

**DIVISION OF CHILDREN AND FAMILY SERVICES
CHILD PROTECTION AND SAFETY
VISION, COMMITMENTS and OPERATIONS PLAN
2015-2019**



OUR VISION:

Children are safe and healthy and have strong, permanent connections to their families.

OUR COMMITMENTS:

1. Children are our #1 priority

- We respect the individuality of each child we serve
- We advocate for each child's safety, permanency and well-being
- We respect each child's family and culture

2. We respect and value parents and families

- We seek to identify family strengths
- We believe parents want to keep their children safe
- We believe that parents want to provide for and have their children placed with them whenever possible
- We believe children grow best in families, which are the cornerstone of our society
- We recognize the importance of family connections
- We believe every family is capable of change
- We understand families are the experts of their own experience

3. We value partnerships

- We are all accountable to achieve positive results for children and families
- Families have the right to be a part of the decision-making team
- Casework is the most important function of the agency team
- Families, communities and government share the responsibility to keep children safe

4. We are child welfare professionals

- We use a continuous quality improvement framework to achieve desired outcomes
- We recognize the importance of providing effective and timely services
- We value, respect and support each other
- We are proud that we improve the quality of life for families in our community
- We are fiscally responsible
- We aspire to be culturally competent

Strategy Key Code	
	In Process
	Slow Start
	Reconsider Strategy
	Has Not Started Yet
	Completed

Note: Children and Family Services Plan (CFSP) is Federal 5 year Plan

CHAPTER 1: PREVENTION AND EARLY INTERVENTION

OUTCOME STATEMENT: CHILDREN AND FAMILIES WILL HAVE TIMELY ACCESS TO THE SERVICES AND SUPPORT THEY NEED

Goal Statement #1: Continue to help build local infrastructures to support at-risk families.

Goal Statement #2: Use a CQI framework to monitor performance with Alternative Response throughout implementation.

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
1. Collaborate with stakeholders to move Alternative Response (AR) legislation forward		J. Crankshaw, V. Maca & Team	Spring 2013	LB853 Signed by Governor 4-2-14	
2. Develop a comprehensive AR Implementation plan- to include collaborative efforts with EA, and as identified in the Implementation Design Implementation Report (IDIR)	✓	J. Crankshaw & A. Goedken	Spring 2013		
3. In concert with Prevention Summit, develop a plan to promote and disseminate information on the Protective Factors		E. Kluver, J. Crankshaw & V. Maca	Spring 2015		
4. Collaborate with systems, partners and youth to develop System of Care Plan(Grant period 7- 2013 through 6-2014)	✓	V. Maca	July 2013		
5. Assess Service Array for children 0-5 in out of home care, explore EBP's, connection to AR	✓	E. Kluver, N. Simmons & V. Maca	Fall 2014		
6. Evaluate how Collective Impact Model could enhance and strengthen prevention system		E. Kluver & V. Maca	Fall 2014		
7. Review and decide how best to utilize Promoting, Safe and Stable Families federal funding to meet identified outcomes and decrease reliance on state general funds	✓	E. Kluver, N. Simmons & V. Maca	Summer 2012		
8. Use data to evaluate outcomes of Professional Partner's Program (PPP) contracts		E. Kluver & V. Maca	July 2014		
9. Use data to evaluate outcomes with Family Federation, reset target population given LB561 change		E. Kluver & V. Maca	June 2014		

Primary Prevention: Targeted to general population, aimed at educating the public about child abuse and neglect, with the goal of stopping abuse before it happens (Universal).

Secondary Prevention: Targeted to individual or families in which maltreatment is more likely (High risk).

Tertiary Prevention: Targeted toward families in which abuse has already occurred (Indicated).

Measure(s) of Progress:

Goal Statement #1: Develop CQI-AR data measures

Goal Statement #2: Annual Evaluative Report from all prevention contractors

Goal Statement #3: Absence of risk factor and/or increase protective factor for families participating in primary or secondary prevention services

CHAPTER 2: SAFETY

OUTCOME STATEMENT: CHILDREN INVOLVED IN THE CHILD PROTECTION SYSTEM ARE SAFE

Goal Statement #1: Priority Response Timeliness (Priority 1, 2 and 3) for Initial Assessments will be met 100% of the time.

Goal Statement #2: Children will not experience a repeated substantiated report of abuse or neglect as defined by the federal definition-maintain/exceed 94.6%

Goal Statement #3: 100% of children in foster care will be safe.

Goal Statement #4: 97% of the case reviews for Item 3 (Services to family to protect children in the home and prevent removal or re-entry into foster care) are rated as a strength.

