

Please note that throughout the PowerPoint, “Case-Level Data” refers to results based on analysis of data from the 2,069 cases reviewed in fiscal years 2007 and 2008; “State-Level Data” refers to results based on analysis of data from the 32 States reviewed.



**Child  
and Family  
Services Reviews**



# Results of the 2007 and 2008 Child and Family Services Reviews

*Children's Bureau  
Administration for Children and Families  
Department of Health and Human Services*

# 2007-2008 Reviews

## 2007 Reviews

- Delaware
- North Carolina
- Vermont
- New Mexico
- Georgia
- Kansas
- District of Columbia
- Indiana
- Massachusetts
- Arizona
- Alabama
- Oklahoma
- Oregon
- Minnesota

## 2008 Reviews

- Florida
- Arkansas
- California
- Texas
- Idaho
- North Dakota
- New York
- South Dakota
- Wyoming
- Kentucky
- Nebraska
- Pennsylvania
- Montana
- Ohio
- Tennessee
- Alaska
- West Virginia
- Connecticut

# Scope of the Child and Family Services Reviews

**7 Outcomes in  
the Areas of  
Safety,  
Permanency,  
and Child and  
Family Well-  
Being**

**7 Systemic  
Factors**

# Determining Substantial Conformity

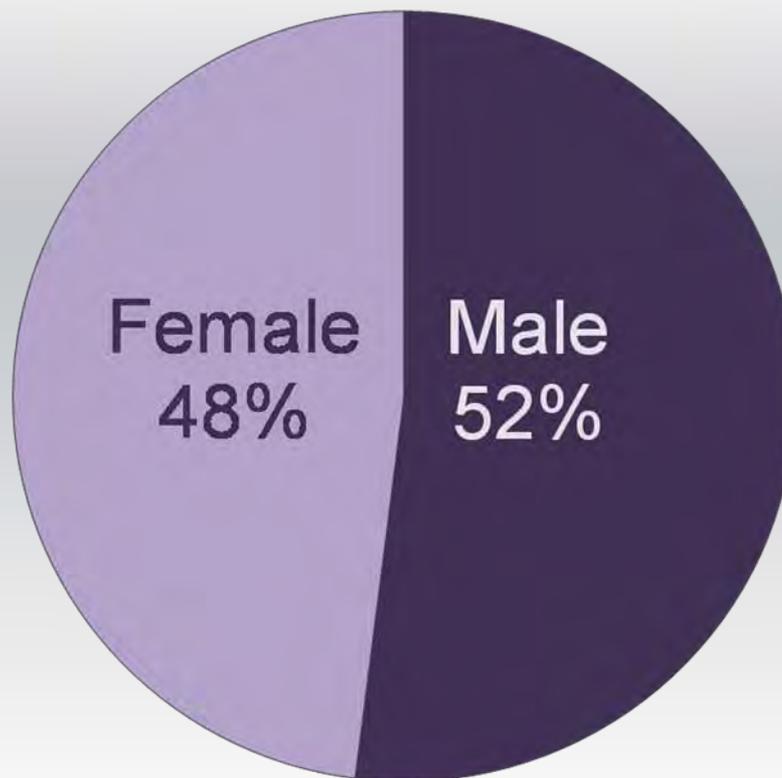
Outcomes	Systemic Factors
<ul style="list-style-type: none"> <li>• Onsite case record reviews and data indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Statewide Assessment and stakeholder interviews</li> </ul>
<ul style="list-style-type: none"> <li>• 95% of cases substantially achieved</li> </ul>	<ul style="list-style-type: none"> <li>• State plan requirements in place</li> </ul>
<ul style="list-style-type: none"> <li>• Meet National Standards on data indicators</li> </ul>	<ul style="list-style-type: none"> <li>• State plan requirements function as required</li> </ul>

# Cases Reviewed

- Cases Reviewed in **32 States**
- **2,069** Cases Reviewed
- **1,279** Foster Care Cases
- **790** In-Home Services Cases

The percent of male and female children across States is based on a total of 945 children. The gender of the child was not documented for all children in the review in fiscal years 2007 and 2008.

Case-Level Data: 32 States  
**Gender of Children in Cases Reviewed**  
Average Percent Across States



The race and ethnicity of children across States is based on a total of 713 children. Race and ethnicity was not documented for all children in the review in fiscal years 2007 and 2008.



# Case-Level Data: 32 States

## Race of Children in Cases Reviewed

### Average Percent Across States

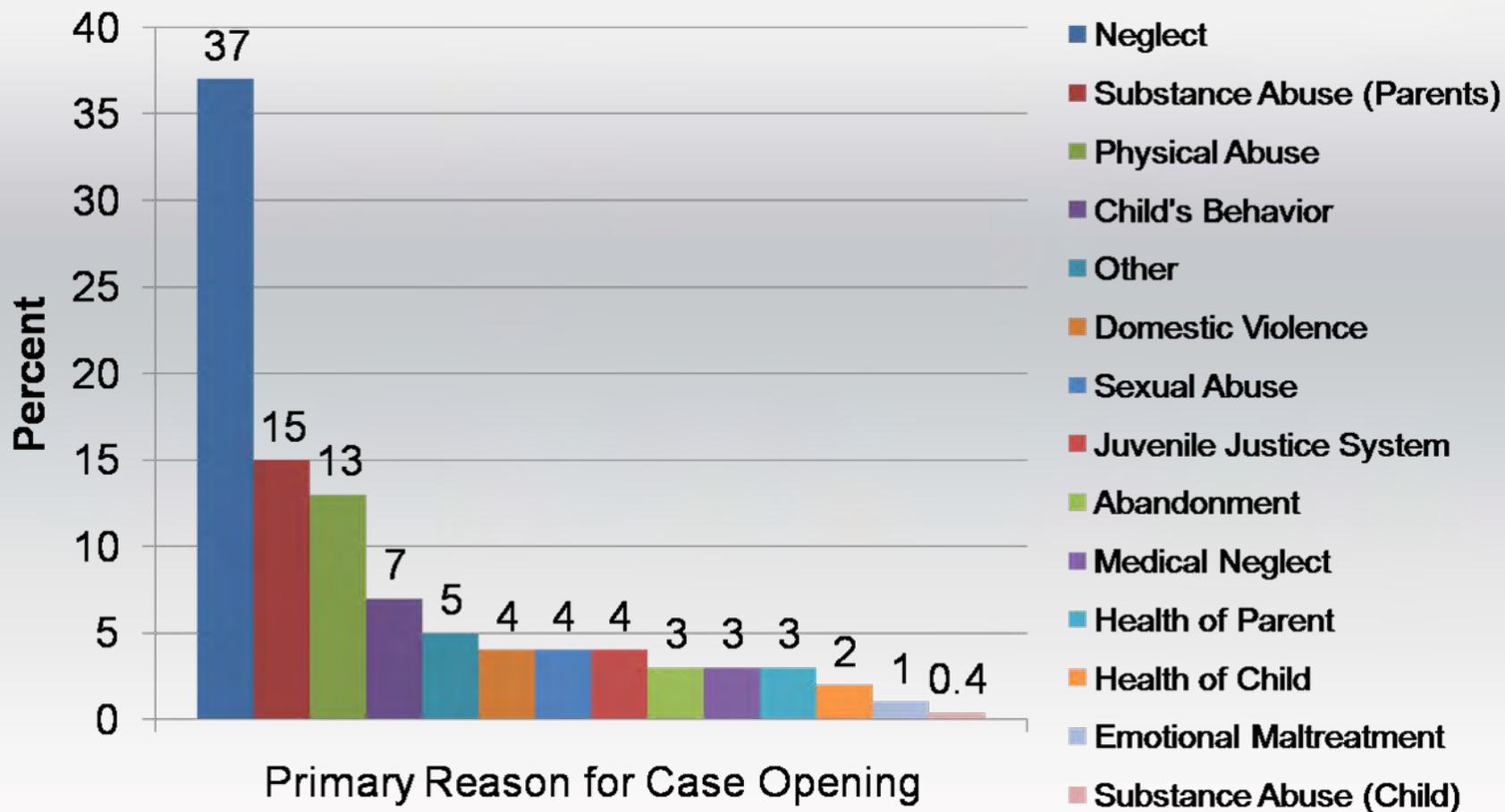
Race and Ethnicity of Children Reviewed	Total Number of Children	Average Percent of Children Across States
White (Non-Hispanic)	423	43%
Black/African American (Non-Hispanic)	233	23.7%
Hispanic	196	19.9%
More than One Race (Non-Hispanic)	74	7.5%
American Indian/Alaska Native (Non-Hispanic)	53	5.4%
Asian (Non-Hispanic)	2	0.2%
Unable to Determine	2	0.2%

This slide is based on the average percent of primary reasons for case opening across the 2,069 cases reviewed in fiscal years 2007 and 2008.

# Case-Level Data: 32 States

## Primary Reason for Case Opening

### Average Percent Across States

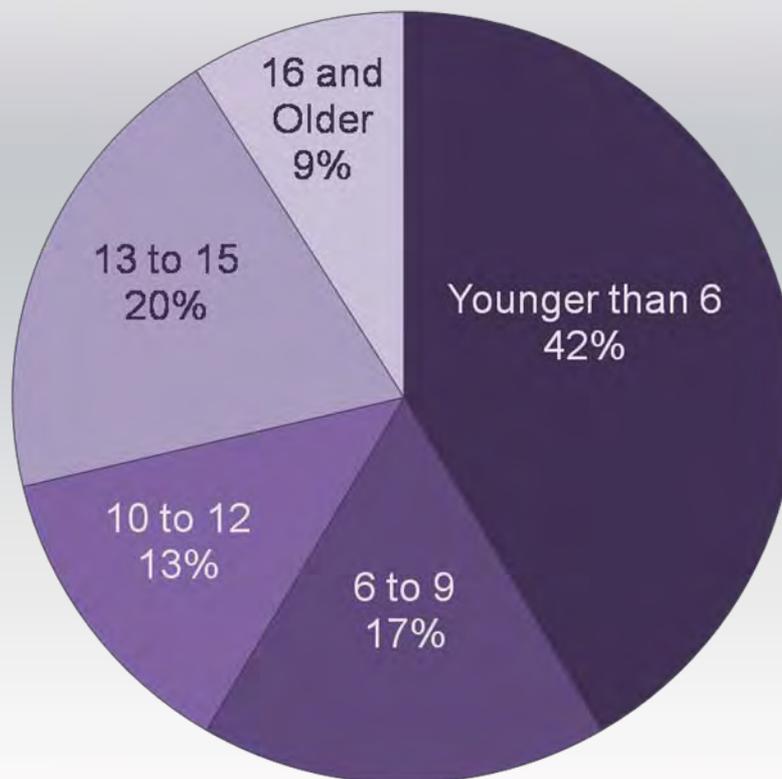


The percentages of children in the different age ranges represented in this slide are based on a total of 1,279 children. The age of the child was not documented for all children in the review in fiscal years 2007 and 2008.

## Case-Level Data: 32 States

# Age of Child at Date of Entry into Most Recent Foster Care Episode

### Average Percent Across States



# Outcomes

# Safety Outcome 1

Children are, first and foremost, protected from abuse and neglect.

- **Item 1:** Timeliness of initiating investigations of reports of child maltreatment
- **Item 2:** Repeat maltreatment

# Safety Outcome 2

Children are safely maintained in their homes whenever possible and appropriate.

- **Item 3:** Services to family to protect child(ren) in home and prevent removal or re-entry into foster care
- **Item 4:** Risk assessment and safety management

# Permanency Outcome 1

Children have permanency and stability in their living situations.

- **Item 5:** Foster care re-entries
- **Item 6:** Stability of foster care placement
- **Item 7:** Permanency goal for child
- **Item 8:** Reunification, guardianship, or permanent placement with relatives
- **Item 9:** Adoption
- **Item 10:** Other planned permanent living arrangement

# Permanency Outcome 2

The continuity of family relationships and connections is preserved for children.

- **Item 11:** Proximity of foster care placement
- **Item 12:** Placement with siblings
- **Item 13:** Visiting with parents and siblings in foster care
- **Item 14:** Preserving connections
- **Item 15:** Relative placement
- **Item 16:** Relationship of child in care with parents

# Well-Being Outcome 1

Families have enhanced capacity to provide for their children's needs.

- **Item 17:** Needs and services of child, parents, foster parents
- **Item 18:** Child and family involvement in case planning
- **Item 19:** Caseworker visits with child
- **Item 20:** Caseworker visits with parent(s)

# Well-Being Outcome 2

Children receive appropriate services to meet their educational needs.

- **Item 21:** Educational needs of the child

# Well-Being Outcome 3

Children receive appropriate services to meet their physical and mental health needs.

- **Item 22:** Physical health of child
- **Item 23:** Mental/behavioral health of child

**Safety Outcome 1:** Children are, first and foremost, protected from abuse and neglect.

**Safety Outcome 2:** Children are safely maintained in their homes whenever possible and appropriate.

**Permanency Outcome 1:** Children have permanency and stability in their living situations.

**Permanency Outcome 2:** The continuity of family relationships and connections is preserved for children.

**Well-Being Outcome 1:** Families have enhanced capacity to provide for children's needs.

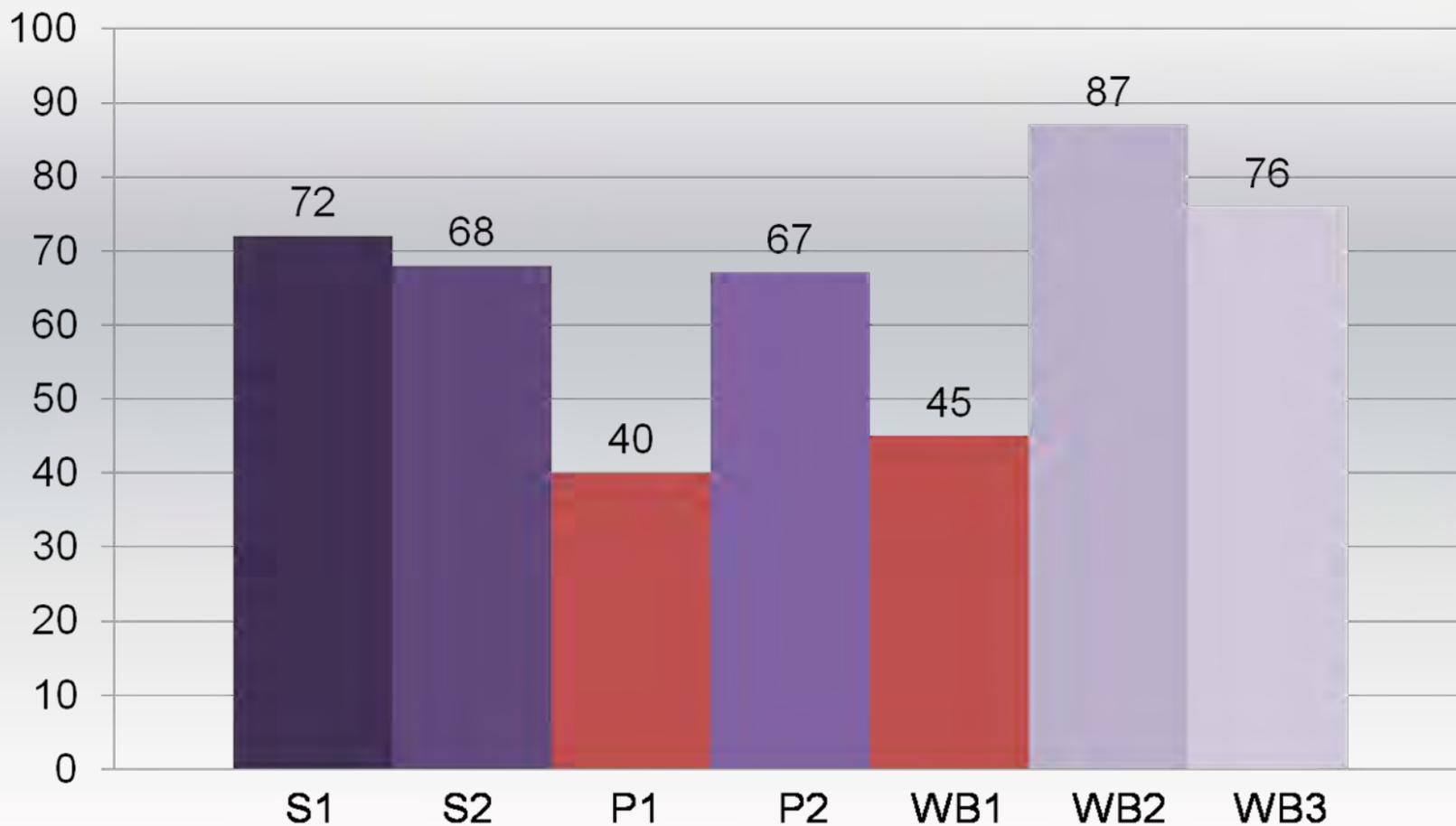
**Well-Being Outcome 2:** Children receive appropriate services to meet their educational needs.

