b>Debby Lee</b>	<b>Statewide</b>		
Item #32 The State is operating a staff development and training program.	Goal: A standard core curriculum will be developed and used to train Child Welfare Branch managers, supervisors, CWS workers, paraprofessionals and support office staff				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
		Debby Lee unless otherwise specified	Statewide	This item will be measured by the achievement of the benchmarks listed under the item.	NRC for Organizational Improvement Region IX consultation Benton & Assoc. Dr. Pablo Stewart
<p>32.1 Enhance knowledge and skills of CWS workers and paraprofessionals by revising the New Hire Core Training to expand information, discussion and activities of the CFSR goals and objectives.</p> <p>See item 1.1.7 Interim screening procedures and instruments See item 1.1.14 Training in risk and safety assessment/impact on case planning</p> <p>See item 1.2.5 Training of Immediate Response Team See item 1.2.6 Training in Immediate Response Protocol</p> <p>See item 1.4.3 POS changes-VSP</p> <p>See item 4.1.1 Reinforce need to petition on all cases meeting Dept. criteria</p> <p>See items 5.1 Family Engagement, safety planning, concurrent planning and referrals prior to discharge/ reunification See item 5.8.2 Supervisors to monitor accuracy of foster care data re-entry</p> <p>See item 6.1 Enhance CORE assessment, foster care matching and teamwork</p>					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
<p>See item 7.2.2 Concurrent Permanency Planning</p> <p>See item 8.1.3, 8.3.2 Ohana Outreach, Conference</p> <p>See Item 10.2.9 ILP procedures See item 10.4.2 Independent Living Program implementation requirements See Item 10.5.9 Ohana Transition Conferencing</p> <p>See items 13.1.3 case plan-parent/sibling visits documented See, 13.2.3 case plan-foster parent or other person's visits documented</p> <p>See items 15.5.1 SFHR revised to reflect relative search/placement</p> <p>See item 17, Needs and services of child, parents, foster parents</p> <p>See item 18.1.4 Child/family involvement in Service plan See item 18.2.7 Treatment Guide</p> <p>See item 19.2 Worker contact with child, family, foster family See item 19.3.5 revise documentation procedures See item 19.4.4 Training on transaction codes</p> <p>See items 22.1.4 Foster children's access to medical and dental services See Item 22.2.1 Input of health exams into CPSS See item 22.2.2 Training to reinforce updated medical and dental information and foster parents' receipt of info.</p> <p>See item 29.1 Caregiver's involvement in case planning, notice of review</p>					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
<p>hearing and attendance at hearing See item 29.4 Requirement that worker meet with foster parent before and after court hearing</p> <p>See items 30.1.5 Supervisory tools and procedures</p> <p>See item 31.3.5 Quality case review training See item 33.2, On-going training</p> <p>See item 35 Service Array</p> <p>See Item 42.1.5 Changes to licensing requirements</p>					
	32.1.1 By 04/30/2004, submit the Child Welfare Services Training plan for New Hires to CWS Branch Administrator for review and approval.	Debby Lee			
	32.1.2 By 04/30/2004, develop a work plan that identifies modules to integrate new rules, procedures and forms and the roll out dates for training.				
	32.1.3 By 05/28/2004, receive (from Child Welfare Services Branch Administrator) approval of training plan.				
	32.1.4 By 06/18/2004, develop and issue training schedule to Social Services Division, other Departmental divisions and community providers, foster/adoptive parents.				
	32.1.5 By 07/30/2004, revise curriculum to incorporate changes in rules, procedures, protocols, tools as these are completed.				
	32.1.6 By 07/30/2004, begin phased in training on revisions to rules, procedures, protocols, tools as indicated in cross references under 32.1 for completion of all trainings by 03/30/2006. As training is phased in we will report progress in our quarterly reports.				
32.2 Improve the time from hiring and participation in New Hire Core by implementing Orientation and mentoring experiences to new CWS workers, paraprofessionals and other staff.					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	32.2.1 By 01/30/2004, set up meeting to get input from managers and supervisors regarding the Training Practice Integration Plan (TPIP) which formalizes Orientation, pre-Core, Core and Post Core training activities between the training unit and managers/supervisors to help bridge time from worker hiring to training.				
	32.2.2 By 02/27/2004, identify and begin development of two on-line modules as part of Orientation activities performed by the managers and supervisors.	Debby Lee, Elaine Sandobal			
	32.2.3 By 07/15/2004, meet with managers and supervisors to review the draft TPIP (Phases 1-4)				
	32.2.4 By 08/31/2004, meet with managers and supervisors to review the final TPIP and train in utilization of materials				
	32.2.5 By 01/28/2005, complete and make available two modules on-line for new hire staff to view as part of the TPIP, Orientation Phase 1. This will also address the neighbor islands' need for on-site training.				