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
1. Evaluate and decide management responsibility for Hotline operations (Central Office/ESA)		C. Steuter, L. Bryceson & V. Maca	Summer 2014		
2. Evaluate current priority response timelines: P1 = 24 hours P2 = 5 days P3 = 10 days for traditional investigatory responses		J. Crankshaw, L. Bryceson, V. Maca & T. Green	Feb 2014		
3. Using data, continue to monitor performance with current priority response timelines-develop strategies for improvement as needed		L. Bryceson, V. Maca & D. Beran	Jan 2014		
4. Create a narrative section within NFOCUS to document all actions, interventions and services to prevent a removal (Item 3 CFSR)		L. Bryceson, D. Beran & V. Maca	Fall 2014		
5. Develop a QA process to review the Safety Assessment score through the use of other sources of information i.e. Safety Plan, Intake Report; Review Safety and Risk Assessments to determine if decision making is consistent with documentation	✓	D. Beran, S. Haber, L. Bryceson & V. Maca	January 2015		
6. Assess the need for targeted training for relatives/kin as placement resources	✓	S. Haber, S. Johnson, N. Busch & V. Maca	Nov. 2014		
7. Develop a process to conduct peer reviews of safety plans that include supervisors –small sample size approach		L. Bryceson, D. Beran & V. Maca	Nov 2014		
8. Continually monitor performance with federal safety outcome measures-via data reports, case read results etc...		D. Beran & V. Maca	Oct 2014		
9. Integrate SDM results with case plan and court report, seek input from the Bench	✓	L. Bryceson, V. Maca & D. Beran	Sept 2014		
10. Assessment of Placement Safety and Suitability (APSS)/Out of Home Assessments: Review policies and compliance/care and concern vs. safety; statewide standardization of response to all APSS (both pathways)	✓	N. Busch, L. Bryceson, D. Beran & V. Maca	July 2014		
11. Using data, strengthen the use and quality of Assessment of Placement Safety and Suitability (APSS) tool and develop quantitative measure for those subject to APSS-Examine trends with providers		L. Bryceson, V. Maca & D. Beran	Aug 2014		
12. Adaptive Change: Examine culture within IA teams (Engagement vs Law Enforcement approach), identify specific local strategies to strengthen engagement approach		L. Bryceson, S. Johnson & V. Maca	Aug 2014		
13. Review SDM narrative policy utilized by QA to assess fidelity of SDM assessments	✓	L. Bryceson, V. Maca, S. Haber & K. Jones	Aug 2014		

Measure(s) of Progress:

Goal Statement #1: Initial Assessment-Priority Response Timeliness Report (Chapter 2-Safety/ CQI Packet)

Goal Statement #2: Absence of Maltreatment Recurrence Report (Chapter 2-Safety/CQI Packet)

Goal Statement #3: Absence of Maltreatment in Foster Care (Chapter 2-Safety/CQI Packet)

Goal Statement #4: CFSR Item 3 Safety Services Results (Chapter 2-Safety/CQI Packet)

CHAPTER 3: PERMANENCY

OUTCOME STATEMENT: CHILDREN WILL EXPERIENCE CONTINUITY WITH FAMILY RELATIONSHIPS and SPECIAL CONNECTIONS, PLACEMENT STABILITY AND ACHIEVE TIMELY PERMANENCY

Goal Statement #1: 85% of children in care < 12 months will experience 2 or less placements (Federal Permanency Outcome 1).

Goal Statement #2: Primary and Concurrent case plan goals will be documented 100% of the time per policy timelines (Federal Permanency Outcome 1).

Goal Statement #3: Reduce the number of out of state placements to < 25 youth (in congregate care setting/non-relative, non-kin) (Federal Permanency Outcome 1).

Goal Statement #4: Non-custodial parents will be identified and documented in NFOCUS 100% of the time prior to or upon a child’s removal (Federal Permanency Outcome 2).

Goal Statement #5: The quality of the Family Strengths and Needs Assessment will improve to a score of 95%.

Goal Statement #6: 100% of youth 16 years of age and older will have a youth-driven Transitional Living Plan completed by June 2015.

Goal Statement #7: 100% of youth involved with CFCIP programs will exit care with at least one adult to rely on throughout life.

Federal Systemic Factors: Foster and Adoptive Parent Licensing, Recruitment and Retention

1. Utilize standards for foster family homes and childcare institutions, which are reasonably in accord with recommended national standards
2. Standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-E or IV-B funds
3. Ensure compliance with Federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children
4. The State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of the children in the State for whom foster and adoptive homes are needed
5. Ensure a process for the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
1. Continually monitor performance with federal permanency outcome measures-via data reports, case read results etc...	✓	D. Beran & V. Maca	Oct 2014		
2. Supervisor’s Conference (Spring 2015) focus on the “why” behind SDM-consider contacting CRC for assistance	✓	L. Bryceson, S. Johnson & V. Maca	Spring 2015		
3. Statewide use of one foster care training curriculum (TIPS MAPP) by July 1, 2015 {DCFS Provider Meeting 3/2013}	✓	N. Busch & V. Maca	July 2014		
4. “Barriers to Permanency Project” analyze identified Service Area-specific barriers and develop strategies (collaboration with CIP, IG and FCRO)	✓	L. Bryceson, V. Maca & D. Beran	April 2014		
5. Determine feasibility of Child and Adolescent Needs and Strengths Assessment with measuring a child’s progress while in care and making determinations about the “level of care” required. Review results of Wisconsin’s pilot.		L. Bryceson, N. Busch & V. Maca	Sept 2014		
6. Determine process to strengthen supervisors review of case plans and court reports i.e. peer reviews by supervisory/admin with results shared at Statewide CQI meetings		J. Crankshaw, L. Bryceson & V. Maca	Oct 2014		
7. Evaluate Family Team Meeting policy, training and practice; determine how to review quality i.e. survey from parents and or team members	✓	L. Bryceson, S. Johnson D. Beran & V. Maca	June 2014		
8. Review and strengthen the criteria for non-court cases/Procedure #7-2013 {Alliance of CAC’s 9-2013}		N. Busch, L. Bryceson & V. Maca	Oct 2014		

