

CHAPTER 1: CONTINUOUS QUALITY IMPROVEMENT

OUTCOME STATEMENT: CHILDREN AND FAMILY SERVICES WILL MEASURE AND EVALUATE THE QUALITY AND EFFECTIVENESS OF OUR WORK WITH CHILDREN AND FAMILIES.

Goal Statement: Data integrity will be improved by using data reports to inform decision making and improve performance.

Strategies:	Lead	Start Date	Completion Date	Progress Note/Update
Hire a full time CFS Research, Planning and Evaluation Administrator	T. Pristow	May 2012	May 7, 2012	Doug Beran hired May 7, 2012
Develop a CQI Plan that will utilize data to monitor practice, improve outcomes and guide decision making	D. Beran	July 2012		
Explore web-based, statewide automated child welfare information system	D. Beran, C. Hanus IS&T	On-Going		LB1160
Develop formal partnership through agreements with Chapin Hall	L. Koenig	Dec. 2011	Jan. 2012	Signed agreements completed Jan. 2012
Train identified staff to access and utilize Multistate Foster Care Data Archive web tool (Chapin Hall Data)	D. Beran & L. Koenig	July 2012		DHHS to provide data to NFC-T. Green
Develop a formal process to use data to inform/educate staff, improve practice and improve integrity of data	D. Beran, QA Staff SAA's, V. Maca	July 2012		
Identify wall space within each Service Area to post outcome data each month	SAA's QA Staff	July 2012		
Review Behavioral Health Substance Abuse Waitlist Data Report and identify method for local Service Areas to use data to improve adult access to Substance Abuse services	D. Beran V. Maca SAA's	August 2012		
Develop a process to effectively identify and communicate successes with DHHS Communications	SAA's, S. Goscha & V. Maca	June; Operations Meeting		

Chapter 2: PREVENTION AND EARLY INTERVENTION

OUTCOME STATEMENT: DELIVER AN EFFECTIVE SYSTEMS RESPONSE THAT IS FLEXIBLE, FAMILY CENTERED AND FOCUSED ON PREVENTING CHILD ABUSE AND NEGLECT.

Goal Statement#1PEI: Identify and develop the community-based prevention supports that allow children to safely remain in their home without CFS involvement.

Data Indicator: To be determined upon implementation/pilot of Differential Response

Strategies:	Lead	Start Date	Completion Date	Progress Note/Update
Through meetings with DPH and DBH, identify existing prevention efforts on which to build a prevention system of care	G. Brockmeier, S. Goscha V. Maca	June 2012		
Identify an Admin. In each Service Area as School System Liaison to improve information sharing with local school systems	SAA's, C. Hanus	July 2012		Send name to V. Maca August 15, 2012
Convene and lead a tri-divisional Prevention Summit in collaboration with DBH and DPH-information sharing and planning	V. Maca S. Dawson P. Eurek	August 2012		
Convene key stakeholders to guide the IV-E Waiver Application process to create comprehensive front end response system	S. Goscha	Align with Children's Commission		LB820
Convene and lead a workgroup with community stakeholders to explore/recommend Differential Response model and develop statewide, overarching tenants (Use Casey Family Program resources for TA)	V. Maca S. Goscha	June 2012		Participants identified- Casey will provide technical assistance
Develop and submit a comprehensive Prevention Plan update with input from the SAA's	G. Brockmeier , C. Hanus V. Maca	June 30, 2012	Statewide	
In partnership with the BH Regions and local Public Health Dept., identify existing community-based prevention services by Service Area, identify gaps, and develop a plan to address gaps	SAA's	October 2012		
In collaboration with system partners, develop effective and innovative Child Abuse Prevention Awareness messages	R. Reno, SAA's, G. Brockmeier V. Maca	January 2013		

Goal Statement #2PEI: Decrease the incidence of child abuse and neglect in Nebraska.

Data Indicator: See Data Attachment #2PEI

Strategies:	Lead	Start Date	Completion Date	Progress Note/Update
Each SAA will schedule meetings with the BH Regional Administrators and local Health Dept. for system of care planning, resource development and problem solving	SAA's	Schedule 6 months of meetings by July 2012		
In partnership with Behavioral Health Regions and local Health Dept., utilize Chapin Hall data/N-FOCUS data to identify counties with high entries-identify strategies to safely reduce; implement and monitor	SAA's D. Beran QA Staff	July 2012		
In partnership with BH Regions, use existing data to identify specific risk factors associated with abuse/neglect-identify community intervention strategies	SAA's	July 2012		
Ensure that every Initial Assessment worker has an on-going supply of Boystown Helpline cards to distribute to every family they contact (IDTA)	C. Diaz and SAA's	June 2012		
Educate Service Area Administrators and key staff (TOT) regarding the role and function of the Boystown Helpline (IDTA)	SAA's, C. Diaz	May 24, 2012		
Train current CFS staff on the Substance Abuse Priority Population-wait list and interim services criteria as developed by the Division of Behavioral Health (IDTA)	V. Maca S. Dawson	August 2012		
Add Substance Abuse Priority Population-wait list and interim services criteria to the Pre-Service Training curriculum (IDTA)	R. Newman	August 2012		
In collaboration with Division of Public Health, explore/identify Student Health And Risk Prevention (SHARP) data that measures child abuse prevention effectiveness-integrate data with CFS data	D. Beran	August 2012		

Goal Statement #3PEI: Safely decrease the number of children who are state wards by linking families with appropriate community- based interventions.

Data Indicator: See Data Attachment #3PEI

Strategies:	Lead	Start Date	Completion Date	Progress Note/Update
Each Service Area will develop a community-based services directory with current services and contact information	SAA's Resource Dev. Staff	August 2012		BH Regional Community Support Providers and Network of Care website are resources
Each Service Area will develop a process that ensures the community-based services directory is updated and stays current (IDTA)	SAA's Local RD Staff			
Service Area Administrators will participate on Differential Response committee	SAA's	June 2012		
Service Area Administrators will lead local Differential Response efforts/implementation/pilot	SAA's	Sept. 2012		
Process to monitor SDM-IA Fidelity	D. Beran & Local QA staff	July 1, 2012		
In partnership with staff and local stakeholders, review local data (Chapin Hall and N-FOCUS) to develop local strategies to safely reduce entries, implement and monitor strategies	SAA's	June 2012	July 1, 2012	Plan due

Chapter 3: PERFORMANCE AND ACCOUNTABILITY

OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

Goal Statement #1S: Initial Assessments will be completed/finalized within policy timeline.

Data Indicator #1S: See Data Attachment

Strategies:	Lead	Start Date	Completion Date	Progress Note/Update
Complete Initial Assessments per policy timeline, develop process to effectively manage barriers to timely documentation	SAA's	June 2012		ESA and SESA have in place;
Resolve N-FOCUS data definition with "LE-Only" investigations to improve data integrity	D. Beran C. Hanus	June 2012		
Develop a plan to manage, monitor and report IA caseload size per DHHS approved Caseload Size Definitions	SAA's D. Beran S. Goscha V. Maca	July 2012		LB961
Statewide implementation of Structured Decision Making (SDM)	Service Area Administrators S. Haber	Nov. 2011	July 1, 2012	ESA and SESA implementation complete- January 2012
Implement weekly conference call with IA staff to address barriers, review entry data and problem solve.	V. Maca	June 2012	On-going	

Goal Statement #2S: Increase the number of children who safely live at home.

Data Indicator: See Data Attachment #2S

Goal Statement #3S: Meet the federal outcome measure of 94.6%-Absence of Recurrent Maltreatment.

Data Indicator: See Data Attachment #3S

Strategies:	Lead	Start Date	Completion Date	Progress Update/Update
Use data (Chapin Hall and N-FOCUS) to identify variables contributing to out-of-home placements; develop, implement and monitor plan with Service Area specific strategies	D. Beran V. Maca Service Area Administrators Local QA staff Local RD staff NFC	June 2012		
Use weekly Point-in-Time Management Report for monitoring children living out of home-monitor report that tracks by Administrator/Supervisor/Worker-review performance trends (out-of-home to in-home)	Service Area Administrators QA Staff	May 2012		
Each Service Area will convene and facilitate a monthly meeting/conf. call with all contracted providers to review Service Area specific data reports related to safety, permanency and well-being (Op's Plan)	Service Area Administrators QA Staff	August 2012		
Develop a plan to collaboratively (with system partners) assess the continuum of services available within each Service Area, identify service gaps contributing to out-of-home placements, develop solutions; use this information for Services Directory	Service Area Administrators Sara Goscha	July 2012		
Share out-of-home placement report quarterly at local Through the Eyes of a Child meetings (Compare local to statewide) and with Chief Justice	Service Area Administrators V. Maca	Quarterly Beginning July 2012		
Develop a plan to manage, monitor and report On-Going caseload size per DHHS approved Caseload Size Definitions	Service Area Administrators D. Beran V. Maca S. Goscha	July 2012		LB 961

OUTCOME STATEMENT: CHILDREN WILL EXPERIENCE STABILITY AND PERMANENCY IN THEIR LIVES.

Goal Statement #1P: Increase the percentage of children who have fewer than 2 placements within 12 months of removal.

Data Indicator: See Data Attachment #1P

Goal Statement #2P: Increase the number of children safely placed with relatives/kin.

Data Indicator: See Data Attachment #2P

Strategies:	Lead	Start Date	Completion Date	Progress Note/Update
Each Service Area will review placement stability data with provider network at monthly meetings	SAA's QA Staff D. Beran	August 2012		
Each Service Area will utilize data to identify those youth who have multiple placement changes and develop a plan to micro case manage youth identified	SAA's QA Staff	July 2012		
Service Areas will collaborate with providers and stakeholders to develop strategies to reduce the number of placement changes and develop a process to consistently monitor strategy implementation	SAA's D. Beran V. Maca	June 2012		
Each Service Area will analyze placement data to understand primary causes for > 2 moves/12 months to use with strategy development	SAA's QA Staff	July 2012		
Review provider contracts to reflect performance expectation regarding <2 moves	C. Hanus, S. Goscha & SAA's	June 2012		
Define case manager skill set required to effectively manage "in-home" families versus skill set to effectively manage families with children out of their home	L. Bryceson R. Newman V. Maca	July 2012		
Analyze relative/kin placement data and develop strategies to increase the use of these types of placements	SAA's & QA Staff	August 2012		

CFS Operation's Plan
June 15, 2012

Goal Statement #3P: The number of children safely exiting the CFS system will exceed the number of children entering.