	32.2.6 By 02/28/2005, begin Pre-Core Phase 2 of the TPIP.				
	32.2.7 By 03/31/2005, prepare training syllabus and send with welcome letter, Trainee Data Sheet and Training schedule to new hire and supervisor.				
	32.2.8 By 03/31/2005, review (by Managers/Supervisors) training syllabus with new hire in preparation for New Hire Core training.				
	32.2.9 By 03/31/2005, complete (by worker) Trainee Data Sheet and return to Staff Development Services on Day 1 of training.				
	32.2.10 By 04/30/2005, review (by trainer) the training schedule and Trainee Data Sheets to reinforce staff's understanding of the training areas to be covered.				
	32.2.11 By 05/31/2005, implement Core Phase 3 of the TPIP. This will include OJT (shadowing experiences and community site visits) curriculum statewide to be shared with National Resource Center for Organizational Improvement and the ACF-Region IX office: a) West Hawaii: Coordination with Neighborhood Place who will bring community resources together for shared networking and collaboration. b) Kauai, Maui, Molokai, Lanai and East Hawaii: Section Administrator or supervisor will bring resource personnel in as part of a quarterly section or staff meeting or have the new hire initiate contact with key resource providers. c) Oahu: Staff Development to continue coordination due to larger numbers of trainees.	Debby Lee, Aileen Andres			

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	32.2.12 By 05/31/2005, develop a discussion sheet of key skill areas presented in new hire core training.				
	32.2.13 By 05/31/2005, managers/Supervisors to use discussion sheet as a guide with new hire during supervisory conference on "off classroom" weeks when staff return to their home units from shadowing and community site activities.				
	32.2.14 By 06/30/2005, implement Post Core Phase 4 of the TPIP.				
	32.2.15 By 06/30/2005, feedback to managers/supervisors of trainee activities, performance.				
	32.2.16 By 06/30/2005, manager/supervisor to consider evaluative comments when discussing case assignments and expectations with new worker.				
	32.2.17 By 07/29/2005, develop and implement a mechanism for quarterly feedback up to one year of employee's participation in New Hire Core to assess curriculum changes needed, and or follow-up training needs.				
32.3 Increase managerial supervisory knowledge and skills by initiating New Supervisory Core training that reinforces safety, permanency and well-being outcomes.  See Item 30.1.5 Supervisory Tools and procedures See Item 30.1.13 training on areas needing improvement See Items 32.1 and 32.2					
	32.3.1 By 07/15/2004, present the draft Training Practice Integration Plan to supervisors/managers as an important part of New Hire support, mentoring and supervision.				
	32.3.2 By 07/30/2004, issue an ICF to inform supervisors that they should attend the New Hire Training as an interim measure (until the supervisory training is developed as described in item 32.4), for refresher training to support, mentor and develop CWS staff in areas needing strengthening as identified in the PIP.				
	32.3.3 By 08/31/2004, review finalized TPIP and train supervisors/managers on utilization in preparation for 1/28/2005 implementation				
	32.3.4 By 09/30/2004, train on use of supervisory tools to improve consistency in supervising case activities related to safety, permanency and well-being outcomes.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
32.4 Increase capacity and availability of managerial /supervisory training to enhance knowledge and skills as well as to develop focused training in areas needing improvement per results of CQI findings See item 31.3 Quarterly and annual reviews					NRC for Org. Improvement Benton Assoc Dr. Pablo Stewart University of Hawaii
	32.4.1 By 04/30/2004, begin to develop a training partnership by meeting with the University of Hawaii, School of Social Work (U.H.SSW) to assist with new supervisor/manager training, which will include the development of a training agreement with U.H. SSW to meet training needs of supervisors via subcontracts with community training resources				
	32.4.2 By 06/30/2004, obtain TTA on financing, logistics, curriculum evaluation.				
	32.4.3 By 07/30/2004, discuss options, reach decision and finalize training agreement.				
	32.4.4 By 07/30/2004, meet with consultants to implement a strategy for financing that will increase training availability while increasing federal reimbursement.				