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
9. Use data to better understand and document the needs of children in foster care/Stability of Foster Care Placements	✓	D. Beran, L. Bryceson & V. Maca	May 2015		
10. In collaboration with agency providers (workgroup), use data to understand the causes behind children placed in out of state placements, develop a front and back door plan =reducing placements and returning youth to NE when possible	✓	V. Maca, D. Beran & L. Bryceson	March 2015		
11. Review and strengthen policies regarding connection with non-custodial parent <u>at the time of intake</u>	✓	N. Busch, L. Bryceson & V. Maca	Nov 2014		
12. Develop a formal and consistent process to review and monitor Foster and Adoptive Parent Recruitment Retention Plan-use data to give feedback to providers; local meetings and statewide provider meetings-Collaborate with Foster Family Treatment Association (FFTA) {DCFS Provider Meeting 3-2013 & DCFS Operations Meeting 5-2013}	✓	L. Bryceson, N. Busch D. Beran & V. Maca	Aug 2014		
13. Implement the strategies outlined in the Foster and Adoptive Parent Recruitment Retention Plan.	✓	J. Allen, N. Simmons, N. Busch & V. Maca	July 2014		
14. Use portion of Operation's Meeting to develop local strategies to improve efforts of identifying family, really identifying family/define process to monitor strategy implementation-connected to AR engagement		J. Crankshaw, L. Bryceson & V. Maca	July 2014		
15. Continue to collaborate with FCRO and CIP on the "Trial Home Visits Project" to identify barriers to safely closing cases after children have safely been home for >6 months	✓	L. Bryceson & V. Maca	Nov. 2014		
16. Develop a data report that measures documentation of case plan goals (primary and concurrent)-quantitative measure; permanency goals must be updated to reflect current plan		D. Beran, L. Bryceson & V. Maca	Aug 2014		
17. Modify data definition (age 16 yrs. and older) to track completion of Transitional Living Plans; develop and implement data collection tools to measure CFCIP requirements	✓	D. Beran, N. Simmons, D. Brakhage & N. Busch	Nov 2015		
18. Develop a case review process i.e. random sample to review the number of youth exiting care with the ability to rely on one adult		D. Beran, N. Simmons, D. Brakhage & N. Busch	March 2015		
19. CFCIP Program Specialist will facilitate meetings with youth and young adults to seek input for program planning purposes x2 year/document meeting results	✓	D. Brakhage, N Simmons & N. Busch	Jan 2015		
20. QA will develop a data report to measure contacts made with family prior to or upon removal of a child		D. Beran	Fall 2014		
21. Develop a statewide referral system for children free for adoption		N. Simmons, N. Busch & J. Allen	July 2015		
22. Create an aggregate report based on the Title IV-E Foster Care Eligibility On-Site Review Instrument to ensure permanency hearings are occurring every 12 months (Item 22)	✓	D. Kriefels, S. Kadoi, D. Beran	Fall 2014		
23. Review permanency hearing policy (Item 22)	✓	N. Simmons, N. Busch, L. Bryceson	January 2015		
24. Collect information regarding foster parents receiving the Notice of Hearing process in their local judicial districts.	✓	L. Bryceson & V.Maca	January 2015		

Measure(s) of Progress:**Goal Statement #1: Placement Stability Data Report (Chapter 3 Permanency/CQI Packet)****Goal Statement #2: Case plan Goals (Primary and concurrent) Data Report (Chapter 3 Permanency/CQI Packet)****Goal Statement #3: Out of State Data Report (Permanency/CQI Packet)****Goal Statement #4: This data report to be developed Fall-Winter 2014****Goal Statement #5: This data report to be developed Fall-Winter 2014****Goal Statement #6: Data definition to be modified, report expected Jan 2015****Goal Statement #7: Upon development of random sample review process-data report will be developed-March 2015**

CHAPTER 4: HEALTHY CHILDREN

OUTCOME STATEMENT: CHILDREN INVOLVED IN THE CHILD PROTECTION SYSTEM ARE HEALTHY

Goal Statement #1: Children will be assessed and receive appropriate services to meet their educational needs 95% of the time.

Goal Statement #2: Children will be assessed and receive appropriate services to meet their physical needs 95% of the time.

Goal Statement #3: Children will be assessed and receive appropriate behavioral health services to meet their needs 95% of the time.

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
PHYSICAL HEALTH					
1. Implement the strategies outlined in the Healthcare Oversight and Coordination Plan.	✓	I. Bloom, A. Goedken & V. Maca	July 2014		
2. Review current policy of when physical/dental appointments occur; review policy and training on documentation of physical/dental exam results-consider Quality Quick Tip	✓	N. Busch, L. Bryceson, S. Johnson & V. Maca	Sept 2014		
3. Review process of obtaining health information from child's primary care physician		N. Busch, L. Bryceson & V. Maca	Sept 2014		
4. Continue to improve NE's physical health reporting via the National Youth in Transition Database (NYTD) survey (federal requirement)	✓	N. Busch & V. Maca	Feb 2014		
5. Incorporate Child Well-Being indicator from CFSR #22 (Physical Health of Child) into the CQI data packet		D. Beran	May 2014		
6. With system partners, develop a comprehensive plan to meet the physical and mental health care needs of children in foster care/Healthcare Oversight Committee/IV-E Waiver	✓	A. Goedken & V. Maca	July 2014		
EDUCATION					
1. Using data, evaluate Education Court Report pilot (Supreme Court Commission recommendation) to improve educational success for children {FCRO Annual Report 12-2013}	✓	T. Kingsley, E. Kluver & V. Maca	Nov 2014		
2. Incorporate Child Well-Being indicator from CFSR #21 (Educational Needs of the Child) into the CQI data packet		D. Beran	May 2014		
3. Develop a process to monitor the number of school placement changes and reason for school placement changes at the child level-integrate into CQI {FCRO Annual Report 12-2013}	✓	T. Kingsley, E. Kluver, D. Beran & V. Maca	Aug 2014		
4. Identify what community level education data we give/ receive from the schools and the Nebraska Department of Education		T. Kingsley, E. Kluver & V. Maca	Oct 2014		
5. Identify educational interventions (school-based EBP's current and gaps) to potentially fund/work with NCCF/connect to Alternative Response		T. Kingsley, E. Kluver & V. Maca	Mar 2015		
6. Develop a focused Education Strategic Plan with system partners to improve educational outcomes for children and address Fostering Connections Act	✓	T. Kingsley, E. Kluver & V. Maca	Aug 2014		
7. Explore pilot with CFS, DBH and Special Education representatives to review complex cases		T. Kingsley, E. Kluver & V. Maca	Aug 2015		
BEHAVIORAL HEALTH					
1. Develop process to monitor referrals to Behavioral Health (17 yr. olds), are the right youth being referred? How do we know?		E. Kluver, L. Bryceson & V. Maca	Aug 2014		
2. Incorporate Child Well-Being indicator from CFSR #23 (Mental/Behavioral Health of the Child) into the CQI data packet		D. Beran	May 2014		
3. Develop a process to monitor the number of 18 yr. old youth who are NOT in permanent placements		D. Beran, L. Bryceson & V. Maca	Oct 2014		

