

Primary Strategy 1: Develop and Implement a Sustainable Practice Model to ensure consistent and appropriate services are provided to children and families that lead to positive outcomes.				Applicable CFSR Outcomes or Systemic Factors: Case Review System, Quality Assurance, Training, Service Array, and Foster/Adoptive Parent Licensing, Recruitment, and Retention	
Goal: Develop, Implement, and Monitor a Statewide Practice Model to ensure the most appropriate services are provided to children and families in a consistent manner that lead to positive outcomes.				Applicable CFSR Items: 1,3,46,7,8,9,10, ,12,13,14,15,16,17,18,19,20,21,22,23	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<i>Development Stage of Practice Model</i>					
1.Design a Practice Model change strategy					
1.1 Conduct a work process analysis to specify Division of Children and Family Services (DCFS) casework processes across program areas	John Zalenski Cherylon Reid Mona Davis Area Managers Program Staff Field Staff	Outline for Case Work process; flow chart of child journey through Arkansas child welfare system	1st		

1.2 Implement and maintain Meeting Map strategy with Practice Model developers to assure efficient use of existing meetings and additional meetings	Mona Davis John Zalenski Executive Staff Program Staff Field Staff	Mapping process utilized Updates of meetings held and meetings scheduled	1st, 3rd, 5th, and 7th		
1.3 Systemically engage internal and external stakeholders to gather information and create ownership of the practice model	John Zalenski Cherylon Reid Program Staff Area Manager Executive staff	Identified stakeholder list Feedback summary of results and next steps	2nd		
2. Convene Program Improvement Plan (PIP) Practice Model workgroup					
2.1 Identify key members for the Practice Model development workgroup	Mona Davis	List of identified stakeholder including roles and responsibilities	1st		
2.2 Develop Practice Model standards	Mona Davis Pip Model of Practice Workgroup Executive Staff	Practice Model standards	1st and 8th		
2.3 Outline Draft Practice Model	Mona Davis Program Staff Area Managers Field Staff	Practice Model Framework	2nd		

3. Implement strategy for Information Sessions to gather information and create ownership by DCFS staff, internal, and external stakeholders–					
3.1 Create/Design Practice Model introductory material	Mona Davis	Practice Model consultation tools and material	1st		
3.2 Conduct internal and external stakeholder meetings such as Divisions of Children and Family Services (DCFS); Area meetings, Child and Adolescence Service System Program (CASSP), Youth Advisory Board (YAB), and other community groups around the state to gather feedback for practice model development	John Zalenski Cherylon Reid Mona Davis Area Managers Program Staff Executive Staff	Scheduled meetings Agendas Feedback summary of results and next steps	2nd, 4th, 6th, and 8th		
3.3 Develop area managers leadership/management strategically during area meetings	Cherylon Reid John Zalenski Area Managers	Monthly updates Feedback summary of results and next steps	2nd, 4th, 6th, and 8th		
3.4 Develop supervisors leadership and management strategically during supervisor meetings	John Zalenski Cherylon Reid Area managers County Supervisors	Monthly Update Quarterly meetings Feedback summary of results and next steps	2nd, 4th, 6th, and 8th		

3.5 Develop leadership and program development strategically with central office staff	Cecile Blucker Executive Staff	Training agendas with learning objectives and attendance sheets; Sample TA responses to frequently asked questions	2nd and 6th		
3.6 Gather input, adapt and coordinate programs to reflect practice model with Prevention/Support staff	Linda Robinson Mona Davis Area Managers Field Staff	Meetings scheduled Feedback summary of results and next steps	1st, 3rd, 5th, and 7th		
3.7 Gather input, adapt and coordinate programs to reflect practice model with Investigation field and program support	Debbie Roark Area Managers Field Staff	Meetings scheduled Feedback summary of results and next steps	1st, 3rd, 5th, and 7th		
3.8 Gather input, adapt and coordinate programs to reflect practice model with Protective Services field and program support staff	Debbie Roark Area Managers Field Staff	Meetings scheduled Feedback summary of results and next steps	1st, 3rd, 5th, and 7th		
3.9 Gather input, adapt and coordinate programs to reflect practice model with Foster Care field and program support Staff	Mona Davis Ed Wallace Area Managers Field Staff	Meetings scheduled Feedback summary of results and next steps	1st, 3rd, 5th, and 7th		
3.10 Gather input, adapt and coordinate programs to reflect practice model with Youth Services field and program support staff	Toma Whitlock Mona Davis Area Managers IL Coordinators	Meetings scheduled Feedback summary of results and next steps	1st, 3rd, 5th, and 7th		

3.11 Gather input, adapt and coordinate programs to reflect practice model with Adoption field and program support staff	Marilyn Counts Adoption program staff Adoption Field Staff Area Managers	Meetings scheduled Feedback summary of results and next steps	1st, 3rd, 5th, and 7th		
3.12 Gather input, adapt and coordinate programs to reflect practice model with Resource field staff and program staff for Foster Home Recruitment and Retention	Alicen Bennett Resource Workers Area Managers County Supervisors	Meetings scheduled Feedback summary of results and next steps	1st, 3rd, 5th, and 7th		
3.13 Gather input, adapt coordinate programs to reflect practice model with DCFS Central Office (finance unit, eligibility unit, central registry, licensing, Quality Assurance (QA) etc.)	John Zalenski Cherylton Reid Cecile Blucker Greg Crawford Program Staff	Meetings scheduled Feedback summary of results and next steps	1st, 3rd, 5th, and 7th		
3.14 Present framework of practice model and gather input and feedback for further development of practice model from External Stakeholders at the State level (i.e. Advisory Board; Court Improvement Project (CIP); and others as identified	John Zalenski Cecile Blucker Program Staff Area Managers Executive staff	Meeting agendas Feedback summary of results and next steps	3rd, 5th, and 7th,		

3.15 Present framework of practice model and gather input and feedback for further development of practice model from Judicial partners and Office of Chief Counsel	Cecile Blucker Executive Staff	Meeting agendas Feedback summary of results and next steps	3rd, 5th, and 7th		
3.16 Present framework of practice model and gather input and feedback for further development of practice model from Department of Education	Mona Davis Program Staff Marsha Tolson	Meeting agendas Feedback summary of results and next steps	3rd, 5th, and 7th		
3.17 Present framework of practice model and gather input and feedback for further development of practice model from other Divisions within Department of Human Services including Division of Youth Services (DYS), Division of Child Care and Early Childhood Education (DCCECE); Division of Developmental Disabilities (DDS); Division of Behavioral Health Services (DBHS); and others	Cecile Blucker Greg Crawford Cecile Blucker John Zalenski Program Staff	Meeting agendas Feedback summary of results and next steps	3rd, 5th, and 7th		

3.18 Evaluate effectiveness of presentations to include assessing knowledge, skill transfer (QA) and outcomes for children and families to ensure clear understanding of the practice model framework by identified audiences above.	Mona Davis Executive staff Program Staff Area Managers	Feedback Summary which includes process ratings and case scenarios Revised consultation material	3rd, 5th, and 7th		
4. Review Protocol for Crimes Against Children Division (CACD)/DCFS/Local Law Enforcement (LLE)relationship					
4.1 DCFS/CACD/LLE review of roles and responsibilities with all parties involved	Cecile Blucker John Zalenski Terri Hayes Debbie Roark Pam Davidson	Written results of the review	1st		
4.2 Review and modify as necessary the CACD Contract	Cecile Blucker John Zalenski Debbie Roark	Contract amended if needed or the results of review.	3rd		
4.3 Review, analyze, and reposition Multi-Disciplinary Teams (MDT) to ensure alignment with the practice model to enhance collaborative practice.	John Zalenski Debbie Roark Max Snowden	Revised MDT plan	3rd		

4.4 Conduct a Division of Children and Family Services/Office of Chief Counsel/Crimes Against Children Division Executive level meeting to problem solve issues	Cecile Blucker	Meeting minutes Feedback summary of results and next steps	1st and 8th		
4.5 Conduct an agency policy review	Debbie Roark Cindy Young	Review and written recommendations	2nd		
4.6 Review the effectiveness of the PUB 357 (protocol) to assure it is accurate and provides clear instructions	Debbie Roark Cecile Blucker Area Managers Investigative Supervisors	Review and written recommendation	2nd		
4.7 Review and revise Interagency Agreement on an annual basis	Debbie Roark Cecile Blucker CACD Area Managers	Revised Interagency Agreements	2nd and 6th		
4.8 Review and revise assessment tools and instruments to ensure they are aligned with the practice model for effective and timely investigations that assure the safety of children	Debbie Roark Investigative Supervisors Area Managers	Revised tools and instruments	2nd		