**Well-Being Outcome 3:** Children receive adequate services to meet their physical and mental health needs.

# State-Level Data: 32 States

## Outcomes

Average Percent Achieved Across States



# Important Associations

These analyses were done using data from the 2,069 cases reviewed in fiscal years 2007 and 2008.

## Case-Level Data: 32 States Permanency Outcome 1

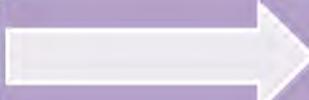
### Items Associated with Stronger Performance in Permanency Outcome 1

 Item 3: Services to family to protect children in the home and prevent removal or re-entry into care

 Item 17A: Needs assessment and services to children

 Item 17B: Needs assessment and services to parents

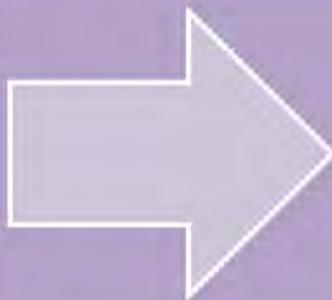
 Item 19: Caseworker visits with child

 Item 20: Caseworker visits with parent(s)

This analysis was done using ratings and composite scores from the 32 States reviewed in fiscal years 2007 and 2008.

## State-Level Data: 32 States Item 19

**Item Associated with Stronger Performance in  
Permanency Composite 4: Placement Stability**

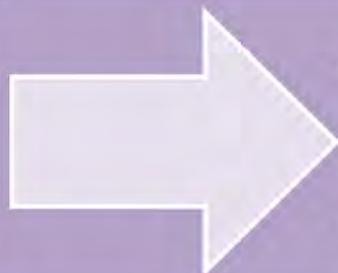


**Item 19: Caseworker visits with child**

These analyses were done using data from the 2,069 cases reviewed in fiscal years 2007 and 2008.

## Case-Level Data: 32 States Item 20

### Additional Associations Related to Caseworker Visits with Parents



**Stronger performance in caseworker visits with parents is associated with stronger performance on Item 7 (timely establishment of permanency goals and timely filing for TPR)**



**Stronger performance in caseworker visits with parents is also associated with stronger performance on Item 8 (reunification, guardianship, or permanent placement with relatives)**

**Item 16:** Relationship of child in care with parent

**Item 17b:** Needs and services of parents (Needs Assessed)

**Item 17b:** Needs and services of parents (Needs Addressed)

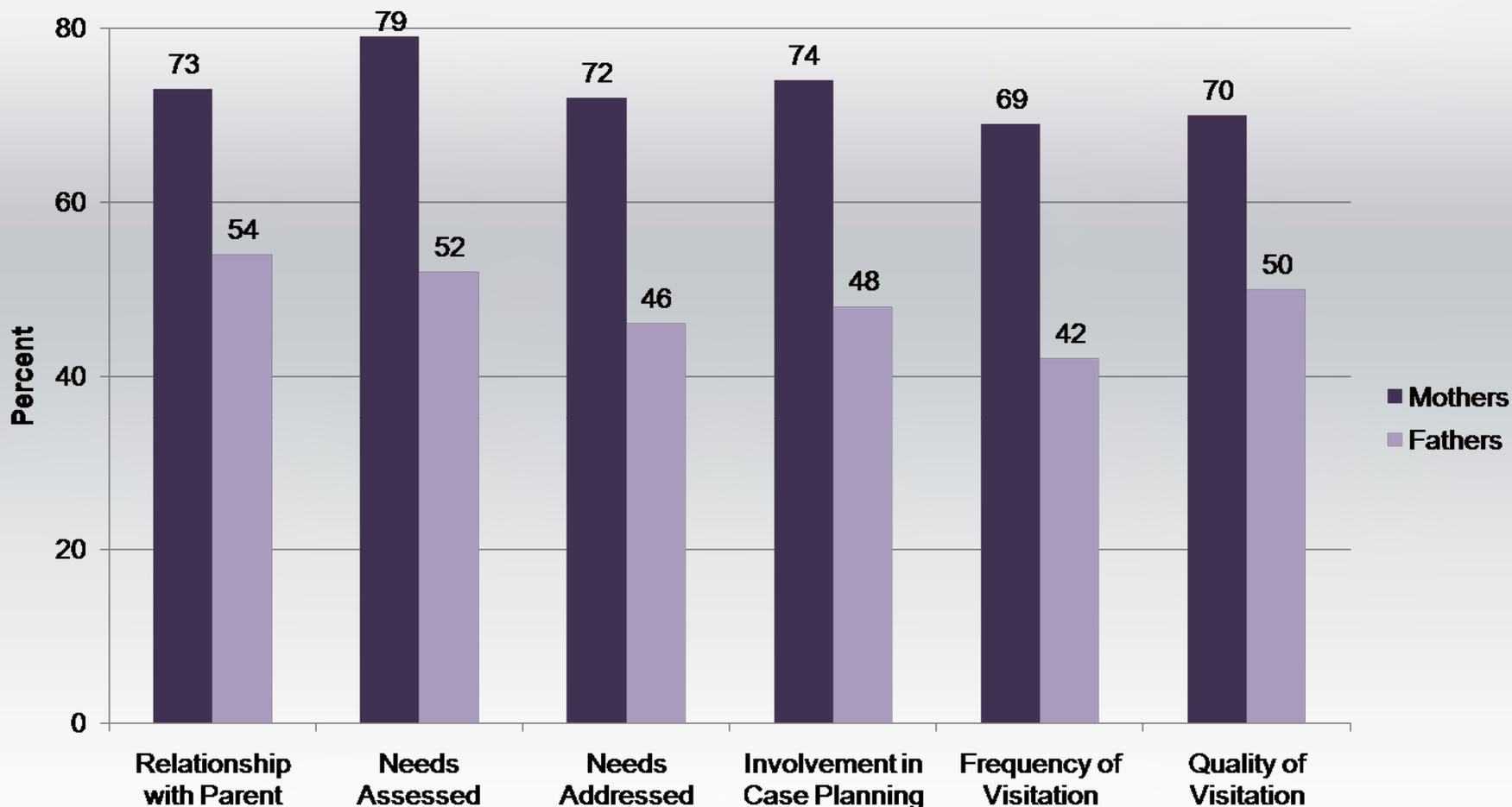
**Item 18:** Child and family involvement in case planning

**Item 20:** Caseworker visits with parents (Frequency)

**Item 20:** Caseworker visits with parents (Quality)

# Case-Level Data: 32 States

## Differences In Serving Mothers and Fathers



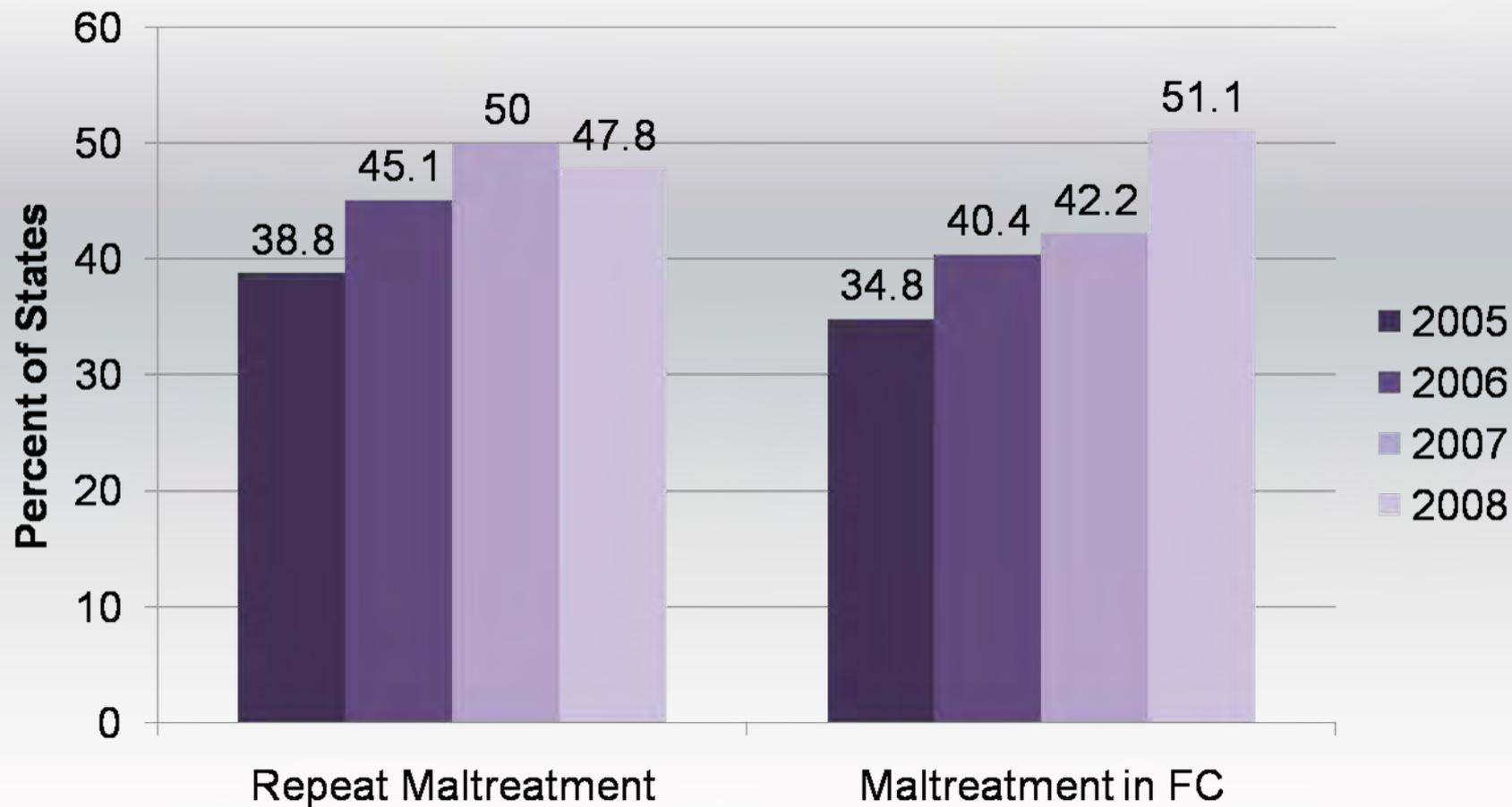
These percentages were calculated using the case-level data from the 1,279 foster care cases and 790 in-home cases reviewed in fiscal years 2007 and 2008.

## Case-Level Data: 32 States In-Home and Foster Care Differences on the Outcomes



# Safety

# Percent of States Meeting Safety National Standards NCANDS (preliminary findings)



**Item 1:** Timeliness of initiating investigations of reports of child maltreatment

**Item 2:** Repeat maltreatment

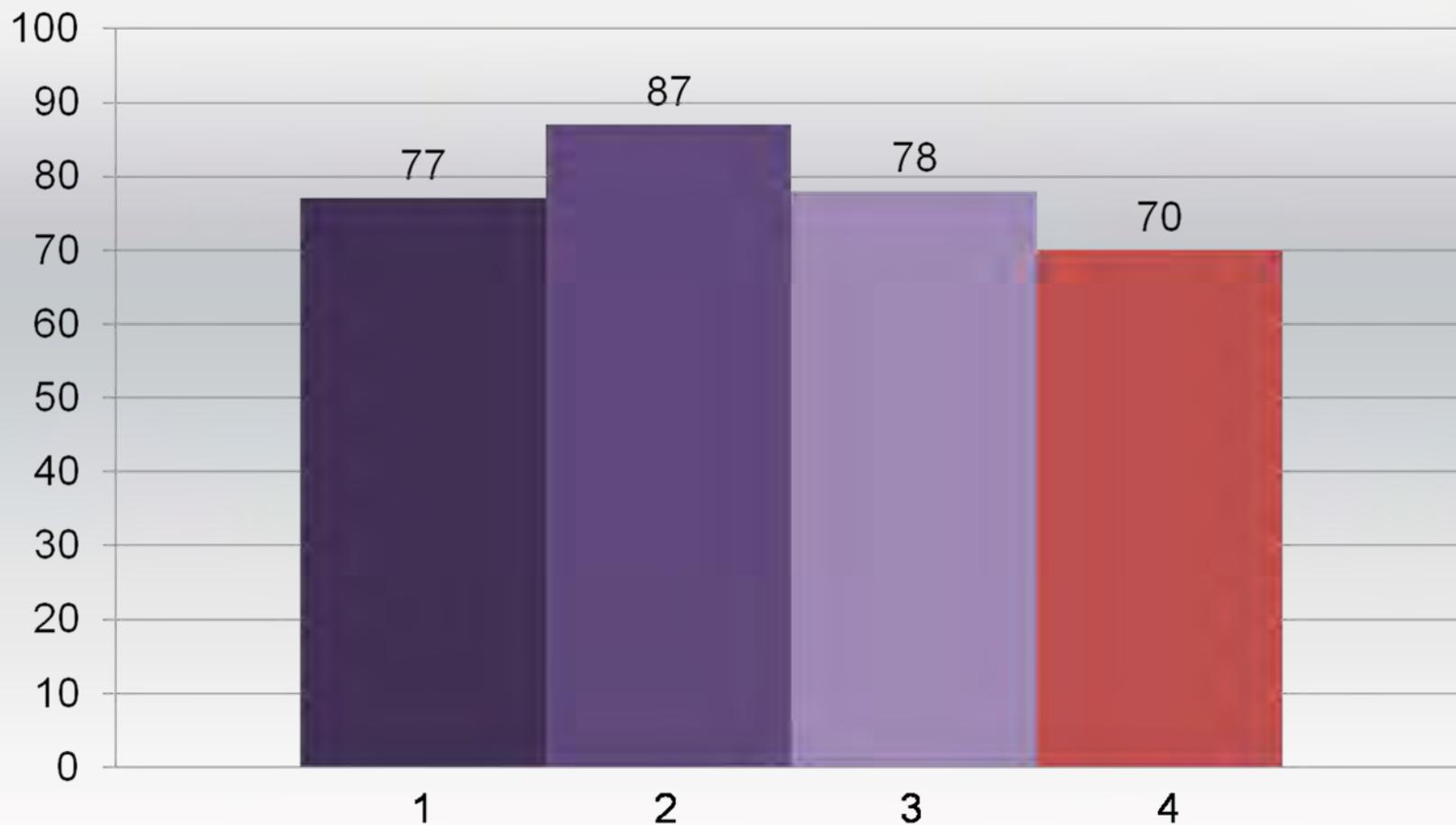
**Item 3:** Services to family to protect child(ren) in home and prevent removal or re-entry into foster care

