

Kansas, Region VII, Child and Family Services Review Round 3
Program Improvement Plan
Submitted 4/18/2017

Goal 1: Ensure safety for children by improving risk and safety assessment and monitoring throughout the life of the case.	
Addresses: Safety Outcome 2	
1.1 Strengthen safety by modifying the process by which non-abuse neglect (NAN) reports are accepted and acted upon.	Projected Completion dates:
1. Mandatory in-person contact for the child in all assigned non-abuse neglect cases will be added in Kansas' policy and procedures manual.	Q1
2. Implement the tracking method in the Family and Child Tracking System (FACTS) to capture date/time of the in-person contact for the child in non-abuse neglect assignments.	Q1
3. Safety assessments will be required on all assigned non-abuse neglect reports and will be added in Kansas' policy and procedures manual. These assessments will assist staff in identifying appropriate safety services, such as: mental health assessments/treatment, substance abuse assessments/treatment, parent management training, child care services, homemaking services, etc.	Q1
4. Kansas is actively working on modifying its technology systems to allow for the following non-abuse neglect process changes: a. Technology system modification will be completed to allow for case assignments with a 7-day response time. b. 7-day response time will be added to Kansas' policy and procedural manual and will be implemented statewide. c. Technology system modification will be completed to allow for new Kansas Protection Reporting Center (KPRC) assignment types and definitions. d. New KPRC assignment types and definitions will be added to Kansas' policy and procedural manual and implemented statewide.	Q5
1.2 Standardize assessments to provide a consistent point of reference across all levels of service when assessing risk and safety at critical points.	
1. Kansas will continue exploring risk and safety assessments through support from Casey Family Programs.	Q1
2. Identify an evidence informed risk and safety instrument.	Q3
3. Obtain new assessment tool for implementation (see 1.2.5 and 1.2.6). While waiting implementation, all programs will continue use of their current risk and safety assessments.	Q3
4. Initiate training on new assessment tool.	Q4
5. Phase 1: Implement the new assessment tool for DCF Child Protection (investigation) Specialists.	Q5
6. Phase 2: Implement the new standardized assessment tool with DCF contractors for all other programs (Family Preservation, Family Services and Out of Home).	Q6

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1.3 Reduce caseloads, implement tools and monitoring processes to improve risk and safety assessments and worker child visitation.	
1. Adjust salaries for market competitiveness to effectively attract and retain qualified staff.	Q1
2. Assess and adjust current caseload sizes for Out-of-Home and Family Preservation Services across the state. Develop and implement a caseload reduction plan in targeted areas.	Q3
3. Submit request for proposal to contract with a recruiting agency to attract qualified licensed staff for DCF.	Q2
4. Develop and implement a comprehensive standardized form and/or standardized elements addressing child safety for child placement agencies to utilize during monthly visits. In addition to safety factors, the form will capture: environmental factors, critical incidents, medications, outside interactions that occurred with child, mental and physical health information (appointment date, provider information, if follow-up is needed), and educational progress (academically, behaviorally and any concerns).	Q1
5. Develop and implement a worker/child visitation tool to prompt discussion and documentation of risk and safety assessments at critical times in the case. (across all programs)	Q1
6. Revise and implement electronic worker/child visitation forms with an emphasis on quality documentation of visits. (Out-of-Home)	Q2
7. Implement forms/logs through a mobile device to streamline the documentation process. (Out-of-Home and Family Preservation)	Q4
8. Create and implement a tracking method to capture worker/child visits in Family Preservation Services.	Q1
Goal 2: Ensure needs of children and families are addressed by improving needs assessment, case planning and service provision throughout the life of the case.	
Addresses: Well-being Outcome 1; Service Array and Resource Development	
2.1 Adopt new Kansas Child Welfare Practice Model that reflects the values underlying our work with children and families.	
1. Develop a communication plan across the child welfare system.	Q1
2. Develop a detailed implementation plan to integrate the child welfare practice model statewide.	Q1
3. Implement and infuse practice model into agency by: <ul style="list-style-type: none"> • Visual Support (ie: flyers, talking points, PowerPoints) • Training • Legislative and media messaging • Community presentations 	Q3