4.9 Follow up with training consultation and monitoring based on results of assessment / analysis to improve communication and timeliness	Cherylon Reid John Zalenski Program staff Debbie Roark Area Manager	Resources identified and provided	1st, 3rd, 5th, and 7th		
5. Integrate National Governor's Association (NGA) plan into Practice Model					
5.1 Participate in Policy Academy	Janie Huddleston	Draft NGA State plan	1st		
5.2 Engage NGA Home Team of key stakeholders who are critical to system change	Cecile Blucker	Participant list with roles and responsibilities of key stakeholders	1st		
5.3 Organize NGA Retreat/Meetings to monitor implementation and progress of plan	Cecile Blucker Christin Harper	Agenda Participant list Feedback summary of results and next steps	1st		
6. Transform Training Partnership and Professional Development approach					
6.1 Engage training partners and solicit feedback on development of practice model	Mona Davis John Zalenski Area Managers	Feedback summary of results and next steps	1st, 3rd, 5th, and 7th		

6.2 Complete Overview of CORE training	Mona Davis Program staff Executive staff MidSouth University of Arkansas at Fayetteville (UAF) Area managers County Supervisors	Overview of CORE conducted with summary of recommended changes	1 st		
6.3 Review and revise curriculum of CORE training and ensure aligns with practice model	Mona Davis Professional Development Unit (PDU) MidSouth UAF Area managers County Supervisors	Draft Revised Training Curriculum including learning objectives	3 rd		
6.4 Complete Overview of Supervisory Training	Mona Davis Program staff Executive staff MidSouth UAF Area Managers County Supervisors	Overview conducted with summary of recommended changes	3 rd		

6.5 Review and revise Supervisory curriculum and ensure it aligns with practice model	Mona Davis PDU MidSouth UAF County Supervisors Area Managers	Revised Supervisory Training curriculum including learning objectives	5 th		
6.6 Complete Overview of Management Training	Mona Davis Cherylon Reid Program staff Executive staff MidSouth UAF County Supervisors Area Managers	Overview conducted with summary of recommended changes	4 th		
6.7 Review and revise Management Curriculum and ensure it aligns with practice model	Mona Davis PDU MidSouth UAF County Supervisors Area Managers	Revised Management Training Curriculum including learning objectives	5 th		

6.8 Complete Overview of Leadership Training	Mona Davis Program staff Executive staff MidSouth UAF County Supervisors Area Manager	Overview conducted with summary of recommended changes	4 th		
6.9 Review and revise leadership curriculum and ensure it aligns with practice model	Mona Davis PDU MidSouth UAF County Supervisors Area Managers	Revised Leadership Training curriculum including learning objectives	5 th		
6.10 Complete Overview of On the Job Training (OJT) process to include the assignment of cases.	Mona Davis Cherylon Reid Program staff Executive staff MidSouth UAF County Supervisors Area Managers	Overview conducted with summary of recommended changes	1 st		

6.11 Review and revise On the Job Training (OJT) process including “real time” activities	Mona Davis PDU MidSouth UAF County Supervisors Area Managers	Revised OJT manual	3rd		
6.12 Review and revise the Field Instruction/Mentoring system	John Zalenski PDU MidSouth UAF Area Managers County Supervisors Cherylon Reid	Revised field instruction/mentoring process with revised manual	3rd		
6.13 Develop ongoing skill building workshops for management and supervisors implementing practice model	Mona Davis Executive Staff PDU MidSouth UAF County Supervisors Area Managers	Skill Building Workshops scheduled and integrated in the Training plan	5th		

6.14 Review the process for assessing and conducting in-service training with an emphasis on issues such as community development, group facilitations, oversight of medications, effects of psychotropic medication, and other identified skills that are under emphasized	Mona Davis PDU MidSouth UAF Area Managers County Supervisors Cherylon Reid John Zalenski	Revised process for requesting and receiving in service training for all staff/ revised Training Plan	6 th		
6.15 Review and Revise Training contract to include role and responsibilities of staff hired to provide support	John Zalenski Cindy Waller Executive staff MidSouth UAF Area Managers	Revised Training Contract	4 th		
6.16 Develop a monitoring system including monitoring tools for contract compliance and quality	Mona Davis Executive staff Cindy Waller	Written performance indicators and Outcome measures with monitoring tools	4 th		
6.17 Pursue strategic direction for grant development, foundation solicitation, and research in contract with University Partners	John Zalenski PDU Planning Unit Executive staff MidSouth UAF	Written strategy	2 nd		
7. Transform Foster/Adopt Parent Training					

7.1 Clarify and modify roles and responsibilities of person who will be conducting each activity from Inquiry to Approval including Resource Workers	Alicen Bennett Marilyn Counts Adoption Field staff Resource Workers Area Managers Planning Manager	Written roles and responsibilities	1st		
7.2 Review and Revise Foster/Adopt Pride process	Alicen Bennett Marilyn Counts PDU Cherylon Reid Adoption Field staff Resource Workers	Revised Foster/Adopt Pride process (from inquiry to approval)	1st		
7.3 Review and Revise Foster/Adopt Pride Curriculum	Alicen Bennett Marilyn Counts Adoption Field staff Resource Workers Area Managers	Revised foster/adopt pride curriculum as allowed but focusing on DCFS process as part of curriculum	3rd		

7.4 Review and amend as needed contract section regarding Foster/Adopt Training and Home study process	Mona Davis PDU Executive staff Cindy Waller	Initiated amended contract section as needed	4 th		
7.5 Review recruitment material and re-design	Alicen Bennett Marilyn Counts MidSouth UAF Executive staff Adoption Field Staff Resource Workers	Re-Designed recruitment material	2 nd		
7.6 Coordinate the development of specialized in-service training for foster/adopt parents caring for children with special needs	Alicen Bennett Marilyn Counts PDU MidSouth UAF Executive staff Area managers Resource Workers Adoption Field Staff	Specialized training workshop scheduled Revised training plan	3 rd		

7.7 Develop a system to maintain and track training records of providers including a follow up process for addressing training improvement needs	Alicen Bennett Marilyn Counts Chris Price MidSouth UAF	Automated Tracking System Protocol for follow up to address training needs	3rd		
8. Review and Revise Policy					
8.1 Convene workgroup to develop framework for restructuring policy manual	Cindy Young Mona Davis Carol Griffin	Scheduled meetings Participant list Feedback summary of results and next steps	1st		
8.2 Submit framework to subject matter experts and others for review and feedback	Cindy Young John Zalenski	E-mail for submitting feedback documents Feedback summary of results and next steps	1st		
8.3 Restructure manual based on approved framework	Cindy Young Policy Workgroup	Restructured Policy Manual	2nd		
8.4 Convene subject matter experts for review of each section of policy and identify sections needed for written policy	Cindy Young John Zalenski	Policy Section rewrites	5th		
8.5 Submit revised and new policy to related subject matter experts and others for review and comment	Cindy Young Policy Workgroup	E-mail for sharing rewrites Feedback summary of results and next steps	6th		

8.6 Submit rewritten policy manual to Executive staff and OCC for revisions and approval	Cindy Young Policy Workgroup	E-mail/Cover memo for submit rewrites Approved Policy Manual	7 th		
8.7 Promulgate approved Policy Manual	Cindy Young John Zalenski	Promulgated Policy	8 th		
<i>Implementation Stage of Practice Model:</i>					
9. Strengthen the relationship with DCFS and Crimes Against Children Division (CACD), and LLE to ensure safety of children					
9.1 Prepare the DCFS/CACD agreement and make necessary changes	Debbie Roark Pam Davidson Investigative Supervisors Executive staff	Final agreement and contract	2 nd		
9.2. Clarify and modify roles and responsibilities and the team process connecting DCFS/CACD	Debbie Roark John Zalenski Cherylon Reid Pam Davidson Terri Hayes	Written roles and responsibilities Scheduled meetings to share with staff	1 st		