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
4. In partnership with DBH, develop a process to review complicated transition-age youth cases with Central Office DBH and CFS staff		L. Bryceson & V. Maca	Aug 2014		
5. Provide leadership to support the Healthcare Oversight Committee-identify and quantify psychotropic medication use via NFOCUS {Children’s Commission Strategic Plan 2012-2013}	✓	D. Beran, A. Goedken & V. Maca	Spring 2015		
6. Ensure FSNA results are driving the service selection documented in the referral (consider Supervisor conference to communicate information)		V. Maca, S. Johnson & L. Bryceson	May 2015		
7. Develop curriculum for an on-going training to address the need to assess and continually re-assess children’s mental health needs throughout the life of the case		S. Johnson, L. Bryceson, & V. Maca	March 2015		

MEASURE(S) of Progress:

Goal Statement #1: Educational Needs Data Report (Chapter 4 Healthy Children/CQI Packet)

Goal Statement #2: Physical Health Data Report (Chapter 4 Healthy Children/CQI Packet)

Goal Statement #3: Behavioral Health of the Child (Chapter 4 Healthy Children/CQI Packet)

CHAPTER 5: WORKFORCE DEVELOPMENT and STABILITY

OUTCOME STATEMENT: THE DIVISION OF CHILDREN AND FAMILY SERVICES' WORKFORCE IS WELL-QUALIFIED, TRAINED, SUPERVISED AND SUPPORTED.

Goal Statement #1: Develop a measurement system to evaluate case manager's competency pre and post initial training by Sept. 1, 2014.

Goal Statement #2: Utilize DHHS-Protection and Safety CEO Survey Results to develop a plan to address needed improvement by December 2014.

Federal Systemic Factors:

- 1. Operate a staff development and training program that supports the goals and objectives in the CFSP, address IV-B and IV-E Services, and provide initial training for all staff who deliver these services**
- 2. Provide for on-going training for staff that address the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP.**

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
1. Continue review and evaluation of mentor program-implement statewide, survey participants and develop strategies to enhance program in order to support new staff {Children's Commission Strategic Plan and Inspector General Report 9-2013}		S. Johnson, L. Bryceson & V. Maca	Jan 2014		
2. Review and enhance current job descriptions, screening process and interview questions for case management and supervisory positions		P. Trainer, L. Bryceson & V. Maca	June 2014		
3. Plan and deliver Supervisory Conference with a focus on SDM (the why) and identifying the right services based on FSNA-writing a strong referral		S. Johnson, L. Bryceson & V. Maca	Fall 2014	May 2015	
4. Review surveys and best practice ideas from Supervisor Conference; use for planning 2015 conference and use to enhance current practice		S. Johnson, L. Bryceson & V. Maca			
5. Review current initial training curriculum sequence, make adjustments and implement new schedule		S. Johnson , L. Bryceson & V. Maca	Aug 2014		
6. In collaboration with CCFL, develop case manager pre-post competency assessment and develop corresponding data report-integrate into CQI packet	✓	S. Johnson, L. Bryceson, C. Steuter & V. Maca	June 2014		
7. Develop process for Central Office staff, QA staff and CCFL trainers to shadow case managers in the field		N. Busch, L. Bryceson & V. Maca	May 2015		
8. Through data and worker (current and those who have resigned) feedback, identify the top 3 reasons case managers and supervisors leave DCFS; develop a report to inform leadership, develop strategies, integrate into CQI packet {FCRO Annual Report 2013}		P. Trainer, S. Johnson, D. Beran & V. Maca	Aug 2014		
9. Identify the number of forward fill positions per Service Area to proactively manage vacancies		L. Bryceson & V. Maca	Dec 2014		
10. Distribute DHHS Survey Results and identify next steps/Service Area level		L. Bryceson & V. Maca	Oct 2014		
11. Partner with DHHS Leadership Team to implement Emergenetics and 360 surveys with Service Area leadership		A. Weis & V. Maca	April 2014		
12. Develop process to annually recognize strong administrative leadership		V. Maca & T. Pristow	March 2014		
13. In collaboration with IG, FCRO and CIP review and revise caseload size standards {Inspector General Report 9-2013}	✓	L. Bryceson, V. Maca & D. Beran	June 2012		
14. Evaluate case manager's ability to effectively communicate/testify on SDM results, learn from those in the field who have this competency		S. Johnson, L. Bryceson & V. Maca	Nov 2014		
15. Review all policies to ensure that "early identification of family" and "engagement" is emphasized and clarified and does not create an unintended barrier		N. Busch L. Bryceson & V. Maca	Aug 2014		
16. Develop leadership culture that drives DCFS Vision and Commitments listed on cover of this plan, support Vision and Commitments visually (lamine and distribute), connect to hiring (job descriptions, posting, advertising)		L. Bryceson , P. Trainer & V. Maca	Aug 2014		

