

## Year One Pinnacle Point 1 - Quarter 2

<b>Date Submitted:</b> January 20, 2013	<b>Pinnacle Point Lead:</b> Amy White, Bridge Deputy Director
<b>Goal:</b> To expand quality placement options and supports to ensure safety of children in out-of-home care, reduce utilization of shelter care, improve placement stability, and to achieve positive permanency outcomes.	<b>Applicable Performance Areas:</b> 1, 2, 3, 6, 7, 8, 9, 10, 11, 12, 13, 14

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1. OKDHS and its private providers will improve customer service and create a sense of urgency in responding to families interested in becoming resource families. Every day, a child in Oklahoma is waiting to be placed with a family; OKDHS needs to respond to interested families without delay.	Deborah Goodman	Training enrollment records	6/30/13					All CWS staff are required to complete the "Customer Service: Valuing our Resource Families" training in the Learning Management System database. During this quarter 154 additional individuals have completed the training and 26 have begun the training but have not completed. The EOC provides the name and date the training was completed by the individual. Bridge Resource Parent conferences, "Soaring to New Heights", were held on 9/14/12 in Tulsa and 10/22/12 in Oklahoma City. 113 individuals attended the conference in Tulsa, 55 resource parents and 62 CW staff and stakeholders. 113 individuals attended the conference in Oklahoma City, 59 resource parents and 45 CW staff and stakeholders. Additional conferences in Enid, Lawton

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								Ardmore, Woodward, and McAlester were scheduled but had to be cancelled due to low registration. The conferences held in Tulsa and OKC went well.
2. OKDHS will implement several short-term solutions to improve the approval process, which will remain in effect approximately one year or less, until longer-term solutions are in place. These include: <ul style="list-style-type: none"> <li>a. specific targets will be established for resource staff regarding the number of resource family assessments to be completed monthly;</li> <li>b. dedicated staff will be approved to work overtime to complete resource family assessments (home studies);</li> <li>c. temporary staff, including OKDHS retirees and former employees, will be hired to complete resource family assessments;</li> <li>d. OKDHS will monitor timely completion of resource family assessments focusing on 30-day completion from the time of application. If delays beyond 60 days are identified, a referral to the division director or designee will be made and immediately addressed with OKDHS staff and/or private providers; and</li> </ul>	Deborah Goodman		6/30/13					All of the short-term solutions were implemented. 18 temporary staff were hired and trained to complete home assessments and assisted during this last quarter. 20 resource family assessments were completed with 7 still pending completion by these temporary staff. Permission has been given to extend some of these temporary staff past 12/31/12 due to the delay in award of the RFP. OKDHS requires staff to gather required documentation for a referral to a private agency for a resource family assessment within 20 days and completion by the contractor within 30 days. During this last quarter, referrals were made for 88 adoption resource family assessments. Of those referrals, 65 were completed timely resulting in 74% timely completion rate. During this last quarter, 366 foster care resource family assessments referrals were sent to private contractors for completion. Of those referrals, 155 were completed timely resulting in 42% timely completion rate. Please note that in both categories there were referrals that had not yet