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2.2 Standardize needs assessments, using evidence informed/based assessment tools for children in custody and their families to identify individualized service needs and guide case planning.	
1. Revise and implement case planning documents to better include the KAPP assessment results in the case plan.	Q1
2. Implement Stage III of KAPP towards standardization of universal trauma assessments. Counties added in Stage III: Barton, Allen, Anderson, Neosho, Wilson, Woodson, Chautauqua, and Montgomery.	Q1
3. Implement Stage IV the final stage of KAPP completing statewide implementation. Counties added in Stage IV: Douglas, Franklin, Coffee, Osage, and Miami.	Q2
4. Develop a survey and distribute to a sample of families which will: a. Identify practices that enhance family involvement in the case planning process. b. Identify the practices that are hindering engagement in the case planning process.	Q3
5. Utilize survey result information to enhance successful engagement practices and minimize barriers involving, but not limited to: <ul style="list-style-type: none"> • Training opportunities • Policy modifications • Solicit supervisor feedback on engagement implementation solutions 	Q4
6. Modify electronic systems to automatically feed the assessment results directly to the case-planning documents.	Q4
7. Reconvene case planning workgroup after case plan forms and assessments are implemented statewide to evaluate if modifications to the process are needed, and make modifications as necessary.	Q5
2.3 Increase engagement of and services to fathers involved in the child welfare system.	
1. Collaborate with DCF Child Support Services to identify partnership opportunities with their Fatherhood Initiative. DCF will utilize and individualize the available services, which include: <ul style="list-style-type: none"> • Assistance navigating systems to fulfill financial and parenting needs of their child(ren) • Provides Career Assessment Tools and Career Counseling Services. • Offers mentoring programs and support meetings to improve the communication between fathers and child(ren). • Incentivized participation through child support arrear write offs, as well as starting a 529 for their child(ren). 	Q1
2. Facilitate linkage between fathers involved in the child welfare system to increase the referrals to the Work for Success Fatherhood Initiative through education and communication.	Q2

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<p>3. Utilize a nationally-recognized fathering expert to develop a continuing education course with the following objectives:</p> <ul style="list-style-type: none"> • Know the characteristics of healthy father involvement • Understand the impact of father absence • Recognize the challenges of father involvement for fathers and social workers • Know the importance of involving a father in permanency planning • Understand how a worker’s background, values, beliefs and traditions about dads can influence their work with fathers 	Q1
<p>4. Launch fatherhood continuing education course at quarterly supervisor meeting. The meeting will include breakout sessions to identify strategies for encouraging healthy resident and non-resident father involvement.</p>	Q2
<p>5. Develop best practice guidelines for locating, engaging, and empowering fathers through the following activities:</p> <ul style="list-style-type: none"> • Breakout sessions at the quarterly supervisor meeting • Feedback from Family Preservation Services, Family Services, Assessment and Prevention, and Permanency Advisory Workgroups/Committees. Participants include DCF and contractor staff, supervisors, line staff, and managers. • Incorporate best practice guidelines in DCF’s Policy and Procedure Manual and train staff 	Q3
<p>2.4 Strengthen connections between birth and foster families to provide continuity of relationships to help meet the child’s needs and to improve likelihood of reunification.</p>	
<p>1. Engage with The Capacity Building Center to assist with the successful development of the Icebreaker practice in Kansas.</p>	Q1
<p>2. Engage contractors, Kansas Foster and Adoptive Parents Association (KFAPA), Family Advisory Network (KFAN), Kansas Youth Advisory Council (KYAC), Children’s Alliance and other community partners.</p>	Q3
<p>3. Develop an Icebreaker implementation plan.</p>	Q4
<p>4. Infuse Icebreaker knowledge into agency training and assess inclusion in pre-service foster and adoptive parent training.</p>	Q5
<p>5. Develop a data collection and tracking strategy.</p>	Q7
<p>6. Develop written Icebreaker policies and procedures for implementation statewide.</p>	Q7
<p>7. Implement Icebreaker practice in Kansas statewide.</p>	Q8/APSR