	32.4.5 By 08/29/2004, finalize budget and logistics.				
	32.4.6 By 09/30/2004, establish a policy group to include but not limited to personnel from the department, U.H.SSW, Hawaii Behavioral Health, HFPA, Kapiolani Child Protection Center, EPIC Ohana Conferencing, CIP, HFYC, and other community stakeholders, to develop a training outline, provide input on trainer criteria/selection and curriculum review as well as to develop an evaluation component for all training: new hire, new supervisor/manager, ongoing, foster/adoptive.				
	32.4.7 By 10/29/2004, complete, review, approve training outline.				
	32.4.8 By 11/30/2004, criteria established for trainer selection; trainer recruitment completed.				
	32.4.9 By 01/28/2005, draft curriculum developed, reviewed.				
	32.4.10 By 02/28/2005, Revisions completed for 2 <sup>nd</sup> . Draft review.				
	32.4.11 By 03/31/2005, curriculum finalized (training manual, power point slides, exercises, handouts).				
	32.4.12 By 04/29/2005, training method agreed upon.				
	32.4.13 By 05/31//2005, training announcement sent, training logistics				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	32.4.14 By 07/30/05, supervisory training begins.				
32.5 Evaluate the effectiveness of training in increasing managerial/supervisory knowledge and skills for New Hire Core, New Supervisory training, Ongoing training and Foster/Adoptive Parent training.  See item 31.3, CQI quarterly reviews					NRC for Org Improvement University of Hawaii
	32.5.1 By 07/30/2004, obtain TTA to develop an evaluation process that assesses whether staff needs and CFSR outcomes are met.				
	32.5.2 By 09/30/2004, involve the training policy group, to include but not be limited to personnel from Dept of Human Services, U.H.SSW, Hawaii Behavioral Health, HFPA, Kapiolani Child Protection Center, EPIC Ohana Conferencing, CIP, HFYC and community stakeholders who are assisting in the New Hire Core training, in the development of a tool that evaluates attainment of CFSR knowledge and skills and utilization in practice.				
	32.5.3 By 11/30/2004, Policy group to draft evaluation plan to measure training effectiveness in worker preparedness.				
	32.5.4 By 01/28/2005, Submit draft evaluation for review and comments				
	32.5.5 By 02/28/2005, Evaluation plan approved				
	32.5.5 By 03/31/2005, implement evaluation tool following completion of New Hire Core, New Supervisor Training, Ongoing Training and Foster/Adoptive Training which will be staggered throughout the year				
	32.5.6 By 09/30/2005, Policy group to review supervisory feedback from the TPIP to see if additional elements need to be incorporated into the evaluation plan.				
	32.5.7 By 10/28/2005, Policy group to review reports and feedback from trainees, OJT providers, trainers to assess training effectiveness and/or changes to the curriculum to reflect additional needs.				
Item #33 The State provides for ongoing training	Goal: Hawaii will provide ongoing administrator, supervisor, CWS worker and paraprofessional training to support the goals of the CFSP				
		Debby Lee	Statewide	This item will be measured by the achievement of the benchmarks listed under the item.	

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
33.1 Strengthen managerial/ supervisory/ worker/paraprofessional knowledge and skills by providing a structured Core curriculum for Ongoing Training through Staff Development.					
	33.1.1 By 09/30/2004, implement and/or contract community providers to provide ongoing training for all levels of staff involved in Child Welfare work as an interim step to a formal, structured curriculum.				
	33.1.2 By 09/30/2004 and 03/31/2005, complete Parent Resources for Information, Development and Education (PRIDE) training for licensing staff.	Debby Lee Jeanette Matsumoto			
	33.1.3 By 10/30/2004, coordinate training on diagnosis and treatment of child maltreatment with Kapiolani Child Protection Center for intermediate level (those who completed FY04 New Hire Core).	Debby Lee, Aileen Andres			
	33.1.4 By 10/30/2004, register select staff for the Hawaii Foster Parent Association Conference.	Debby Lee, Jeanette Matsumoto			
	33.1.5 By 11/30/2004 and 05/31/2005, complete Independent Living Program (ILP) training for CWS staff and foster parents.				