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e. Addressing any barriers to timely completion such as fingerprinting backlogs.								exceeded the 30 days so were unable to determine timeliness which included 2 in adoption and 110 in foster care.
3. OKDHS will monitor all inquiries to ensure there is a sense of urgency so that potential resource families are moving appropriately through the process. Bridge Support Line staff will conduct "call backs" at 10 days and 30 days to assess the family's progress and ensure the agency is doing everything possible to move the family forward. Reports garnered from "call backs" are provided monthly to leadership for monitoring and follow-up actions, as needed. This will ensure identification of customer service issues early in the process and will help reduce the number of families dropping out of the approval process.	Audrey Banks		6/30/13					The Bridge Support Center has been monitoring all inquiries to ensure there is a sense of urgency so that potential resource families are moving appropriately through the process through "call backs" at 10 days and 30 days to assess the family's progress and ensure the agency is doing everything possible to move the family forward. Reports garnered from "call backs" have been provided monthly to leadership for monitoring and follow-up actions, as needed. Performance on timely call backs for foster care has been: October: 92%, November: 97% and December: 84%. Performance on timely call backs for adoption has been: October: 90%, November: 91% and December: 97%.
4. OKDHS will increase availability of initial training sessions for new resource families across the state, beginning in regions 3 and 5. This will include options to complete the training during one weekend, weekdays, Saturdays, and/or evening hours.	Audrey Banks		6/30/13					During this quarter, 47 RFT training sessions were provided in all five regions. In Region 3, a total of 14 RFTs were provided in the following formats: 4 weeknights, 7 Saturdays and 3 expedited. In Region 5, a total of 15 RFTs were provided in the following formats: 1 weekday, 4 weeknights, 7 Saturdays and 3 expedited.
5. OKDHS is partnering with the faith-based community to recruit families	Karen Poteet	Shepherd Reports,	6/30/13					A Shepherd/111 Project status meeting occurred on October 31,

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through the 111 Project and will designate resource staff to “shepherd” new families through the process, especially in regions 3 and 5. This partnership places OKDHS in a unique situation to recruit and retain resource families who also have the support of the faith community.		Conference call notes						<p>2012 and involved 9 OKDHS staff members, 2 Project 111 staff members and a staff member from the Bridge Resource Support Center. Both Regions 3 and 5 continue to have “shepherds” assigned who assist new families recruited through the 111 Project and other faith based recruitment efforts. The 8308 Conference was held in Tulsa on October 4, 2012 with approximately 200 individuals in attendance and was jointly sponsored by the 111 Project and the OKDHS Office of Volunteerism/Office of Faith-Based Initiatives.</p> <p>Although Region 4 has no officially appointed “shepherd”, Region 4 has much involvement with the faith-based organizations in that region in relationship to the recruitment and retention of resource homes.</p>
6. In region 3, OKDHS will expand its partnership with the Oklahoma Lawyers for Children (OLFC) volunteer program. OLFC volunteers will be trained to support families moving through the process by assisting them with gathering necessary documents for the resource family assessment. This addresses part of the “pipeline issue.” OKDHS will replicate this in region 5 and other regions of the	Audrey Banks		6/30/13					<p>In November, Foster Care Field Administrator had a conversation with OLFC regarding setting up a meeting with the new Foster Care Field Manager for Region 3 to facilitate this coordinated effort. Both OKDHS and OLFC had other activities that prevented them from moving forward this quarter. OLFC has made a commitment to assist in this manner starting in 2013. Plans</p>

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state where possible.								to expand to Region 5 will be looked at in the first quarter of 2013 also.
7. Beginning July 1, 2012, OKDHS will send resource family assessments for both foster care and adoption to private providers for completion. This will enable agency staff to conduct other activities, such as conduct reassessments and improve support to families while speeding up the approval process. In the event a private provider is not able to accept resource family assessments for completion due to capacity limitations, OKDHS will work closely with the provider to recruit and train subcontractors.	Deborah Goodman		7/01/12					Resource family assessments are now being sent to private providers for completion. OKDHS has been providing support to the private agencies by providing training on conducting resource family assessments to their sub-contractors. When provider capacity has been unable to meet the need for completion of home assessments, OKDHS has utilized the temporary staff that has been trained to assist. During this last quarter, 454 referrals were sent for foster care resource family assessments and 105 referrals were sent for adoption resource family assessments.
8. Complete the bidding process to obtain an adequate number of private partnerships for the recruitment, support, and retention of non-relative resource parents and treatment foster homes. OKDHS will provide directly or through its private providers a seamless customer service experience for families by providing one point of contact for the entire onboarding process, including recruitment, resource family assessment, training, and ongoing support. The point of contact will support families as they interact with OKDHS throughout the approval	Amy White		9/30/12					The Request for Proposal (RFP) was posted on the Central Purchasing website on October 29, 2012. The deadline for submission of proposals was December 3, 2012. There were a total of 120 proposal submitted covering 26 of the 29 districts. (2 districts were broken into an A and B district.) A new RFP will be posted in early 2013 to cover the districts with no proposals, 1, 2 and 26. The proposals have been reviewed and recommendations for awards are pending. Anticipated award date for the successful vendors is