**Item 4:** Risk assessment and safety management

## State-Level Data: 32 States

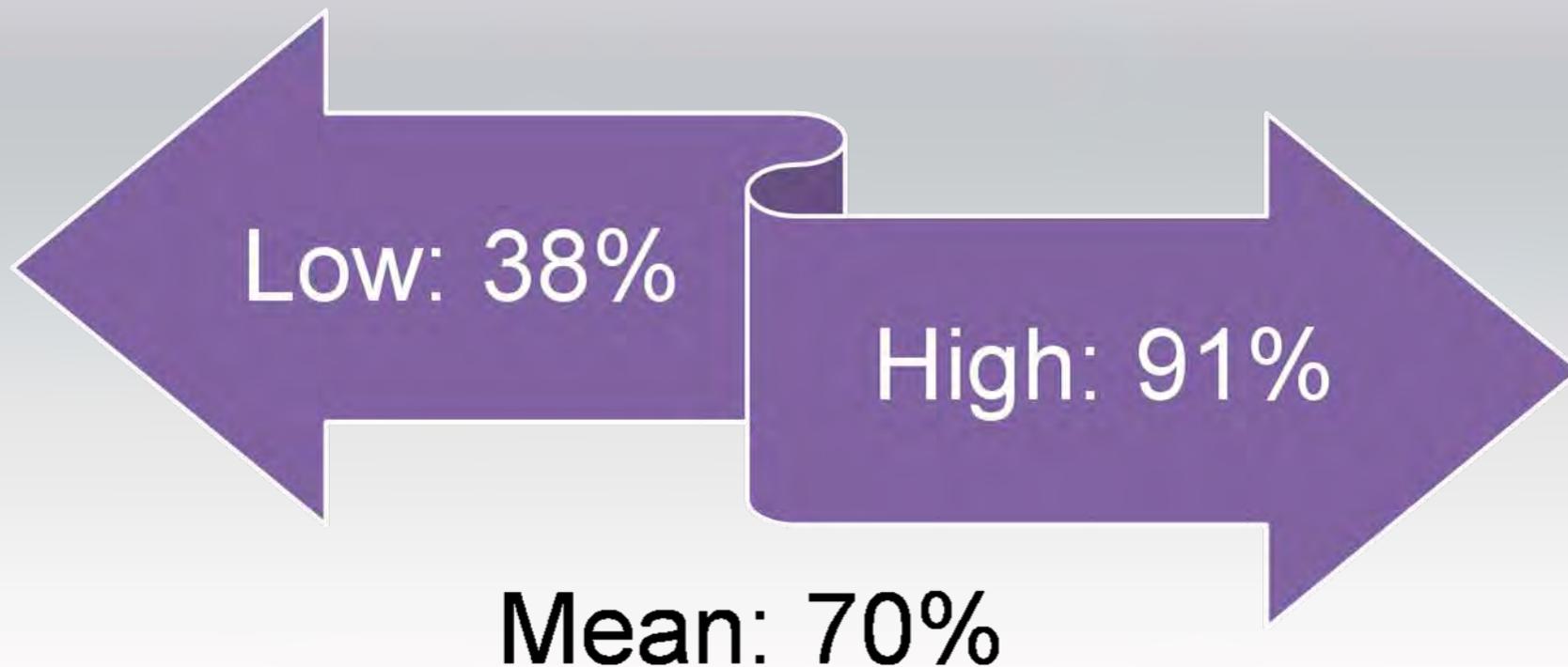
# Safety Items

Average Across States: Percent of Cases Rated as Strength



State-Level Data: 32 States  
**Safety Outcome 2**  
**Item 4**

Risk assessment and safety management



These data are from the questions within Safety Item 4, Risk and Safety Management. They were calculated using the total number applicable to each question. In general that number varied for each question.

## Case-Level Data: 32 States

# Risk and Safety Assessment

### Initial assessments:

- **Risk: 89% of applicable cases**
- **Safety and development of safety plan: 84% of applicable cases**

### Ongoing assessments:

- **Risk: 81% of applicable cases**
- **Safety and update of safety plan: 76% of applicable cases**

### Safety assessment prior to foster care case closure:

- **75% of applicable cases**

These data are from the questions within Safety Item 4, Risk and Safety Management. (The percentage of cases was calculated based on the total number of cases rated for item 4 that had at least one of the above safety concerns noted. Some cases had more than one of the unaddressed safety concerns noted for the item.)

## Case-Level Data: 32 States

# Unaddressed Safety Concerns

21% of cases had unaddressed safety concerns.

Safety concerns could include:

**Maltreatment allegations reported and inappropriately screened out**

**Maltreatment allegations never formally reported or formally investigated**

**Extensive delays in accepting an allegation for investigation or assessment**

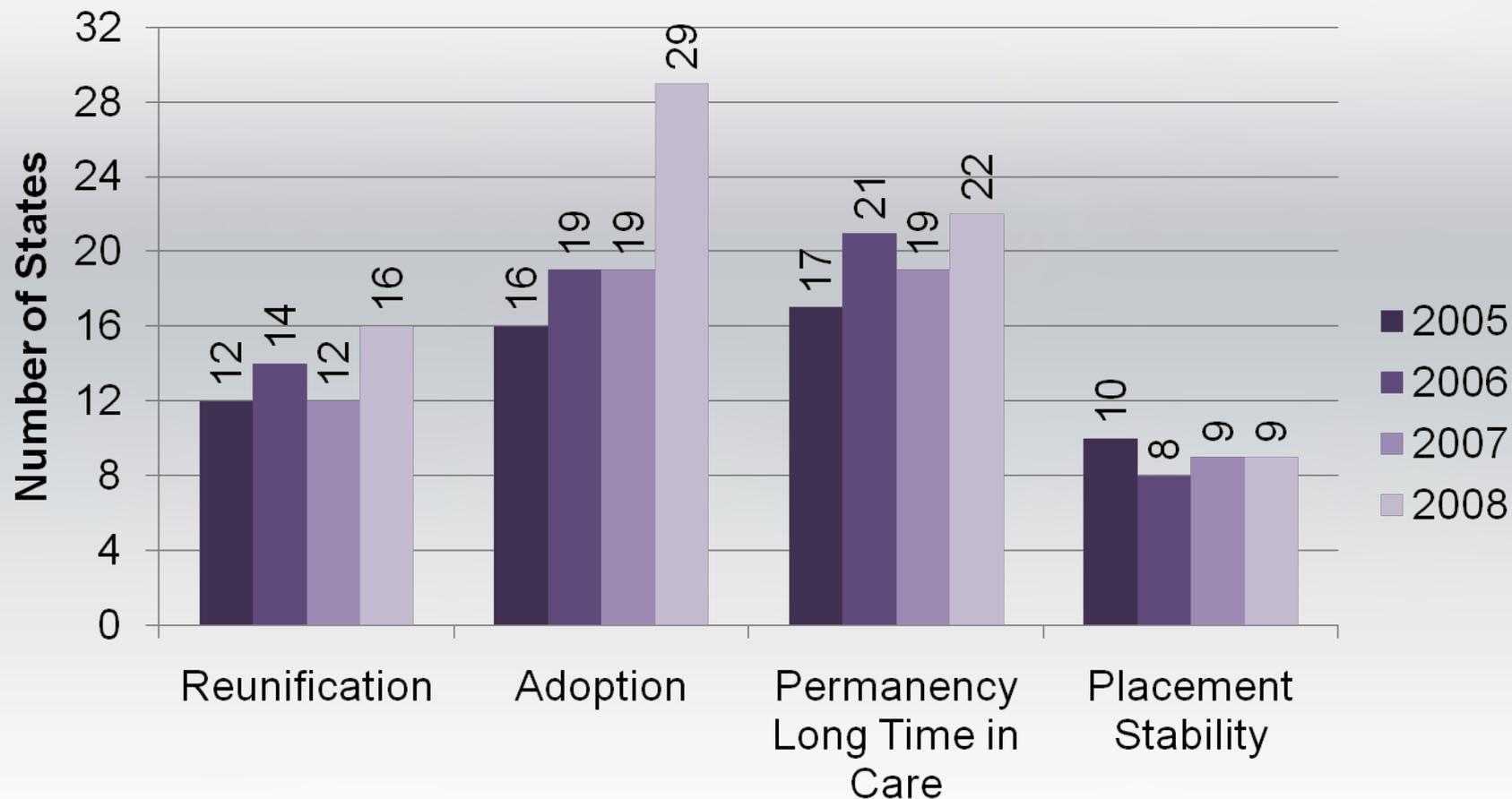
**Maltreatment allegations not substantiated despite evidence that would support a substantiation**

**The case was closed prematurely**

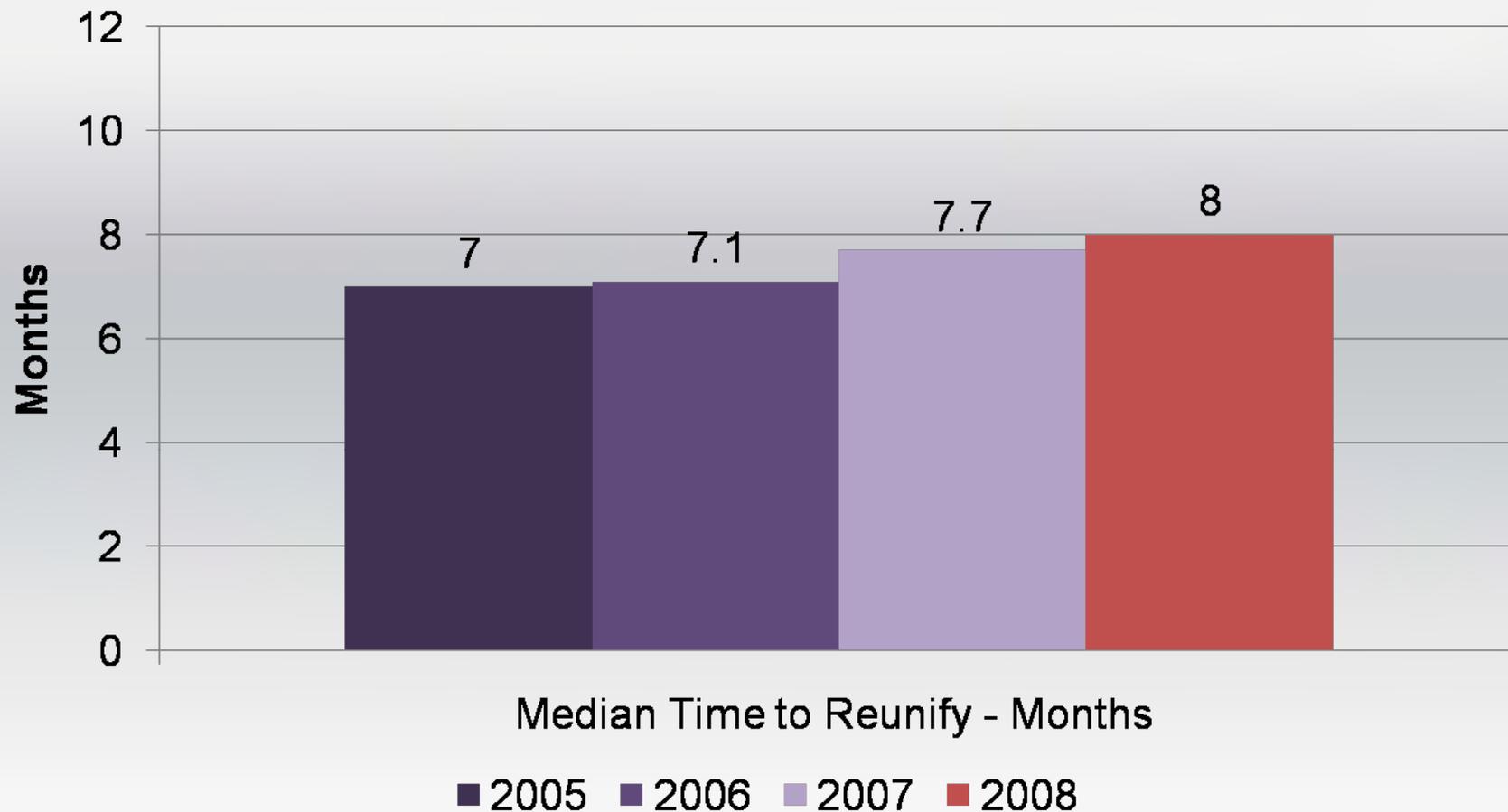
# Permanency

2008 data are preliminary and have not been verified by all States. The AFCARS C File is not included in the data. No States were excluded from the preliminary 2005 data. In general, the information included in the Report To Congress may be slightly different from those reported here because more State analysis and adjustments may be applied based on known data quality issues.

# Number of States Meeting Permanency Composite National Standards



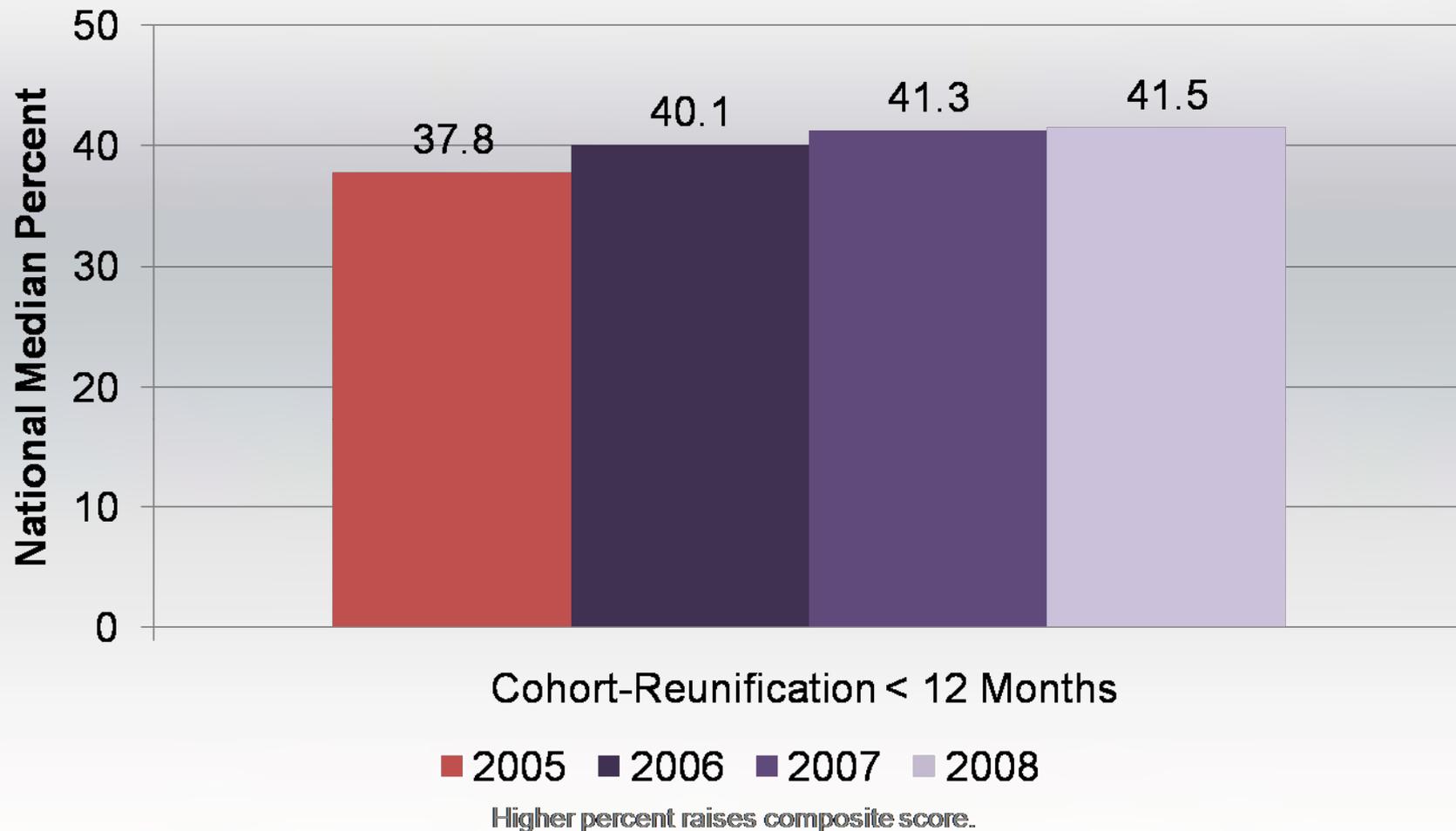
## Composite 1 Individual Measure C1.2: Median Stay, Exits to Reunification