9.3 Conduct random reviews of unsubstantiated and substantiated child maltreatment reports for consistency and quality and integrate a review of the investigations in QSPR	Debbie Roark Program Staff Pam Davidson	Completed reviews with a summary of findings and next steps	1 st		
9.4 Follow up with training, consultation, and monitoring as needed based on recommendations from the reviews of maltreatment reports	Debbie Roark Milton Graham Area Managers Investigative Supervisors	Scheduled training, conferences, and reviews of identified best practices needed to improve practice in conducting investigations	2 nd		
9.5 Provide technical assistance, training, and consultation to staff in best practices that reflect the practice model approach in assessing/investigating families	Debbie Roark John Zalenski Cherylon Reid Milton Graham Area Managers Investigative Supervisors	Sample materials, sample technical assistance with staff, feedback summary of results and next steps	2 nd , 4 th , 6 th , and 8 th		

9.6 Develop practice guides for staff in assessing safety and risk	Debbie Roark John Zalenski Mona Davis Cherylon Reid Milton Graham Area Managers Investigative Supervisors	Written practice guides	2nd and 6th		
9.7 Enhance Practice Improvement Action planning and implementation by strengthening QSPR process	Debbie Roark Cecile Blucker Cherylon Reid John Zalenski Area Managers HZA	Effective Practice Improvement Action Plan Data Reports	2nd		
9.8. Enhance supervisory skills to analyze and improve practice	Debbie Roark John Zalenski Cherylon Reid Area Managers Investigative Supervisors PDU MidSouth UAF	Data reports	3rd , 5th , and 7th		

9.9. Train staff as needed and develop necessary skills needed for best practice	Debbie Roark John Zalenski PDU MidSouth UAF	Trainings conducted QSPR Data reports	3rd, 5th, and 7th		
10. Develop strategy for phase-in sites for staged implementation and sustainability of practice model statewide. This phase in process will occur concurrent to the development and statewide implementation of the Arkansas Practice Model					
10.1 Develop criteria for start up and for scaling up (for example, data profile, staff vacancies, provider community, community collaborative activities, etc.)	John Zalenski Cherylon Reid	Written criteria	1st		
10.2 Select communities based upon criteria developed	John Zalenski Cherylon Reid Executive staff	Data material to support decision	1st		
10.3 Implement practice model and initiate organizational change	John Zalenski Program Staff Executive staff	Communities selected, support identified and in place	3rd		

10.4 Ensure Quality Assurance (QA) system is effective for measuring children and family outcomes	John Zalenski HZA Cecile Blucker Area Managers County Supervisors	Utilization of QA Practice Improvement Action Plan	3rd		
10.5 Develop Expansion Criteria	John Zalenski Cherylon Reid Executive staff Area Managers	Written Expansion criteria and timelines	4th		
11. Implement revised casework process designed strategically for Prevention/Support Services					
11.1 Clarify and Modify roles and responsibilities of the prevention/support team with field and central office staff	Linda Robinson Program Support Area Managers County Supervisors	Written roles and responsibilities	1st		

11.2 Coordinate the development of draft policy, procedures, and practice guides to reflect practice model in prevention/support	Linda Robinson Cindy Young Mona Davis Area Managers County Supervisors	Revised policy and procedures Written practice guides	3rd		
11.3 Follow up with training, consultations, and monitoring through formal and informal review system	John Zalenski Cherylon Reid Cecile Blucker Area Managers County Supervisors Practice Leaders	Training workshops scheduled Technical Assistance (TA) Improvement Action plans QSPR results	4th		
11.4 Enhance Practice Improvement Action planning and implementation by strengthening QSPR process as relates to prevention/support services	Cherylon Reid John Zalenski Cecile Blucker HZA	Effective Practice Improvement Action plans Data Reports QSPR results	3rd		
11.5 Enhance Supervisory skills to analyze and improve best practices in prevention and support services	Cherylon Reid John Zalenski	Supervisory Review Tools Data reports	3rd, 5th, and 7th		

11.6 Identify Prevention/Support critical skills necessary to impact safety, permanency, and well being	Cherylon Reid Area Manager County Supervisor	Scheduled skill building workshops as identified	1st, 3rd, 5th, and 7th		
11.7 Train staff as needed on identified critical skills to develop necessary skills for best practice	John Zalenski Cherylon Reid PDU MidSouth UAF Area Managers	Agendas and learning objectives, Training evaluation, Scheduled workshops QSPR results	3rd, 5th, and 7th		
11.8 Identify cases involving children returning home in less than 72 hours to determine reason for entry, services provided, and determine whether services could have been provided to prevent removal	Cherylon Reid Area Managers	Case listing and analysis of information and development of an action plan for training needs, practice guides etc. identified in this process	1st and 5th		
11.9 Identify cases involving children returning home in less than 30 days to determine reason for entry, services provided, and determine whether services could have been provided to prevent removal	Cherylon Reid Area Managers	Case listing and analysis of information and development of an action plan for training needs, practice guides etc. identified in this process	1st and 5th		

11.10 Identify cases involving children returning home in less than 60 days to determine reason for entry, services provided, and determine whether services could have been provided to prevent removal	Cherylon Reid Area Managers	Case listing and analysis and development of an action plan for training needs, practice guides etc. identified in this process	2 nd and 4 th		
11.11 Identify cases involving children returning home in less than 90 days to determine reason for entry, services provided, and determine whether services could have been provided to prevent removal	Cherylon Reid Area Managers	Case listing and analysis and development of an action plan for training needs, practice guides etc. identified in this process	2 nd and 4 th		
11.12 Identify State cost of FY 2008 cases above and map cases by region	Greg Crawford Cherylon Reid Mary Baker Cindy Waller	State cost identified and regional map	3 rd		
11.13 Identify workload issues, length of stays, placement stability, and other barriers to timely permanency	Cherylon Reid Area Managers John Zalenski Cecile Blucker	Action plan to address specific issues identified per area including identification of training and skill based training needs	3 rd		
12. Implement revised casework process designed strategically to improve investigations and safety of children					

<p>12.1 Clarify and Modify roles and responsibilities of the investigations field staff and program support staff (at central office)</p>	<p>Debbie Roark Mona Davis Milton Graham Area Managers Investigative Supervisors</p>	<p>Written roles and responsibilities</p>	<p>1st</p>		
<p>12.2 Coordinate the development of draft policy, procedures and practice guides to reflect practice model</p>	<p>Debbie Roark Cindy Young Mona Davis Program Staff Area Managers Investigative Supervisors</p>	<p>Revised draft policy and procedures Written practice guides</p>	<p>2nd</p>		
<p>12.3 Follow up with training, consultations, and monitoring through formal and informal review system</p>	<p>Debbie Roark John Zalenski Cherylon Reid Cecile Blucker Area Managers Investigative Supervisors Practice Leaders</p>	<p>Training workshops scheduled TA Practice Improvement Action Plans QSPR results</p>	<p>3rd, 5th, and 7th</p>		

<p>12.4 Enhance Practice Improvement Action planning and implementation by strengthening QSPR process as relates to investigations</p>	<p>Debbie Roark Cecile Blucker Area Managers County Supervisors John Zalenski HZA</p>	<p>Effective Practice Improvement Action Plans Data Reports QSPR</p>	<p>3rd, 5th, and 7th</p>		
<p>12.5 Enhance Supervisory skills to analyze and improve best practices in investigation</p>	<p>John Zalenski Cherylon Reid</p>	<p>Supervisory review tools data reports to measure timeliness of investigation initiation and completion, as well as trends to help assure ongoing skill development</p>	<p>3rd, 5th, and 7th</p>		
<p>12.6 Identify Investigations skills necessary to impact safety, permanency, and well being (e.g. purposeful and quality visits with parents, siblings; educational advocacy; children with special needs, case planning, etc)</p>	<p>Debbie Roark Cherylon Reid John Zalenski</p>	<p>Scheduled skill building workshops as identified</p>	<p>2nd and 6th</p>		

12.7 Train staff as needed and develop necessary skills for best practice	Debbie Roark John Zalenski Cherylon Reid PDU MidSouth UAF	Data Report Performance Evaluations QSPR Outcomes	3rd, 5th, and 7th		
12.8 Review and revise current assessment tools and instruments to ensure they are aligned with the practice model for effective and timely investigations	Debbie Roark Area Managers Investigative Supervisors	Revised tools and instruments	2nd and 6th		
12.9 Identify Resources needs and provide information to decision making staff	Debbie Roark Cherylon Reid Program staff Area Manager	Resources identified and provided	1st and 5th		
13. Implement revised casework process designed strategically for Child Protective Services to improve safety and permanency of children					
13.1 Clarify and Modify roles and responsibilities of child protective services team with field staff and program support staff (at central office)	Debbie Roark Area Managers County Supervisors	Written roles and responsibilities	1st		