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<p>process, during placement and care of children in their homes, and in understanding the child welfare system. The goal is to have one contact helping the family throughout the process.</p>								February 1, 2013.
<p>9. If a private provider is not selected for a particular district, OKDHS will ensure the district is allocated adequate OKDHS staff and support for recruiting and retaining resource families. Program staff will ease the burden and support recruitment staff by:</p> <ul style="list-style-type: none"> <li>a. providing data analysis to determine the number of homes needed to care for the specific population of children entering care in that district;</li> <li>b. providing technical assistance in crafting recruitment and retention plans;</li> <li>c. assisting new inquiries through the Bridge Support Line, including answering basic questions, explaining the application packet, completing 10-day and 30-day follow-up calls to check progress, and reporting to leadership the status of the 10-day and 30-day follow-up calls;</li> <li>d. ensuring providers are</li> </ul>	Jami Ledoux		6/30/13					This continues to be pending based upon the RFP. There was sufficient response to 26 districts and a plan to repost the RFP in early 2013, therefore; this strategy may not be needed.

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<p>available for home studies;</p> <p>e. providing recruitment tools such as resource parent handbooks, recruitment brochures and posters, public service announcements (PSAs), information booklets and updated information on the website, <a href="http://www.okbridgefamilies.com">www.okbridgefamilies.com</a>; and</p> <p>f. assisting with community connections as outlined in Pinnacle Point 7.</p>								
<p>10. Shorten the length of time expected to complete resource family assessments to 30 days from application and shorten the length of time from application to approval to no more than 60 days, unless the family chooses to extend the process. This will assist with the delay in providing kinship families financial support needed to care for children. It also ensures non-relative resource families make it timely through the process and addresses another "pipeline issue."</p>	Deborah Goodman	Contractor Completion Timeliness Chart	12/31/12					OKDHS now requires the private contractors to complete the resource family assessments within 30 days of referral. OKDHS ensures that the contractors have a completed application prior to referral. OKDHS requires CW staff to obtain the completed application within 20 days or receipt of initial paperwork. During this last quarter, 88 adoption resource family assessments were sent to private contractors for completion. Of those referrals, 65 were completed timely resulting in 74% completed timely. During this last quarter, 366 foster care resource family assessments were sent to private contractors for completion. Of those referrals, 155 were completed timely resulting in 42% completed timely. Please note that

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								in both categories there were referrals that had not yet exceeded the 30 days so were unable to determine timeliness which include 2 in adoption and 110 in foster care.
11. Develop an online application process for individuals interested in becoming resource parents.	Carol Clabo		6/30/13					Development of the plan for the on-line application was completed at a meeting on September 27, 2012. A request was submitted to update the Application form for Internet use on October 9, 2012 and due to staffing changes, this step has not yet been completed. In addition, changes were requested on 11-2-12 to the existing on-line inquiry and are currently waiting for response from the Office of Commission. The completion of the on-line application is anticipated prior to the deadline.
12. Over a five-year period, beginning in SFY 2013, OKDHS will incrementally increase reimbursement rates for resource parents to more closely align with the "Hitting the MARC" standards as published in 2007 and as set forth in the chart below. In addition, OKDHS will make legislative requests to increase reimbursement rates above the 2007 "Hitting the MARC" standards as resources permit, based on cost of living adjustments. Monthly reimbursement rates cover the cost of caring for a child, including food,	Kevin Haddock		6/30/13 (first increase)					The first increase of reimbursement rates was effective August 1, 2012. The second rate increase is included in the CWS budget submitted on October 1, 2012 for SFY 2014.