Data Indicator: See Data Attachment #3P

Goal Statement #4P: Meet federal outcome measure 106.4 (composite score) for timeliness to adoptions.

Data Indicator: See Data Attachment #4P

Goal Statement #5P: Meet federal outcome measure 122.6 (composite score) for timeliness & permanency of reunification by June 30, 2013.

Data Indicator: See Data Attachment #5P

Strategies:	Lead	Start Date	Completion Date	Progress Note/Update
Based on local data (Chapin Hall and N-FOCUS) and in collaboration with staff and stakeholders, each Service Area will develop key strategies for safe permanency	SAA's	June 2012		
Service Areas will monitor fidelity with SDM post implementation/on-going case management	D. Beran, SAA's & Local QA Staff	July 2012		Provide NFC process and template used by DHHS, request quarterly SDM Fidelity Report
In consultation with Casey Family Programs, facilitate a process to pilot Performance Based Contracts	S. Goscha, D. Beran, C. Hanus	Sept. 2012		
Develop a clear process to track youth who are approaching 15/22 months without permanency; develop a standardized process to communicate with legal parties to proceed with petition to achieve permanency	SAA's QA Staff	July 2012		Plans due to V. Maca 6-18-12
Implement Statewide Permanency Reviews, target youth in out-of-home placements > 12 months	SAA's, QA Staff, D. Beran V. Maca	July 2012		Formerly known as "Governor Reviews" Data due to D. Beran/V. Maca monthly
Based on data, Service Areas will develop a plan to improve the continuity of family relationships and connections for each youth served (training, tracking-QA, documentation)	SAA's QA Staff	August 2012		NFC exploring Family Finding
Develop a process to track timely submission of court reports for each courtroom, share findings with all staff; identify solutions to barriers identified	T. Green and WSA, CSA and NSA, D. Beran & QA Staff	July 2012		ESA and SESA have process in place; use same process; Statewide data to T. Pristow monthly
Develop a mechanism to ensure that expert testimony is available as needed	SAA's, NFC, Local Legal	Sept. 2012		
Using data (Chapin Hall and N-Focus)Identify root causes preventing achievement of "Absence of Recurrent Maltreatment" federal outcome measure, develop strategies to meet, measure and monitor	D. Beran ,QA Staff &SAA's	June 2012		

OUTCOME STATEMENT: CHILDREN WILL DEMONSTRATE POSITIVE OUTCOMES AND WELL-BEING AS A RESULT OF INVOLVEMENT WITH CHILDREN AND FAMILY SERVICES.

Goal Statement #1WB: Youth will have access to the services that improve their physical and behavioral health.

Data Indicator: To be determined Fall 2012

Strategies:	Lead	Start Date	Completion Date	Progress Note/Update
Develop a local referral process for CFS youth in need of BH services, utilize new policy on Youth (17 yr. old) with Behavioral Health needs	SAA's	August 2012		Policy to be reviewed at 5-25-12 meeting
Cross-System Training (BH &CFS) will be developed and implemented per the IDTA recommendations/ include in Pre-Service Training for new employees (IDTA)	R. Newman, S. Dawson V. Maca & SAA's	Oct. 2012		
Connect provider payments with receipt of provider monthly progress reports; requirement in contracts	S. Goscha, C. Hanus, D. Beran N. Busch & Finance	Sept. 2012		
Develop a statewide monthly provider report template to be used by all contractors providing services to CFS involved youth and families	T. Green M. Puls	August 2012		

CFS Operation's Plan
June 15, 2012

Goal Statement #2WB: Increase the number of children who experience academic stability.

Data Indicator: See Data Attachment #2WB

Goal Statement #3WB: Monthly child contacts will occur 100% of the time

Data Indicator: See Data Attachment #3WB

Strategies:	Lead	Start Date	Completion Date	Progress Note/Update
Identify those youth at-risk for a school change due to CFS involvement and develop a formal review process to minimize/reduce school changes	D. Beran, QA Staff & SAA's	Oct. 2012		
Monthly Child Contact is expected; any exception will require SAA pre-approval; write/distribute administrative memo	C. Hanus, V. Maca & SSA's	July 2012		Send monthly list of exceptions w reasons to V. Maca end of each month

CHAPTER 4: WORKFORCE STABILITY

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

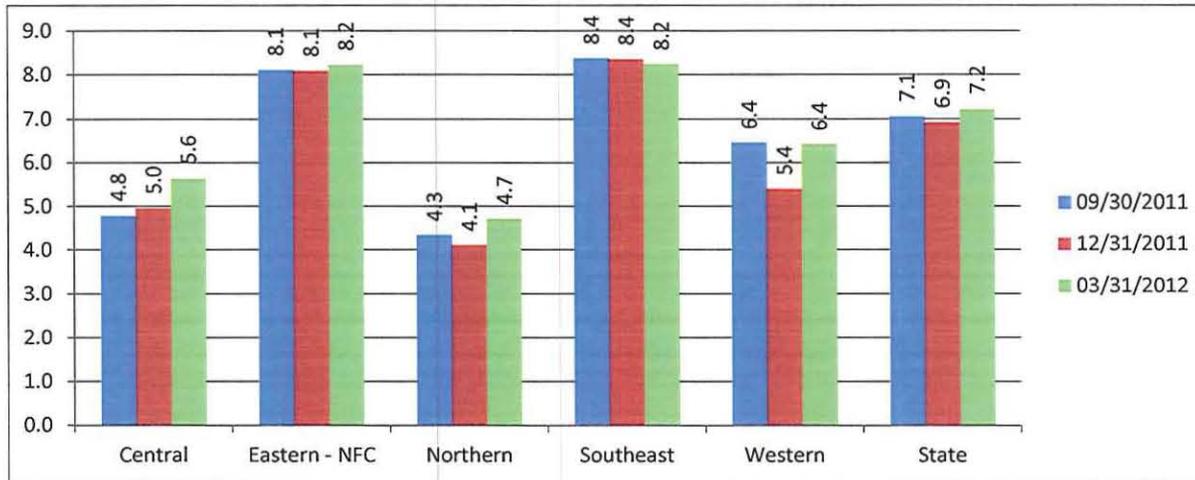
Goal Statement: The number of employees who do their jobs with confidence and competency will increase.

Data Indicator: To be developed

Strategies:	Lead	Start Date	Completion Date	Progress Note/Update
Assess and develop a plan, with worker input, to effectively measure worker confidence and competency (new worker and current staff)	R. Newman & N. Busch	March 2013		
The Training Institute concept will be drafted into an Implementation Plan	R. Newman	August 2012		
Analyze opportunities to increase IV-E Training dollars/ Casey Family Program consultation	R. Newman, S. Goscha Finance	August 2012		
Develop a plan, in partnership with local HR and staff, to improve and evaluate worker confidence and competency; review causes of worker turnover/exits	SAA's & HR local	November 2012		Plans to V. Maca Dec. 2012
Through partnering with the Division of Behavioral Health, develop a plan to ensure staff and providers deliver Trauma-Informed services; Integrate into training curriculum	Y. Nuncio, R. Newman & S. Goscha	March 2013		
Develop working relationship with the Schools of Social Work to improve worker confidence and competency	R. Newman & Y. Nuncio	Sept. 2012		
Assess, identify and develop a plan focused on supporting Supervisor performance	R. Newman	Nov. 2012		
Ensure workforce has updated Policies/Regulations Chapter 390 and 474 NAC	C. Hanus	Sept. 2012		
Identify leadership training curriculum to support field staff/succession planning	R. Newman & H.R.	Dec. 2012		

2PEI. Child Abuse and Neglect Rate per 1,000 Nebraska's Child Population

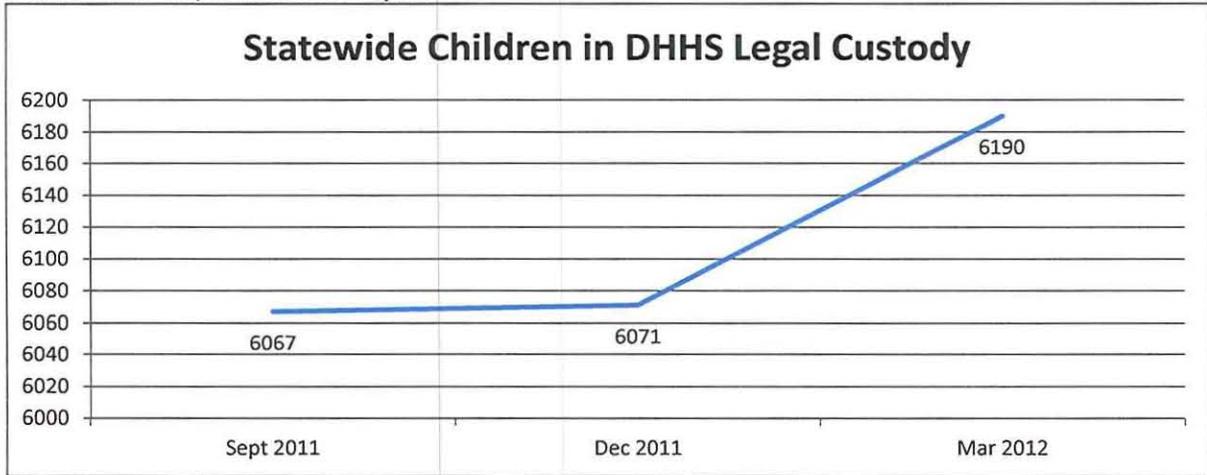
Source: N-FOCUS Adjudication by Petition Report



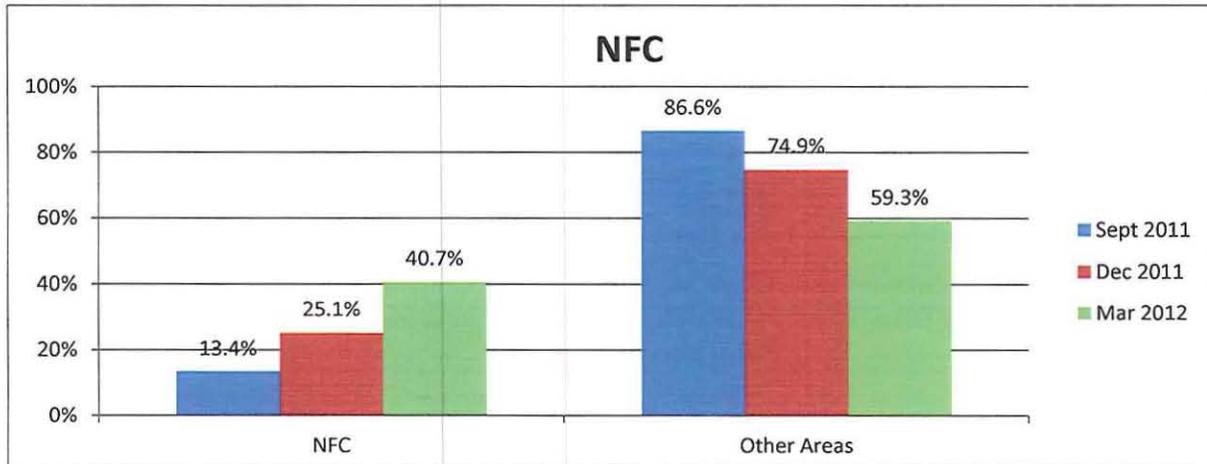
The data is extracted from the N-FOCUS 'Legal Action Petition Type' field. Only children in abuse and neglect petitions are included. Children are counted are state wards.