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2.5 Improve accessibility of mental and behavioral health services for high acuity children in foster care to increase stability and timely permanency.	
1. Convene a Continuous Performance Improvement (CPI) workgroup with numerous stakeholders representing various aspects of the child welfare system, including, but not limited to: DCF, Kansas Department of Health and Environment, Kansas Department for Aging and Disability Services, Kansas Department of Corrections, Managed Care Organizations, KVC, Saint Francis Community Services, tribal partners, mental health representatives, education representatives and other pertinent stakeholders.	Q1
2. CPI workgroup will conduct root cause analysis of lack of mental/behavioral health services, service accessibility and availability across state, such as: shortened psychiatric residential treatment facility stays, lack of agency resources, lack of specialized foster homes, mental health waiting lists, siloed information systems, etc.	Q1
3. CPI workgroup will utilize root-cause analysis to develop the causal pathway leading to theory of change, and group root causes with similar pathways.	Q1
4. CPI workgroup will divide into subgroup solution teams in order to make solution development more manageable and timely. All solutions developed from the subgroups will be presented and approved by the entire CPI workgroup prior to communication and implementation.	Q1
5. CPI subgroups will build on previous CPI steps to develop/adapt solutions and present to the main workgroup.	Q3
6. Upon approval of solutions, the CPI workgroup will develop a communication, implementation and measurement/monitoring plan.	Q4
7. Implement approved solutions.	Q5
8. CPI workgroup members will monitor implemented solutions to determine success of solutions. If solutions are found to be unsuccessful, the group will review them and determine new solutions using the CPI process. Monitoring solutions will continue into the Annual Progress and Service Reports (APSR).	Q8/ APSR
Goal 3: Improve pathways to permanency by expediting reunification, increasing stability, and timely TPR.	
Addresses: Permanency Outcome 1; Foster and Adoptive Parent Licensing, Recruitment, and Retention	
3.1 Increase the number of foster and adoptive homes.	
1. Publish the Diligent Recruitment Plan on the Kansas Department for Children and Families (DCF) website to be readily shared with stakeholders.	Q1
2. Meet with contractors and Child Placing Agencies (CPA's) to communicate the Diligent Recruitment Plan and outline expectations for conformity.	Q1

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<p>3. Implement identified strategies to recruit, develop, support and retain families that can best meet the needs of the children in foster care. Data analysis over the past two years identified the following areas of focus for SFY 2017:</p> <ul style="list-style-type: none"> • Recruit families for children who are age 13 and older and who have significant behavioral and mental health needs. • Recruit African American foster and adoptive families, as those individuals reflect the racial and ethnic diversity of the children for whom foster and adoptive care is needed. • Recruit adoptive families for the children/youth registered on the adoption exchange with no identified family. 	Q1
<p>4. Survey current foster families, former foster families and families who departed the foster process during training, to garner the perspectives to help inform recruitment and retention efforts and strategies.</p>	Q1
<p>5. Convene quarterly workgroup to consider and approve all proposed campaign materials for diligent recruitment.</p>	Q1
<p>6. Conduct onsite meetings with contractors to communicate reporting requirements.</p>	Q2
<p>7. Coordinate recruitment efforts between DCF and CPA's in regards to the targeted population.</p>	Q2
<p>8. Develop a task management proposal to contract with an advertisement agency to create a brand for foster parent recruitment in Kansas that is unifying, clarifying and sustainable.</p>	Q1
<p>9. Establish a centralized audience-centric website to assist in the recruitment and retention of foster parents in Kansas.</p>	Q3
<p>10. Kansas will continue collaboration with the National Resource Center for Diligent Recruitment for targeted recruitment and retention of foster and adoptive homes to assist in the implementation of the Kansas Diligent Recruitment Plan.</p>	Q8
<p>11. Engage stakeholders who recruit, develop, retain and support foster and adoptive parents semiannually to review data and update the diligent recruitment plan accordingly.</p>	Q8
<p>3.2 Enhance permanency efficiency and effectiveness with children in out-of-home care.</p>	
<p>1. Kansas will strengthen Permanency Roundtables with the following:</p> <ol style="list-style-type: none"> a. Kansas will continue collaboration with Casey Family Programs for training on Permanency Roundtables. b. Pilot Casey Family Programs Permanency Roundtable model in the Kansas City Region. c. Develop and implement a Kansas Permanency Roundtable protocol and training for statewide implementation based on lessons learned in pilot. d. Develop tracking system to ensure compliance of Permanency Roundtables protocol. e. Evaluate the effectiveness of Permanency Roundtables through monitoring timeliness to permanency. 	<ol style="list-style-type: none"> a. Q1 b. Q2 c. Q6 d. Q6 e. Q8