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clothing, shelter, daily supervision, school supplies, and personal incidentals. OKDHS realizes a rate increase alone is not likely to improve the recruitment or retention of families; however, it will demonstrate Oklahoma's commitment to its most vulnerable children and the families who care for them. It is the right thing to do.								
13. Significantly increase the number of resource parents who access Child's Passport, a web-based program allowing access to children's records. This passport is critical to ensure resource families have medical and other child-specific information for the child in their care. Through Child's Passport, resource families can access information for any child placed in their home 24 hours a day, seven days a week. Information contained in the passport includes Medicaid billing records, immunizations, and information documented within the KIDS system related to education, health, assessments, strengths, and needs. To increase the number of resource parents who access Child's Passport, OKDHS will require resource staff, including OKDHS staff and private providers, to discuss the passport during home visits (bringing printed copies if needed), update the resource parent handbook and website to contain more detailed	Amy White	Brochure: Child's Passport (Pub No 12-43).	6/30/13					Efforts have been made to increase resource parent knowledge of the Child's Passport. These include: 1) Presenting on the Child's Passport at the Recruitment and Retention Conference and National Adoption Month Celebration. The Child's Passport has been completed and provided to staff. The Bridge to the Future website has been updated with more information about the Child's Passport. The National Resource Center has been provided with copies of the Child's Passport pamphlet so can be distributed during Resource Family Training. A new grant in OKC that assists kinship families through the approval process, Kinnection, has also agreed as a part of their grant activities to assist the families in accessing the Child's Passport. Current access report indicated that 19 new users accessed the Child's Passport this quarter.

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information about access, include information in the quarterly newsletter at least once per year, and remind resource parents via email notification.								
14. Develop and implement a placement process that ensures resource parents receive adequate information at placement. Along with Child's Passport access information, OKDHS staff will provide resource parents with a printed copy of the child's Placement Provider Information Report. This report contains information documented within the KIDS system related to education, health, assessments, strengths, and needs. Although little information may be known at intake, the child welfare specialist will include, at a minimum, information related to any drug allergies, medication, school information, and recent illnesses or critical health information. The Placement Provider Information Report is dynamic and will change as information is added or modified within KIDS. Reprinting of the report for the provider is currently recommended every six months. OKDHS will modify policy from "recommended" to "required."	Millie Carpenter	Policy revisions to OAC 340:75-6-40.2, Placement provider information	6/30/13					Modification in policy to "required" reprinting of Placement Provider Information made; subject to final approval in 06/2013.
15. OKDHS will make family placement the presumptive placement for all children in 2012 and in addition, meet the following timelines over the next	Casey Family Programs		12/31/12 (under 2) 6/30/13					Efforts are being made to increase the number of available resource families but at this time there is no data to report as the start date of

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<p>two years: by December 31, 2012, all children under two years of age will be placed in family-like settings; by June 30, 2013, all children six years of age will be placed in family-like settings; by June 30, 2014, all children under 13 years of age will be placed in family-like settings. Acceptable family-like settings include non-relative foster care, tribal foster care, kinship foster care, and TFC. During SFY 13, the Co-Neutrals will evaluate all levels of group home and congregate care, including a review of permanency outcomes for children in these settings, and make a determination whether any will be deemed family-like settings for the purposes of this Plan. Exceptions to placement in a family-like setting may be granted only for the following: sibling groups of four or more children who cannot otherwise be placed together, children whose needs require inpatient psychiatric hospitalization, or young children who are placed with their minor parent in a group home.</p>			<p>(under 6)  6/30/14 (under 13)</p>					<p>this initiative is in the future. However, prior to the starting date of this initiative for under two year olds, changes were put in place in order to assure that OKDHS would be successful when this begins on 1/1/2013. The foster care staff in the two metro areas developed an on-call schedule. If the Kinship Bridge Unit is unable to place a child in a kinship placement, the on-call worker is contacted to place the child in an emergency foster care home. This home may be a part of the Emergency Foster Care contract with private agencies or an OKDHS resource parent who has agreed to accept emergency placement of children under 2. This change has successfully diverted children from the shelter. In addition, Directors Lake and Smith created a video for all CW staff expressing the importance of this initiative. A new procedure was put in place that no child under the age of 2 can be admitted to the shelter without the permission of Director Smith. Part of this procedure will include conference calls during working hours with applicable staff or calls between the Regional Deputy Director and Director Smith after hours.</p>