3PEI. Number of State Wards

Source: N-FOCUS, Point in Time Report



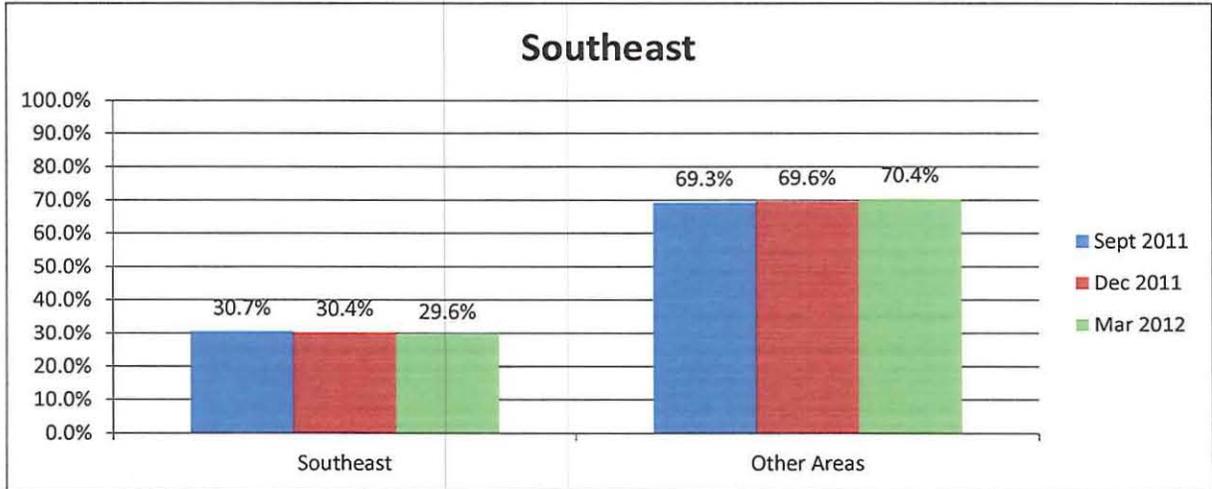
Data Source: N-FOCUS 'Legal Status' field. Data includes all DHHS wards including OJS.



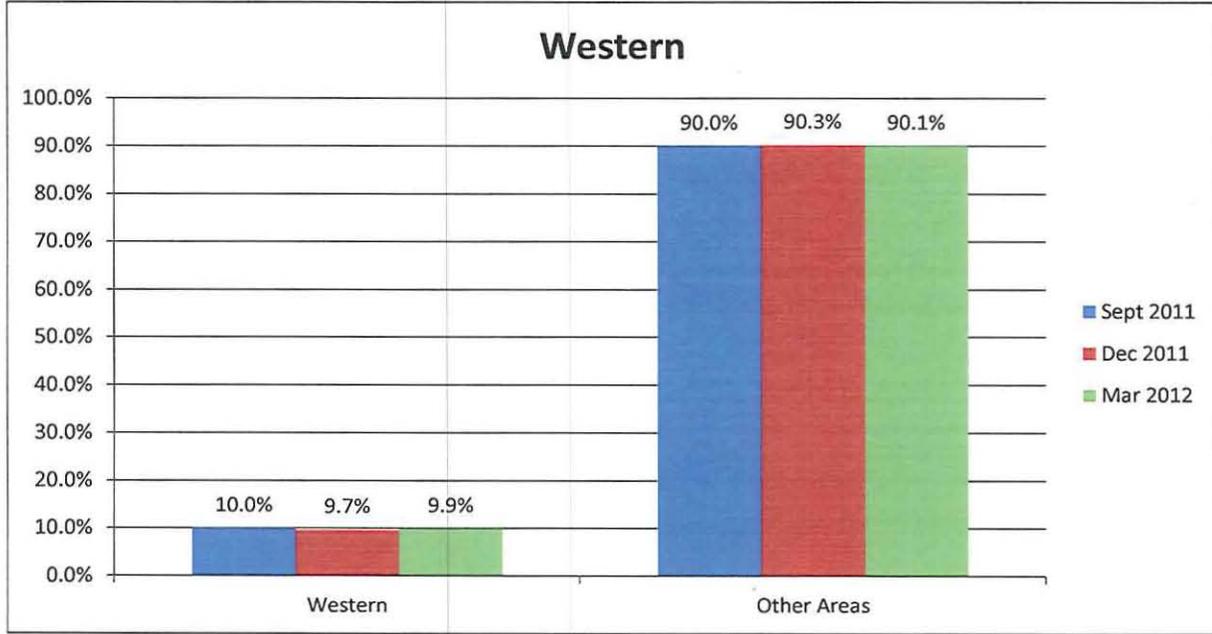
The "Other Areas" category for September and December 2011 not only includes WSA, CSW, and NSA data, but also includes youth served by DHHS and another Lead Agency who was providing case management in the ESA at that time.

3PEI. Number of State Wards

Source: N-FOCUS, Point in Time Report

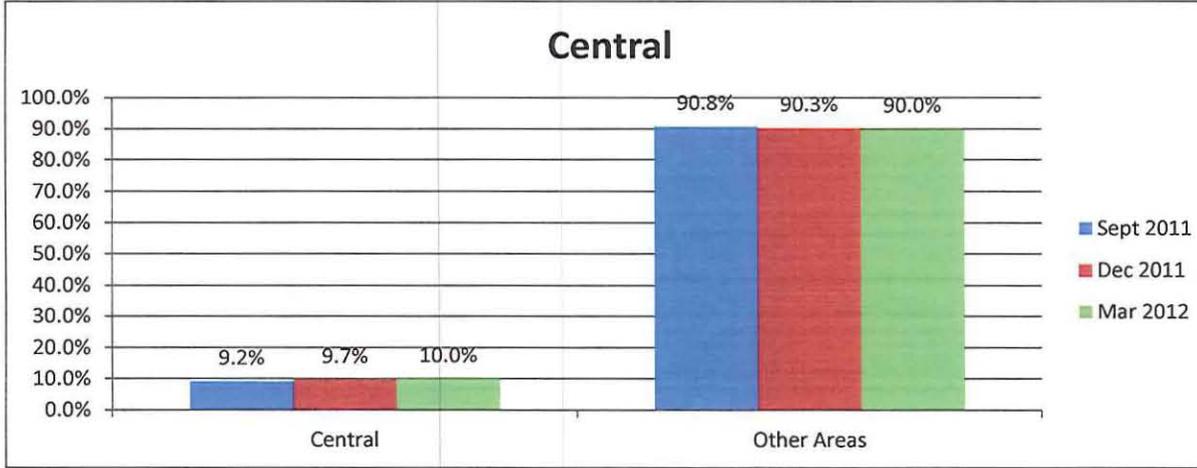


Data Source: N-FOCUS
'Legal Status' field. Data includes all DHHS wards including OJS.