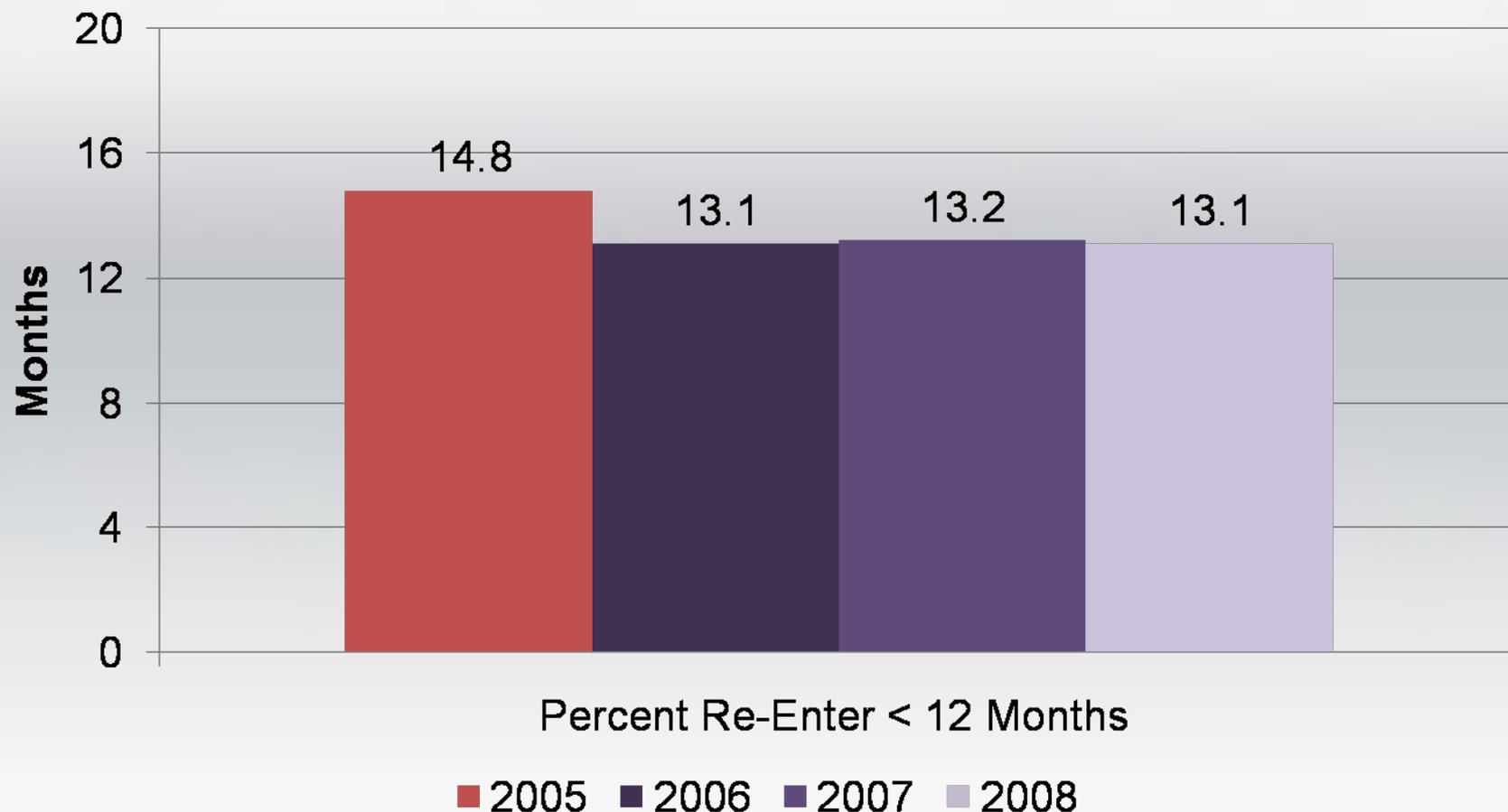
Lower median raises composite score.

# Composite 1 Individual Measure C1.3:

Entry Cohort: Children entering foster care 6 months prior,  
percent exiting to reunification in less than 12 months of entry

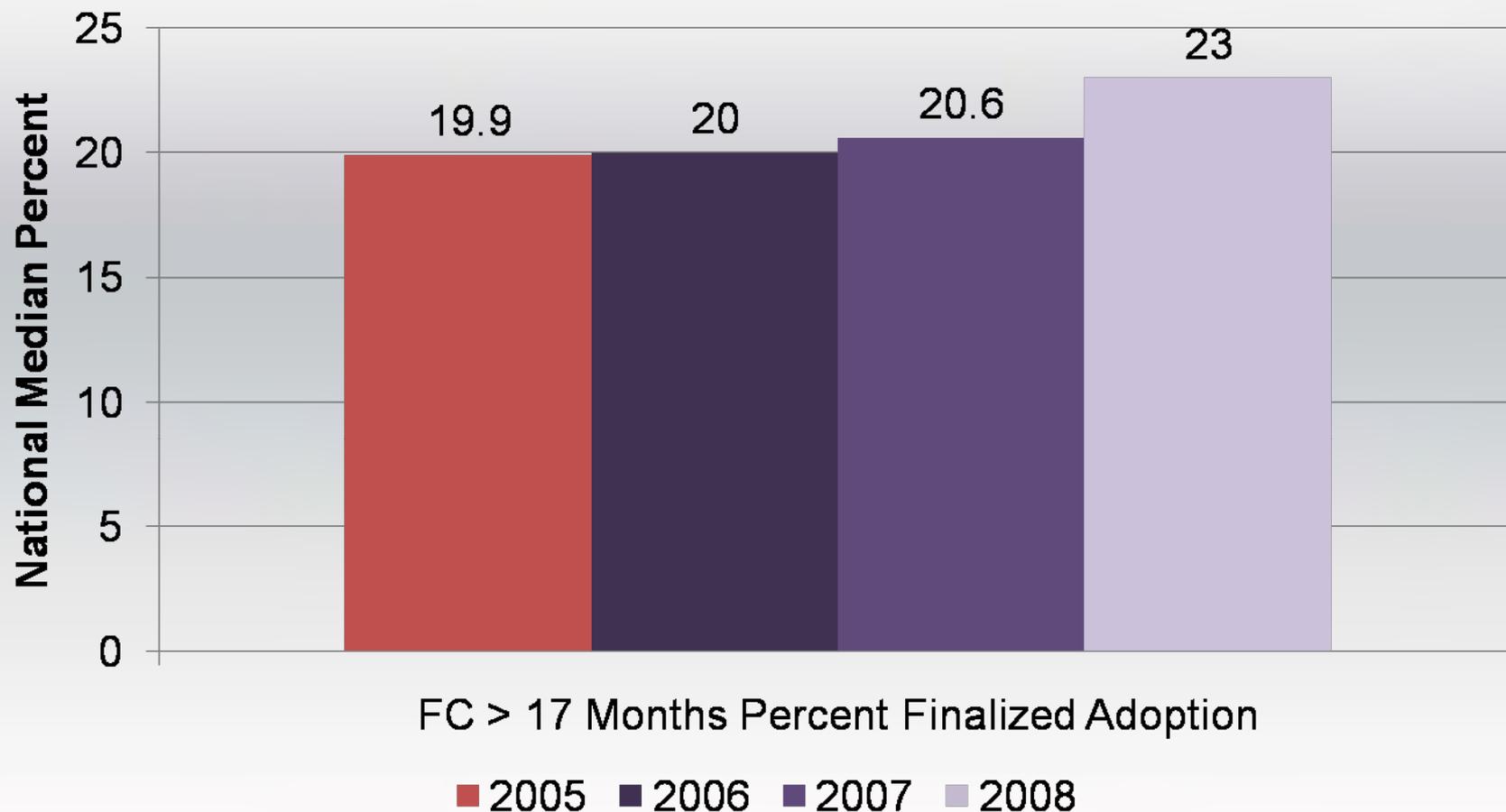


# Composite 1 Individual Measure C1.4: Exit Cohort Re-Entry Within 12 Months



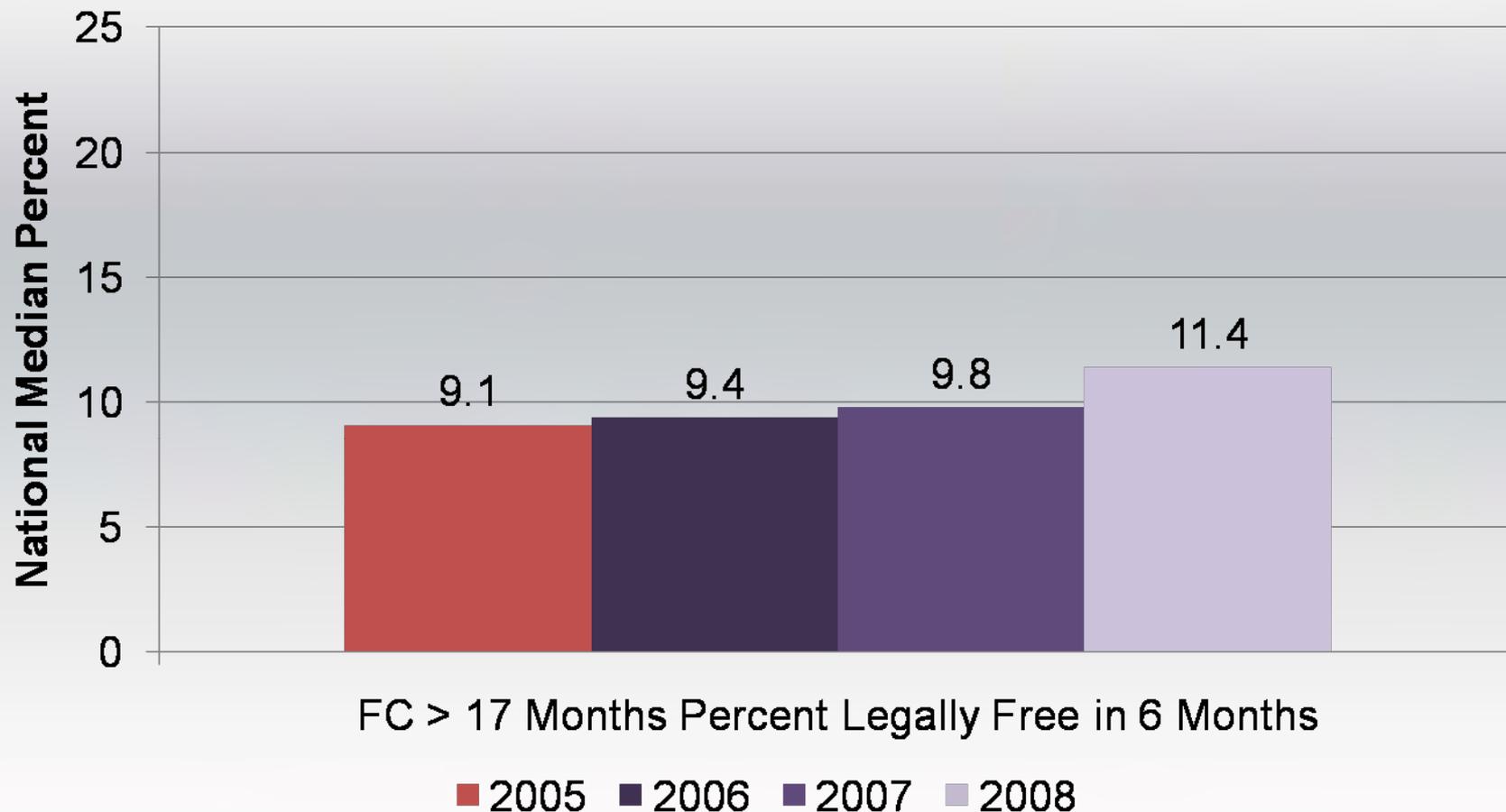
Lower median raises composite score.

# Composite 2 Individual Measure C2.3: For Children in Foster Care for 17 Months or Longer at the Start of the Reporting Year, Percent Discharged to Adoption During the Year



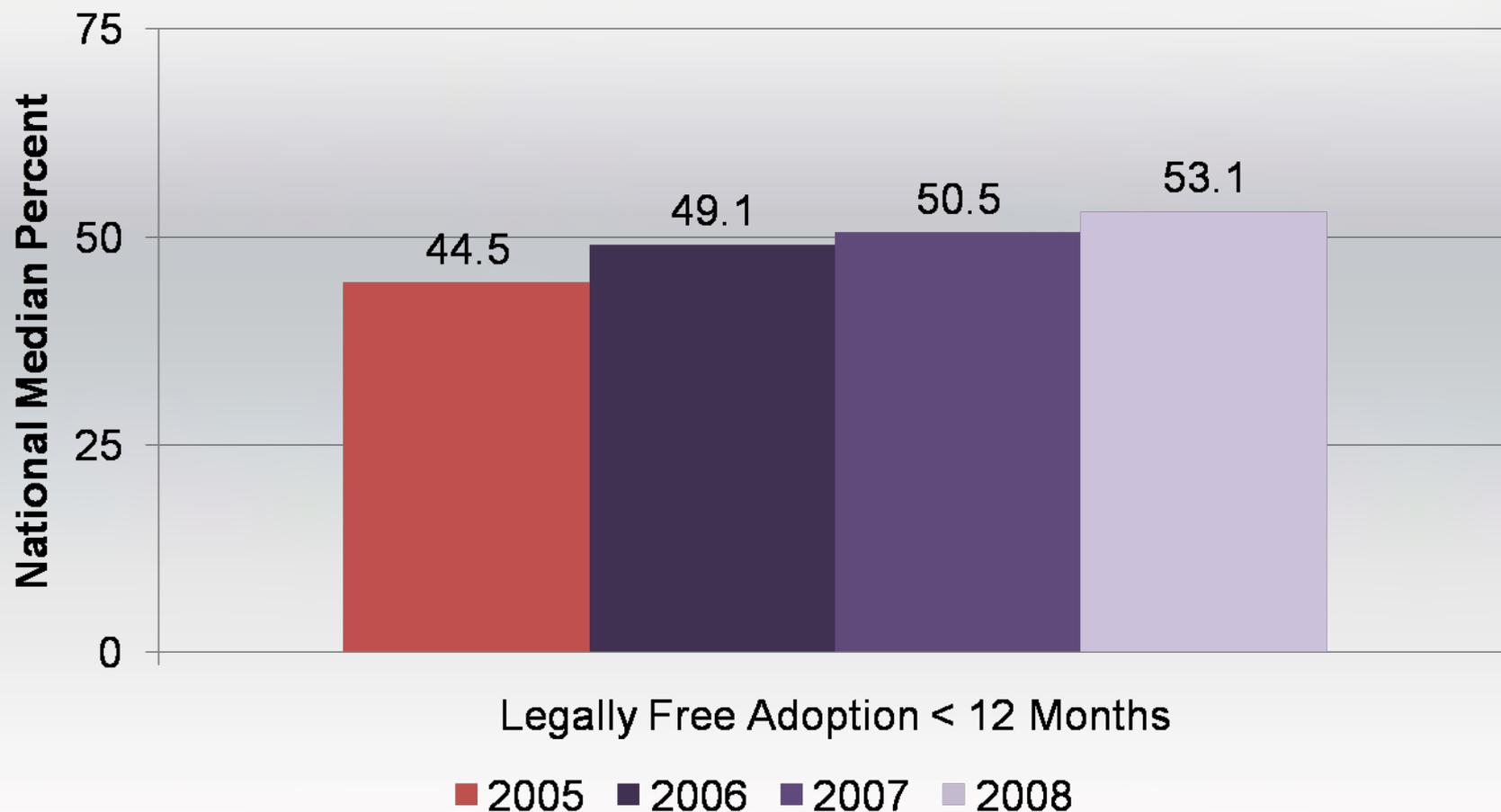
Higher percent raises composite score.