13.2 Coordinate the development of draft policy, procedures and practice guides to reflect practice model	Debbie Roark Cindy Young Mona Davis Area Manager	Revised draft policy and procedures Developed practice guides	3rd, 5th and 7th		
13.3 Follow up with training, consultations, and monitoring through formal and informal review system	Debbie Roark John Zalenski Cherylon Reid Practice Leaders	Scheduled training and consultations TA QSPR results	4th		
13.4 Enhance Practice Improvement Action planning and implementation by strengthening QSPR process as relates to child protective services	Debbie Roark Cherylon Reid Area Managers County Supervisors HZA	Effective Practice Improvement Action Plans	3rd		
13.5 Enhance Supervisory skills to analyze and improve best practices in providing child protective services	Cherylon Reid County Supervisors Professional Development Unit Area Managers	Data Report Worker retention Supervisory Review tools	3rd, 5th and 7th		

<p>13.6 Identify Protective Services critical skills of DCFS staff to take necessary actions which impact safety, permanency, and well being (e.g. purposeful and quality visit with parents, siblings; educational advocacy; children with special needs, case planning, etc)</p>	<p>Debbie Roark Cherylon Reid Area Managers County Supervisors</p>	<p>Scheduled skill building workshops QSPR results</p>	<p>3rd, 5th, and 7th</p>		
<p>13.7 Train staff on critical skills identifies to develop necessary skills for best practice</p>	<p>John Zalenski PDU MidSouth UAF Area Managers</p>	<p>Training conducted Data reports</p>	<p>3rd, 5th and 7th</p>		
<p>13.8 Enhance and Develop standardized assessment tools to assist with staff in assessing safety and risk throughout the life of a child protective services case</p>	<p>Debbie Roark Area Managers County Supervisors Milton Graham</p>	<p>Revised standardized assessment</p>	<p>2nd</p>		
<p>13.9 Enhance process in assessing safety and risk including safety/protection documentation within the case plan</p>	<p>Debbie Roark Area Managers County Supervisors Milton Graham</p>	<p>Data Reports QSPR outcomes</p>	<p>3rd, 5th, and 7th</p>		

13.10 Conduct workload analysis to develop a standard system for assigning cases and responding to counties in crisis	Debbie Roark Cecile Blucker Cherylon Reid John Zalenski HZA	Workload analysis with recommendations	3rd		
14. Implement revised casework process designed to strategically improve outcomes of children in out of home placements					
14.1 Clarify and modify roles and responsibilities of the foster care with field staff and program support staff (at central office)	Mona Davis Area Manager Ed Wallace Alicen Bennett Cecile Blucker Cherylon Reid	Written roles and responsibilities	1st		
14.2 Coordinate the development of draft policy, procedures and practice guides to reflect practice model	Cindy Young Mona Davis Area Managers County Supervisors Program staff Cherylon Reid	Revised draft policy and procedures Written practice guides	3rd, 5th, and 7th		

14.3 Follow up with training, consultations, and monitoring through formal and informal review system	John Zalenski Cherylon Reid Cecile Blucker Area Managers Practice Leaders	Training workshops scheduled TA Improvement Action Plans QSPR results	4th and 6th		
14.4 Enhance improvement action planning and implementation by strengthening QSPR process as relates to foster care goals	Cherylon Reid Area Managers County Supervisors HZA	Effective Practice Improvement Action Plans Data Reports	3rd, 5th, and 7th		
14.5 Enhance supervisory skills to analyze and improve best practices in foster care	John Zalenski Cherylon Reid County Supervisors Area Managers	Supervisory review tools Data reports	3rd, 5th, and 7th		

<p>14.6 Identify Foster Care Services critical skills of DCFS staff to take necessary action which will impact safety, permanency, and well being (e.g. purposeful and quality visit with parents, siblings; educational advocacy; children with special needs, case planning, concurrent planning, preparing children for adoption, ensuring appropriate goals are set and achieved timely, etc)</p>	<p>Cherylon Reid John Zalenski Area Managers County Supervisors Practice Leaders</p>	<p>Scheduled skill building workshops as identified Data Reports and QSPR outcomes per schedule</p>	<p>3rd, 5th, and 7th</p>		
<p>14.7 Train staff on critical skills identified to develop necessary skills for best practice</p>	<p>John Zalenski Cherylon Reid PDU MidSouth UAF</p>	<p>Data report Performance evaluations QSPR Outcomes</p>	<p>3rd, 5th, and 7th</p>		
<p>14.8 Enhance process in assessing safety and risk while in placement focusing on providing intensive services to prevent disruption while ensuring child safety</p>	<p>Cherylon Reid Area Managers County Supervisors Practice Leaders</p>	<p>Written process Data reports Practice guides</p>	<p>3rd, 5th, and 7th</p>		

14.9 Conduct workload analysis to develop standards system for assigning cases and responding to counties in crisis	Cherylon Reid Cecile Blucker John Zalenski Greg Crawford	Written analysis with recommendations and implementation plan	3rd		
15. Provide Safe and Permanent Adoptions for all children needing adoption as their best permanency option					
15.1 Clarify and modify roles and responsibilities of adoptions field staff and program support staff (at central office)	Marilyn Counts Area Managers Adoption Staff	Written roles and responsibilities	1st		
15.2 Enhance the adoption flow chart to clarify process and performance measure to identify roles and responsibilities of adoption staff.	Marilyn Counts Adoption Staff	Revised Flow chart Written process and performance Measures for adoption staff	1st		
15.3 Strengthen the role of adoption field staff in training of prospective adoptive families to ensure effective matching	Marilyn Counts Adoption Supervisors Area Managers Practice Leaders	Effectiveness of adoptive placement-data reports for few adoptive disruptions	2nd		

<p>15.4 Review and revise existing training for adoption best practices</p>	<p>Marilyn Counts PDU MidSouth UAF Area Managers Adoption Staff</p>	<p>Revised Training Curriculum Training scheduled Practice guides</p>	<p>2nd, 4th, 6th, and 8th</p>		
<p>15.5 Identify, train, and strengthen adoption skills of DCFS staff critical to impacting permanency, safety, and well being (e.g. purposeful and quality visit with parents, siblings; educational advocacy; children with special needs, case planning, concurrent planning, preparing children for adoption, ensuring appropriate goals are set and achieved timely, etc)</p>	<p>Cherylon Reid John Zalenski Adoption Supervisors Practice Leaders Marilyn Counts</p>	<p>Scheduled skill building workshops as identified and provide summary of identified training needs QSPR results</p>	<p>3rd, 5th, and 7th</p>		
<p>15.6 Identify cases where there are items that create a barrier to placing children in pre adoptive placements and finalizing adoption and assign set timeline for completion</p>	<p>Marilyn Counts Area Managers Adoption Staff</p>	<p>Ongoing analysis of outcome data and trend reports with an action agenda and implementation plan</p>	<p>1st, 3rd, 5th, and 7th</p>		

15.7 Identify needed activities for children in pre-placement and assign and set timelines for completion	Marilyn Counts Area Managers Adoption Staff	Data reports for identified cases Data reports for Finalized adoptions	1st		
15.8 Identify children whose goal of adoption has been longer than 24 months and review activities to actively pursue goal	Marilyn Counts Area Managers Adoption Staff	Data report for identified cases Plan of activities Data report for completed activities and progress	2nd		
15.9 Conduct caseload analysis to determine permanency options and types of recruitment needed with emphasis on specific recruitment for older children	Marilyn Counts John Zalenski	Written analysis with recommendation and recruitment plan	2nd		
15.10 Assure that all appropriate DCFS children are included on the heart gallery	Alicen Bennett Marilyn Counts	All included on Heart Gallery	2nd and 6th		
15.11 Enhance the supportive role of the adoption coalitions and encourage participation by all involved	John Zalenski Marilyn Counts Adoption Staff Area Managers	Effective Coalitions -Summary of <ul style="list-style-type: none"> • New families interested • Adoptions • Work of Coalition • Activities • Attendance 	4th and 6th		