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
17. Develop recruiting video (see other states) that provide clear picture of the work developed by those who do the work		L. Bryceson, P. Trainer & V. Maca	May 2015		
18. Review training curriculum (content and sequence) during meetings with IG, FCRO and CIP		L. Bryceson, S. Johnson & V. Maca	Fall 2014		
19. Annually review Disaster Plan during statewide Operation's meeting, develop process to ensure field conducts local periodic reviews and conducts all drills as identified in DCFS Disaster Plan-monitor and document performance	✓	I. Bloom, A. Goedken, L. Bryceson & V. Maca	Nov 2014		
20. Review process to monitor CFSS 24 hours of annual in-service training	✓	S. Johnson & V. Maca	May 2015		
21. Implement the strategies outlined in the Training Plan.	✓	S. Johnson, L. Bryceson & V. Maca	July 2014		
22. Review training curriculum regarding periodic reviews (item 21) and consider topic for future Supervisor Conference	✓	S. Johnson, L. Bryceson & V. Maca	March 2015		

MEASURE(S) of Progress:

Goal Statement #1: Upon receipt of the data report, specific goals will be developed.

Goal Statement #2: Upon receipt of the data report, an action plan will be developed.

CHAPTER 6: SERVICE ARRAY

OUTCOME STATEMENT: CHILDREN AND FAMILIES HAVE ACCESS TO QUALITY SERVICES

Goal Statement #1: Use the Results Based Accountability Report Card results to improve the quality of services.

Goal Statement #2: Use the results of the Service Array Assessment Project to develop a plan to strengthen the array of services delivered across the state.

Federal Systemic Factors:

1. NE’s service array will assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to individual children in order to create a safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster care and adoptive placements achieve permanency.
2. Services to children and families are accessible in all jurisdictions covered in the CFSP.

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
1. Implement Results Based Accountability as identified in the Initial Design Implementation Report (IDIR) {Inspector General Report 9-2013}	✓	N. Busch & A. Goedken	July 2014		
2. Introduce Operation’s Plan and corresponding CQI data reports at bi-monthly Provider Agency Meetings, identify shared outcomes and develop strategies to achieve outcomes.	✓	D. Beran & V. Maca	Oct 2014		
3. Complete Service Array Assessment Project (CFSR Item 3) to ensure that the right services are accessible for families (rural and urban) and identify gaps {Inspector General Report 9-2013; FCRO Annual Report 12-2013}	✓	L. Bryceson, V. Maca, A Goedken & D. Beran	May 2015		
4. Using data, evaluate Family Finding pilot in SESA, determine next steps	✓	D. Beran, L. Bryceson & V. Maca	Sept 2015		
5. In collaboration with providers, use data to understand and evaluate causes of “placement disruptions” and “denials for placements,” develop strategies to minimize disruptions and denials		D. Beran, L. Bryceson & V. Maca	Sept 2014		
6. Identify the Resource Development leadership accountability within Central Office, review RD related policies, training plan and identify/communicate priorities	✓	A. Goedken, D. Kreifels, T. Green & V. Maca	Aug 2014		
7. In collaboration with agency providers (workgroup) develop a referral process that is strengths based, focused on matching the individualized needs of children with the service provider best positioned to meet needs	✓	V. Maca, A. Goedken & L. Bryceson	Aug 2014		
8. In collaboration with agency providers (workgroup) use national best practices to develop standardized drug testing practice model	✓	V. Maca, A. Goedken & L. Bryceson	March 2015		
9. Develop data report to share with Agency Supported Foster Care providers showing number of children placed > 1 hour from parent’s residence due lack of capacity, connect with Diligent Foster Care Recruitment Plans and review of	✓	D. Beran, V. Maca, N. Simmons & N. Busch	May 2015		
10. Determine action steps to emphasize the importance of siblings staying together/1 fc family/FC recruitment and training-partner with NFAPA	✓	N. Simmons, A. Goedken & V. Maca	May 2015		

Measure(s) of Progress:

Goal Statement #1: Report Card Results will be reviewed and analyzed with provider system over the next 2 years.

Goal Statement #2: To be developed in collaboration with consultant (Fall 2015).

CHAPTER 7: COORDINATION/COLLABORATION/COMMUNICATION

OUTCOME STATEMENT: THE CHILD WELFARE SYSTEM WILL BE STRENGTHEND THROUGH THE COLLABORATIVE EFFORTS OF MANY

Goal Statement #1: DCFS will engage in meaningful and consistent dialogue with the tribes, court and stakeholders in order to achieve the outcomes identified in Operation’s Plan.

Goal Statement #2: Data will be used to evaluate progress toward achieving identified outcomes.

Goal Statement #3: Strategies will be collaboratively developed, documented and reviewed on a regular basis.