# Composite 2 Individual Measure C2.4: For Children in Foster Care for 17 Months or Longer at the Start of the Reporting Year, Percent Who Became Legally Free for Adoption Within 6 Months of the Reporting Year



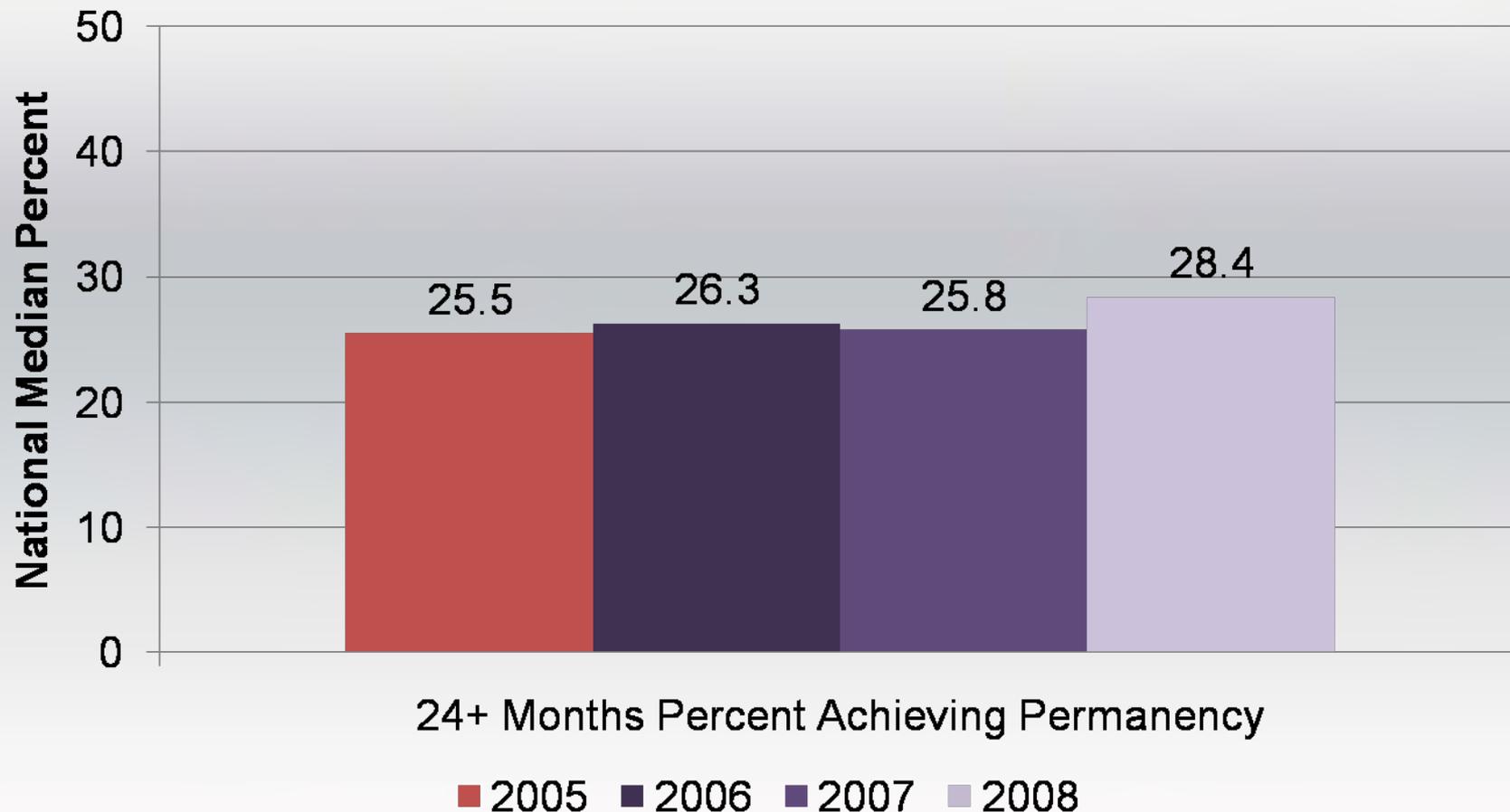
Higher percent raises composite score.

## Composite 2 Individual Measure C2.5: For Children Legally Free for Adoption, Percent Adopted in Less Than 12 Months of Becoming Legally Free



Higher percent raises composite score.

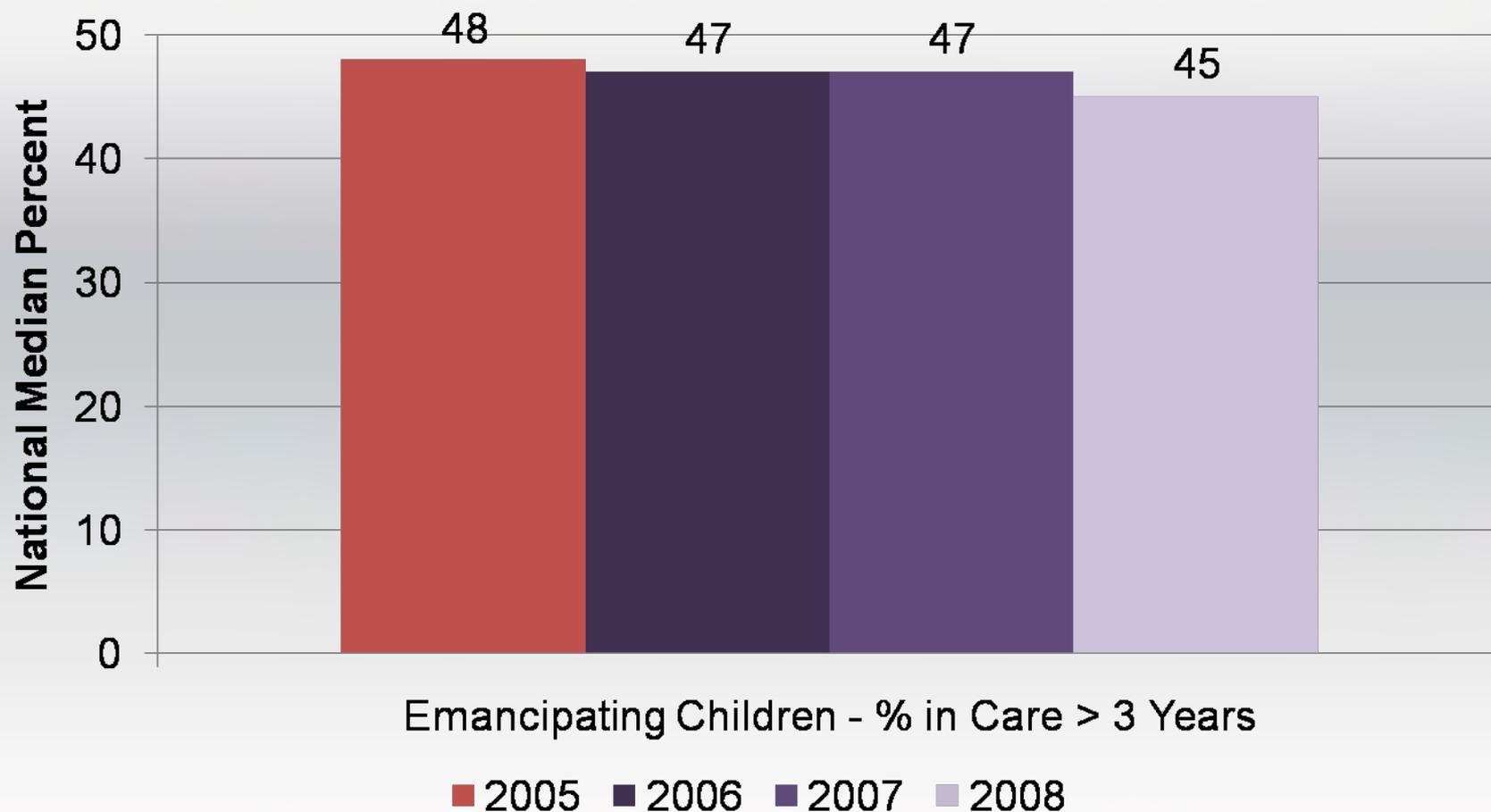
# Composite 3 Individual Measure C3.1: Children in Care for 24+ Months, Percent Achieving Permanency Before 18



Higher percent raises composite score.

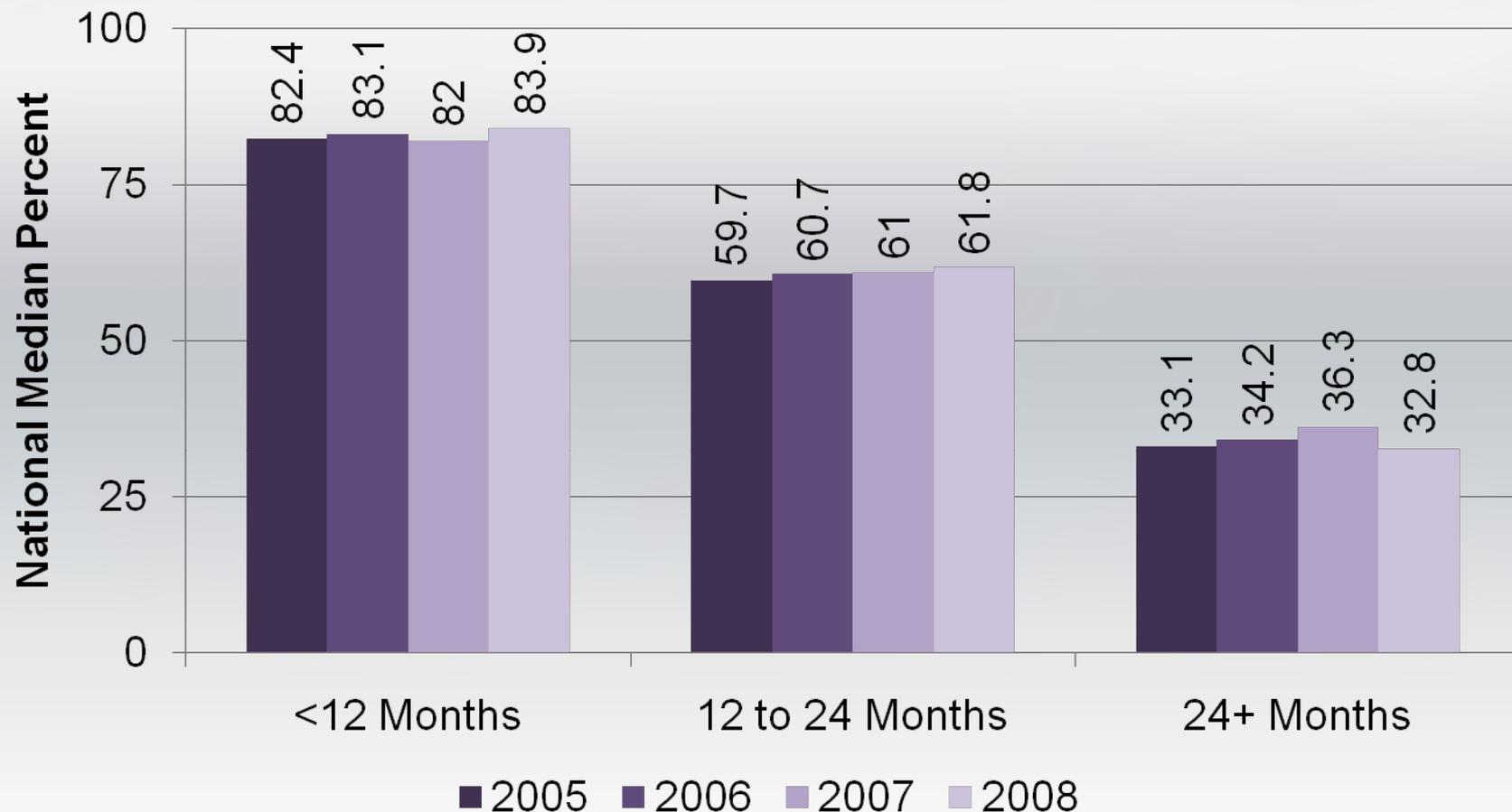
## Composite 3 Individual Measure C3.3:

Percent of Youth in Care > 3 Years Discharged to Emancipation



Lower percent raises composite score.

# Composite 4 Individual Measures: Children with 2 or Fewer Placements



Higher percent raises composite score.

# 4-Year Trend Summary

## National Indicators and Measures

- Median time to reunification has increased
- Re-entry has improved from 2005 – flat last 3 years
- First-time entry cohorts to reunification showing improvement
- Timeliness of children becoming legally free is improved
- Improvement for children legally free adopted < 1 year
- Improvement for children in care 17 months adopted < 6 months
- More children in care over 2 years achieving permanency
- Improvement for long-stay children (3 years) turning 18 or emancipating in care
- Little change over 4 years with children experiencing fewer than 3 moves in placement