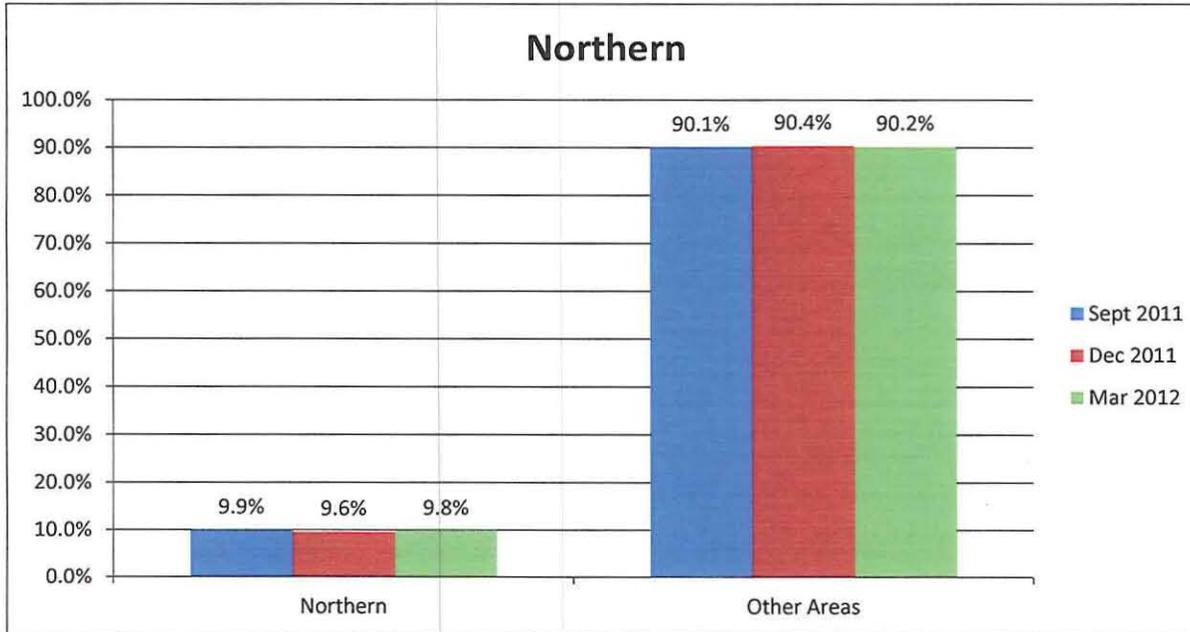


3PEI. Number of State Wards

Source: N-FOCUS, Point in Time Report

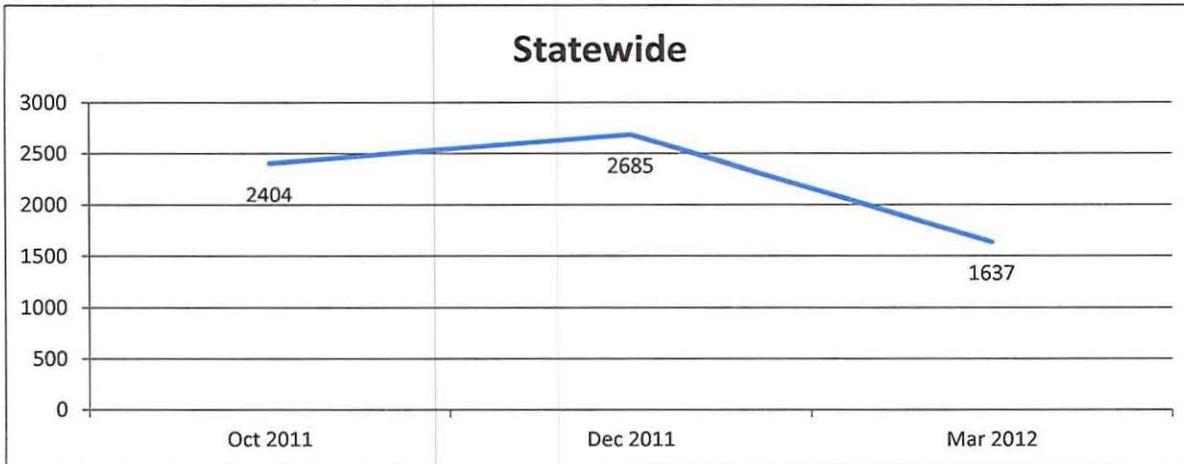


Data Source: N-FOCUS
'Legal Status' field. Data
includes all DHHS wards
including OJS.

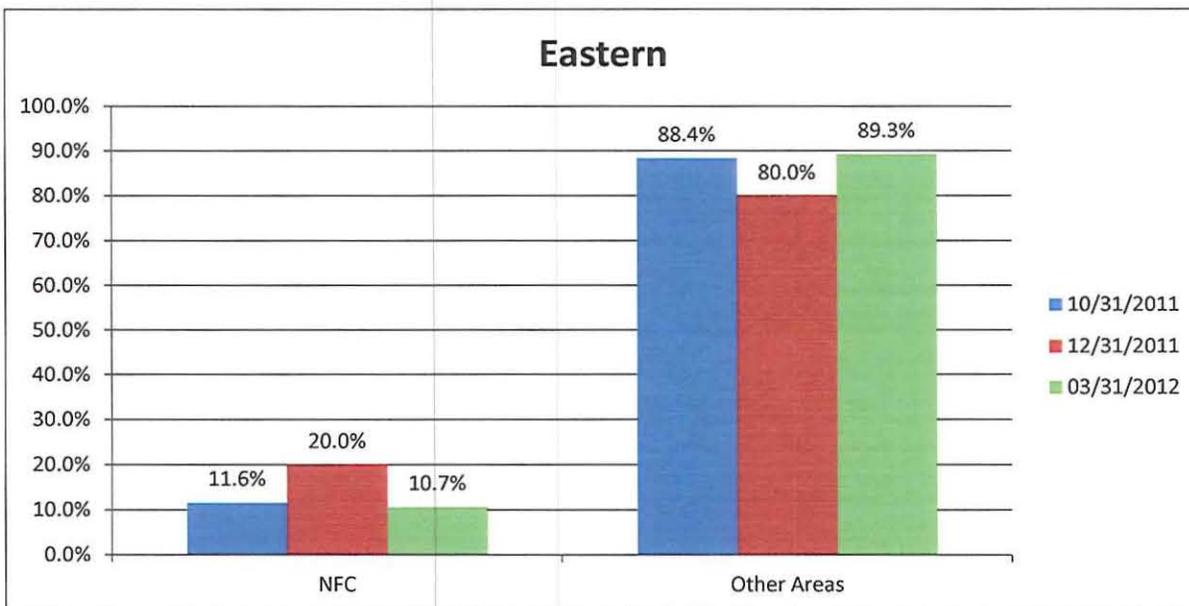


15. New and Initial Child Abuse/Neglect Safety Assessments Not Finalized Within 30 Days

Source: N-FOCUS, CFS Weekly Safety Assessments Not Finalized Report



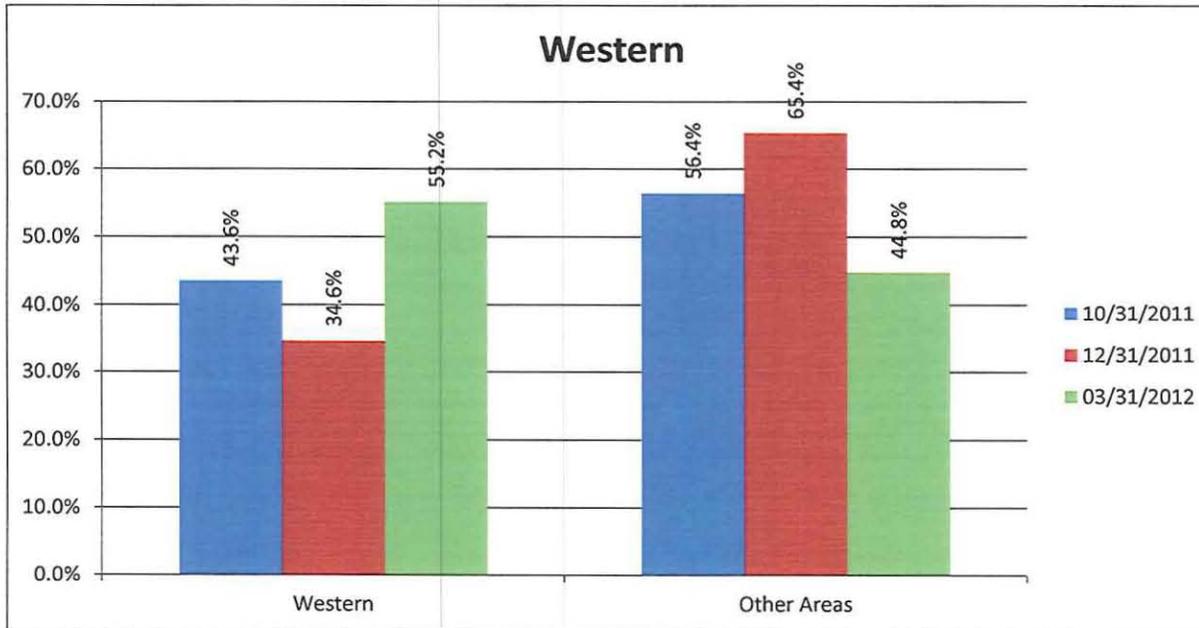
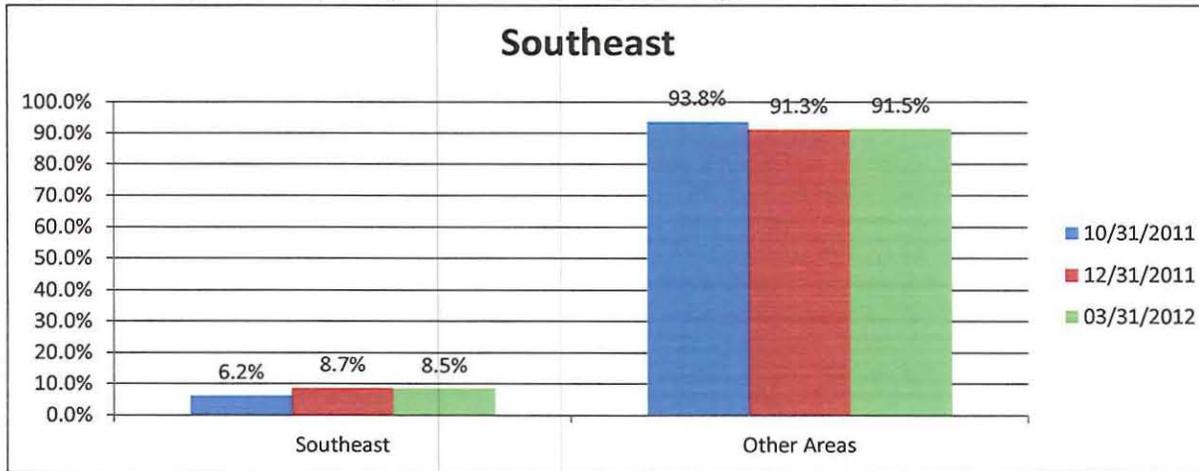
Data Source: N-FOCUS
"Safety Assessment Begin Date" field.



15. New and Initial Child Abuse/Neglect Safety Assessments Not Finalized Within 30 Days

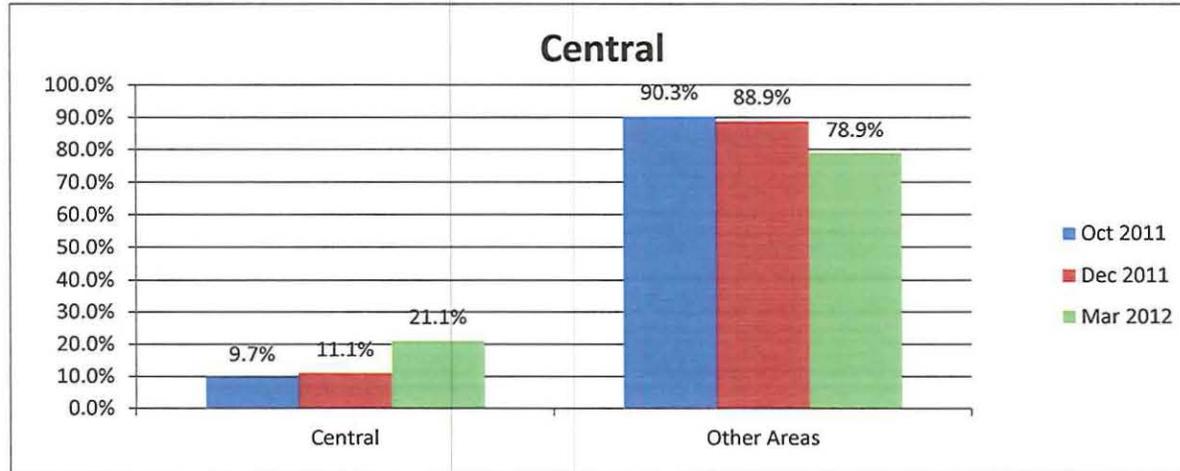
Source: N-FOCUS, CFS Weekly Safety Assessments Not Finalized Report

Data source: N-FOCUS
"Safety Assessment Begin
Date" field.