16. Implement revised casework process designed strategically for Youth Services including National Youth Transitional Database (NYTD)					
16.1 Identify and develop partnerships with common stakeholders and other youth serving agencies	Toma Whitlock Program staff Independent Living (IL) Coordinators	Identified stakeholders	1st		
16.2 Hold a planning meeting for key staff and youth to meet and develop a youth services program	Toma Whitlock Program staff II Coordinators	Meeting minutes Participant list Feedback summary of results and next steps	1st and 5th		
16.3 Identify positive Outcome Measures for Youth in Transition	Toma Whitlock Program Staff Data Staff Chris Price	List of positive outcomes measures identified	1st		
16.4 Identify barriers to youth and transitional services needed	Toma Whitlock Youth Services workgroup	Listing of barriers and transitional services	1st		
16.5 Request Medicaid Option for youth in foster care as provided by Fostering Connections legislation	Toma Whitlock	Written request for Medicaid Option and revised policy.	2nd		

16.6 Provide transitional service definitions to ensure consistency in practice	Toma Whitlock Program Staff IL Coordinators Area Managers	Written service definitions	2 nd		
16.7 Develop a plan and timeline for implementation of youth services program including CHRIS enhancements/written scope for new NYTD elements and overall Youth Services	Toma Whitlock Program staff	Written plan with timelines	2 nd		
16.8 Build upon and develop new tools and guides for youth as they transition out of care	Toma Whitlock Program staff YAB	Developed tools and practice guides	2 nd		
16.9 Develop and implement an oversight process for addressing continued gaps in services for youth	Toma Whitlock Program staff YAB HZA	Written oversight process Data Reports	3 rd , 5 th , and 7 th		

<p>16.10 Identify Transitional Services critical skills necessary to impact safety, permanency, and well being (eg assessing youth transition skills needed, purposeful and quality visit with parents, siblings; searching and establishing a life long connection for a youth transitioning to adulthood; educational advocacy; children with special needs, case planning, concurrent planning, preparing children for adoption, ensuring appropriate goals are set and achieved timely, etc)</p>	<p>Cherylon Reid John Zalenski Area Managers County Supervisors Practice Leaders</p>	<p>Scheduled skill building workshops as identified QSPR results</p>	<p>2nd, 4th, and 6th</p>		
<p>16.11 Review and enhance Quality Assurance (QA) of youth in transition</p>	<p>Cecile Blucker Toma Whitlock HZA</p>	<p>Revised QA process</p>	<p>3rd and 5th</p>		
<p><i>Quality Assurance of Practice Model</i></p>					
<p>17. Develop an ongoing process for ensuring the Quality Services Peer Review (QSPR) process aligns with the practice model and federal requirements</p>					

17.1 Review and revise current QSPR tool and continue to periodically review the QSPR tool and protocol to ensure that it captures the practice model	Cecile Blucker HZA Program staff John Zalenski Cherylon Reid Chris Price Area Managers	Schedule of review and revised written protocol	2 nd		
17.2 Enhance tool and protocols as necessary and train on changes	Cecile Blucker HZA Chris Price	Revised tools and scheduled training	2 nd		
18. Evaluate the case work process for Continuous Quality Improvement and effectiveness					
18.1 Assure casework process meets practice model standards	Cherylon Reid Area Manager County Supervisor Program Support	Case reviews Review of standards QSPR	3 rd and 7 th		
18.2 Adjust or revise casework processes that do not meet the standards	Cherylon Reid Area Manager County Supervisor Program Support	Revised practice model standards Revised practice guides Revised training	3 rd and 7 th		

18.3 Provide and disseminate changes through communication, professional development, and organizational change strategies	Cherylon Reid Area Manager County Supervisor Program Support	Information and materials shared	2 nd , 4 th , 6 th , and 8 th		
19. Strengthen and Enhance the QA system					
19.1 Finalize Administrative Case Review methodology (the what)	Cecile Blucker HZA Cherylon Reid John Zalenski	Approved Methodology	1 st		
19.2 Develop Administrative Case Process (the how)	Cecile Blucker HZA Cherylon Reid John Zalenski	Process Developed	1 st		
19.3 Create foster home licensing visit criteria and materials	Cecile Blucker Cherylon Reid John Zalenski	Written Criteria and tools	1 st		
19.4 Prepare training guides for foster home licensing visits	Cecile Blucker John Zalenski Cherylon Reid	Training Guides	1 st		

19.5 Conduct training on foster home licensing visits	Cecile Blucker John Zalenski Cherylon Reid	Training Scheduled Participant list Feedback summary of results and next steps	1 st		
19.6 Review and develop consistent draft policy and procedures for foster parent non maltreatment complaints	John Zalenski Cindy Young Cherylon Reid	Draft policy and procedures for non maltreatment reports	1 st		
19.7 Review and clarify the roles and responsibilities of various staff conducting visits	John Zalenski Cherylon Reid Cecile Blucker	Written roles and responsibilities Guide for all	1 st		
19.8 Follow up on information gathered during foster home visits	Cecile Blucker John Zalenski Cherylon Reid	Reports on follow up actions	2 nd and 4 th		
19.9 Pursue an automated process for integration of P.A.C.E. evaluations and follow ups in Children's Reporting and Information System (CHRIS)	Chris Price	Written considerations and recommendation with CHRIS enhancement if possible	3 rd		
20. "Spec" (Identify data elements), test, and train for Decision Support System (DSS)					

20.1 Identify priority data elements for monitoring of child welfare cases	Chris Price HZA Area Managers Cherylon Reid OST	List of priority data elements	1st		
20.2 Develop a process to test each level of development of the DSS for DCFS	Chris Price Data Team Cherylon Reid Area Manager OST HZA	Process developed Testing scheduled Dashboard	1st 3rd, and 5th		
20.3 Train DCFS staff on the use of DSS and benefits	Chris Price OST MidSouth HZA	Training scheduled	2nd and 4th		
21. Enhance the Quality Services Peer Review					
21.1 Continue QSPR process and ensure annual review in all 10 areas (twice a year in Area 6) with needed follow up	Cecile Blucker HZA QA staff	QSPR reports Practice Improvement Action Plans	3rd, 5th, and 7th		
21.2 Review CHRIS process and supervisory support and recommend any CHRIS enhancements needed to facilitate and support supervisory oversight, assignments, ticklers, reminders, and other items that aid supervisors and workers in managing cases	Chris Price Cecile Blucker Area Managers County Supervisors HZA	Written CHRIS enhancement request Written CHRIS Scopes for changes	2nd, 4th, and 6th		

<i>Renegotiated Action Steps and Benchmarks</i>					
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Primary Strategy 2: Establish a System for Effective Communication, Professional Development, and Organizational Change to build a child welfare system that keeps children safe and help families; respectfully engages families and youth and uses community-based services and supports to assist parents in successfully caring for their children. The focus will be on the safety, permanency and well-being for all children and youth.				Applicable CFSR Outcomes or Systemic Factors; Case review System; Quality Assurance; Training; Foster/Adoptive Parent licensing, recruitment and Retention	
Goal: Integrate DCFS practice through communication, professional development and organizational change management to build a child welfare system that keeps children safe and help families; respectfully engages families and youth and uses community-based services and supports to assist parents in successfully caring for their children. The focus will be on the safety, permanency and well-being for all children and youth.				Applicable CFSR Items: 1,3,4,6,7,8,9,10,12,13,14,15,16,17,18,19,20,21,22,23	
Action Steps and Benchmark	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<i>Communication</i>					
1.Create an effective communication plan that reflects DCFS message					

1.1 Program and Executive staff will participate in communication training for the importance and methods of effective communication	John Zalenski Executive staff Program Staff Area Managers	Participant list Agenda	1 st		
1.2 Engage contract providers in development and implementation of the communication strategy and message developed	John Zalenski Program staff Area Managers	Identified external stakeholders to share in communication plan including roles and responsibilities	1 st , 3 rd , and 5 th		
1.3 Develop a communication strategy and message palette.	John Zalenski Executive staff	Strategy plan	1 st		
1.4 Identify high opportunity stakeholder who have an interest, resources, and influence to move change forward	John Zalenski Executive staff Area Managers	List of Stakeholders including roles and responsibilities	1 st		
1.5 Utilize the meeting map strategy coordinate stakeholder forums	John Zalenski Executive staff	Agendas	1 st , 2 nd , 3 rd , 4 th , 5 th , 6 th , 7 th , and 8 th		
1.6 Conduct strategy meetings in multiple forums	John Zalenski Program Staff Practice Leaders Executive staff	Scheduled meetings	1 st , 2 nd , 3 rd , 4 th , 5 th , 6 th , 7 th , and 8 th		
1.7 Use feedback sheets including case scenarios to evaluate effectiveness and adjust accordingly	Mona Davis Program Staff	Feedback summary of results and next steps	1 st , 3 rd , 5 th , and 7 th		
1.8 Provide follow up on changes made based on feedback	Mona Davis Program Staff Executive staff	Revised plan	2 nd		

