

Year Two Pinnacle Point 4 - Quarter 2

Date Submitted: January 17, 2014	Pinnacle Point Lead: Millie Carpenter, Programs Administrator
Goal: To use the practice model to achieve timely and appropriate permanency outcomes for all children in out-of-home care.	Applicable Performance Areas: 6, 4, 8, 9, 13, 14

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1. Upon consultation with the Co-Neutrals, OKDHS may support implementation of the Casey Strategic Plan created by region 3 (Oklahoma County) leadership including judges, attorneys, advocates, child welfare staff, and providers. The focus is on improving relationships and communication between all parties involved in the child welfare system. Strategies from the Casey Strategic Plan include, but are not limited to development of a resource notebook for all members of the court system team, development of ongoing training sessions, development and implementation of pre-trial dockets, and utilization of court system meetings as a forum for routine discussions	Calvin Kelley	N/A	6/30/13					Monthly luncheon meetings continue with judges, attorneys, and advocates in Region 3. These meetings are informative and build on relationship between CW staff and contractors. Calvin Kelly, Region 3 Deputy Director, assists Judge Kirby in hosting these meetings and addressing any concerns related to CW.

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<p>and resolution of significant issues. Child welfare supervisors will monitor intentional visitation with staff by accompanying child welfare specialists once per month and reviewing random contacts for sufficiency. Engagement will be clearly defined for all staff and included, as appropriate, in the resource notebook. Additionally, training programs for parents will include development of a calendar at the beginning of involvement with the system. The calendar will include timing, expectations, resources, and contact information for those assigned to the family's case. The region 3 plan reduces barriers to timely permanency and has the necessary buy-in at multiple levels to bring about changes in the system.</p>								
<p>2. As outlined in the Oklahoma Trauma-Informed System Implementation Plan, OKDHS will enhance practice with trauma-informed initiatives,</p>	Annette Burleigh	PowerPoint, Outlines, and Agendas	6/30/13				Trauma Informed Care Steering Committee CWS Team	1) A Trauma Informed Care Video was developed and released as an introduction to the Core Level 1 'Out of Home Care' training to further embed trauma-informed knowledge and practice within above foster care work.

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<p>additional screening tools, and a Systems of Care focus. Work will begin in SFY13 but will require five years for full implementation. This effort provides screenings, assessments, and supportive services to help children achieve permanency. During SFY13, strategies will be tested at lab sites; those found to be most successful will be subsequently implemented statewide.</p>								<p>2) T/TA, including assistance with resource development and identification, provided to Adoption staff planning the Adoptive Parent conference. 3) Advanced TF-CBT training provided for OKDHS identified clinicians. 4) Trauma Informed Care Strategic plan and resources reviewed with Quality Assurance program Staff and CPS program staff. Review included Chadwick Trauma Informed System Project Tools. 5) Chadwick Trauma Informed System Project Dissemination and Implementation work was initiated. 6) SuperCommunity CW Staff provided training-CW Toolkit overview and Screening Tool training. 7) Secondary Traumatic Stress Resource Identification and Development made available for use at Supervisory Unit level. 8) Trauma System Readiness Tool released to SuperCommunity to assess community level of Trauma Informed knowledge and practice. 9) DHS sponsored TF-CBT application and program expectations refined and issued for SY-14 training cohorts.</p>

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								10) Reviewed CANS Trauma for recommendation to Above Foster Care group.
3. By September 30, 2012, OKDHS will identify children who are legally free but without an identified placement and share the information with the Co-Neutrals. OKDHS commits to making substantial progress in moving these children who have no identified placement toward permanency, with specific targets to be set by the Co-Neutrals.	Linda Foster	Documentation efforts in KIDS	9/30/12		X			1) DHS continues to be committed to making substantial progress in moving these children toward permanency. 2) While the original deadline for identifying the children was met, after further conversation with the Co-Neutrals in November 2013, staff have been dedicated to 'cleaning up the data' to ensure an accurate list of children in this category for monitoring. A new list of children was provided to the 3) Adoptions, PP and KIDS staff have worked together to ensure data entry is accurate.
4. When a child is identified as legally free without an identified placement, the child will remain assigned to Permanency Planning and will also have an assignment to an Adoption Transition Specialist; the two staff members will team together to achieve permanency for the child. By maintaining the Permanency Planning assignment, the child will experience continuity of the staff member making visits.	Linda Foster	Documentation efforts in KIDS cases	6/30/13	X	X			1) In Regions 3 and 5 where we DHS has Adoption Transition units, there are currently 88 open assignments to the Adoption Transition staff. They continue to work face-to-face with identified children. 2) Based on original baseline report, run date 1/5/14 for 12/13 data, 65 of identified children found permanency; 46 more children are currently in Trial Adoption status. 3) 3 New FTEs have been designated in the 'Rural' Regions (1, 2 & 4) to form a rural Transition unit. Currently Adoptions is waiting