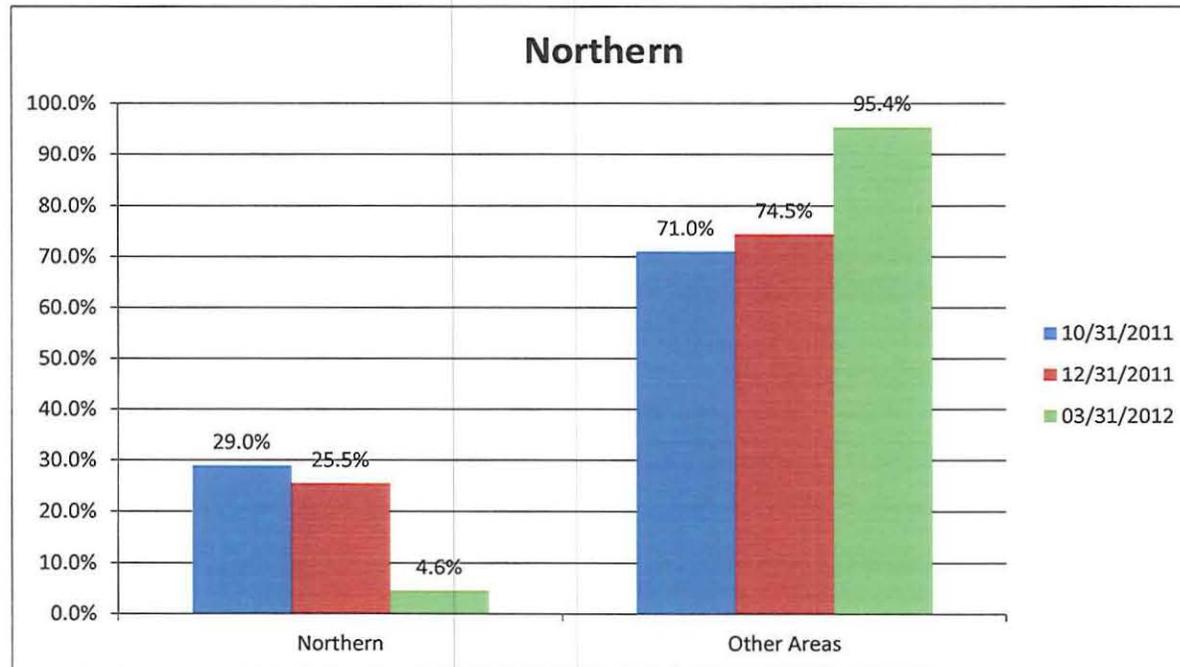


15. New and Initial Child Abuse/Neglect Safety Assessments Not Finalized Within 30 Days

Source: N-FOCUS, CFS Weekly Safety Assessments Not Finalized Report

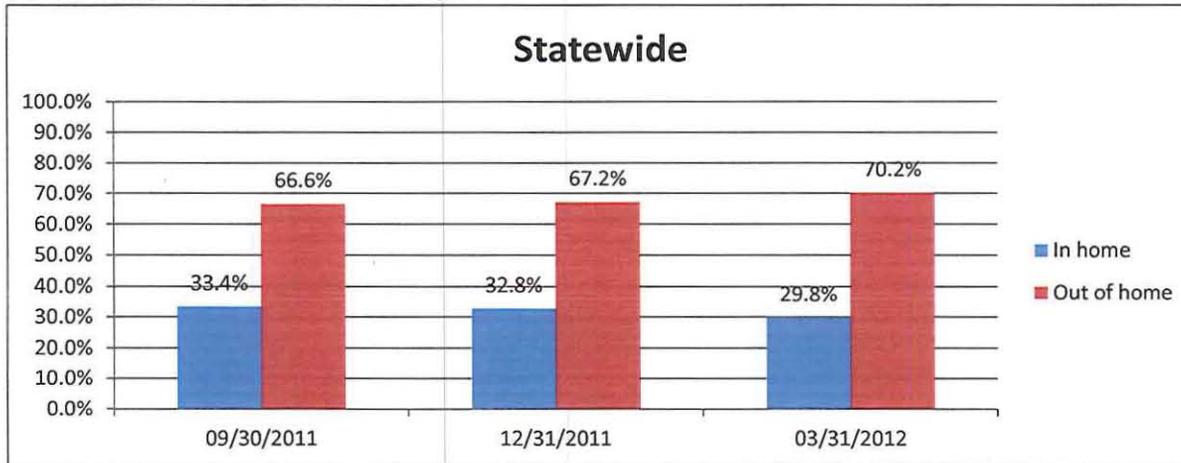


Data source is: N-FOCUS "Safety Assessment Begin Date" field.

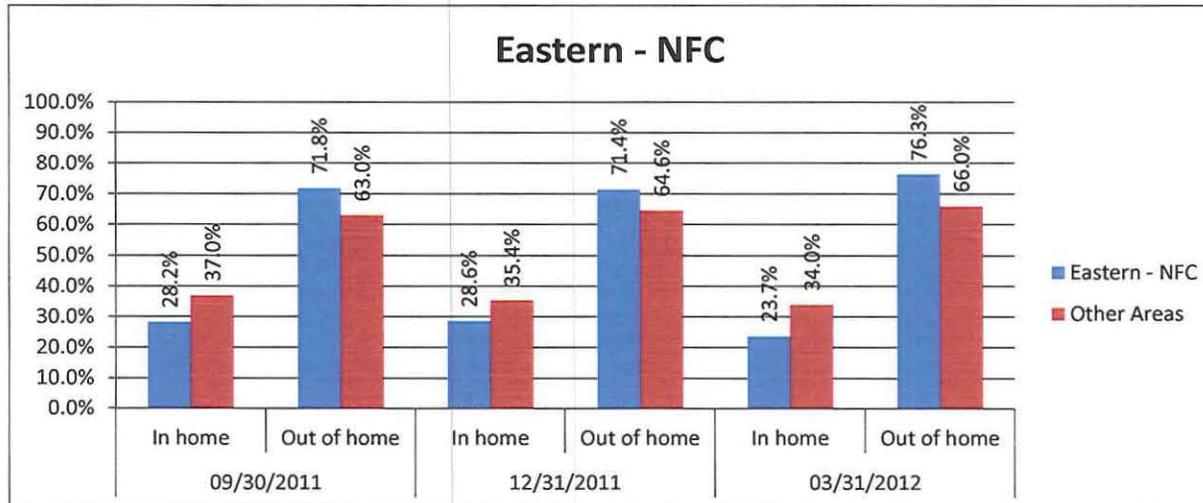


25. In Home and Out of Home

Source: N-FOCUS, Derived Placement Report

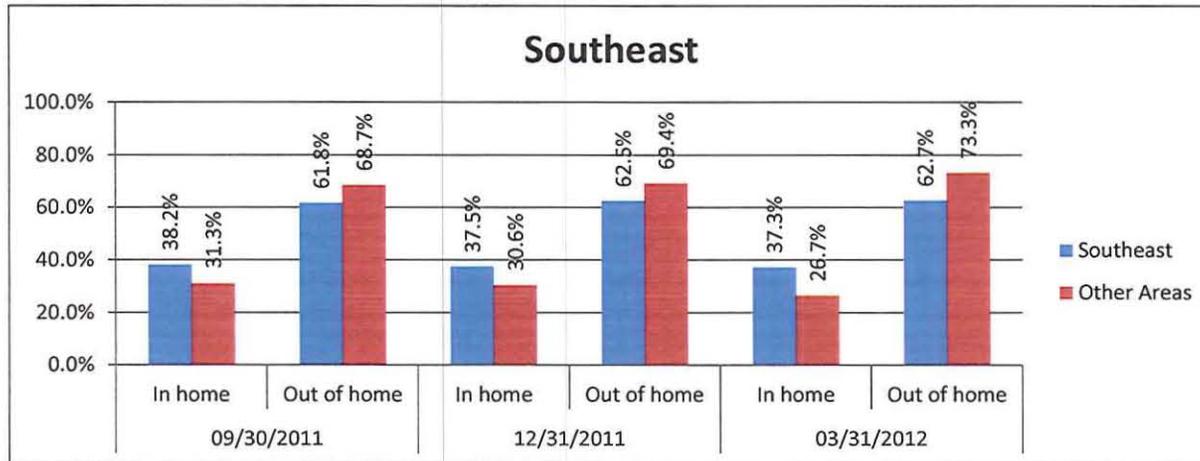


Data Source: N-FOCUS 'Placement' field. The 'In Home' category includes state wards living with a parent, guardian or independently. The 'Out of Home' category includes state wards in all types of out of home placements and those on runaway status.

