

## Year Two Pinnacle Point 1 – Quarter 2

<b>Date Submitted:</b> January 17, 2014	<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, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 18, 19, 20, 21, 22, 23

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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	Customer Service Training Completion Excel Log	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, 54 additional OKDHS employees have completed the training and 20 OKDHS employees started the training but have not completed. 54 individuals from outside of OKDHS also completed this training as this is available to providers and 2 individuals have started but have not completed.
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: a. Specific targets will be established for resource staff	Deborah Goodman	Bridge Overtime Plan and Bridge Overtime Extension e-mails	6/30/13					This strategy is no longer applicable as the contracts have been awarded for the Bridge recruitment, retention, and support.



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private providers; and e. Addressing any barriers to timely completion such as fingerprinting backlogs.								
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	Audrey Banks	Bridge Resource Support Center Quarterly Reports	6/30/13					<p>The Bridge Resource 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. During this quarter, there were 977 inquiries received by the Bridge Resource Support Center, they were in the following areas: Foster Care: 424, Adoption: 366, Both: 151, and Other: 36.</p> <p>Performance on timely call backs has shown improvement. Performance for foster care has been: October: 88%, November: 100%, and December: 100%. Performance on timely call backs for adoption has been: October: 81%, November: 88%, and December 93%.</p> <p>During this quarter, the Resource Family Partners began to take responsibility for the traditional foster care resources and the use of</p>

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the approval process.								temporary staff to contact prospective Bridge foster parents ended.
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	Chart of RFT by Region and Format	06/30/13					This quarter 43 Resource Family Trainings occurred. The weekend/weeknight, Saturday, and expedited formats were available in every region as per the attached table. They occurred as follows: Saturday Classes: 11, Weekdays/Nights: 12, Expedited: 11, and Accelerated: 9.
5. OKDHS is partnering with the faith-based community to recruit families 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	Audrey Banks	Wait No More event results	6/30/13					<p>The 111 Project and OKDHS staff continue to partner in efforts to recruit foster families.</p> <p>OKDHS partnered with Focus on the Family, a faith based organization from Colorado that is assisting states in holding recruitment events for families to adopt children in state’s custody, to hold a Wait No More event. Oklahoma held their event on 10-10-13. 61 inquiries were received from this event. These families were contacted according to the family’s desire, either by Resource Family Partners or DHS adoption staff.</p> <p>Across the state, OKDHS staff interacted with</p>

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who also have the support of the faith community.								<p>approximately 26 churches in a variety of events. Activities ranged from recruitment presentations, support groups, focus groups, food baskets for families, Christmas parties, clothing closets, life packs for children newly coming into care, supplies for new families, beds, car seats,</p> <p>DHS is continuing to encourage the partnership between the faith based community and the Resource Family Partners.</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 state where possible.	Audrey Banks		6/30/13					<p>OLFC contacted OKDHS on 12-3-13 in regard to coordinate a training for January 30, 2014. OLFC has asked DHS to assist in training new home study and shelter volunteers on confidentiality. A Region 3 foster care supervisor will be providing the training.</p>
7. Beginning July 1, 2012, OKDHS will send resource family assessments for both	Audrey Banks	RFA Completion summary	07/01/2012					<p>Resource Family Assessments are now being referred to private contractors in each region. OKDHS continues to provide quarterly trainings for new sub-contractors for private agencies and</p>

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<p>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.</p>								<p>support them in addressing concerns and barriers.</p> <p>This quarter 567 referrals were made for resource family assessments: Foster Care: 464 and Adoption=96. Some of the referrals may not have reached the deadline at this time due to referrals having been made in the latter part of December.</p> <p>The Resource Family Assessment log is now being entered into KIDS and the tracking has improved. The summary log has been attached to provide an explanation of the status of the assessments sent to the DHS contractors.</p> <p>During this quarter, a meeting was held on 10/14/2014 to discuss a report specific to the needs of the Pinnacle Plan and will provide more data as to where in the process a home assessment is located, ie. application or home assessment, and the time involved in each process. This is now in the process of being finalized.</p>
<p>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</p>	Amy White	PIPS Desired Outcome Statement, Bridge Contract Outline	9/30/12 Revised Target Date: 08/01/2013					<p>This strategy was completed last quarter.</p>

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<p>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 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>								
<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</p>	Jami Ledoux		6/30/13					This strategy will not be needed. Contracts have been awarded for every region.