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2. Kansas ICPC will create an electronic system to notify receiving states when home studies are due to improve timeliness for Kansas children.	APSR
3. Provide investigative staff with online search tools to locate and gather contact information for relatives. This will assist contractors with relative resources to facilitate appropriate and expedient relative placement.	APSR
4. Strengthen policy to clarify who is defined as a relative for placement purposes.	APSR
3.3 Promote reunification and placement stability through use of Kansas Parent Management Training - Oregon Model, an evidence-based intervention with Family Preservation and Foster Care.	
1. Transition governing authority for Kansas Parent Management Training – Oregon Model to DCF.	Q1
2. Identify population to serve based on need, program infrastructure, funding and sustainability factors.	Q1
3. Implement Kansas Parent Management Training – Oregon Model, an individualized intervention, to help parents and caregivers manage the behavior of the children for which they are responsible.	Q2
4. Establish a tracking and outcome evaluation system.	Q2
3.4 Ensure notifications of hearings are received, filing of termination of parental rights is timely, and compelling reasons are documented.	
1. Office of Judicial Administration (OJA) and DCF will collaborate to develop a plan to track the filing of termination of parental rights (TPR) and/or the request for filing.	Q1
2. Quarterly data reports tracking the filing of TPR will be implemented to monitor compliance with the Adoption and Safe Families Act (ASFA).	Q3
3. Ongoing compliance monitoring and collaboration with OJA will occur to address identified issues as needed.	Q8
4. DCF will submit proposed legislation to clarify “Extended out of home placement” (ASFA language) to enhance usage and application by attorneys statewide related to termination of parental rights.	Q5
5. DCF and OJA will submit a request for Kansas Judicial Council to review the issue of statutory language in the Child in Need of Care (CINC) Code related to TPR.	Q3
6. Require the use by DCF/contractors of the PPS 3056 Permanency Plan Desk Review when a child has been in out of home placement 15 of the 22 preceding months. The review verifies that the plan in place at the close of the permanency hearing remains in the child’s best interest and documents compelling reasons if adoption or reintegration is not in the child’s best interest. This information shall be provided to the County/District Attorney, and date of communication will be documented on the PPS 3056.	Q3
7. OJA, with support from DCF, will develop and circulate a survey to go to the Kansas Foster and Adoptive Parents Association (KFAPA) and birth parents/relative via Kansas Family Advisory Network (KFAN). The survey will ask questions about court engagement, including but not limited to: notice, submission of information/reports, participation, and input at court hearings.	Q3