	33.1.6 By 06/30/2005, provide training on Child Welfare Services Rules currently in the review stage. (Training will be provided sooner if rules are finalized and approved sooner).	Debby Lee, Aileen Andres			
33.2 Provide ongoing education and support of managers, supervisors, line workers by supplementing the in-house training with focus on CFSR standards and special issues as listed below:  See item 1.1.7 Interim screening procedures and instruments See item 1.1.14 Training in risk and safety assessment/impact on case planning See item 1.2.5 Training of Immediate Response Team See item 1.2.6 Training in Immediate Response Protocol See item 1.4.3 POS changes-VSP					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
<p>See item 4.1.1 Reinforce need to petition on all cases meeting Dept. criteria</p> <p>See items 5.1 Family Engagement, safety planning (including drug relapse), concurrent planning and referrals prior to discharge/ reunification</p> <p>See item 5.8.2 Supervisors to monitor accuracy of foster care data re-entry</p> <p>See item 6.1 Enhance CORE assessment, foster care matching and teamwork</p> <p>See item 7.2.2 Concurrent Permanency Planning</p> <p>See item 8.1.3, 8.3.2 Ohana Outreach, Conference</p> <p>See Item 10.2.9 ILP procedures</p> <p>See item 10.4.2 Independent Living Program implementation requirements</p> <p>See Item 10.5.9 Ohana Transition Conferencing</p> <p>See items 13.1.3 case plan-parent/sibling visits documented</p> <p>See, 13.2.3 case plan-foster parent or other person's visits documented</p> <p>See items 15.5.1 SFHR revised to reflect relative search/placement</p> <p>See item 17, Needs and services of child, parents, foster parents</p> <p>See item 18.1.4 Child/family involvement in Service plan</p> <p>See item 18.2.7 Treatment Guide</p> <p>See item 19.2 Worker contact with child, family, foster family</p> <p>See item 19.3.5 revise documentation procedures</p> <p>See item 19.4.4 Training on transaction codes</p> <p>See items 22.1.4 Foster children's access to medical and dental services</p> <p>See Item 22.2.1 Input of health exams into CPSS</p>					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
See item 22.2.2 Training to reinforce updated medical and dental information and foster parents' receipt of info See item 29.1 Caregiver's involvement in case planning, notice of review hearing and attendance at hearing See item 29.4 Requirement that worker meet with foster parent before and after court hearing See items 30.1.5 Supervisory tools and procedures See item 31.3.5 Quality case review training See item 31.3, CQI quarterly and annual reviews See item 33.2, On-going training See item 35 Service Array					
	33.2.1 By 09/30/2004, meet to discuss with policy group made up of staff from the department, U.H. SSW, Hawaii Behavioral Health (HBH), HFPA, Kapiolani Child Protection Center, EPIC Ohana Conferencing, CIP, HFYC and community stakeholders who assist in New Hire Core training and consultants, a plan for ongoing training through a IVE training agreement with the U.H.SSW, including logistics and budget for training.	Debby Lee			NRC for Org. Improvement Benton & Assoc. Dr.Pablo Stewart U.H. SSW PIP Focus Group
	33.2.2 By 10/29/2004, develop training plan with input from policy committee				
	33.2.3 By 12/31/2004, finalize training agreement.				
	33.2.4 By 01/28/2005, curriculum outline approved.				
	33.2.5 By 03/31/2005, curriculum developed and reviewed with policy group input.				
	33.2.6 By 04/29/2005, curriculum finalized.				
	33.2.7 By 05/31/2005, agreement reached on trainer criteria; trainer(s) with policy committee input.				
	33.2.8 By 07/29/2005, training begins.				
33.3 Reinforce CFSR standards through existing "refresher" training (ongoing staff will be able to sit in on New Hire					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
Core training modules). See item 32.1					
33.4 Develop and implement an evaluation plan for ongoing training  See item 32.5 See item 31.3					
<b>Item # 34 The State provides training for foster parents, adoptive parents.</b>	Goal: Hawaii will have an ongoing training curriculum for foster and adoptive parents.				
		Debby Lee	Statewide	This item will be measured by the achievement of the benchmarks listed under the item.	
34.1 Increase knowledge and skills of foster/adoptive parents by distributing PRIDE in-service training material to all foster parent training committees on site for potential use in ongoing training.					
	34.1.1 By 06/30/2004, PRIDE in-service training curriculum will be sent to foster parent training committees.	Debby Lee, Jeanette Matsumoto			
	34.2.2 By 07/30/2004, on-site training committees to provide feedback on usefulness/relevance of materials to their needs as well as other special needs issues for training.	Debby Lee, Jeanette Matsumoto			
	34.1.3 By 08/31/2004, on-site training committees will identify topics/materials for training, identify other training needs and funding requirements.	Debby Lee, Jeanette Matsumoto			
	34.1.4 By 09/30/2004, finalize training plan, funding, logistics.				
	34.1.5 By 10/28/2004, on-site training committees to determine criteria for trainer selection, complete trainer selection.				