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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."	Deborah Goodman		12/31/12					Completed in Year 1
11. Develop an online application process for individuals interested in becoming resource parents.	Marvin Smith	Provided in Year 1 Q4	6/30/13					Completed in Year 1 Q4.
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	Kevin Haddock		6/30/13 (first increase) October 1, 2013 (second increase)					OKDHS continues to plan to incrementally increase the reimbursement rates for resource parents. However, due to not receiving the entire budget request for this year of the Pinnacle Plan, this increase has not been feasible at this point. Budget requests are continuing to be made in an amount to increase the reimbursement as described in the Pinnacle Plan.

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<p>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, 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.</p>								
<p>13. Significantly increase the number of resource parents who access Child's Passport, a web-based program allowing access to children's</p>	Amy White	Excel Passport Access Report, Modified Form	6/30/13					Efforts continue to be made to increase resource parent knowledge of the Child's Passport. Current access report indicated 61new users accessed the Child's Passport this quarter.

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<p>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</p>		04AF021E - Verification of Receipt of OKDHS Rules						

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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,	Millie Carpenter	Status Update reports for Child's Passport (last update included, others archived by Project Sponsor), and Web content support emails	6/30/13	X	X			OKDHS continues to support and refine the Child's Passport. A Memorandum of Understanding has been drafted and is being reviewed by applicable OKDHS and OK State Department of Education staff to complete the education data matches for the Passport. The 'landing' page (link below) for the Child's Passport was deployed this quarter. This informational Web page will guide resource providers, including Bridge families, to initiate and navigate the Passport; <a href="http://www.okdhs.org/programsandservices/foster/childpass/default.htm">http://www.okdhs.org/programsandservices/foster/childpass/default.htm</a>

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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."								
15. OKDHS will make family placement the presumptive placement for all children in 2012 and in addition, meet the following timelines over the next 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	Amy White		12/31/12 (under 2)  6/30/13 (under 6)  6/30/14 (under 13)					The data regarding the number of children and nights children spent in shelter stay is now available on the DHS website at: <a href="http://www.okdhs.org/programsandservices/foster/cwp/default.htm">www.okdhs.org/programsandservices/foster/cwp/default.htm</a> . During last quarter, OKDHS continued to make every effort to keep children under the age of 6 out of shelter placements. Although there have been instances when an exception had to be approved, improvements have been made in keeping children under the age of 6 out of the shelter in comparison to the numbers prior to the implementation of this strategy. Lack of resources continues to provide challenges for finding these placements and the new RFP has begun to assist with this issue as the Resource Family Partners continue to work toward full performance capacity.



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16. Effective June 30, 2013, no child shall be placed in an unapproved, non-relative placement.	Amy White		6/30/14					OKDHS procedure is that no child shall be placed in an unapproved, non-relative placement.
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.	Amy White		7/1/14					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	Amy White and Evan Brown	E-mail to Bridge Staff, Resource changes KIDS	6/30/13 (matching system)					The software release in KIDS is complete. The deadline for the new process is April 1, 2014. There is no update to this strategy for this quarter.

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<p>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 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.</p>		How To	6/30/14 (process for 13+ in congregate care)					
<p>19. By July 1, 2013, OKDHS will increase the number of family team meetings (FTMs) intended to prevent placement disruptions. The purpose of an FTM is to make decisions and engage families of children in OKDHS custody. FTMs include parents, caregivers, children, relatives, family friends,</p>	Millie Carpenter	Email communication with KIDS on FTM picklist values	7-1-13					<p>Memo CWS-13-06 was issued in 05/13 and addressed the need for FTMs required in PP 4.7. Although, FTMs for placement stability is a priority, other competing demands on staff have delayed training opportunities to assist in improving the use of FTMs for placement stability and the required documentation. Revised pick list values in KIDS have been discussed and are set to be released in the next 6 months. The change is to better guide the worker in this area. A baseline report has been requested to determine the current selection of FTMs related to placement disruption.</p>

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child welfare specialists, service providers, members of community groups, and other appropriate community partners.								
20. By July 1, 2013, OKDHS will increase the percentage of Native American children whose Tribes are notified so they can be involved in placement and other case decisions. This will improve compliance with ICWA and placement stability by locating and supporting the most appropriate resource parent earlier in the case.	Rita Hart	Case review results	<del>7-1-13</del> 12-31-2013					<p>A review of Native American children is currently being done to obtain a baseline of the current number of children who have had tribal notification. Additional counties have been added to this review; therefore, the plan for completion of this review is December 31, 2013. A report will be requested for next quarter.</p> <p>The following activities were held which included Tribal partners:</p> <p>October 9, 2013: Recruitment and Retention Conference.</p> <p>November 7 &amp; 8, 2013: Bridge Resource Staff attended the OICWA conference and set up a Resource Recruitment booth.</p> <p>November 13, 2013: Adoption staff collaborated with tribal partners to discuss the needs of Native American children with the goal of adoption. There were 12 tribes represented by 19 staff.</p> <p>During the quarter Adoption Staff Criteria Staffed 102 Native American children, invitations were sent to the tribes and 45 of these criteria staffing's had a tribal representative in attendance. Adoption staff also completed 34</p>