1.9 Institutionalize infrastructure for ongoing communication structure	John Zalenski Executive Staff	Amended Child and Family Services Plan	3 rd		
2. Continue to improve collaboration and communication between courts and DCFS to improve outcomes for children and families					
2.1. Hold information session regarding practice model with Judicial staff during the development and implementation stages of the practice model – including information on how it relates to key concerns of final report concerning court issues	Cherylon Reid John Zalenski Executive staff Connie Tanner	Participant lists Utilization of data reports	1 st and 5 th		
2.2. Follow up with feedback information to advise of consideration and changes made	Cherylon Reid John Zalenski Executive staff Connie Tanner	Feedback summary of results and next steps	2 nd and 6 th		
2.3 Review state legislative actions to determine if recommendations for change are needed to remove barriers to improve outcomes for children families	Cecile Blucker Cherylon Reid John Zalenski Executive staff Lisa McGee- OCC Connie Tanner	Written Recommendations	2 nd		

<p>2.4 Meet with Administrative Office of the Courts (AOC) to problem-solve systemic issues which include specific barriers related to timely permanency (e.g. timely reunifications; timely adoptions; court continuances, etc.)</p>	<p>Cecile Blucker John Zalenski Executive staff Connie Tanner</p>	<p>Data and trend reports utilized by DCFS and AOC for development of plan to address problems Scheduled meetings</p>	<p>2nd, 4th, 6th, and 8th</p>		
<p>2.5 Identify skills needed on court related issues and provide training</p>	<p>Cherylon Reid John Zalenski MidSouth UAF Area Managers County Supervisors</p>	<p>Identified skills including key concerns from final report Workshops scheduled</p>	<p>2nd, 4th, 6th, and 8th</p>		
<p>2.6 Through collaboration of Court Improvement Project (CIP), provide training to judicial staff on best practices for continuances, compelling reasons in case planning as to why a TPR should not be granted, timely and appropriateness of permanency goal, and on the foster parents, relative caregiver, and pre adoptive parents right to be heard.</p>	<p>Cecile Blucker Administrative Office of the Courts staff (AOC) Area Managers Program Staff</p>	<p>Training Scheduled Participant list</p>	<p>3rd, 5th, and 7th</p>		
<p>2.7 Utilize joint training opportunities with judicial staff and DCFS staff</p>	<p>Cherylon Reid John Zalenski Area Managers</p>	<p>Participant list Agenda including learning objectives</p>	<p>1st and 5th</p>		

2.8 Link the automated system at AOC/CIP with the CHRIS system to track kids with TPR	Chris Price OST AOC	Data reports tracking timely permanency goals	1st and 5th		
2.9 Support AOC staff to request that the Chief Justice send a letter to the circuit judges identifying concerns in the CFSR final report and asking for ideas for improvement	Cecile Blucker	Letter sent	1st		
2.10 Identify barriers to foster parents, relative caregivers, and pre-adoptive parents being engaged in the court process and develop mechanisms to engage them	Cherylon Reid Executive Staff Program Staff Area Managers	Mechanism developed to eliminate barriers Data reports with increased involvement	3rd		
<i>Professional Development</i>					
3. Implement training review in casework process to identify overall skill set					
3.1 Match appropriate skills to each job function within DCFS in alignment with practice model organizational role and job functions	John Zalenski Cherylon Reid Greg Crawford Cecile Blucker	Matched skills set to functions	2nd		

3.2 Finalize curriculum for caseworker process for skill development	John Zalenski PDU MidSouth UAF Area Managers	Finalized curriculum	3 rd		
3.3 Finalize professional development curriculum on specific practice skills related to effectively working with family relationships	John Zalenski PDU MidSouth UAF Area Managers	Finalized curriculum	3 rd		
3.4 Implement staged training casework process and practice skills for relevant staff	John Zalenski Executive staff Program staff	Timelines for workshops conducted for targeted staff Participant list	4 th and 6 th		
3.5 Follow up for effectiveness of training (QA of practice model)	Cecile Blucker Cherylon Reid John Zalenski HZA	QSPR and data report for improvement	6 th		
<i>Organizational Change</i>					
4. Design organizational strategies that will support and sustain the DCFS transformation process					
4.1 Develop a method for selection of key staff at all levels to serve as practice leaders and train on an ongoing continuum	John Zalenski Cherylon Reid Cecile Blucker Greg Crawford	List of practice leaders Training scheduled and conducted	1 st		
4.2 Create approach and material for internal consultants and practice leaders	John Zalenski Program Staff Practice Leaders	Written approach	1 st		

4.3. Create a comprehensive team approach at multiple levels	John Zalenski Executive staff Program Staff Area Managers	Written document	2 nd		
4.4 Mobilize community partners to share response for safety/permanency/ and well being	Cecile Blucker John Zalenski Practice Leaders Area Managers	Scheduled meetings Participant list including roles and responsibilities Feedback summary of results and next steps	2 nd , 4 th , 6 th , and 8 th		
4.5 Initiate “practice guides” including case scenarios to complement policy and practice model	John Zalenski Practice Leaders Executive staff Area Managers County Supervisors Program Staff	Practice Model guides Scheduled meetings Participant list	2 nd , 4 th , 6 th , and 8 th		
4.6 Design leadership for sustainability and succession	John Zalenski Executive staff	Operation Manual	5 th		
4.7 Request technical assistance tailored to our state individual needs (Casey Foundation-Implementation Centers—National Resource Centers and other technical assistance organizations)	John Zalenski Program Staff Area Managers PIP Workgroups	Individualized TA plan	1 st		

4.8 Continue to analyze staffing needs of DCFS and develop strategies to respond to high caseload and high turnover Counties by analyzing our data trends on workforce and case load	Cecile Blucker George Weber Executive Staff Area Managers	Written analysis with recommendations and data reports of trends for geographical areas	1st		
4.9 Utilize strategies for phase in sites to stage implementation and sustain the practice model statewide	John Zalenski Program Staff Area Managers	Phase In Plan	3rd		
5. Enhance worker recruitment strategies for effective recruitment within DCFS					
5.1 Develop data reports to determine needs and trends per county	Greg Crawford Cherylon Reid Data Team	Data reports with Trends	1st		
5.2 Standardize caseload counts and plan for distribution of positions	Cecile Blucker Executive staff Area Managers	Written process for caseload counts	3rd		
5.3 Analyze data and trends to develop recruitment plans and make decisions for assignment and/or reassignment of positions for equitable distribution of staff	Cecile Blucker Executive staff Area Managers	Assignments made based on recommendations	2nd and 4th		
5.4 Revise recruitment plans per area to reflect trends reported in data	Cherylon Reid Area Managers	Revised Recruitment Plan	3rd		
5.5 Develop strategies to respond to counties in crisis based on case analysis and workload analysis	Cherylon Reid John Zalenski	Written strategies	2nd		

6. Develop strategies for Retention of workers at all levels within DCFS					
6.1 Create a process to disseminate information to staff on division updates, including how to sustain the process	John Zalenski Cecile Blucker Executive Staff	Written process developed Retention Plan	1st		
6.2 Design a recognition program for staff	John Zalenski Cecile Blucker Cherylon Reid Cecile Blucker Greg Crawford Area Managers	Written recognition program for DCFS staff	2nd		
6.3 Follow up and provide identified needs and support for staff as identified in service array strategy and as resources allow	John Zalenski Greg Crawford Cherylon Reid Cecile Blucker Area Managers	Annual survey results Data reports	3rd, 5th, and 7th		
6.4 Complete performance evaluations (PPES) timely that reflect the outcomes and quality of work	Cherylon Reid John Zalenski Greg Crawford Cecile Blucker Area Managers	Sample completed PPES for various job functions that reflect outcomes and quality and how measured	1st		
<i>Renegotiated Action Steps and Benchmarks</i>					