	34.1.6 By 11/30/2004, curriculum completed/reviewed and approved.				
	34.1.7 By 01/28/2005 training implemented.				
34.2 Strengthen and retain foster/adoptive parents by providing ongoing training and support through the development of a IVE training agreement with the University of Hawaii School of Social Work for (new supervisors, on-going, foster/adoptive parents).					NRC for Organizational Improve Benton & Assoc. Dr. Pablo Stewart U.H. School of Social Work

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
See items 32.4.1 Training Partnership See item 42.1, Incorporate Mandatory Ongoing Training Requirements and annual training requirements for Foster Parent Licensure to develop competencies of our foster and adoptive parents and to sustain placements (This was moved into this section and is now 34.5).					PIP focus group Hawaii Foster Parent Assoc. Hawaii Behavioral Health and other service providers. NRC for Special needs and Adoption
34.3 Incorporate Child Specific Licensing requirements in New Hire Core, supervisory and on-going training of managers, supervisors and CWS workers on assessment, matching and child specific placement process to prevent placement disruptions.  See item 31.3, CQI quarterly reviews.					
	34.3.1 By 07/30/2004, review existing Child Specific Licensing packets to assess accuracy. Expand current assessment module to include matching and placement processes to prevent placement disruptions.	Debby Lee Jeanette Matsumoto			
	34.3.2 By 09/30/2004, incorporate procedural changes for Child Specific Licensing to New Hire Core new supervisor and on-going manager/supervisor/worker curriculum.	Debby Lee Jeanette Matsumoto			
	34.3.3 By 11/30/2004, implement training and continue including information each New Hire Training cycle.	Debby Lee, Jeanette Matsumoto			
34.4 Improve Timeliness of Child-Specific Trainings (CST) to provide adequate preparation and support for Child-Specific (CS) FPs and to sustain placements  See item 31.3, CQI quarterly and annual review.		Lynne Kazama SD-Jeanette Matsumoto			
	34.4.1 By 05/31/2004, participate in work group with SD, UH, and Benton & Associates on accessing IVE funding.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	34.4.2 By 07/31/2004, consult with listed TA resources on various approaches and funding sources, etc. Explore immediate funding possibilities with CWS and HFPA on any possibilities/approaches of expanding their CST with Foster Care Training Committees (FCTC) on Oahu and Neighbor Islands (NI) with current or slight increase in funding.				
	34.4.3 By 08/31/2004, develop incremental plan to increase CST with HFPA, if possible.				
	34.4.4 By 09/30/2004, revise/enhance Contract with HFPA if able to enhance/increase level of CST on Oahu and NI.				
	34.4.5 By 10/31/2004, HFPA to begin implementation of gradual increase of CST on Oahu and NI.				
	34.4.6 By 02/28/2005, assess progress of the CST enhancement plan and make any necessary adjustments to plan needed to reduce training time to no longer than six months.				
	34.4.7 By 02/28/2006, assess progress of the CST enhancement plan and make any necessary adjustments to plan needed to reduce training time to no longer than three months.				
34.5 Assess the effectiveness of ongoing foster/adoptive parent training.  See item 32.5 Evaluation Plan See item 31.3 , CQI quarterly and annual reviews.					
<b>Systemic Factor 5: Service Array</b>		<b>Susan Ogami-Van Camp</b>	<b>Statewide</b>		
Item #35. Service Array.	Goal: The goal is to increase the array of services for Child Welfare Services parents, children, and foster parents so that they are more uniformly available statewide				
		John Walters	Statewide	Outcomes for this item will be measured by quality case reviews as described in Item 31.3 and the completion of benchmarks in the cross referenced items.	
35.1 Expand and enhance community-based alternate response services.					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
See Item 1.3. Safety - Alternate response services.					
35.2 Increase the Comprehensive Counseling availability of transportation and supervised visitation services in the Comprehensive Counseling and Support Services (CCSS) contract to facilitate reunification and to support foster families.					
	35.2.1 By 07/31/2004, commit amounts of funding increases that are possible for Diversion and CCSS services, (including an assessment of sustainability of funding for the programs).				
	35.2.2 By 09/30/2004, provide information meetings for POS providers.				
	35.2.3 By 10/31/2004, orient CWS staff to changes in the POS programs via internal communication form (ICF) and New Hire Core and On-going training.				
	35.2.4 By 11/30/2004, provide funds to programs, services increase.				
35.3 Increase intensive in-home support services for parents and for foster parents in the comprehensive Counseling and Support Services (CCSS) contract.  (The CCSS program is projected to increase by 19,000 hours per year beginning in State Fiscal Year 2005 for additional services to families. The funding for the program is flexible and programs will utilize the additional hours of service to provide the full array of comprehensive services which would include the intensive home support, counseling, transportation and visitation, depending on the assessed needs of the child and family).					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	35.3.1 By 07/31/2004, commit amounts of funding increases that are possible for CCSS services (including an assessment of sustainability of funding for the programs).				