Federal Systemic Factors (Agency Responsiveness to Community):

1. When implanting the provisions of the CFSP, DCFS will engage and have ongoing consultation with tribal representatives, consumers, service providers, foster care, providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals and objectives of the CFSP.
2. Agency prepare, in consultation with the representatives identified above, annual reports of progress and services delivered within identified timeline
3. Services under the CFSP are coordinated with services or benefits of other Federal or federally assisted programs serving the same population

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
1. Develop 2014 schedule for meetings with CFS Service Providers and DHHS (Central Office and Service Area Leadership) x6/year	✓	V. Maca	Jan 2014	Jan 2014	
2. Develop 2014 monthly schedule for meetings with CIP, FCRO and IG. Ensure that Periodic Reviews (Item 21); Permanency Hearings (Item 22); Termination of Parental Rights (Item 23); Notice of Hearing and Reviews to Caregivers (Item 24) are included as discussion topics.	✓	V. Maca	Jan 2014	Jan 2014	
3. Develop 2014 monthly schedule for DHHS Operation’s Meetings, CQI Meetings, Stakeholder CQI Meetings and Tribal Operations and CQI Meetings	✓	N. Busch, D. Beran & V. Maca	Jan 2014	Jan 2014	
4. Develop 2014 schedule for Statewide Stakeholders AR meetings	✓	J. Crankshaw & V. Maca	Jan 2014		
5. Develop 2014 schedule for Central Office All Staff Meetings		P. Meyer & V. Maca	Jan 2014		
6. Develop 2014 schedule for Local DHHS All Staff Meetings		L. Bryceson & V. Maca	June 2014		
7. Develop 2014 schedule for Local Provider Meetings minimum x6/year	✓	L. Bryceson & V. Maca	March 2014		
8. Develop 2014 monthly schedule for Local AR meetings	✓	J. Crankshaw & V. Maca			
9. Develop 2014 quarterly schedule for Division of Behavioral Health and DCFS Leadership to meet.	✓	V. Maca			
10. Identify system partners and schedule meetings to understand causes behind disproportionate minority youth in child welfare, utilize work previously done (local level) and develop a strategic plan (use data)		N. Busch, L. Bryceson, A. Goedken, D. Beran & V. Maca	July 2015		
11. Decide best strategies to ensure that staff have resources to understand how to determine which youth may be eligible for SSI and SSDI and next steps to assist with application process, develop/implement plan and train/ask DBH for assistance		S. Johnson, T. Green, L. Bryceson & V. Maca	May 2015		
12. Review annual and quarterly stakeholder reports to identify recommendations for integration into Operation’s Plan	✓	A. Wilson, N. Busch & V. Maca	Ongoing		

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
13. Develop process to efficiently communicate relevant and brief information to the bench (via email)		D. Beran, L. Bryceson & V. Maca	Oct 2014		
14. With assistance from ACF and in collaboration with agency providers and DBH, develop a Trauma Informed Care Strategic Plan {Division of Behavioral Health 2012, Inspector General Report 9-2013}	✓	A. Goedken & V. Maca	Nov 2014		
15. Program Specialists will meet (quarterly at a minimum) with sub-recipients and/or contracts to review data/outcomes and document for contract monitoring purposes		E. Kluver, N. Busch, S. Haber & N. Simmons	July 2014		
16. Identify a well-defined process as to how information shared at the Operation's Meeting will be shared/delivered to all staff including RD, Staff Assistants, Legal Services and other DHHS Divisions as necessary		L. Bryceson & V. Maca	Nov 2014		
17. Local leadership will meet (quarterly at a minimum) with Family Org to review data/outcomes and document for contract monitoring purposes		L. Bryceson & V. Maca	May 2014		
18. Collaborate with Legal Services and FCRO to develop an SDM tool for the courts {Inspector General Report 9-2013, FCRO 6-2014 Quarterly Report}		N. Boyer, L. Bryceson & V. Maca	Oct 2014		
19. Decide how best to link the Operation's Plan and the corresponding CQI data on the website		A. Wilson, D. Beran & V. Maca	July 2014		

Chapter 8: Financing

OUTCOME STATEMENT: PROTECTION AND SAFETY WILL CONTINUE TO IMPROVE IN STATE AND FEDERAL COMPLIANCE IN CHILD WELFARE FUNDING

Goal Statement #1: Address Title IV-E claiming concerns previously identified through audit findings and disallowances.

Goal Statement #2: Increase audit readiness and reduce audit findings

Goal Statement #3: Improve contract and sub-recipient monitoring and statewide billing and payment oversight

Goal Statement #4: DCFS will generate authorizations within 24 hours of receipt of the service referral 95% of the time.

Federal Systemic Factor:

- 1. Provide training for current or prospective foster parents, adoptive parents, and staff of State licensed or approved facilities that care for children receiving foster care or adoption assistance under title IV-E that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children (Federal Systemic Factor-Training).**

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
1. Prospectively address unresolved Title IV-E claiming concerns previously identified through audit findings and department deferral or disallowance correspondence.		M. Alley & Team			
2. Prepare and maintain files to be audit-ready throughout the year in order to prevent the loss of IV-E funding due to errors discovered during State and Federal Audit.		D. Kreifels & Team			
3. Continue claiming foster care maintenance through agreed upon process and produce source documentation to substantiate all claims Nebraska pays directly		M. Alley	Oct 2013		
4. Provide source documentation to substantiate all claims to Agency Supported Foster Care Providers deferred in FFY13		M. Alley	Dec 2013		
5. Provide source documentation to substantiate all claims to Agency Supported Foster Care Providers deferred in FFY14		M. Alley	May 2014		
6. Establish and create two separate payment mechanisms, processes, and standardize minimum foster care maintenance payments and set administrative supportive payments		N. Simmons, N. Busch, L. Bryceson & M. Alley	Jan 2014	Maintenance & Admin Rates= May 16 th , 2014	
7. Develop indirect cost rates or cost allocation plans to begin drawing down allowable Title IV-E administrative dollars related to NFC and Agency Supported Foster Care Providers		M. Alley	Jan 2014		
8. Develop claiming process related to allowable Title IV-E maintenance and administrative costs related to NFC and Agency Supported Foster Care Providers		N. Simmons, N. Busch, V. Maca & M. Alley	Apr 2014		
9. Change organizational structure of IV-E eligibility, develop IV-E System Team , develop and conduct training and outline new procedures		D. Kreifels, V. Maca & T. Green	Oct 2014		
10. Develop and implement audit readiness training for IMFC, RD, Guardianship and Adoption, and CFS/FPS Case Management staff		D. Kreifels, L. Bryceson, V. Maca & T. Green	Oct 2014		