Primary Strategy 3: Build Arkansas Service Array to have available, appropriate, and accessible services to children and families based on their identified needs				Applicable CFSR Outcomes or Systemic Factors: Case review Process; Quality Assurance; Training; Services Array; Foster/Adoptive parent Licensing, recruitment, and Retention	
Goal: Establish an ongoing process that identifies services gaps and implements resource development at the state and local level to address those identified gaps				Applicable CFSR Items: 3,4,6,7,8,9,10, ,12,13,14,15,16,17,18,19,20,21,22,23	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
1.Design a child and family services snapshot which identifies the population served and services needed based on identified risk (to establish baseline)					

<p>1.1 Obtain geographical analysis of AFCARS, National Child Abuse and Neglect Database (NCAND), and other data information on children and families served by DCFS</p>	<p>Debbie Roark Cecile Blucker John Zalenski Program Staff Service Array PIP Workgroup</p>	<p>Data report</p>	<p>1st</p>		
<p>1.2 Research and create a snapshot using most recent data</p>	<p>Debbie Roark Cecile Blucker John Zalenski Service Array PIP Workgroup</p>	<p>Snapshot</p>	<p>2nd</p>		
<p>1.3 Research outcomes and snapshot data</p>	<p>Debbie Roark Cecile Blucker John Zalenski Service Array PIP Workgroup</p>	<p>Written analysis and recommendations</p>	<p>3rd</p>		

1.4 Identify key stakeholders for each county and engage in survey process and ongoing service development	Debbie Roark Cherylon Reid Area Managers Service Array PIP Workgroup	List of identified stakeholders	1st		
1.5 Develop a resource and capacity plan based on results of the snapshot outcome including steps for implementation	Debbie Roark Cecile Blucker John Zalenski Service Array PIP Workgroup	Resource and Capacity Plan to include timelines for service development activities	4th		
1.6 Follow up for ongoing capacity and resource needs and sustainability	Debbie Roark Cecile Blucker John Zalenski Service Array PIP Workgroup	Written plan	5th		
1.7 Develop a systemic way to disseminate and share information regarding service gaps that are identified and those that are developed	Debbie Roark Cecile Blucker John Zalenski Service Array PIP Workgroup	Written process with responsible parties and plan for follow up to ensure effectiveness	1st		

<p>1.8 Coordinate with the Division of Youth Services, System of Care Family and Youth Network and develop a Service Map as a tool for the identification of services available and needed</p>	<p>Debbie Roark Cecile Blucker John Zalenski Toma Whitlock Anne Wells Service Array PIP Workgroup</p>	<p>Service Map and written process including plan for assessing effectiveness on an ongoing basis</p>	<p>3rd</p>		
<p>2. Conduct a statewide assessment of contracted, purchased, and free services for children and families</p>					
<p>2.1 Assess current contracted services and revise performance indicators for improved outcomes</p>	<p>Cindy Waller Debbie Roark Greg Crawford John Zalenski Megon Bush Anne Wells Linda Robinson</p>	<p>Revised performance indicators Revised performance outcomes</p>	<p>1st</p>		

2.2 Assess known non contracted services to determine quality of services and any necessary action to ensure practice model is reflected in services	Debbie Roark Greg Crawford Cindy Waller John Zalenski Megon Bush Anne Wells Linda Robinson	New or revised service agreements	1st		
2.3 Develop a universal automated intake/application form for residential contract providers for current contract year	Cindy Waller Megon Bush	Universal Intake/Application form	2nd		
2.4 Review and consider opportunities with other divisions in regard to contracting services for shared clients	Greg Crawford Cindy Waller John Zalenski Megon Bush Anne Wells Linda Robinson	List of Opportunities by Division	2nd		
2.5 Establish an ongoing process for program staff to utilize the information provided on provider monthly reports to impact outcomes for children and families	John Zalenski Cherylon Reid Greg Crawford Area Managers County Supervisors	Monthly reports Follow up documentation Performance outcomes on contracts	2nd		

2.7 Follow up for ongoing capacity and services needs	Debbie Roark Janie Huddleston John Zalenski Cherylon Reid Cecile Blucker Greg Crawford Area Managers Service Array PIP Workgroup	Service map revisions	3 rd , 5 th , and 7 th		
2.8 Develop a systemic way to disseminate and share information regarding contract services	Cecile Blucker Greg Crawford Cherylon Reid	Written process for dissemination and tracking of information	1 st		

3. Conduct overview sessions of the outcomes of Step 1 (Snapshot) and 2 (Assessment of contract services)					
3.1 Utilize the meeting map to schedule forums to share information and obtain feedback	Mona Davis Debbie Roark Executive staff Area Managers County Supervisors Program staff	Scheduled meetings Agenda	2nd, 4th, 6th, and 8th		
3.2 Access and provide technical assistance as requested or needed to address issues and assist in resource development (use of NRC, consultants, local groups)	Mona Davis Debbie Roark Program Staff PIP Workgroups	TA request Feedback summary with results and next steps	3rd, 5th, and 7th		
4. Increase the number of foster homes in each county to meet the individualized needs of the children including sibling groups entering care					
4.1 Develop data reports that determine needs and trends per county	Alicen Bennett Chris Price	Effective data reports	1st		
4.2 Review and revise current data and request new reports	Alicen Bennett Chris Price Resource Workers	Revised data reports	1st		

4.3 Analyze data and trends to utilize in developing recruitment plans	Alicen Bennett Resource Workers	Revised recruitment plan	1st		
4.4 Develop recruitment material	Alicen Bennett Resource Workers Planning staff Program staff	Recruitment material specific to geographical areas based on data reports	2nd		
4.5 Develop recruitment plans based on identified needs in analysis	Alicen Bennett Resource Worker Program Staff	Revised recruitment plans	2nd and 6th		
4.6 Implement recruitment plans	Alicen Bennett Resource Staff Area Managers County Supervisors	Monthly reports reflecting recruitment activities	3rd, 5th and 7th		
4.7 Track inquiries and applicant process, determine gaps, and follow up	Alicen Bennett Resource Workers Area Managers County Supervisors	Tracking report	1st 3rd, 5th, and 7th		

4.8 Review and follow up on process for routing calls and change as needed	John Zalenski Alicen Bennett Cecile Blucker Cherylon Reid Area Managers	Revised flow chart	1st and 5th		
4.9 Monitor the impact of recruitment activities and adjust accordingly	Alicen Bennett Cherylon Reid Resource Workers Area Managers	Monthly reports Data reports Revised recruitment plans	2nd, 4th, 6th, and 8th		
4.10 Assist with the expansion of the faith based initiative Children of Arkansas Loved for a Lifetime (C.A.L.L.)	Alicen Bennett Executive Staff Area Managers	Lisa of counties with the C.A.L.L.	3rd, 5th, and 7th		
5. Develop a strategy for retention of foster parents					
5.1. Create a process for dissemination of information to foster parents on division updates including how to sustain the retention process	Alicen Bennett Foster Care Program Staff Executive Staff Resource Workers	Written retention plan	2nd		

5.2 Review and enhance the Foster Parent web page	Alicen Bennett Mona Davis	Enhance Web Page	2 nd		
5.3 Determine current location and status of Foster Parent Associations	Alicen Bennett Foster Care Program Staff Resource Workers	List of Foster Parent Associations	1 st		
5.4 Develop an information package for Foster Parent Associations	Alicen Bennett Resource Workers Foster Care Program staff	Information packet developed and maintained	2 nd		
5.5 Enhance and expand strategies to support Foster Parent Associations to improve effectiveness	Alicen Bennett Foster Care Program staff Resource Workers	Retention plan	2 nd		
5.6 Design a recognition program for foster parents	Alicen Bennett Foster Care Program Staff Resource Workers Area Managers	Retention plan	3 rd		

5.7 Follow up and provide identified needs and support for foster parents	Alicen Bennett Executive staff Area Managers Resource Workers	Data reports Survey (client satisfaction) QSPR	3rd, 5th, and 7th		
5.8 Explore and create a mentoring program for foster parents	Alicen Bennett Resource Workers Foster Care program Staff Area Managers	Retention plan	3rd		
5.9 Prepare Wendy’s Wonderful Kids (WWK) “relationship finding” model for in services training as a fundamental casework tool to locate relatives and other significant relationships in a child’s life	Tonya Tackett Marilyn Counts Alicen Bennett Area Managers Adoption staff Resource Workers	Written tool	2nd		
6. Increase the number of adoptive homes in the state to meet the individualized needs of children awaiting adoptive placement					