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								<p>Criteria Staffing's for children in TFC placement with 13 TFC providers being represented at the criteria staffing. Adoptions plans to develop a standardized invitation that will be sent to the tribes.</p> <p>November 13, 2013: Resource Family Partners met with the same tribal partners stated above to answer questions about the recruitment process and collaborating together to recruit more Native American foster homes.</p> <p>Bridge Staff has also attended the Tribal Collaboration meetings monthly to continue to nurture relationships and joint efforts in working with Native American children.</p> <p>Adoption staff also completed 34 Criteria Staffing's for children in TFC placement with 13 TFC providers being represented at the criteria staffing.</p>
<p>21. By September 30, 2013, OKDHS will improve preparation, training, and support of public and private resource parents with four additional strategies.</p> <p>a. OKDHS resource staff and private providers will conduct quarterly home visits to the home of the</p>	Audrey Banks		9-30-13					<p>OKDHS and private providers will begin making quarterly visits with resource parents. During this last quarter, a draft Resource Parent a. a. Contact Guide was created and surveys were sent to both resource parents and current Child Welfare staff for their input. A majority of the comments were positive. Recommendations were made through these surveys and some were able to be put into place. The staffs are preparing to begin making these quarterly visits. A program has been created to help determine quarterly visits dates by entering the resource approval dates. All resource supervisors were</p>

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<p>resource parents for the purpose of offering ongoing support. Prior to implementation, a contact guide will be created to ensure the visits are purposeful. Input will be gathered from current resource parents and front-line staff.</p> <p>b. OKDHS will assist resource parents with completing specific training focused on trauma. This training is currently available online and will also be made available through other methods, such as in-person and on DVD, for resource parents without web access or who would prefer a classroom-type setting.</p> <p>c. The National Resource Center for Youth Services</p>								<p>provided the working draft. Effectiveness will be monitored and final form will be confirmed and implemented in January.</p> <p>Resource families have found the quarterly visits to be helpful. These visits have provided an opportunity to have stronger working relationships with resource staff. Overall response from families has been positive. Resource workers are finding that more frequent contact with the families has led to less concerns and complaints.</p> <p>Quarterly Visits Completed Q2 Adoption=150 Foster Care=1059</p> <p>B. As of this quarter, 92 participants completed the on-line Trauma Informed Care training . Staff will provide families with a flyer on training formats, accessibility, and availability. These will be provided during reassessments, quarterly visits, contract signing and approval. Adoption resource specialist were all provided a copy of the trauma video, copies will be ordered for foster care staff to share with families.</p> <p>C. This strategy has been put on hold due to budget constraints.</p> <p>D. There is no update regarding this strategy for this quarter.</p>



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<p>pilot project in regions 3 and 5 (Oklahoma and Tulsa Counties) to support resource parents and stabilize placements by providing a parenting curriculum and implementing a support model. This pilot project is modeled after an evidenced-based program and will be considered for expansion based on the results.</p>								
<p>22. By December 31, 2013, OKDHS will significantly increase the number of cases where required initial meetings are held and documented with biological parents and resource parents to open and improve the lines of communication. Current data indicates a compliance rate of approximately 13 percent. Child welfare specialists will facilitate initial meetings. This</p>	<p>Melissa Jones</p>	<p>EOC in PP 4 materials</p>	<p>12-31-13</p>					<p>Permanency Planning Programs staff have trained on the initial meeting process in Level 1 and Level 2 trainings during the past year. Current baseline data is unavailable due to other strategies that have demanded programming resources to generate reports, such as Pinnacle Point metrics. A meeting is scheduled with KIDS staff in January to discuss all outstanding Pinnacle Point baseline and target updates.</p>

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<p>serves multiple purposes, including supporting the resource parent in obtaining critical information about the child directly from the parent, supporting the biological family in alleviating concerns about their child's placement, reducing the child's anxiety and concerns of loyalty, and improving placement stability. This initiative will continue through the life of the Plan with approved baselines and targets.</p>								
<p>23. By March 1, 2014, OKDHS will submit for the Co-Neutrals' approval a contract template for performance-based contracting with foster care agencies and performance metrics by which contracts will be measured. OKDHS will utilize performance-based contracts during the next contracting cycle, following approval. Performance metrics will</p>			3-1-14					