	35.3.3 By 09/30/2004, provide information meetings for POS providers.				
	35.3.4 By 10/31/2004, orient CWS staff to changes in the POS programs via internal communication form (ICF).				
	35.3.5 By 11/30/2004, provide funds to programs, services increase				
	35.3.6 By 12/01/2004 PD will review POS quarterly reports to determine utilization of the increased service availability and make adjustments as needed.				
35.4 Increase the availability and utilization of substance abuse treatment services for CWS clients.		Kathy Swink			
	35.4.1 By 03/30/2004, procedures will be completed and issued to BESSD and CWS staff to refer CWS/TANF families to BESSD for substance abuse treatment.				
	35.4.2 By 06/30/2004 begin quarterly utilization reviews to be conducted by PD and BESSD to confirm that clients are being referred and accepting services.				
	35.4.3 By 09/30/2004 if the quarterly utilization reviews reveal that clients are not being referred or accepting substance abuse services CWS section administrators will develop and implement a corrective action plan.				
Item #36. Accessibility of Services	Goal: CWS services are accessible to CWS parents, children, and foster parents statewide.				
		Susan Ogami-Van Camp	Statewide	Outcomes for this item will be measured by quality case reviews as described in item 31.3 and accomplishment of the benchmarks and the benchmarks in the cross referenced items.	
36.1 Increase transportation and supervised visitation services in the CCSS contract to facilitate reunification and to support foster families					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
See Item 35.2 Service Array – Transportation services.					
	36.1.1 By 01/31/2005 PD will review purchase of service quarterly reports to ensure that transportation services are available and are being accessed by clients statewide, with an emphasis on the neighbor islands. This reporting period will provide the baseline for the services that will be used to measure progress, since there will be no existing transportation services until 11/01/2004. A baseline for the visitation services will be established by review of the CCSS quarterly reports for clients waitlisted for visitation services.				
	36.1.2 By 02/28/2005 PD and POS will make adjustments to contract amounts to maximize transportation services by funding transfers.				
36.2 Improve access to medical services for children and families.  See Item 22.1 Physical health needs of children.					
36.3 Improve access to mental health services for children and families.  See Item 22.1.3. Mental health needs of children.					
36.4 Improve access to substance abuse assessment and treatment services for CWS families. See Item 35.4 Service Array, Substance abuse treatment services.					
	36.4.1 By 9/30/2004 establish a methodology to capture data on a quarterly basis that will be used to measure progress and to develop and monitor corrective action plans, if necessary.				
36.5 Improve access to sex abuse treatment purchase of services. See Item 35.2 Service Array, Transportation Services.		John Walters			
	36.5.1 By 01/31/2004, providers began establishing a baseline by creating waitlists for sex abuse treatment services.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	36.5.2 By 06/30/2004, hold a meeting with providers to develop and implement a strategy to make their services available in closer proximity to families needing services on Oahu.				
	36.5.3 By 08/30/2004, amend Purchase of services contracts to reflect agreements reached with providers.				
36.5 See item 10.1, Improve access to Independent Living Services.					
Item #37 CWS services are individualized to meet the needs of children and families.	Goal: Assessment and case planning will identify the individual needs for each child and family and identify the appropriate services to meet those needs				
		Susan Ogami-Van Camp	Statewide	Outcomes for this item will be measured by achievement of the items and benchmarks in the cross referenced items.	
37.1 CWS workers will individualize the service plans and engage families in the development of the service plans. See Item 18.2 Child and involvement in case planning. See Item 31 Quality Assurance. Supervisory tools, See Item 23.2.3, Strengthen coordination with Dept. of Health-Children and Adolescents Mental Health Division (DOH-CAMHD)					
37.2 Increase utilization of Ohana Conferencing, a proven method to engage families and to individualize services. See Item 8.1 Ohana Conferencing.					