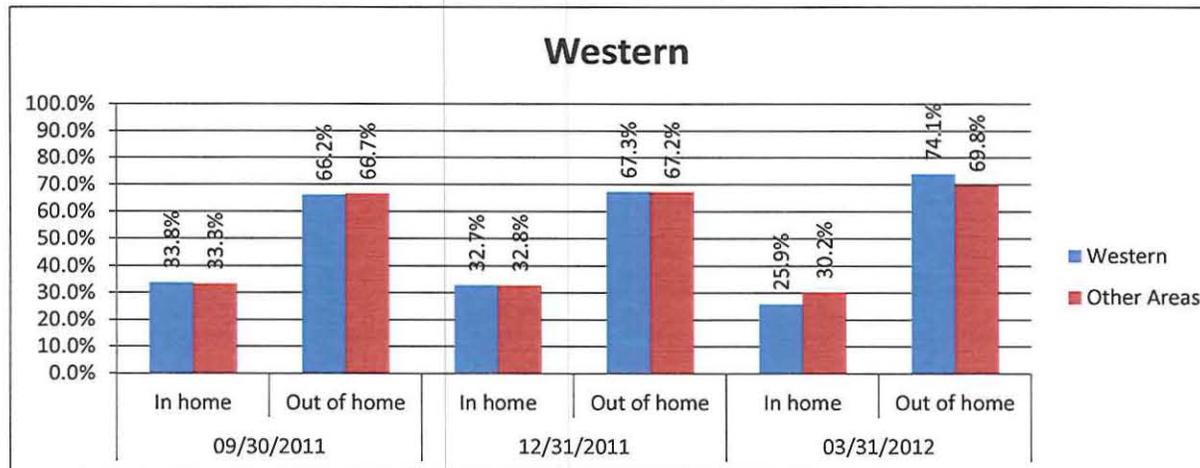


2S. In Home versus Out of Home

Source: N-FOCUS, Derived Placement Report

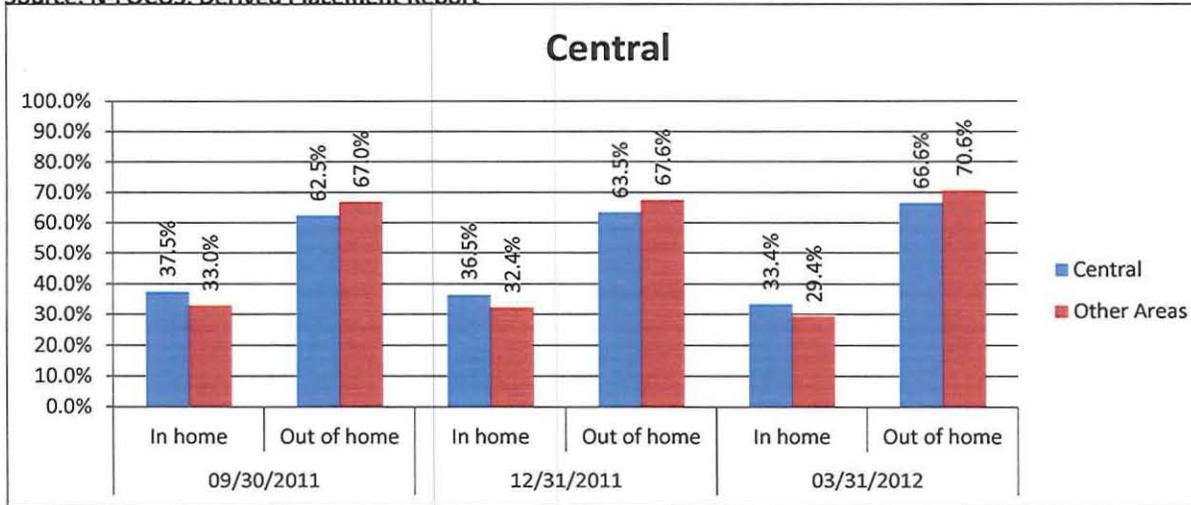


Data Source: N-FOCUS 'Placement' field. The 'In Home' category includes state wards living with a parent, guardian or independently. The 'Out of Home' category includes state wards in all types of out of home placements and those on runaway status.

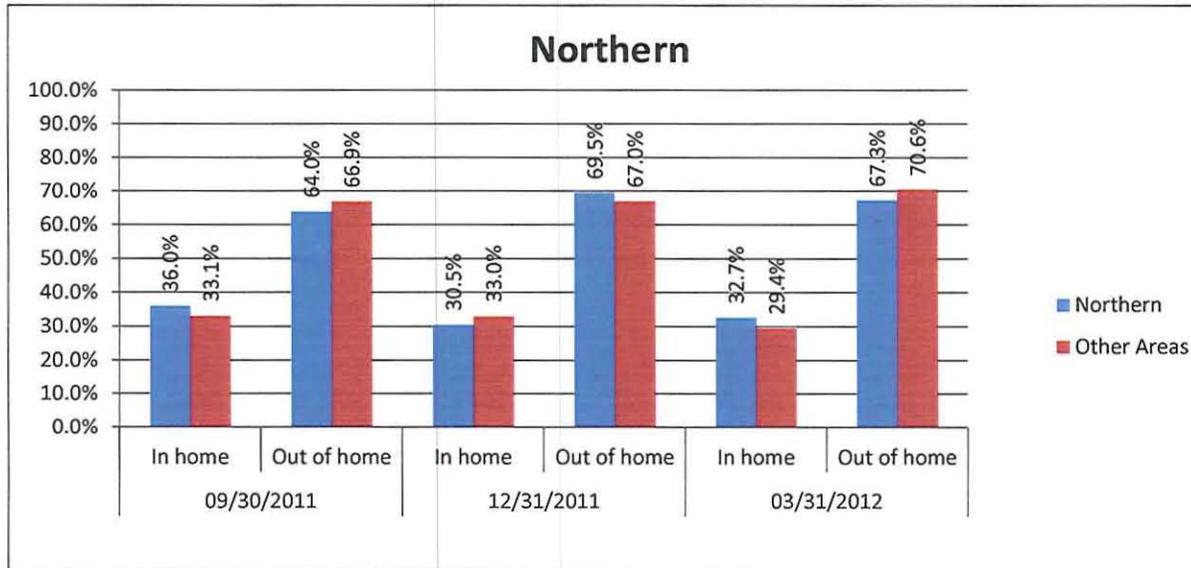


2S. In Home versus Out of Home

Source: N-FOCUS. Derived Placement Report

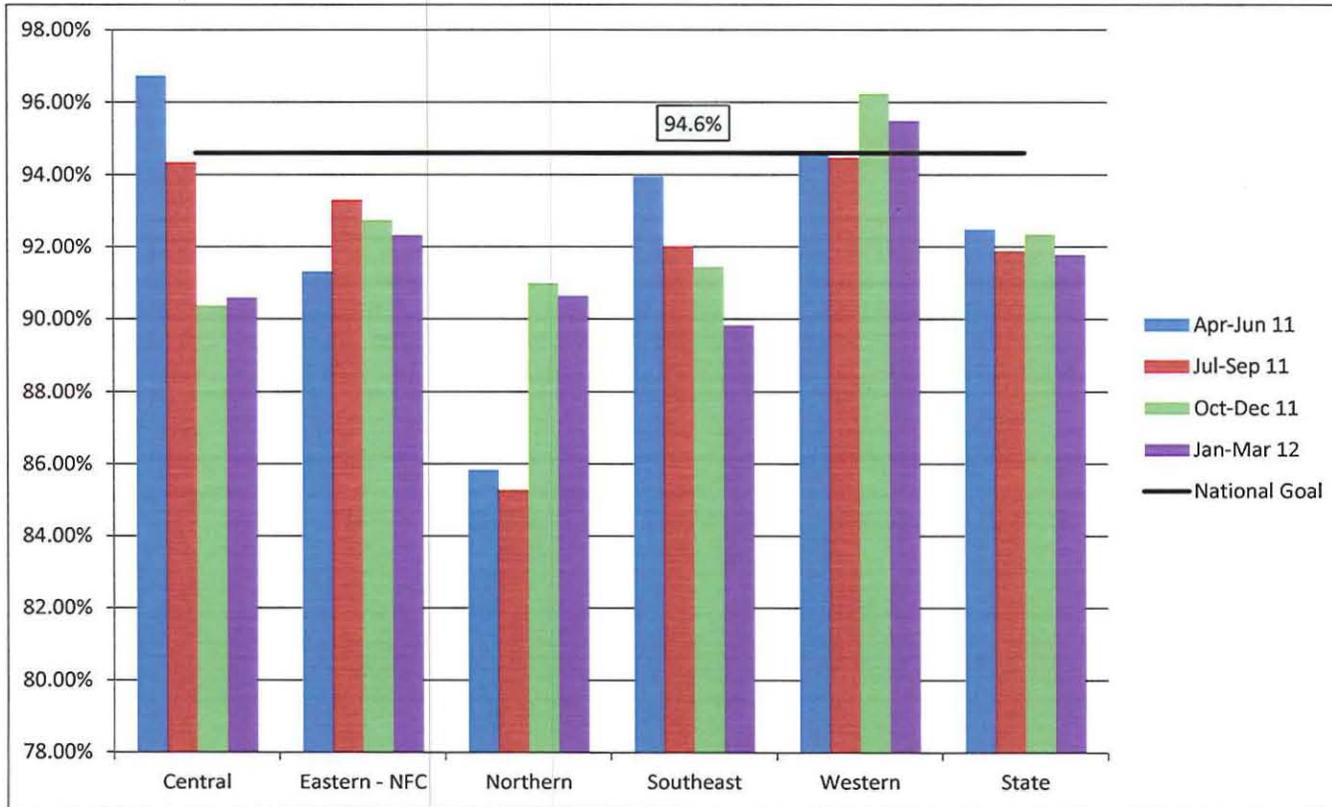


DataSource: N-FOCUS 'Placement' field. The 'In Home' category includes state wards living with a parent, guardian or independently. The 'Out of Home' category includes state wards in all types of out of home placements and those on runaway status.