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<p>The child will also benefit from the specialized support of an Adoption Transition Specialist to move the case forward to permanency. The Adoption Transition Specialist's function is to focus solely on the actions needed to move forward with the permanency plan. The Permanency Planning staff member will fulfill the responsibilities for the day-to-day work as well as coordinate activities with the Adoption Transition Specialist.</p>								<p>on the FTEs to be posted by Human Resources. The unit has also been designated a Supervisor FTE , which resulted in a lateral transfer. This supervisor is currently in training for this position and will be completing interviews to establish that unit.</p> <p>4) A CW Assistant has been hired and is currently in training. This FTE will assist in managing the photo listing websites and other child-specific recruitment events to assure all efforts are being made to find forever families for the targeted youth.</p>
<p>5. OKDHS will complete a Request for Proposal (RFP) to search for a provider who will assist with intensive case management services for older youth with permanency challenges. The private provider will assist older youth who are placed in a congregate setting by reunification with biological parents or identification of the least restrictive appropriate placement setting possible.</p>	Dawn Carson		11/01/2012					<p>The Request for Proposal (RFP) was completed in 07/13, and one vendor, Eckerd, was secured to provide extensive case management services for youth. The project is at full capacity with 40 referrals. Early successes with the program have already been reported.</p>

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This service will target youth in higher levels of care with the greatest risk of not achieving permanency. As caseloads stabilize and staff become more skilled, the ability to integrate the intensive case management services back into child welfare specialist duties will be evaluated.								
6. Identify youth, 16 years of age and older, legally free, at risk of aging out without permanency, and who will not be served by the RFP identified in initiative 5. Beginning in January 2013, identified youth will be scheduled for a Permanency Roundtable (PRT) meeting. PRTs are designed to facilitate the permanency planning process by identifying realistic solutions to permanency obstacles for youth. Key players convene to create individual permanency plans, which are implemented and	Robin Gibson	Survey information and Roll-out Plan email	12/31/12					<p>In October 2013, 41 cases with 46 youth were roundtabled. 30-day follow up surveys sent to all CW workers and supervisors who had a case that was part of PRT process. Purpose of survey is to assess progress on action plan created during PRT. 60-day follow up surveys will be sent in December. Working toward embedding PRTs within regions. In January 2014, Regional Directors will be involved in discussing:</p> <ul style="list-style-type: none"> • regional core team development; • date selection for the next group of PRTs in your region; • cases within your region per the Pinnacle Plan to roundtable next; • additional training needs your region may have; and

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monitored until the youth achieves permanency. Oklahoma has successfully conducted several rounds of PRTs focused on different populations of children, including children with the longest lengths of stay with the goal of adoption and children with the goal of reunification longer than 36 months.								<ul style="list-style-type: none"> organization and support for the next phase of PRTs.
7. By June 30, 2013, OKDHS will conduct and document an FTM for all new permanency planning cases. The purpose of an FTM is to make decisions with families and involve and engage families of children in OKDHS custody. FTMs include parents, caregivers, children, relatives, family friends, child welfare specialists, service providers, members of community groups, and other appropriate community partners. This initiative will continue in Year Two with adjusted baselines and targets. The focus is achieving timely reunification.	Melissa Jones		6/30/13			X	X	<p>Casey Family Programs has consulted on both the FTM and PRT processes on three separate occasions in order to aide DHS in examining the best process for CWS.</p> <p>Goals for continuing efforts on this point:</p> <ol style="list-style-type: none"> 1) Continue to stress the importance of FTMs throughout the duration of the case in order to make decisions, including case plan, ISP, placement, visitation, sibling placement / separation, etc. 2) Stress importance of early and ongoing diligent search for every case, in order to identify, locate, notify, contact, and engage relatives. Stress how engaging relatives can be a win-win for

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								<p>families and workers.</p> <p>3) Continue training on FTMs and how to use FTMs in the PP case to facilitate progress.</p> <p>4) Continue research on FTM models.</p> <p>5) Consult with Paul Vincent on his model and assess if this would be a good model for DHS.</p> <p>Action items completed this quarter:</p> <p>1) Conducted meeting in November with KIDS programing staff to articulate how to document and pull proper reports in order to ensure tracking FTM data in the most efficient and accurate manner.</p> <p>2) Revised CW supervisor academy and PP Training to include how staff can most effectively utilize FTMs and oversee FTMs in an effort to assist in minimizing placement disruptions.</p> <p>3) Scheduled consultation for next quarter with Paul Vincent on FTM model.</p>
8. By June 30, 2013, OKDHS will increase family visitation between biological parents and children when the case plan goal is reunification. Frequent, purposeful	Melissa Jones		6/30/13				X	Program staff has added components to level I and II Permanency Planning training that outline the advantages to parent/child visitation and develop the skill in CW staff to use the tools