<b>Systemic Factor 6: Agency Responsiveness to the community</b>	<b>IN SUBSTANTIAL CONFORMITY</b>				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
Item #38: In implementing provisions of the CFSP, the state engages in ongoing consultation with tribal representatives, consumers, service providers, the juvenile court, and other public and private child and family serving agencies and includes the major concerns of these representatives in the goal and objectives of the CFSP.	<b>STRENGTH</b>				
Item #39: The state has implemented standards for foster family homes and child care institutions which are reasonably in accord with recommended national standards.	<b>STRENGTH</b>				
Item #40: the State's services under the CFSP are coordinated with services or benefits of other Federal or federally assisted programs and services serving the same population.	<b>AREA NEEDING IMPROVEMENT. However, as the Systemic Factor is in Substantial Conformity, Not Required to be in PIP.</b>				
<b>Systemic Factor 7: Foster and Adoptive Parent Licensing, Recruitment and Retention</b>		Lynne Kazama SD-Jeanette Matsumoto	Statewide		
Item #41: The State has implemented standards for foster home family homes and child care institutions which are reasonably in accord with national standards.	<b>STRENGTH</b>				
Item #42 Licensing Standards	Goal: The licensing standards are applied equally to general-licensed and child-specific foster homes.				
		Lynne Kazama	Statewide	Outcomes for this item will be measured by quality case reviews as described in Item 31.3	ACF, NRC-Foster Care & Permanency Planning; CWS Branch Administrator; UH; Benton & Associates; PIP groups (which includes FPs, Aps, community agencies, DHS staff); SD; HFPA; HBH; FCTC;

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
					EPIC; MICU; pertinent DHS staff
42.1 Incorporate Mandatory Ongoing Training Requirements and annual training requirements for Foster Parent Licensure to develop competencies of our FPs/Aps and to sustain placements.		Lynne Kazama SD-Jeanette Matsumoto			
	42.1.1 By 05/31/2004, participate in work group with SD, UH, and Benton & Associates on accessing IVE funding, as state funds are not available and any substantial expansion will require another source of funding, such as IV-E funds, which the state is not using for this purpose at this time.				
	42.1.2 By 10/31/2004, consult with listed TA resources on ongoing training requirements and approaches, funding sources, etc.				
	42.1.3 By 12/31/2004, work with TA resources on exploring/reviewing various training approaches and procedural changes needed for licensure implementation and tracking.				
	42.1.4 By 07/31/2005, design training plan with TA resources to incorporate mandatory training requirements for ongoing FP training, if funding necessary and available.				
	42.1.5 By 08/31/2005, implement procedural changes and information dissemination (ICFs; letters to FPs) to incorporate training requirement changes to licensing requirements.				
	42.1.6 By 10/31/05, implement Mandatory Ongoing Training Requirements.				
	42.1.7 By 01/31/06, request feedback from units and stakeholders and consider adjustments to plan if needed.				
42.2 Improve Timeliness of Child-Specific Trainings (CST) to provide adequate preparation and support for Child-Specific (CS) FPs and to sustain placements See Item 34.5, Timeliness of Child Specific Trainings.		Lynne Kazama SD-Jeanette Matsumoto			
42.3 Incorporate child-specific licensing component in supervisory (new, current) and ongoing staff training to better train the sup/staff on					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
assessment/ matching/ CS placement process to prevent CS disruptions.  See items: 32, new/current supervisory training; 33, ongoing staff training)					
42.4 Strengthen child-specific licensing component in CORE for all workers and in ongoing training for licensing workers to better train the staff on assessment/ matching/CS placement process to prevent CS disruptions.  See items: 32, CORE training.; 33, ongoing staff training)					
42.5 Strengthen teamwork between licensing workers/units and other units to provide better matching and to minimize disruptions of child-specific placements (e.g., earlier and consistent involvement of licensing workers for consultation, in Ohana, etc.).		Lynne Kazama			
	42.5.1 By 08/31/2004, consult with TA resources (esp. EPIC, licensing units, and other unit supervisors) regarding current process and ways to improve and to monitor progress.				
	42.5.2 By 10/31/2004, plan developed to improve process.				
	42.5.3 By 11/30/2004, implement plan through information dissemination.				
	42.5.4 By 02/28/2005, feedback from units and EPIC and make necessary adjustments to process.				
42.6 Reinforce licensing standards by conducting refresher/Q & A sessions with licensing staff and supervisors regarding licensing standards-- (e.g., on areas of concern from IVE reviews and from reviews done by MICU.		Lynne Kazama SD, MICU Susan Ogami- Van Camp			
	42.6.1 By 08/31/2004, consult TA resources identifying areas needing clarification.				

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	42.6.2 By 10/31/2004, plan for refresher/Q&A sessions developed with SD, MICU, Susan Ogami-Van Camp.				