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
11. Develop and implement system of receiving, reviewing, and easily obtaining file information at Central Office to ensure that required documents are readily available for State and Federal audits		D. Kreifels & T. Green	Oct 2014		
12. In collaboration with Public Health, review training requirements outlined in licensing standards for child caring and child placement agencies		N. Busch & L. Bryceson	July 2015		
13. Develop a report to track the time from service referral to generating an authorization		D. Beran & D. Kreifels	Aug 2014		
14. Develop a process to conduct random sample provider reviews to ensure fidelity to service definitions and accuracy with billing (random sample program and financial reviews)		T. Green, M. Alley, V. Maca & A. Goedken	Jan 2015		
15. Continue to collaborate with FCRO and CIP on the "IV-E Legal Findings Project" to maximize federal funding	✓	V. Maca, D. Kreifels & L. Bryceson	July 2014		
16. Finance team will distribute the Grant Funding Report to all DCFS Central Office Admin and Program Specialists to ensure grant monies are being allocated and expended per federal timelines/requirements		M. Alley	Oct 2014		

Measure(s) of Progress:

Goal Statement #1: Produce readily reviewable source documentation to ACF on a quarterly basis (July 30th, October 30th, January 30th, April 30th)

Goal Statement #2: Continue to develop corrective action plans related to previous audit findings to ensure compliance

Goal Statement #3: Contract Management Team to assist Program Specialists with contracts as needed and enhance sub-recipient monitoring; develop statewide billing and payment process

Goal Statement #4: Data report will be created Oct 2014

CHAPTER 9: Indian Child Welfare

OUTCOME STATEMENT: NATIVE AMERICAN CHILDREN AND FAMILIES ARE SUPPORTED THROUGH A SUBSTANTIAL, ON-GOING AND MEANINGFUL COLLABORATION BETWEEN THE TRIBES AND DCFS

Goal Statement #1: Improve monthly case manager contact with tribal wards in out of home care to 95%.

Goal Statement #2: Family Team Meetings will be conducted and documented one time every ninety days 100% of the time.

Goal Statement #3: 100% of placement changes for children in out of home care will be documented in NFOCUS within 72 hours.

Goal Statement #4: 95% of children identified as Native American will have their tribal affiliation(s) documented in NFOCUS.

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
1. Using data, continue to identify barriers that prevent case managers from visiting 95% of children each month and develop strategies to improve performance	✓	S. Eveleth, S. Haber, N. Busch & V. Maca	July 2013		
2. Using data, continue to identify barrier that prevent case managers from conducting family team meetings as required by policy, develop strategies to improve performance	✓	S. Eveleth, S. Haber, N. Busch & V. Maca	July 2013		
3. Using data, continue to identify barriers that prevent placement changes from being documented per policy, develop strategies to improve performance	✓	S. Eveleth, S. Haber, N. Busch & V. Maca	July 2013		
4. Using data, improve Tribal priority response timeliness through development of strategies and monitoring of data	✓	S. Eveleth, S. Haber, N. Busch & V. Maca	July 2013		
5. Develop a practice model on Nebraska ICWA to include culture of Native Americans, train and monitor performance		S. Eveleth, S. Haber, N. Busch S. Johnson & V. Maca	Aug 2015		
6. In partnership with the tribes, learn from and integrate core family values into policy, training and practice		S. Eveleth, S. Haber, N. Busch S. Johnson & V. Maca	June 2015		
7. Research and develop a data system to document and report ICWA compliance	✓	D. Beran, S. Haber & V. Maca	Aug 2014		
8. Explore feasibility of increasing ICWA support to the field and with tribes through additional/partial FTE in Central Office		S. Haber, N. Busch & V. Maca	July 2014		
9. Develop pivot table to report on documentation of tribal affiliation		S. Haber, D. Beran & N. Busch	Oct 2014		
10. Resolve colored printer challenge so Due Date Report is valuable to those using the report		D. Beran & S. Haber	Aug 2014		
11. Explore and decide how local DCFS offices can partner with tribes in their Service Area to improve outcomes		L. Bryceson & V. Maca	Aug 2014		
12. Tribal CQI Packet posted monthly to website		N. Busch, S. Kadoi & A. Wilson	July 2015		
13. Explore tribe's interest and participation in the Service Array Assessment (collaborative effort with Casey)	✓	S. Eveleth, S. Haber, N. Busch & V. Maca	Jan 2015		
14. Develop an annual plan collaboratively with the tribes to support on-going learning/training on the areas prioritized by the tribes		S. Eveleth, S. Haber, N. Busch & V. Maca	March 2015		
15. Revise a Nebraska ICWA Procedure Manual in consultation with the tribes.	✓	S. Eveleth, S. Haber, N. Busch & V. Maca			

Measure(s) of Progress:

Goal Statement #1: Monthly Case manager Visit Report (Tribal CQI Packet)

Goal Statement #2: Family Team Meeting Report (Tribal CQI Packet)

Goal Statement #3: Placement Change Report (Tribal CQI Packet)

Goal Statement #4: Report to be developed December 2014

CHAPTER 10: ORGANIZATIONAL EXCELLENCE/CONTINUOUS QUALITY IMPROVEMENT

OUTCOME STATEMENT: CHILDREN AND FAMILY SERVICES IS A SELF-DIAGNOSING AND SELF-CORRECTING SYSTEM

Goal Statement #1: Enhance the knowledge and skills of the Program Accuracy Specialists (PAS)

Goal Statement #2: Improve the inter-rater reliability of the Program Accuracy Specialists (PAS) to 95%.