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8. OJA, with support from DCF, will review surveys and categorize concerns to determine what, if any, actions are necessary to improve court engagement.	Q5
Goal 4: Strengthen supervisory capacity (competencies and skills), accountability and oversight of child welfare practice. Addresses: Safety Outcome 2	
4.1 Empower supervisors to act as change agents for program improvements that address practice and cultural climate change.	
1. Implement quarterly statewide supervisor meetings with DCF and contractors to review outcomes and issues related to safety, permanency and well-being. Additionally the meetings will be used to continuously emphasize changes in practice, such as: non-abuse neglect case requirements, use of safety and risk assessments, monthly alone visits with children, supervisory staffings and responses to cases with safety/risk issues, etc.	Q1
2. Involve supervisors and solicit input on implementation of program improvements (ie: risk and safety assessments, practice model, permanency roundtables, etc.) through various avenues including, but not limited to: supervisor forums, workgroups, email, regional meetings, etc.	Q1
3. Provide annual conferences for line supervisors to enhance the skillsets and competencies learned through Kansas Child Welfare Core Competency Training for supervisors and management.	Q8
4.2 Establish structures and supports for supervisors to enhance and aid workers' decision-making skills.	
1. Collaborate with the Capacity Building Center to evaluate and support the needs of supervisors.	Q1
2. Implement Phase 1 of Kansas Child Welfare Professional Training Program (Caseworker Core). Initial phase will include new child welfare staff members, and their supervisor and will provide the knowledge and skills for their jobs.	Q1
3. Implement Phase 2 of Kansas Child Welfare Professional Training Program (Supervisor Core), which will provide a set of fundamental supervision and management knowledge and skills needed in order to be an effective supervisor. Including the following modules: <ul style="list-style-type: none"> • Supervising Casework Practice • Leadership in Child Welfare • Communication, Conflict and Change • Improving Individual Staff Performance • Professional Development of Staff • Collaboration and Teamwork 	Q3
4. Implement an online hub of training materials and resources for new and seasoned supervisors to allow for concepts learned in training to be reviewed and sustained.	Q4

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5. Develop and implement worker and supervisor staffing protocol to include: clear supervisor and worker roles and responsibilities, discussion checklist to ensure issues are addressed, assessments completed as needed, safety services are identified and provided, documentation expectations, and regular supervisory conferences.	Q3
6. Modify policy to require case worker and supervisor initial safety consultation within specified timeframe for Assessment and Prevention cases.	Q3
7. Develop and implement system to track initial safety consultation in FACTS.	Q5
8. Require supervisory staffing when risk and safety concerns are identified through ongoing assessments and/or supervisory conferences.	Q3
9. Implement standard criteria for Worker Case Transfer Form. Form will include: risk, safety, the child's connection, including the non-custodial parent, siblings and relative contact information, attempts to locate/engage, and status of relationship at time of transfer. Supervisor signature and date will be required.	Q1
4.3 Strengthen supervisory oversight of child welfare processes and practice by managing with data.	
1. Provide "managing with data" training to supervisors and program administrators on the following: <ul style="list-style-type: none"> • Accessing available reports pertinent to the audience • Discuss functionality of reports • Facilitate peer discussion on identifying trends and areas in need of improvement • Explore efficiencies through the use of data 	Q3
2. Kansas' Continuous Performance Improvement Quarterly Case Read Process will monitor the following revamped processes. The corresponding projected completion dates in this item factor in implementation periods to allow for practice to be reflected within the period under review: <ul style="list-style-type: none"> a. Reasonable efforts to make in-person contact with children in non-abuse neglect cases b. Monthly visitation with children, and the use of ongoing assessments c. Case Transfer Forms d. Initial and ongoing staffings e. Case planning and provision of services 	a. Q2 b. Q2 c. Q3 d. Q5 e. Q6
3. DCF Administration, DCF regional staff, and when appropriate, provider staff, to review data and assess areas needing improvement. This activity is ongoing and will occur after each case review period for the duration of the PIP.	Q2
4. Managers will review quarterly case review data with supervisors to assess performance issues, unit trends, training concerns and actions to address areas in need of improvement. This activity is ongoing and will occur after each case review period for the duration of the PIP.	Q2