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16. Effective June 30, 2013, no child shall be placed in an unapproved, non-relative placement.	Casey Family Programs		6/30/13					OKDHS procedure is that no child shall be placed in an unapproved, non-relative placement. Technical assistance from Casey will be used to assure that procedures are in place to assure this initiative is met. OKDHS has been using "holiday homes" to provide respite for children placed in shelter settings in the metro areas. Each of these holiday homes must meet alternative caregiver requirements before being allowed to provide care for the children.
17. By June 30, 2014, children ages 13 years of age and older may be placed in a shelter, only if a family-like setting is unavailable to meet their needs. Children shall not be placed in a shelter more than one time within a 12-month period and for no more than 30 days in any 12-month period. Exceptions must be rare and must be approved by the deputy director for the respective region, documented in the child's case file, reported to the division director no later than the following business day, and reported to the OKDHS Director and the Co-Neutrals monthly.	Casey Family Programs		6/30/14					Efforts are being made to increase the number of available resource families but at this time there is no data to report, as this initiative has not begun.
18. Develop and implement a system to match children's needs with the capacities of families to meet those needs. By no later than April 1, 2014, OKDHS will submit to the Co-Neutrals for their approval a process to be used by OKDHS that matches children	Casey Family Programs		6/30/13 (matching system)  4/01/14 (process for 13+ in					The KIDS team is planning a software release introducing new data points to collect for OKDHS resource families. This change will happen in either the April 2013 or no later than the June 2013 release, depending upon actual software

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13 years of age and older to a level of care other than an acceptable family-like setting, which OKDHS will implement within 90 days of approval. OKDHS will incorporate a trauma assessment and other screening tools, such as the Child Behavior Checklist, for youth entering higher levels of care.			congregate care)					<p>development and testing times. Formal meetings were held 10/9/12, 11/20/12 and 11/27/12 to discuss the logic of these requirements, as well as numerous other contacts with key personnel.</p> <p>New data points to be collected primarily focus on the characteristics of <u>a child the family is willing to accept</u> as well as collecting new information about <u>existing family characteristics</u> that could be important from the child's perspective. The resource family identifies characteristics such as age, gender and other needs/behaviors of children they would be willing to accept for placement. For example, when addressing "Medical Needs", the resource family indicates if they would accept a child with "severe medical needs", "moderate medical needs" or "no medical needs". The family would then indicate their level of experience in dealing with these kinds of needs. There will be similar sections for Psychological/Emotional Needs, Developmental/Learning Needs, Vision/Hearing/Speech Needs, Negative Behaviors and Sexualized Behaviors. In a separate section, new data will be collected regarding existing characteristics of the resource home, such as home</p>

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								<p>setting (rural vs. urban and school district), religious affiliation and involvement, favorite activities of the resource family, information regarding animals or pets in the resource home, and some other miscellaneous characteristics that could be pertinent to a child in the home.</p> <p>Currently, users enter characteristics of children into KIDS. These characteristics will be used and presented in a user-friendly manner so that the user may search for resources that have their characteristics or would be willing to take a child with their characteristics. For example, if the client already has a characteristic entered for “Down’s Syndrome”, the user could then search for resources willing to accept a child with “Severe Developmental/Learning Needs”. Based on this search of core characteristics, the user will then have the results populate to an Excel spreadsheet. From the spreadsheet, the user will be able to sort and filter by other resource characteristics. For instance, if “Family Structure” of the home is another characteristic the user would like to consider, the broad search results can be refined by sorting or filtering the spreadsheet</p>

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								for a particular Family Structure, such as "Married Couple".