

Year Two Pinnacle Point 1 – Quarter 3

Date Submitted: April 18, 2014	Pinnacle Point Lead: Amy White, Bridge Deputy Director
Goal: 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.	Applicable Performance Areas: 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, 66 additional OKDHS employees have completed the training and 34 OKDHS employees started the training but have not completed. 5 individuals from outside of OKDHS also completed this training as this is available to providers.
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resource staff	Deborah Goodman	Bridge Overtime Plan and Bridge Overtime Extension e-mails	6/30/13					This strategy is no longer applicable as the contracts have been awarded for the Bridge recruitment, retention, and support.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 1039 inquiries received by the Bridge Resource Support Center, they were in the following areas: Foster Care: 380, Adoption: 355, Both: 263, and Other: 41.</p> <p>Due to the award of the contracts to the Resource Family Partners, the Bridge Resource Center no longer tracks the timeliness of callback except for those that DHS follows up with as the Resource Family Partners do not have access to the KIDS system. In January, there were no foster care pre-resources who chose to stay with DHS. Performance on timely call backs has declined during this quarter. Performance for foster care has been: January –NA, February - 67%, and March - 60%. Performance on timely call backs</p>

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the approval process.								for adoption has been: January –87%, February - 87% and March - 86%. Placing children as quickly as possible into homes is taking priority at this time. The staff is working diligently to approve kinship resources or find a family-setting for children. The decline in adoption timeliness is believed to be related to workload issues at this time. 20 temporary clerical staff has been assigned to SWIFT to assist in moving children to permanency for the next three months. This is also anticipated to assist the adoption specialists in being able to concentrate on adoption related task.
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: 10, Weekdays/Nights: 8, Expedited: 11, and Accelerated: 15.
5. OKDHS is partnering with the faith-based community to recruit	Audrey Banks	Meeting attendee sign in sheets	6/30/13					The 111 Project and OKDHS staff continue to partner in efforts to recruit foster families. On 3-26-14, DHS held a training and meeting

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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 who also have the support of the faith community.								<p>regarding the use of the Recruitment Navigator from the National Resource Center for Diligent Recruitment at Adopt OKKids. Attendees included members from the Faith-Based Community to assist in developing Oklahoma’s foster care and adoption recruitment plan.</p> <p>One Church One Child hosted the Region 3 Adoption Event on 3-29-14. Council Road Baptist Church volunteered at the event.</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	Audrey Banks		6/30/13					<p>DHS continues to partner with OLFC in finding ways OLFC can assist. On Saturday, 2/15/2014, training was presented on confidentiality. This training was filmed, and included questions and answers so could be used in other trainings. There were approximately 30 people in attendance.</p>

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where possible.								
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.	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 support them in addressing concerns and barriers.</p> <p>This quarter 555 referrals were made for resource family assessments: Foster Care-488 and Adoption-67. 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 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>
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	Amy White	PIPS Desired Outcome Statement, Bridge Contract Outline	9/30/12 Revised Target Date: 08/01/2013					This strategy was completed last quarter.

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<p>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 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</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 334 new users accessed the Child's Passport this quarter. This was a significant increase in users since tracking of Child's Passport utilization. The previous high

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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						was 84 users in the October – December, 2011 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,	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 as evidenced in the Business Case developed in 1/2014. The Business Case addresses changes to make the Passport more user-friendly. A Memorandum of Understanding has been drafted and is still being reviewed by applicable and OK State Department of Education staff to complete the education data matches for the Passport. Data exchanges are occurring between DHS and DOE without the benefit of the MOU.

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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: www.okdhs.org/programsandservices/foster/cwp/default.htm . 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. Preliminary numbers for this quarter show a large improvement in the

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<p>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>								rate of utilization over the last quarter.

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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. This initiative is not yet effective.
18. Develop and implement a system to match children's needs with the capacities of families to	Amy White and Evan Brown	Overtime approval E-mail and Matching	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. All new resources as they are being

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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.		System Extension Request	6/30/14 (process for 13+ in congregate care)					added into the system include the data elements for the family that are needed for the matching system. During this quarter, an overtime plan was created to update current resources in order that all resources in the KIDS system have the data elements entered. The overtime plan is due to expire on 6/15/2014 and all resources should be updated. DHS has requested an extension for creation of the matching system for 13 and older youth 13 and older until 10/1/2014.
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,	Millie Carpenter	Email communication with KIDS on FTM picklist values and EOC for PP4.7	7-1-13					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. The breakdown of pick list values has been reviewed, with the resulting baseline report: <ul style="list-style-type: none"> • 1065 FTMs for 'Placement cannot meet the child's behavioral treatment needs' • 89 FTMs for 'Placement cannot meet the child's medical treatment needs' • 2248 FTMs for 'Provider Requested Change of Placement'

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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	7-1-13 12-31-2013					Please refer to Pinnacle Point 7, Strategy 9. The efforts in Pinnacle Point 7 contain the strategies that will impact improved compliance with ICWA. This strategy is being closed out in Pinnacle Point 1.
21. By September 30, 2013, OKDHS will improve preparation, training, and support of public and private resource parents with four additional strategies. a. OKDHS resource staff and private providers will conduct quarterly home visits to the home of the resource parents for	Audrey Banks		9-30-13					OKDHS and private providers will begin making quarterly visits with resource parents. During this last quarter, a draft Resource Parent 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 provided the working draft. Effectiveness will be

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<p>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 (NRCYS) will</p>								<p>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: Adoption=150 Foster Care=1274</p> <p>B. As of this quarter, 84 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. The plans are to include the support groups in the contract with NRCYS beginning 7/1/2014.</p> <p>D. There is no update regarding this strategy for this quarter.</p>

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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.								
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 serves multiple purposes,	Melissa Jones	EOC in PP 4 materials	12-31-13					Permanency Planning Programs continues to train on the advantages of procedures for conducting these meetings with families in two different level trainings that reach all program audiences including PP, CPS, FCS, Bridge, and Adoptions. Current baseline data is unavailable due to other strategies that have demanded programming resources to generate reports, such as Pinnacle Point metrics. A meeting was conducted with KIDS staff in January 2014 to discuss all outstanding Pinnacle Point baseline and target updates and preliminary information was taken to create this report.

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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.								
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 focus on quality of care		Scopes of Work for the 4 RFP agencies, Therapeutic Foster Care Action Plan	3-1-14					<p>DHS used the PIPS process for creation of the contracts with the four Resource Family Partnership agencies. This type of contracting requires the creation of metrics by which the contractor's performance is measured and that each of the agency's performance would be reported publicly. Public reporting will not occur until each of the agencies is at full performance which is anticipated to be within the next few months. During the PIPS negotiation process, each of the agency's scope of work was shared with the co-neutrals for comment.</p> <p>A work plan has been created by DHS regarding performance based contracting for therapeutic foster care. This work plan has been submitted</p>

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and success in recruiting the types of homes needed to care for children and youth in need of a particular level of care. OKDHS will consult with agency stakeholders in developing its performance-based contracting template (including its providers to the extent feasible under procurement rules).								to the co-neutrals.