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visitation contributes to successful placement and reduces the time to reunification. Visitation is the single most predictive factor in whether a child is successfully reunified. In keeping with Bridge, the resource parent may monitor some of the visitation, and the child welfare specialist will ensure documentation of the visits. This initiative will continue in Year Two with adjusted baselines and targets. The focus is achieving timely and successful reunification.								<p>within the practice model (the visitation plan) to organize and communicate visitation plans with parents and providers. This training continues to be offered a minimum of monthly to level I and II workers.</p> <p>Data baseline report for family visitation has been requested for SFY13.</p>
9. On a regular basis, OKDHS will explore the appropriateness of reinstatement of parental rights for youth who remain in runaway status and have been located with biological parents whose rights have been terminated. Efforts will be documented in the youth's case file and discussed with the youth. The focus is older youth with permanency challenges.	Melissa Jones	Policy revisions re: OAC 340:75-6-31.3 and numbered CWS memo 13-10	6/30/13					<p>Training on the reinstatement of parental rights has been added to the CWS supervisor academy. In October 2013, revisions to instructions to staff on runaway and missing youth and CWS numbered memo were finalized to guide staff on localized efforts to report and track such youth. Consultation from PP staff will continue in the reinstatement of parental rights.</p>
10. OKDHS will request the Oklahoma House of Representatives conduct an	Scott Rayburn	N/A						<p>An interim study request to explore the agency representation model and the prosecutorial model is</p>

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interim study exploring the agency representation model (OKDHS attorneys) and the prosecutorial model (district attorneys) currently in place in Oklahoma. OKDHS will make a specific recommendation for addressing the needs of children whose permanency is delayed by district attorneys who do not timely file for termination of parental rights (TPR). The Co-Neutrals will also evaluate the compatibility of the existing representation model with positive permanency outcomes for children.								<p>scheduled for the CW Executive Team meeting in 11/13.</p> <p>Time frame for interim study requests is early spring. A formal request may be made for an interim study at that time.</p>
11. OKDHS will conduct an analysis of cases involving children where a request for TPR has been made but a petition has not been filed in the deprived court. Based on the analysis, OKDHS will make specific recommendations for addressing the needs of children whose permanency is delayed by district attorneys who have not timely filed and prosecuted the TPR. Recommendations may include requesting the State	Melissa Jones	T/TA OK Call Notes and TPR data						<p>Training/Technical Assistance with Gary Mallon in October 2013 furthered discussion to include the judiciary in training on permanency values. Data regarding TPR has been provided and will be analyzed during the next quarter for action.</p>

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Court Improvement Program (CIP) to hold a summit between OKDHS, judges, district attorneys, and child attorneys to develop an action plan to address this issue.								
12. OKDHS will implement a new process to prevent disruption of trial adoptive placements and when disruption cannot be prevented, provide more information to the child's next adoptive placement. This process will require an FTM including the trial adoptive resource parents, the assigned permanency planning and adoption child welfare specialist, and supervisors in order to assess the needs of the child and the trial adoptive resource parents.	Deborah Goodman	N/A as information is detailed in the child's KIDS case						<p>The adoption specialist for the child is to notify the FTM group within the county of a pending disruption at the earliest time to assist.</p> <p>During this past quarter: <u>Region 1</u> - 1 Trial Adoption case with 2 children disrupted. Children placed with alternate caregiver. Due to sudden death, FTM not held. <u>Region 2</u> - 1 disruption, FTM held and services put in place. Adoptive placement of first child disruption occurred on 8/30/13 then second child placed in the home disrupted on 11/01/13. <u>Region 3</u> - no disruptions <u>Region 4</u> - 3 FTMs; 1 family experienced disruption with 1 child out of home and sibling kept in home. <u>Region 5</u> - 6 FTMs; results include: <ul style="list-style-type: none"> • adoptive family failed to show; • adoptive family did not keep the child, however, provided valuable information to DHS </p>