**Item 5:** Foster care re-entries

**Item 6:** Stability of foster care placement

**Item 7:** Permanency goal for child

**Item 8:** Reunification, guardianship, or permanent placement with relatives

**Item 9:** Adoption

**Item 10:** Other planned permanent living arrangement

**Item 11:** Proximity of foster care placement

**Item 12:** Placement with siblings

**Item 13:** Visiting with parents and siblings in foster care

**Item 14:** Preserving connections

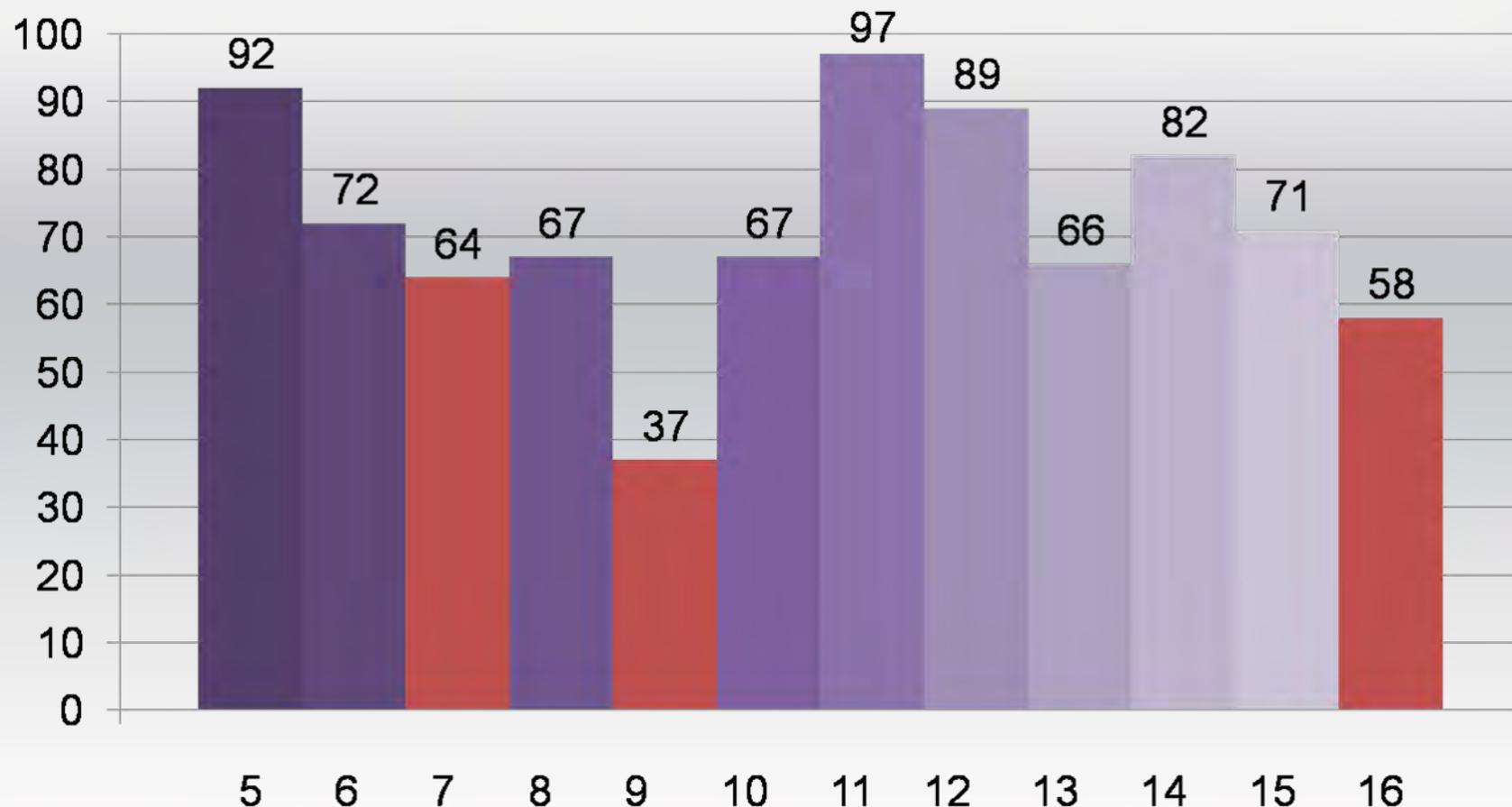
**Item 15:** Relative placement

**Item 16:** Relationship of child in care with parents

## State-Level Data: 32 States

# Permanency Items

Average Across States: Percent of Cases Rated as Strength



## State-Level Data: 32 States Permanency

### Permanency Outcome 1, Item 7

- **64%** of cases rated a Strength

### Permanency Outcome 1, Item 9

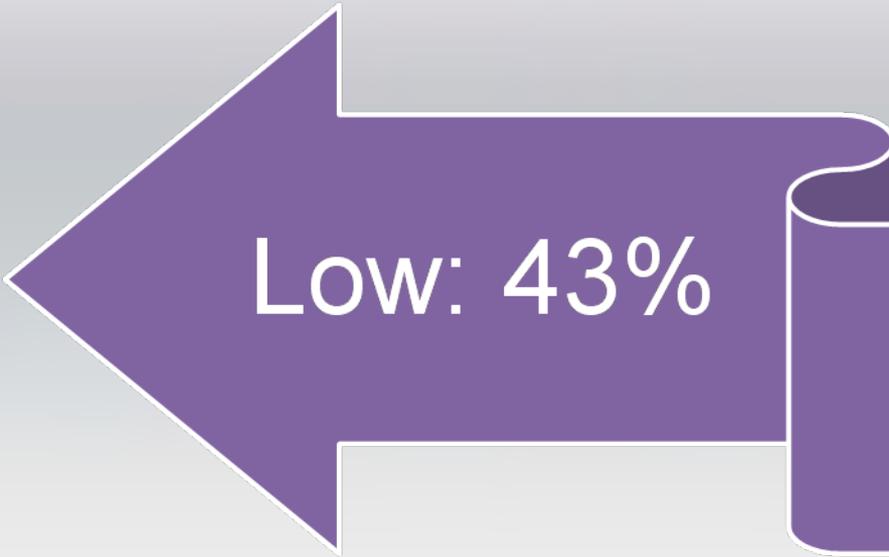
- **37%** of cases rated a Strength

### Permanency Outcome 2, Item 16

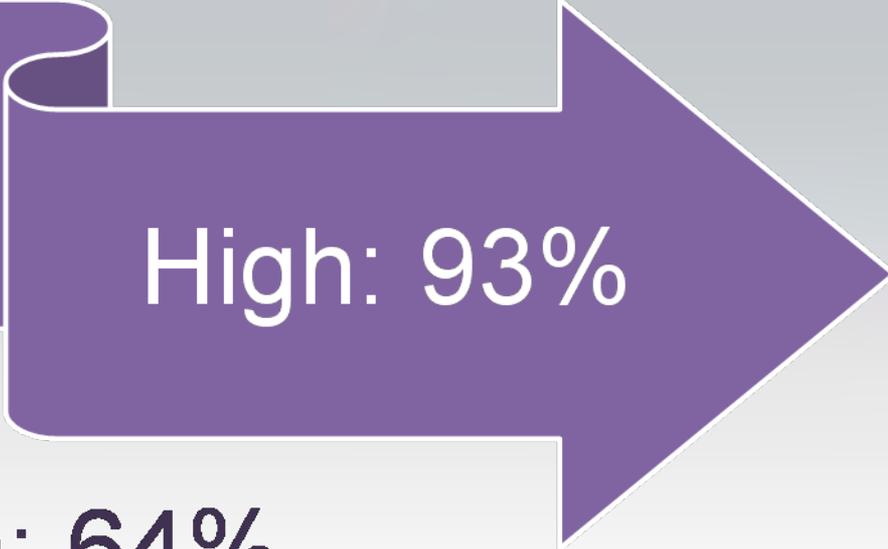
- **58%** of cases rated a Strength

## State-Level Data: 32 States Permanency Outcome 1 Item 7

Establishing appropriate permanency goals for  
children in a timely manner



Low: 43%



High: 93%

Mean: 64%

These data are from the questions within Item 7, permanency goal for child. They were calculated using the total number applicable to each question. In general, that number varied for each question.

## Case-Level Data: 32 States

# Permanency Outcome 1

### Item 7: Establishment of Permanency Goals and Filing TPR

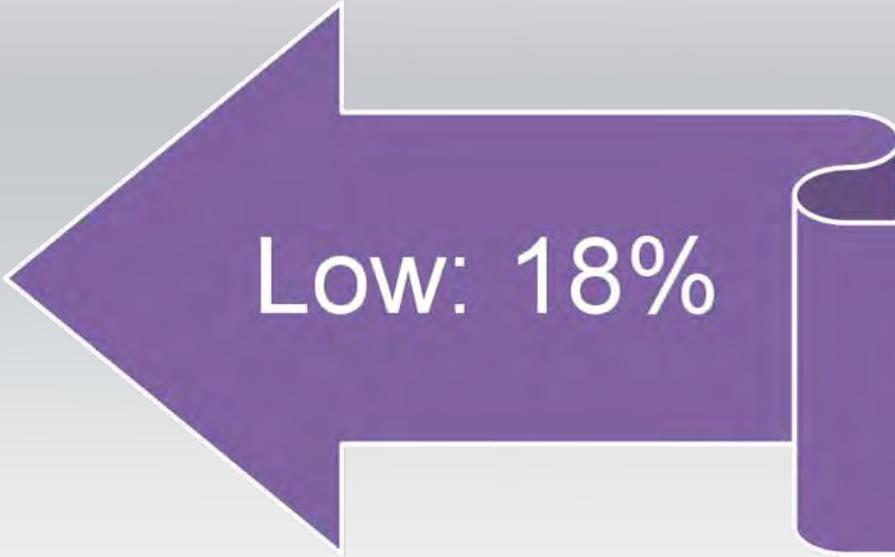
Reviewers determined that the permanency goals were:

- Documented in the case record in 99% of the applicable cases reviewed
- Established in a timely manner in 78% of applicable cases
- Were considered appropriate in 85% of applicable cases

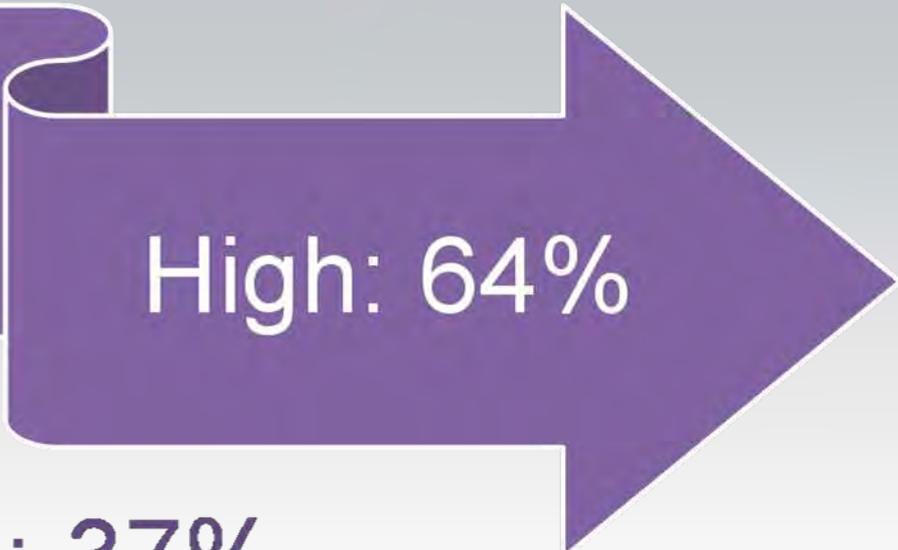
Reviewers found that in 73% of the applicable cases, the agency filed or joined a TPR in a timely manner, or had a compelling reason for not filing in a timely manner

## State-Level Data: 32 States Permanency Outcome 1 Item 9

Making concerted efforts to achieve a finalized adoption in a timely manner



Low: 18%



High: 64%

Mean: 37%

These findings were derived from a qualitative analysis of all Item 9 Main Reason statements in the 1,279 foster care cases reviewed in fiscal years 2007 and 2008.

# Case-Level Data: 32 States Permanency Outcome 1

## Item 9 Concerns

- **Lack of effective concurrent planning (especially when goals of reunification and adoption identified)**
- **Lack of effort to identify pre-adoptive families**
- **Worker turnover/lack of urgency on part of agency to pursue adoption goal**
- **Court delays: multiple and ongoing continuances; lengthy TPR appeals; parents given more time for reunification; changes in bench officers**
- **Challenges to achieve timely adoptions where practice dictates that adoption goals are not put in place until after TPR**
- **Progress on adoption goal delayed due to child staying in care to keep services in place**
- **Lack of clarity regarding availability of subsidies**

The top three metro sites were identified by sorting all metro sites from the 32 States reviewed by the average percentage of substantial conformity achieved within Permanency Outcome 1. The top three metro sites are the 3 metro sites across the 32 States with the highest average percentage of cases achieving substantial conformity in each site. The top three sites for Permanency Outcome 1 were not necessarily the same sites achieving top performance in the Well-Being Outcome 1 analysis.

# Permanency 1: Three Top- Performing Metro Sites

These findings were derived from a qualitative analysis of all Main Reason statements in Items 5-7 in the 3 top-performing metro sites.

## Case-Level Data: 32 States

# Permanency Outcome 1

## Top Three Metro Sites: Qualitative Findings

### Item 5

- Provision of post-reunification services
- Utilization of risk tools/reintegration assessments

### Item 6

- Utilization of relative placements
- Improvement of independent living services for youth

### Item 7

- Ongoing and meaningful concurrent planning
- Goals established and case plans developed quickly

These findings were derived from a qualitative analysis of all Main Reason statements in Items 8 and 9 in the 3 top-performing metro sites.

## Case-Level Data: 32 States

# Permanency Outcome 1

## Top Three Metro Sites: Qualitative Findings

### Item 8

- **Multi-system collaboration**
- **Early emphasis on reunification**
- **Utilization of relative placements**

### Item 9

- **Ongoing and meaningful concurrent planning**
- **Filing TPR prior to 15 months of child entering foster care, when appropriate**
- **Permanency (including option of adoption) addressed meaningfully in family team meetings**
- **Early search for adoptive families**

These findings were derived from a qualitative analysis of all Main Reason statements in Item 10 in the 3 top-performing metro sites.

# Case-Level Data: 32 States

## Permanency Outcome 1

### Top Three Metro Sites: Qualitative Findings

#### Item 10

- Engaging youth in independent living services at a young age
- Emphasis on utilizing standardized assessment tools

# Well-Being

**Item 17:** Needs and services of child,  
parents, foster parents

**Item 18:** Child and family involvement in  
case planning

**Item 19:** Caseworker visits with child

**Item 20:** Caseworker visits with parent(s)

**Item 21:** Educational needs of the child

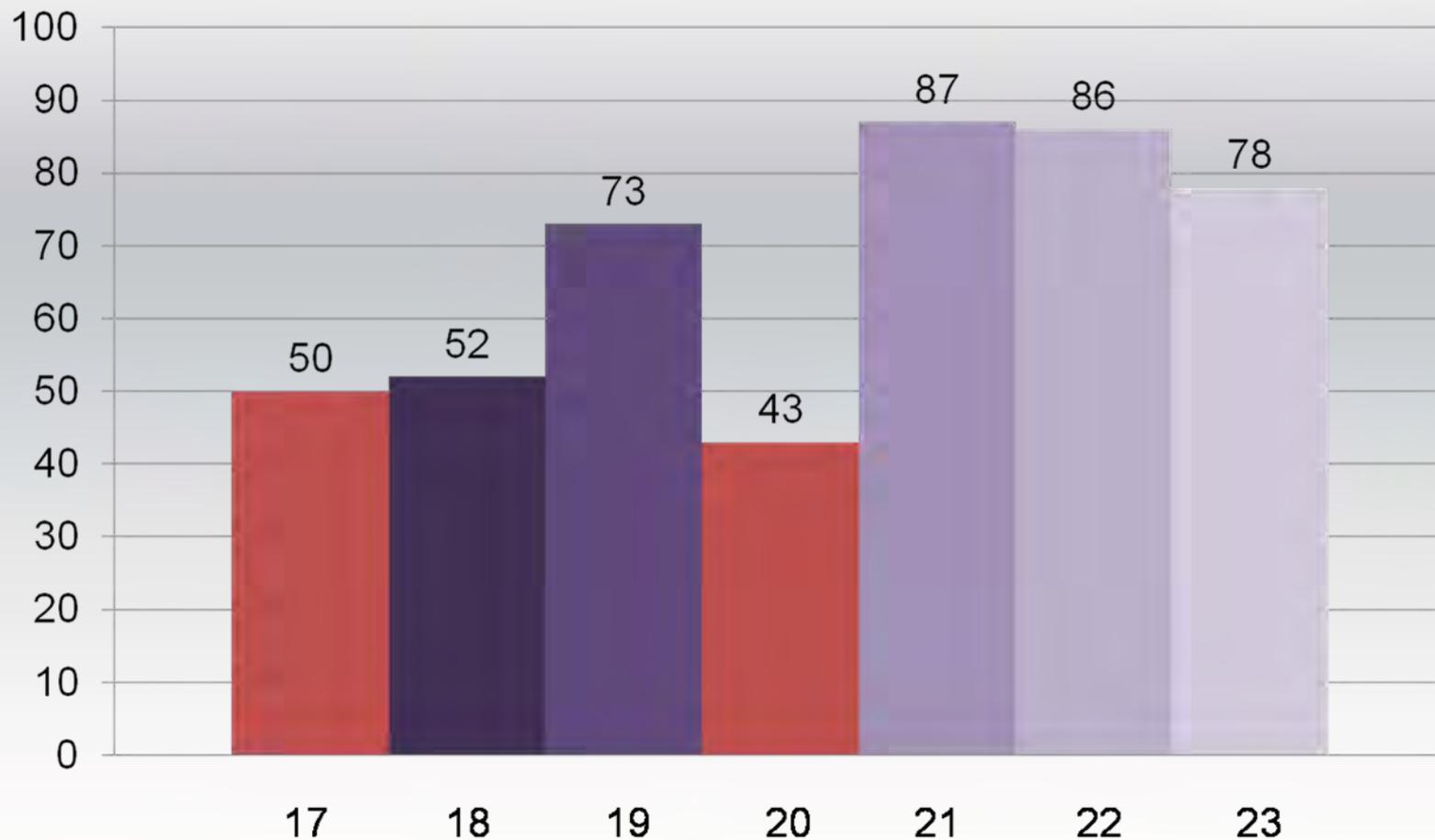
**Item 22:** Physical health of the child