35. Absence of Recurrent Maltreatment

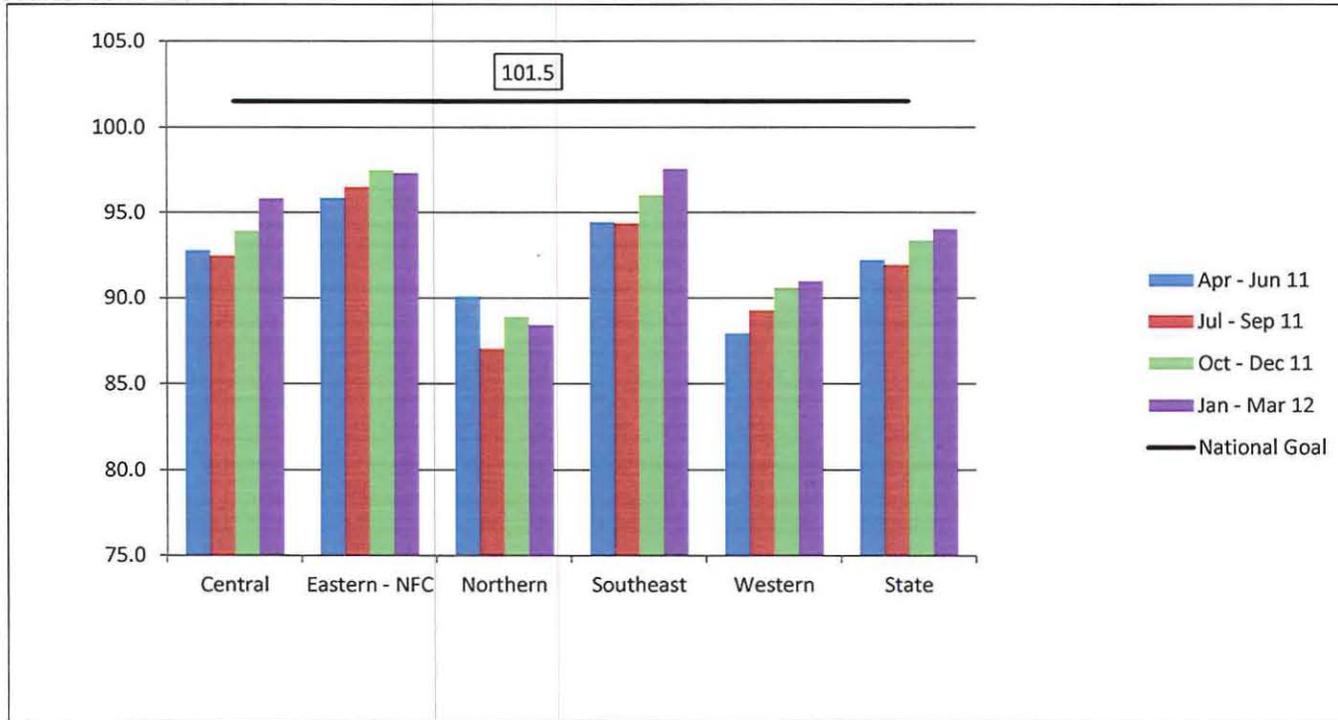
Source: N-FOCUS, COMPASS



This is Federal Measure that reports on a rolling 12 month period. Data Source: N-FOCUS COMPASS-State wards. The children included in this report were victims of abuse or neglect during the first six months of the 12 month period. If the child was a victim of a subsequent abuse or neglect incident within 6 months of the first incident of abuse or neglect they appear on this report. Victims are defined as children where the court or DHHS has substantiated the allegations of abuse or neglect.

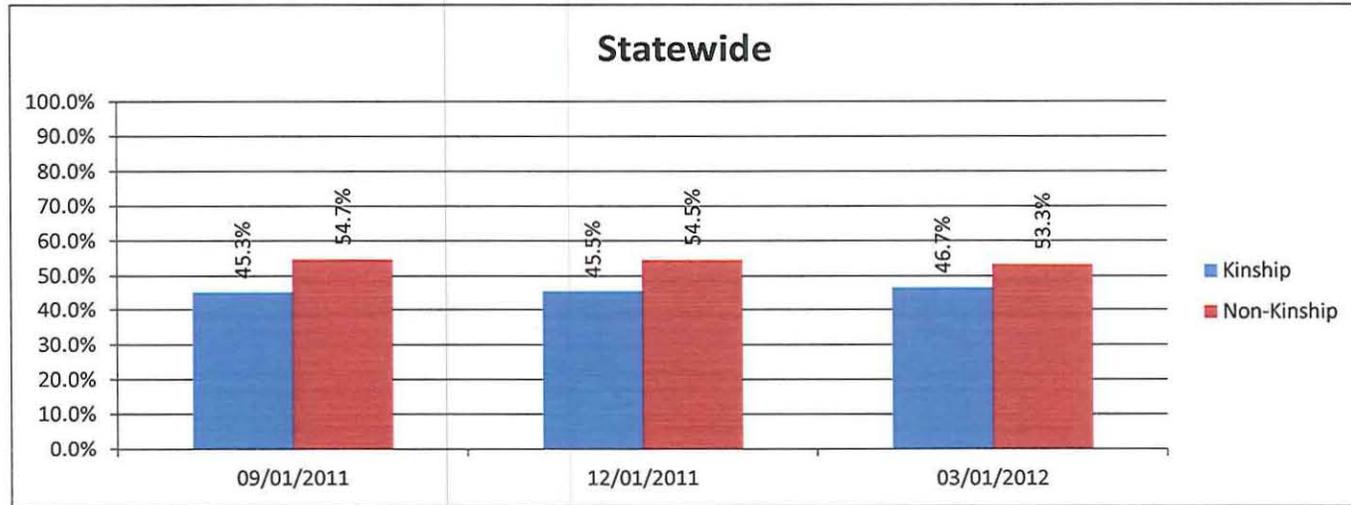
1P. Placement Stability Data

Source: COMPASS

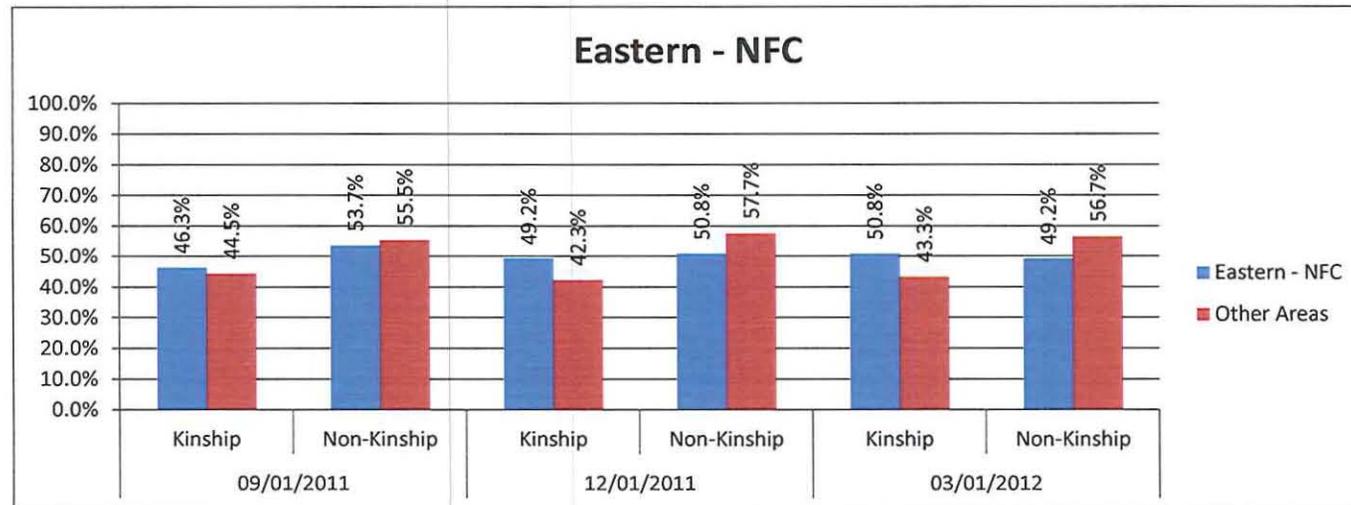


This is the Federal Composite Measure on Placement Stability. The national standard is 2 or fewer placements over specific periods of time. Placements are not counted for children who experience a brief hospitalization or for children who are on runaway status.

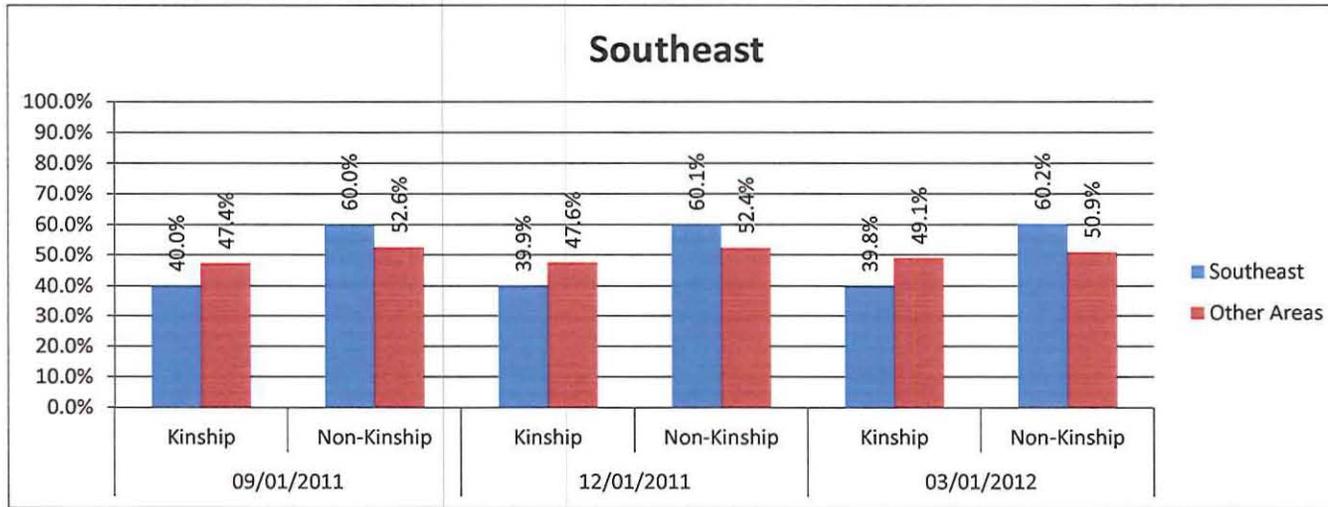
2P. Relative and Kinship Placement Data
Source: N-FOCUS, Derived Placement Report



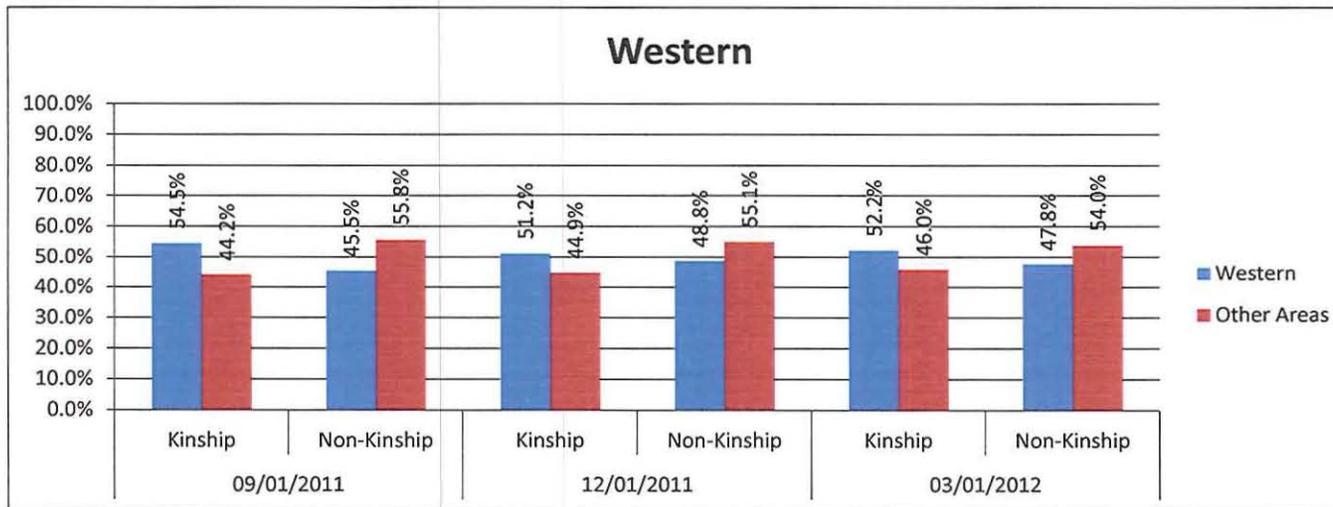
DataSource: N-FOCUS
 'Placement' field.
 Kinship care includes
 relative foster care or
 foster care with a
 family that was
 previously known to
 the child prior to the
 placement such as a
 neighbor or friend of
 the family.