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								<p>with a clearer assessment of child's needs and behaviors to assist in assessing an appropriate family for the child for adoptive placement;</p> <ul style="list-style-type: none"> • family reconsidered and kept children and DHS provided additional services to family; • addressed future needs of adoptive child, the child did not remain with family; • clarified resources needed for kinship placement and identified support for family to sort out redundancy of services; and • discussed appropriate adoptive placement for a child as family failed to cooperate with court regarding a court order. Family given 30 days to complete court order or child will be moved from perspective family. This is a kinship placement.
13. By July 1, 2013, OKDHS will conduct a data analysis of region 3 (Oklahoma County) and region 5 (Tulsa County only) adoption cases in order to understand trends and issues related to timeliness of adoption after TPR. Within 90 days, OKDHS will create and implement strategies to shorten the length of time to	Deborah Goodman	N/A as information is detailed in the child's KIDS case	7-1-13					<p>Quad reviews are held with each county Permanency Planning Unit and resource specialists within the state quarterly, which has contributed to the improved time to finalization. The District Director and Field Managers are present at these reviews, which place a high level of importance for movement.</p> <p>Region3 – Issues identified</p>

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adoption finalization.								<p>include:</p> <ol style="list-style-type: none"> 1) Timeliness of reassessments; significant progress made with foster care in this area. 2) Child Profiles; worked with Shadow Mountain over last 90 days for timely. 3) Criteria staffing to child profile referral time. In assessing this process, efforts to reduce time between these two activities. On 12-1-13 the EDS (child profile) request will happen at the time of CONSULTATION; change in this process will allow for completion of that process prior to criteria staffing. <p>Region 5 plan covers four main areas:</p> <ol style="list-style-type: none"> 1) Pursing the involvement and active participation of Tribal partners as early as possible. 2) Effectively using timeframes for approving home assessments from foster care for children who are legally free and placed in an identified placement. 3) Minimizing delays between completion of consultation/criteria staffing and child profile referrals and completion. 4) Completing receipt and/or redaction of child profile

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								information for disclosure of information to families. The ultimate goal is for staff to receive an authorization request within 90 days of the child's case plan goal change to adoption.
14. The Center on Child Abuse and Neglect (CCAN) and OKDHS will conduct a pilot project for a parenting curriculum and support model for adoptive families for both trial and finalized adoptions. The pilot project will be modeled after an evidenced-based program and will address adoption dissolutions. This is also described in Pinnacle Point 1 – Initiative 21.d, but it is specific to resource parents in that section.	Deborah Goodman	Email on MCBM training status						All counties sites have been trained in the Managing Child Behavior Model, which is based on an evidenced-based model to be used with children ages 3 to 13. Bridge Family Solution Training started in Oklahoma and Tulsa Counties and progressed to the rest of the state. Training occurred during SFY 13; however, the implementation pilot is on hold at this time due to the funding restraints.
15. By December 31, 2013, OKDHS will incorporate the use of research-based tools to evaluate the engagement and collaboration of families by child welfare specialists. As staff improve their engagement and collaboration skills, their effectiveness in moving children to permanency will also improve. For example,	Melissa Jones	See PP 4.11 EOC	12-31-13					Permanency Planning staff continue to engage in T/TA with NRCDFC regarding opportunities to use research-based tools to collect information and address challenges that relate to safety. Efforts to coordinate with CWS CQI staff are under way to better assess outcomes. Research conducted in December 2013 on evidenced-based tools to use for this effort.

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<p>staff will be able to more quickly engage parents in treatment planning and assist them in changing behaviors that caused children to be unsafe in order to enable more timely reunification. These skills are also translated to kinship families, extended family members, and youth.</p> <p>a. Research-based tools are completed by a random sample of families and provide feedback to the individual child welfare specialist, supervisor, district director, deputy director, and program staff as part of ongoing quality assurance.</p> <p>b. The information will be used by program staff as part of an overall evaluation of practice, training, and policy implementation.</p> <p>c. The information will be used as part of an overall evaluation and training plan for individuals, units, counties, districts, and/or regions.</p>								Conference call with NRC and OK. CW staff is scheduled in January 2014 to discuss the use of tools in other states that may be used to perpetuate assessing engagement.	
16. OKDHS will expand the use of court-approved mediation in	Millie Carpenter	Order of Appointment for							Thee Juvenile Court Case Managers have been added in region 3 who

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<p>region 3 (Oklahoma County) so it occurs earlier in the process of court involvement. Careful consideration will be given to other locations for expansion and will focus on those districts with permanency challenges related to reunification.</p>		Judge in Region 3						<p>will be the primary referral sources for Child Permanency Mediation. A fifth judge was appointed in December 2013 to support the juvenile docket. The CIP court improvement plan states the judges will send cases to mediation whenever possible. Note: The Court Improvement Project (Alternative Dispute Resolution) has had trainings, meetings and one-on-one conferences with each of the judges encouraging the use of mediation. One of the challenges in Oklahoma County is the contract attorneys do not get paid to attend mediations, so they do not support child permanency mediations. With the mediation model that is used, all parties are to be present and if they are represented in court, they must be represented at the mediation.</p>