**Item 23:** Mental/behavioral health of the  
child

# State-Level Data: 32 States

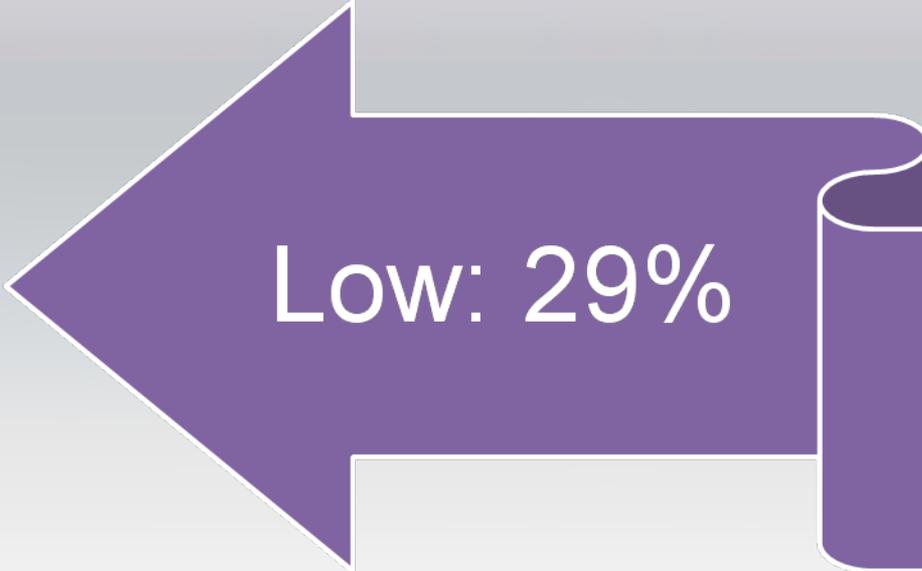
## Well-Being Items

Average Across States: Percent of Cases Rated as Strength on Item

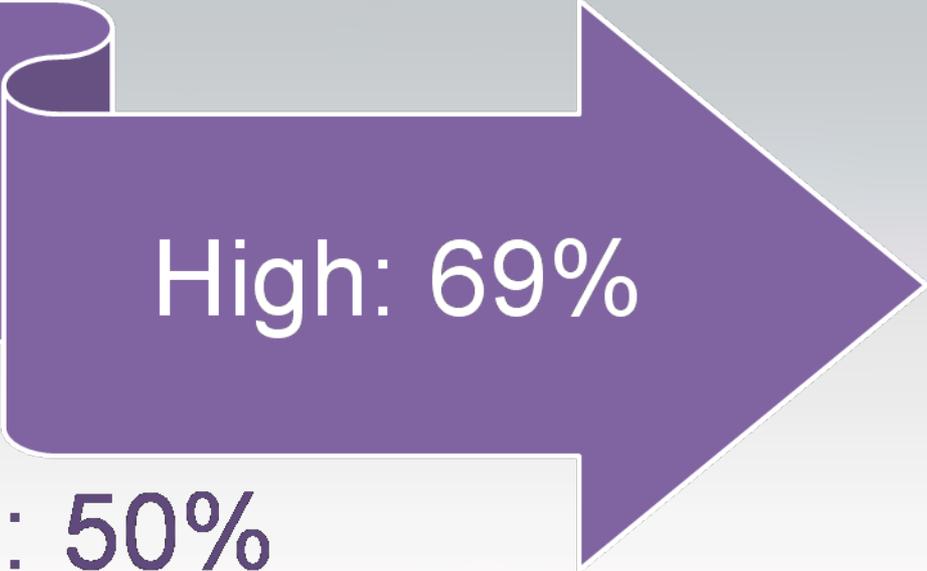


## State-Level Data: 32 States Well-Being Outcome 1 Item 17

Assessing and addressing the needs and services  
of children, parents, and foster parents



Low: 29%



High: 69%

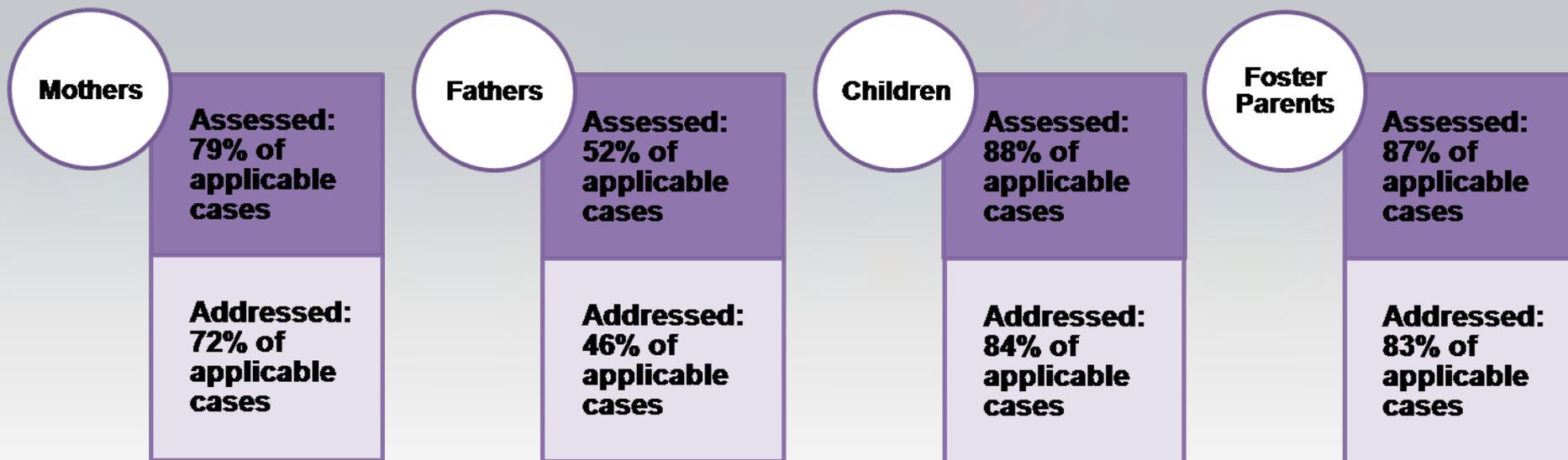
Mean: 50%

These data are from the questions within Items 17a, 17b, and 17c, relating to the needs and services of child, parents, and foster parents. They were calculated using the total number applicable to each question. In general, that number varied for each question.

## Case-Level Data: 32 States

# Needs Assessed and Addressed

Child welfare agencies assessed and addressed identified needs for mothers, fathers, children, and foster parents in:

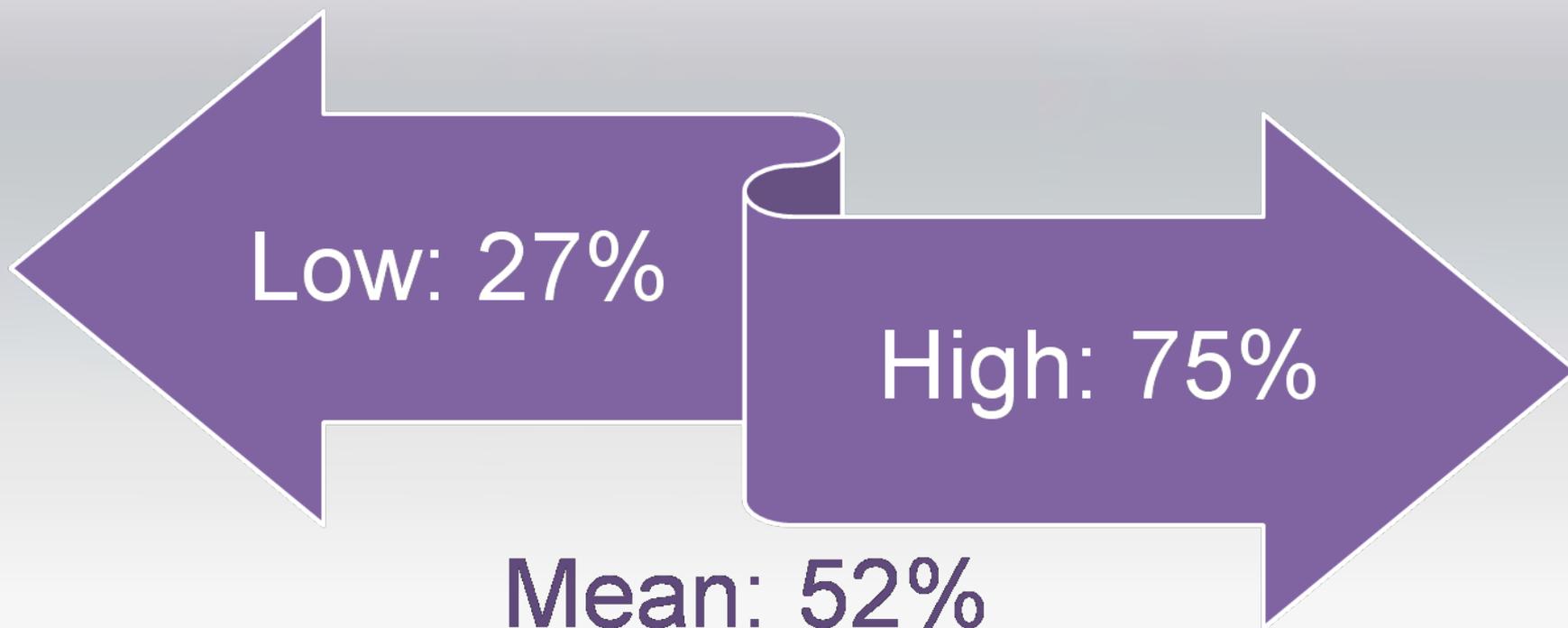


# State-Level Data: 32 States

## Well-Being Outcome 1

### Item 18

Child and family involvement in case planning



These data are from the questions within Item 18, case planning. They were calculated using the total number applicable to each question. In general, that number varied for each question.

## Case-Level Data: 32 States Involvement in Case Planning

Child welfare agencies are making concerted efforts to involve children and parents in case planning in:

**Mothers**

**74%** of  
applicable  
cases

**Fathers**

**48%** of  
applicable  
cases

**Children**

**71%** of  
applicable  
cases

# State-Level Data: 32 States

## Well-Being Outcome 1

### Item 19

Caseworker visits with child

Low: 26%

High: 89%

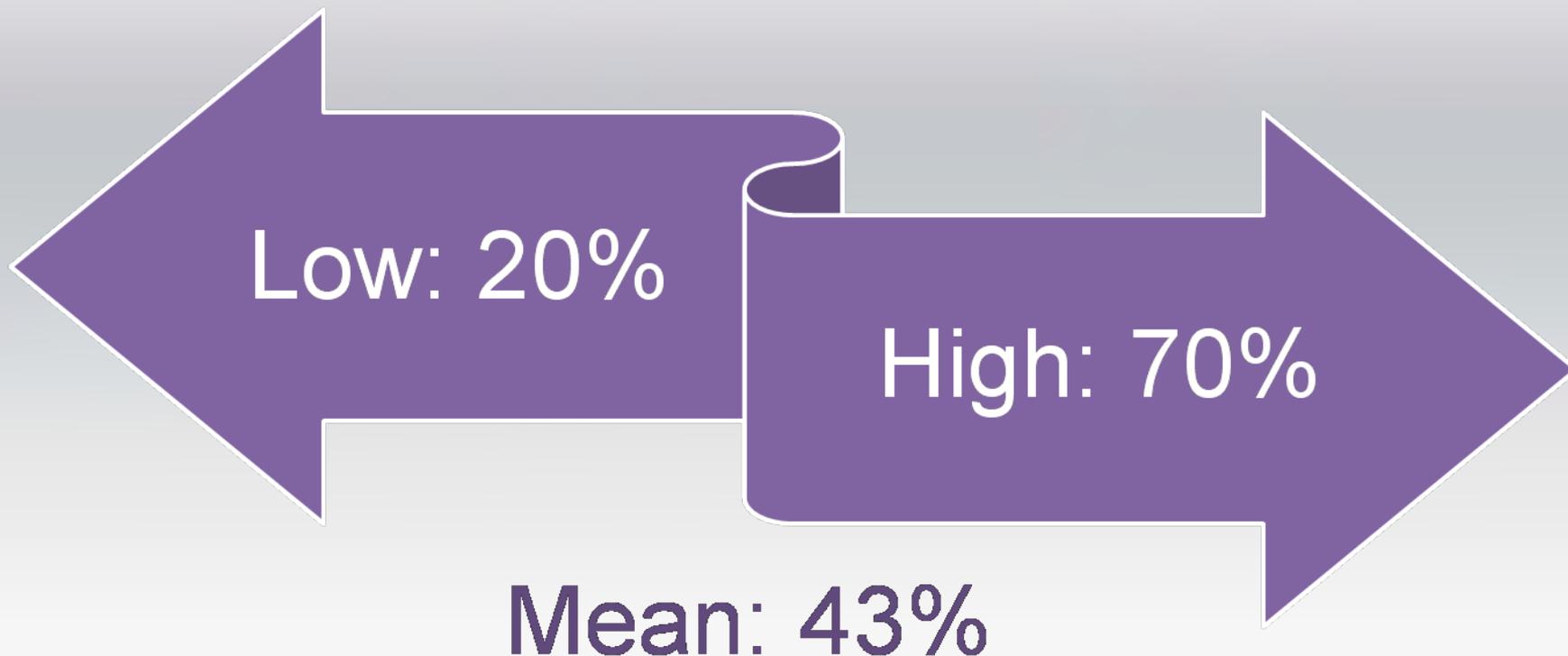
Mean: 73%

# State-Level Data: 32 States

## Well-Being Outcome 1

### Item 20

Caseworker visits with parents



These data are from the questions within Items 19 and 20, relating to caseworker visits with the child and caseworker visits with the parents. They were calculated using the total number applicable to each question. In general, that number varied for each question.

## Case-Level Data: 32 States Items 19 and 20

The frequency and quality of visits between the caseworker and the parents, and the caseworker and child, were sufficient in:

### Mother

Frequency:  
**69%** of  
applicable  
cases

Quality:  
**70%** of  
applicable  
cases

### Father

Frequency:  
**42%** of  
applicable  
cases

Quality:  
**50%** of  
applicable  
cases

### Child

Frequency:  
**81%** of  
applicable  
cases

Quality:  
**76%** of  
applicable  
cases

The top three metro sites were identified by sorting all metro sites from the 32 States reviewed by the average percentage of substantial conformity achieved within Well-Being Outcome 1. The top three metro sites are the 3 metro sites across the 32 States with the highest average percentage of cases achieving substantial conformity in each site. The top three sites for Well-Being Outcome 1 were not necessarily the same sites achieving top performance in the Permanency Outcome 1 analysis.

# Well-Being 1: Three Top- Performing Metro Sites

These findings were derived from a qualitative analysis of all Main Reason statements in Item 17 in the 3 top-performing metro sites.

## Case-Level Data: 32 States

# Well-Being Outcome 1

## Top Three Metro Sites: Qualitative Themes

### Item 17

- Formal team meetings utilized (TDM, FTM, etc.)
- Coordination between all involved agencies and providers in ongoing assessments and service planning
- Wide array of services available
- Responsiveness of workers noted by children, parents, and foster parents

These findings were derived from a qualitative analysis of all Main Reason statements in Item 18 in the 3 top-performing metro sites.

# Case-Level Data: 32 States

## Well-Being Outcome 1

### Top Three Metro Sites: Qualitative Themes

#### Item 18

- **Active engagement of non-custodial and incarcerated parents**
- **Family-centered and strengths-based approaches (team meetings, mediation) effective in building working relationships**
- **Strong rapport developed between workers and children/parents**

These findings were derived from a qualitative analysis of all Main Reason statements in Item 19 in the 3 top-performing metro sites.

## Case-Level Data: 32 States

# Well-Being Outcome 1

## Top Three Metro Sites: Qualitative Themes

### Item 19

- Frequency of visits increased based on case circumstances
- Transitions for children anticipated and addressed in visits
- High frequency of visits in in-home cases
- Youth developed bond with workers and perceived visits as helpful in moving toward permanency

These findings were derived from a qualitative analysis of all Main Reason statements in Item 20 in the 3 top-performing metro sites.