Goal Statement #3: Simplify access to data for Service Area Administration and Staff

Goal Statement #4: Improve ability to analyze and report fidelity and performance

Federal Systemic Factors:

1. Quantitative and qualitative data measures will be used to evaluate and improve performance, guide decision-making, enhance transparency and strengthen accountability.
2. Child Protective Services will operate a statewide information system that, at a minimum, can readily identify the status, demographic characteristic, location and goals for the placement of every child who is in foster care
3. Provide a process to ensure that each child has a written case plan, developed jointly with the child’s parent(s) that includes required provisions
4. Provide a process for periodic review of the status of each child, no less frequently than once every 6 months, either by a court or by administrative review
5. Provide a process for termination of parental rights proceedings in accordance with the provision of the ASFA (Fed. Systemic Factor-Case Review System).
6. Provide a process for foster parents, pre-adoptive parents, and relative caregivers of children in foster care to be notified of, and have an opportunity to be heard in, any review of hearing held with respond to the child
7. Standards are used that ensure that children in foster care are provided quality services that protect the safety and health of children
8. Operate an identifiable quality assurance system that is in place in the jurisdiction s where the services included in the CFSP are provided, evaluate the quality of services, identifies strengths and needs of the service delivery system, provides relevant reports, and evaluates program improvement measures implemented

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
1. Deepen local ownership of CQI processes , V. Maca and D. Beran visit local CQI meetings		V. Maca & D. Beran	March 2014		
2. Develop a certification program for Program Accuracy Specialists (PAS) to ensure that staff possess the necessary knowledge, skills and abilities by June 2015	✓	D. Beran	May 2015		
3. Create self-service technical solutions to provide access to performance data for Service Area Administration and Staff		D. Beran	Mar 2015		
4. Increase the frequency of the inter-rater reliability reviews	✓	D. Beran	Jan 2015		
5. Develop Structured Decision Making (SDM) fidelity measures	✓	D. Beran	Aug 2015		
6. Partner with CIP and FCRO to review newly created data reports on timeliness of hearings	✓	D. Beran & V. Maca	Nov 2014		
7. Identify quantitative measures ready for transition to qualitative i.e. Family Team Meeting	✓	V. Maca & D. Beran	May 2015		
8. Operations Plan and CQI data posted as a public document; identify other opportunities to enhance transparency	✓	V. Maca & D. Beran	July 2015		
9. Develop and support local champions to improve accuracy with Random Moment Time Study (RMTS) activities		D. Kreifels & T. Green	Dec 2013		
10. Revisit and re-engage the Stakeholder CQI Team; Introduce Operation’s Plan, revisit shared outcomes, use CQI data to monitor progress	✓	V. Maca, L. Bryceson & D. Beran	Aug 2014		
11. Develop a transparent and collaborative process to develop the Children and Family Services 5 year plan	✓	V. Maca	Jan 2014		

Strategies	CFSP Strategy	Lead(s)	Start Date	Completion Date	Status
12. Deputy and SAA schedule to meet x2 each year with local leadership (Supervisors and Admin) to provide support, articulate cultural values and define expectations		V. Maca	July 2014		
13. Develop SA specific report cards to provide performance feedback		V. Maca, L. Bryceson & D. Beran	Jan 2015		
14. Continuously evaluate turnaround time with background checks		N. Busch & V. Maca	Oct 2013		
15. Use data to prioritize TPR; include review of ESA and SESA contracts with County Attorney's Office as well as TPR appeals	✓	N. Boyer, N. Busch, L. Bryceson & V. Maca	Oct 2014		
16. Continue to complete action steps identified in the AFCARS AIP and timely submission of quarterly reports		L. Koenig, A. Wilson & D. Beran	On-going		
17. Add questions to the CFSR review to verify the accuracy of the following N-FOCUS characteristics: case status, demographic characteristics, location, placement, and permanency goal (Item 19)	✓	S. Kadoi, D. Beran	October 2014		
18. Add questions to the CFSR review to verify case plans are developed jointly with the parents and includes the required federal provisions (Item 20)	✓	S. Kadoi, D. Beran	October 2014		
19. Incorporate supervisory review data into the CQI deck. Review templates supervisors use to conduct the case review (Item 21)	✓	S. Kadoi, D. Beran, L. Bryceson	October 2014		
20. Revise the current "Out of Home 15 of the Last 22 Months" report to include results for whether or not a TPR hearing has occurred (Item 23)	✓	L. Koenig, D. Beran	January 2015		
21. Utilize local and statewide CQI process to determine barriers regarding the state's ability to ensure that filing of TPR proceedings occur (Item 23)	✓	S. Kadoi, D. Beran	January 2015		
22. Add questions to the LB1160 survey of foster parents regarding the Notice of Hearing (Item 24) and Foster and Adoptive Parent Training (Item 28)	✓	S. Kadoi, D. Beran, J. Allen, N. Simmons	January 2015		
23. Develop a CQI manual that includes the written policies, procedures and practices.	✓	S. Kadoi, D. Beran	TBD		

Measure(s) of progress:**Goal Statement #1: Create and report to indicate the proportion of certified Program Accuracy Specialists****Goal Statement #2: Inter-rater reliability test scores report****Goal Statement #3: Self-service technical solutions created****Goal Statement #4: New reports and presentation of data**