	42.6.3 By 11/30/2004, first refresher/Q&A session conducted.				
	42.6.4 By 12/31/2004, feedback on the training will be solicited from licensing staff, supervisors.				
	42.6.5 By 01/31/2005, develop ongoing refresher/Q&A session schedule (e.g., every 6 months).				
ITEM #43: The state complies with Federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children.	<b>STRENGTH</b>				
Item # 44 Recruitment	Goal: The State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in Hawaii for whom foster and adoptive homes are needed (increase the Native Hawaiian foster and adoptive homes).				
		Lynne Kazama	Statewide	Outcomes for this item will be measured completion of the benchmarks and Quarterly reports of HBH-POS contract (# of Native Hawaiian foster families licensed; # of teen and infant homes)	AdoptUSKids; ACF; POS Unit; OIT; HBH; HFPA; Friends of Foster Kids (FOFK); Adoption Connection (AC); Partners In Development (PID); Queen Liliuokalani Children's Center (QLCC); HFYC; EPIC; ANA; Scott Ray-Grantwriter
44.1 Develop comprehensive and targeted recruitment plan to increase pool of homes to recruit more foster/adoptive families that are Native Hawaiian and for teens and infants---risk-adopt homes for infants that will truly support concurrent permanency planning.		Lynne Kazama POS			

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
	44.1.1 By 04/30/2004, consult with AdoptUSKids at April Roundtable Meeting.				
	44.1.2 By 07/30/2004, work with POS and HBH to review current contract and quarterly report items and to begin developing a comprehensive and targeted recruitment plan.				
	44.1.3 By 08/31/2004, work with POS, HBH and other listed TA resources to develop a collaborative comprehensive and targeted recruitment plan.				
	44.1.4 By 10/31/2004, plan developed, including the results of ANA grant application.				
	44.1.5 By 12/31/2004, initiate implementation and monitoring of comprehensive and targeted recruitment plan. Effectiveness of the targeted recruitment plan will be evaluated by review of the quarterly reports, which will provide baseline data and show whether foster homes are being retained or drop out.				
44.2 Establish data collection system to establish baselines, goals, monitor progress.		Lynne Kazama OIT			
	44.2.1 By 05/31/2004, consult with OIT on accessing ethnicity data (Native Hawaiian) on foster/adoptive homes and on foster children.				
	44.2.2 By 06/30/2004, submit request to OIT.				
	44.2.3 By 07/31/2004, data printed out for April-June 04 (FPs/APs: statewide and by island; by general-licensed; by child-specific-relative and non-relative) (Foster Children in care—if possible with similar breakdown).				
	44.2.4 By 07/31/2004, establish baseline, goals.				
	44.2.5 By 10/31/2004, second quarterly printout for July-Sept 04; and thereafter maintain a quarterly schedule to monitor progress.				
	44.2.6 By 12/30/2004, and on a quarterly basis thereafter review the quarterly reports, develop corrective action plan if needed. and track progress of the corrective action plan.				
44.3 Increase use of Ohana Conferencing to assist caseworkers in seeking out maternal and paternal relatives as potential foster and adoptive placement resources.					

Action Step:	Benchmarks	Lead	Geographic Area	Measurement Method	TA Resources
See item 8, reunification, guardianship, permanency placement with relatives					
44.4 Access Federal Funding for recruitment		Lynne Kazama Scott Ray –Grant writer			
	44.4.1 By 04/30/2004, proposal submitted---(Work with DHS grant writer to submit a proposal to ANA for increased recruitment of Hawaiian foster and adoptive families and to develop and implement a targeted recruitment plan; Proposal also includes foster family-birth family mentoring and assistance to birth and relative placements).				
	44.4.2 By 08/31/2004, results received regarding proposal application				
	44.4.3 By 10/31/2004, incorporate the results of the ANA grant, if approved, into the overall collaborative, comprehensive recruitment plan.				
	44.4.4 By 12/31/2004, initiate implementation of targeted recruitment plan for this grant, if proposal approved/accepted by ANA (as part of the overall comprehensive collaborative plan) and follow timelines and goals of the proposal (will attach if proposal approved).				
44.5 Partner with AdoptUSKids in National Media/Recruitment Campaign for Foster and Adoptive parents (3-year effort) –States will adhere to AdoptUSKids Campaign Structure and Requirements.		Lynne Kazama HBH Tonia Mahi— DHS Permanency Sup			
	44.5.1 By 04/30/2004, AdoptUSKids Roundtable Meeting held regarding the Campaign and setting up recruitment response teams (HBH for HI).				
	44.5.2 By 06/30/2004, recruitment Campaign begins—timelines to follow (will attach when received).				
ITEM #45: The State has in place a process for the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children.	<b>STRENGTH</b>				