## Case-Level Data: 32 States

# Well-Being Outcome 1

## Top Three Metro Sites: Qualitative Themes

### Item 20

- Persistent efforts made for frequent contact
- Repeated attempts to locate absent parents and engage non-custodial parents
- High frequency/quality of visits with fathers
- Scheduling adjusted to meet the needs of parents
- Incarcerated parents visited
- Parents reported relationship with workers progressed over time
- Visitation continued even after shift from reunification to other permanency goals

# Systemic Factors

# The 7 Systemic Factors



# State-Level Data: 32 States

## Stakeholder Interviews

### Total Number of Stakeholder Interviews Conducted:

- 2,305

### Types of Interviews:

- State and Local Tribal Representative(s)
- State and Local Child Welfare Director(s) and Administrators
- State and Local Agency Staff
- State and Local Administrative Review Bodies
- State and Local Court System Representative(s) including Judges, GALs, etc.
- Biological Parents
- State and Local Foster/Adoptive Parent Association Members and Foster/Adoptive Parents
- Youth Being Served by the Agency
- Law Enforcement Representative(s)

**Systemic Factor 1: Statewide Information System**

**Systemic Factor 2: Case Review System**

**Systemic Factor 3: Quality Assurance System**

**Systemic Factor 4: Staff and Provider Training**

**Systemic Factor 5: Service Array and Resource  
Development**

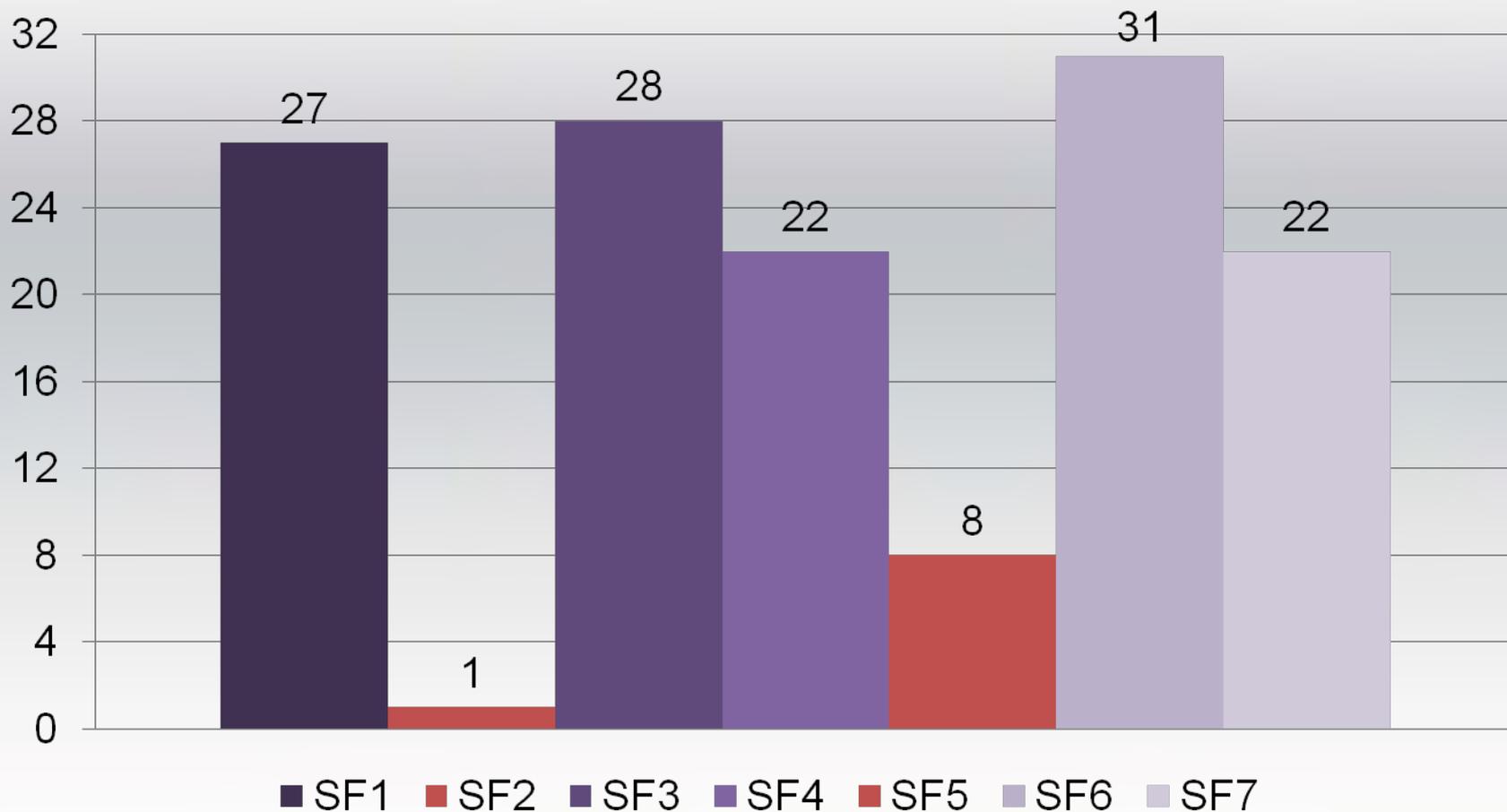
**Systemic Factor 6: Agency Responsiveness to  
the Community**

**Systemic Factor 7: Foster and Adoptive Parent  
Licensing, Recruitment, and Retention**

# State-Level Data: 32 States

## Systemic Factors

Number of States Achieving Substantial Conformity



**Item 25:** Written Case Plan

**Item 26:** Periodic Reviews

**Item 27:** Permanency Hearings

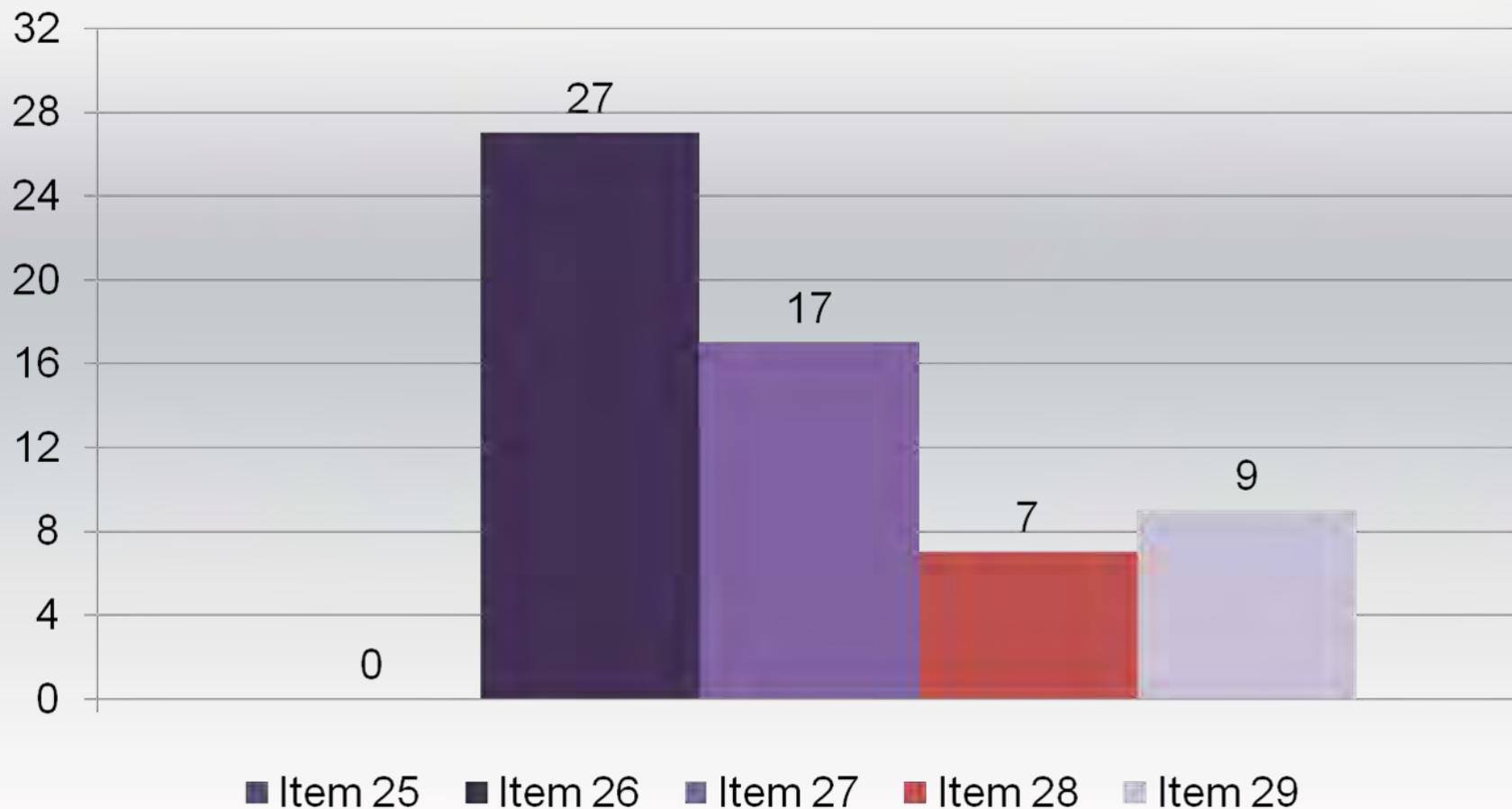
**Item 28:** Termination of Parental Rights

**Item 29:** Notice of Hearings and Reviews to  
Caregivers

# State-Level Data: 32 States

## Case Review System

### Number of States Rated Strength



These findings were derived from a qualitative analysis of all Item 28 narratives captured during stakeholder interviews in all 32 States reviewed in fiscal years 2007 and 2008.

## State-Level Data: 32 States

# Systemic Factors

### Item 28: Common findings across States with higher performance

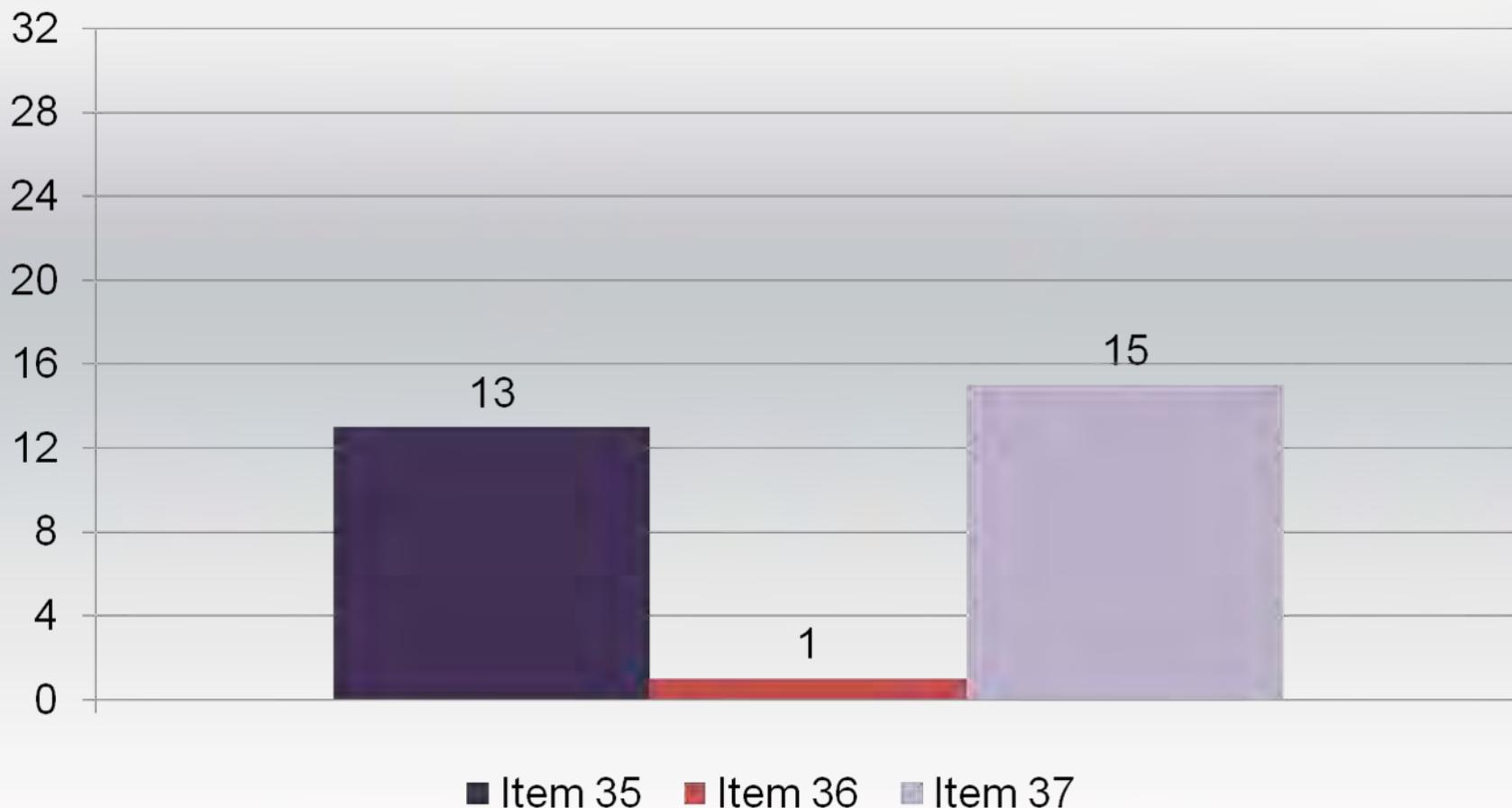
- **Required that compelling reasons be put in court orders**
- **Utilized information systems to consider ASFA requirements and issued alerts to ensure timeliness (agency and court system)**
- **Instituted specialized organizations within the court system to facilitate TPR cases**
- **Training for judges and parents' attorneys**
- **Strong agency emphasis on concurrent planning**

**Item 35:** Array of Services  
**Item 36:** Service Accessibility  
**Item 37:** Individualizing Services

# State-Level Data: 32 States

## Service Array and Resource Development

### Number of States Rated Strength



These findings were derived from a qualitative analysis of all Item 35 narratives captured during stakeholder interviews in all 32 States reviewed in fiscal years 2007 and 2008.

## State-Level Data: 32 States

# Systemic Factors

### Item 35: Common findings across States with higher performance

- **Concept of wrap-around as a way of coordinating and delivering services**
- **Strong connections to community-based organizations**
- **Access to independent funding streams to address gaps in service array**
- **Use of Family Group Decision Making**
- **Prevalence of specialized services to address domestic violence, substance abuse, and adolescent populations**

# CFSR Program Improvement Plans

# CFSR PIP Strategies

13 States reviewed in FYs 2007 and 2008 have approved PIPs

- Develop and implement practice models
- Adopt evidence-based assessment tools
- Strengthen worker contacts with families to engage, assess and provide services
- Implement processes like family team meetings to facilitate engagement, assessment and service provision
- Enhance supervision and QA/CQI processes

## CFSR PIP Strategies (continued)

Access T/TA through NRCs

Improve or develop safety assessments

Develop and implement differential or alternative response

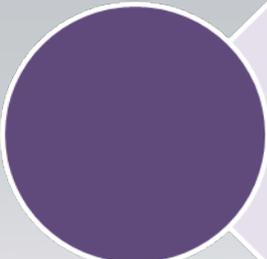
Strengthen diligent search requirements for non-custodial parents and relatives

Concurrent planning

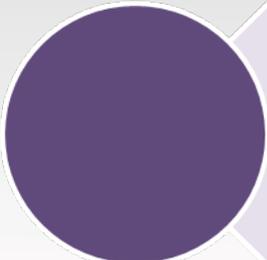
## CFSR PIP Strategies (continued)



Develop processes for closer review of children with goals of OPPLA, or children who have been in care for long periods of time



Strengthen recruitment/retention activities and initiatives



Develop and implement well-being checklists with agencies and courts

# Challenges with CFSR PIP Development and Implementation

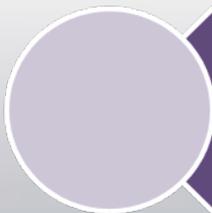
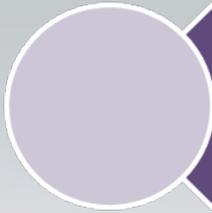
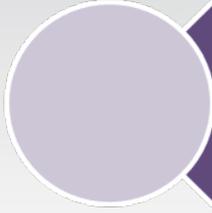
State child welfare agencies underestimating time to design and implement practice model

State child welfare agencies underestimating time to design and implement differential response

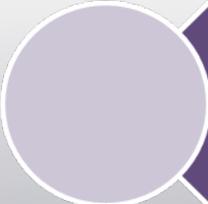
State child welfare agencies needing to revisit round one CFSR PIP strategies that have not been effective; e.g., safety assessments

Activities in PIPs still driven by State child welfare agency vs. shared responsibility with external entities; e.g., mental health, court, Medicaid, etc.

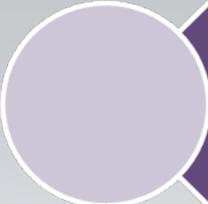
# Challenges with CFSR PIP Development and Implementation (continued)

-  T/TA efforts can still be piecemeal and neither comprehensive nor integrated into other initiatives
-  Challenges for State child welfare agencies with other mandates; e.g., consent decrees
-  Impact of current economic crisis on State child welfare budgets, etc.

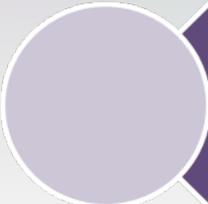
# Challenges with CFSR PIP Development and Implementation (continued)



Some States suspended QA reviews and do not have baseline data for item measures



Program improvement needs to be driven by agency leadership and must be integrated with a larger vision and plan



States need to conduct analysis of data before developing PIP strategies in some areas; e.g., placement stability



# Children's Bureau Web Site

[www.acf.hhs.gov/programs/cb](http://www.acf.hhs.gov/programs/cb)