6.1 Develop data reports for targeted recruitment of adoptive families	Marilyn Counts Adoption staff	Data reports	1 st		
6.2 Review and Revise current data and request new reports	Marilyn Counts Adoption staff	Revised data reports	1 st and 5 th		
6.3 Analyze data and trends to utilize in developing recruitment plans	Marilyn Counts Adoption staff Resource staff	Revised recruitment plans	1 st and 5 th		
6.4 Develop adoption recruitment material	Marilyn Counts Alicen Bennett Adoptions Staff Resource Workers	Recruitment material specific to individualized characteristic of children awaiting adoptive placement based on data reports	2 nd		
6.5 Develop recruitment plans based on identified needs in analysis	Marilyn Counts Alicen Bennett Adoption staff Resource staff	Revised recruitment plans	2 nd and 6 th		

6.6 Implement recruitment plans	Marilyn Counts Alicen Bennett Adoption staff Resource staff	Monthly reports reflecting recruitment activities	3rd and 7th		
6.7 Monitor the impact of recruitment activities and adjust accordingly	Marilyn Counts Alicen Bennett Adoption staff Resource staff	Monthly reports Data reports	2nd, 4th, 6th, and 8th		
<i>Renegotiated Action Steps and Benchmarks</i>					

Primary Strategy 4: Develop an Effective Quality Assurance and Practice Improvement process to ensure the consistency of quality practice and the flexibility to improve based on the data gathered through our Quality Assurance processes.	Applicable CFSR Outcomes or Systemic Factors: Quality Assurance System;
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Goal: Create a systemic approach for data management within DCFS at all levels to justify policy, procedure, and financial changes necessary based on valid data to continually improve the ability to provide the most appropriate services and supports to children and families for positive outcomes				Applicable CFSR Items: 1, 3,4, 7,9,10, 17,18,19,20, 25, 31	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
1. Develop improvement plan for the Quality Assurance of the QSPR process					
1.1 The Division will strengthen our partnership with HZA to build Quality Assurance capacity with DCFS, develop a work plan to transition and enhancement the QA system to address PIP action steps and benchmarks.	Cecile Blucker Greg Crawford John Zalenski Cherylon Reid Chris Price HZA	Initial Proposal Final Work Plan (final work plan to include a schedule for reporting results)	1st		
1.2 Access retired child welfare staff to become a part of the Quality Assurance process to increase the reliability and validity of the QSPR process	Cecile Blucker HZA Greg Crawford John Zalenski Cherylon Reid	Recruitment document and qualifications	1st		

1.3 Disseminate and review the CFSR practice principles in practice development consultation with HZA QSPR staff and other reviewers	John Zalenski HZA	Submit materials and evidence of consultations	1 st		
1.4 Conduct intensive training and consultation using identified CFSR expert with QSPR staff and other reviewers.	John Zalenski Midosuth UAF Professional Development Manager (PDU) HZA	Identify expert, Agendas, Participant list Curriculum with learning objectives	1 st		
1.5 With Regional Office staff conduct QSPR training on identified AR cases to improve accuracy of ratings on items to ensure inter-rater reliability	John Zalenski PDU Manager MidSouth UAF HZA	Identify staff, Agendas, Identified case list, Participant list Learning objectives	2 nd		
1.6 Conduct ongoing training on rating of items for inter-rater reliability with QSPR partners / trainers and periodic refreshers with CFSR experts	John Zalenski Keith Metz PDU Manager UAF MidSouth HZA	Identify training staff, Written qualifications, Materials, Agendas, Participant list, Curriculum with learning objectives	1 st , 2 nd , 3 rd , and 7 th		
2. Capacity Building of QSPR team					

2.1 Identify potential QSPR talent pool from within DCFS staff, former staff and allied stakeholder groups	John Zalenski Keith Metz Area Managers HZA	List of identified staff	1st		
2.2 Include IV-E partners for TOT and ongoing training on QSPR	John Zalenski PDU Manager UAF MidSouth HZA	List of identified staff	1st		
2.3 Conduct ongoing training on rating items for inter-rate reliability, validity, and practice improvement coaching	John Zalenski MidSouth UAF PDU Manager HZA	Scheduled workshops Participant list QA of QSPR results	2nd, 4th, 6th, and 8th		
3. Feedback for practice improvements and service development					
3.1 Share QSPR results with Area Managers and County Supervisors so that Practice Improvement action plans can be developed based on relevant data	Cecile Blucker John Zalenski Cherylon Reid HZA	E-mail distribution DHS Share Meeting minutes	3rd, 5th, and 7th		

<p>3.2 Program staff will analyze the QSPR results and identify systemic improvement related to their specific program to develop strategies to support the practice model and casework process for positive outcomes</p>	<p>John Zalenski Linda Robinson Debbie Roark Alicen Bennett Marilyn Counts Cindy Young Mona Davis Toma Whitlock HZA</p>	<p>Written strategies</p>	<p>3rd, 5th, and 7th</p>		
<p>4. Consolidate existing data reports to improve accessibility of effective management of data</p>					
<p>4.1 Conduct integrated analysis of current reports to identify trends and challenges in areas and counties</p>	<p>Chris Price OST John Zalenski Area Managers County Supervisors HZA</p>	<p>Written results and recommendations from analysis Practice Improvement Action Plans per Area</p>	<p>3rd, 5th, and 7th</p>		

4.2 Use reports findings with Area Managers and staff to focus or intensify program and practice improvements to improve efforts in areas and counties	Cherylon Reid Area Managers County Supervisors John Zalenski HZA	Practice Improvement Action Plans Quarterly updates QSPR results	3rd 5th and 7th		
4.3 Coordinate with QSPR team to conduct impromptu case reviews to support areas and counties around issues of integrated analysis of DCFS data.	Cecile Blucker John Zalenski Area Managers County Supervisors HZA	Impromptu reviews scheduled Practice Improvement Action Plans developed QSPR results	4th, 6th, and 8th		
5. Review and assess current process and recommend changes including necessary relationship within the process for policy changes, data implications and CHRIS enhancements					
5.1 Identify priority data elements for necessary reports	Cherylon Reid Executive Staff OST/IT Chris Price Area Managers HZA	List of Priorities	1st		

5.2 Standardize definitions and methodologies for data elements	Cecile Blucker Executive Staff Chris Price Program Staff HZA	Written definitions and approved scopes	1 st		
5.3 Establish a process for requesting new reports and enhancements	Cecile Blucker Executive staff HZA	Approved process	1 st		
6. Develop training on how to access reports and understand the data including the analysis of the data					
6.1 Provide ongoing training and technical assistance as needed or requested on data reports	Cecile Blucker John Zalenski PDU MidSouth UAF Area Meeting HZA	Scheduled training Participant list	2 nd , 4 th , 6 th , and 8 th		

6.2 Assure state effectively uses data reports to facilitate development of Practice Improvement Action plans and skill development	Cherylon Reid John Zalenski Executive staff Area Managers County Supervisors HZA	Data reports	1 st , 2 nd , 3 rd , 4 th , 5 th , 6 th , 7 th , and 8 th		
6.3 Evaluate outcomes of and follow up with changes needed	Cherylon Reid John Zalenski Executive staff HZA	QSPR	1 st , 2 nd , 3 rd , 4 th , 5 th , 6 th , 7 th , and 8 th		
7. Conduct annual surveys that collect information in regard to client satisfaction and needed improvements for quality and practice improvement					
7.1 Review and revise current survey questionnaires for client satisfaction; foster parent, and youth surveys	Mona Davis Planning Unit QA Unit HZA	Revised surveys and protocol	2 nd		
7.2 Develop new surveys as needed to collect feedback from varied audiences	Mona Davis Planning Unit QA Unit HZA	New surveys developed for targeted audiences	3 rd and 6 th		

7.3 Utilize technology when possible to conduct surveys	Mona Davis Planning Unit QA Unit HZA	Technology accessed	3 rd and 6 th		
7.4 Analyze surveys and make adjustments to practice as necessary to ensure clients needs are met	Mona Davis Program Staff Area Managers County Supervisors HZA		4 th and 8 th		
<i>Renegotiated Action Steps and Benchmarks</i>					