2P. Relative and Kinship Placement Data
Source: N-FOCUS, Derived Placement Report

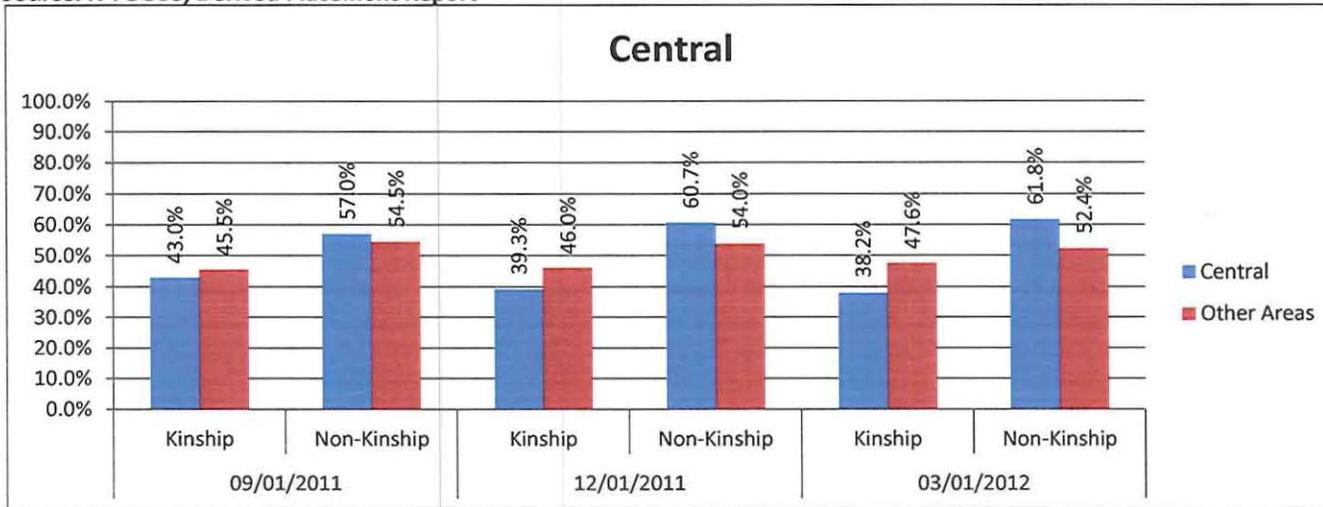


Data Source: N-FOCUS 'Placement' field.
 Kinship care includes relative foster care or foster care with a family that was previously known to the child prior to the placement such as a neighbor or friend of the family.

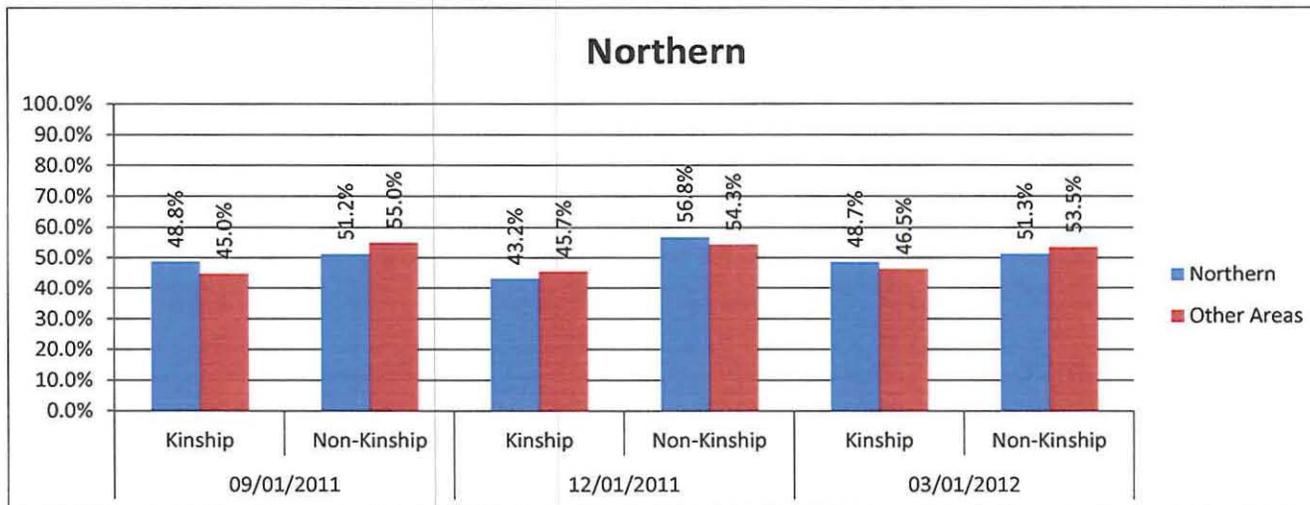


2P. Relative and Kinship Placement Data

Source: N-FOCUS, Derived Placement Report

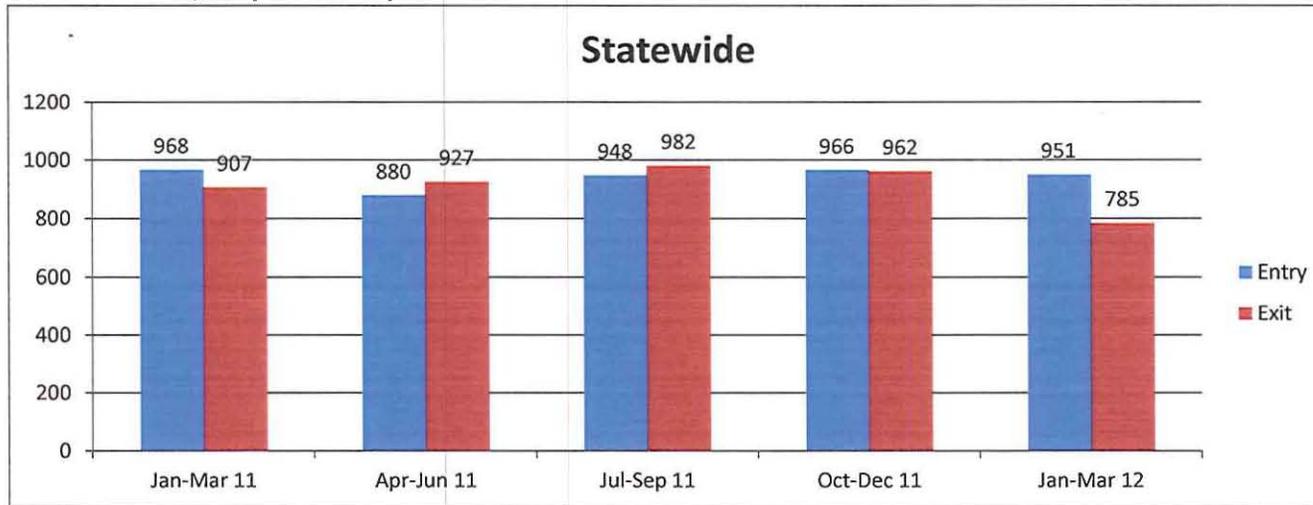


Data Source: N-FOCUS 'Placement' field. Kinship care includes relative foster care or foster care with a family that was previously known to the child prior to the placement such as a neighbor or friend of the family.

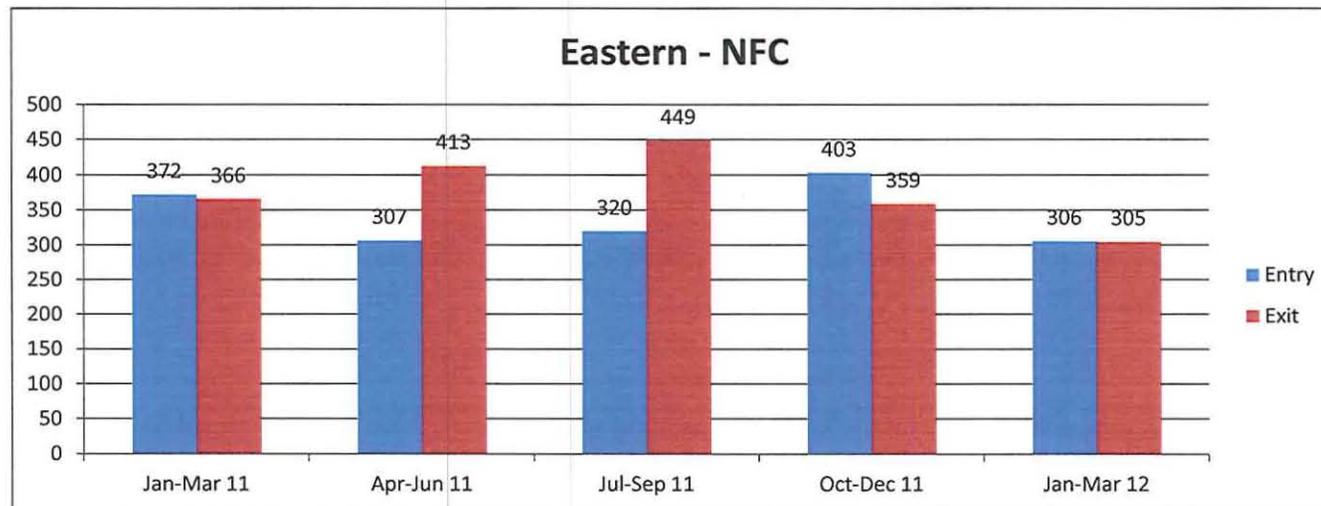


3P. Child Entries and Exits

Source: N-FOCUS, Entry and Exit Report

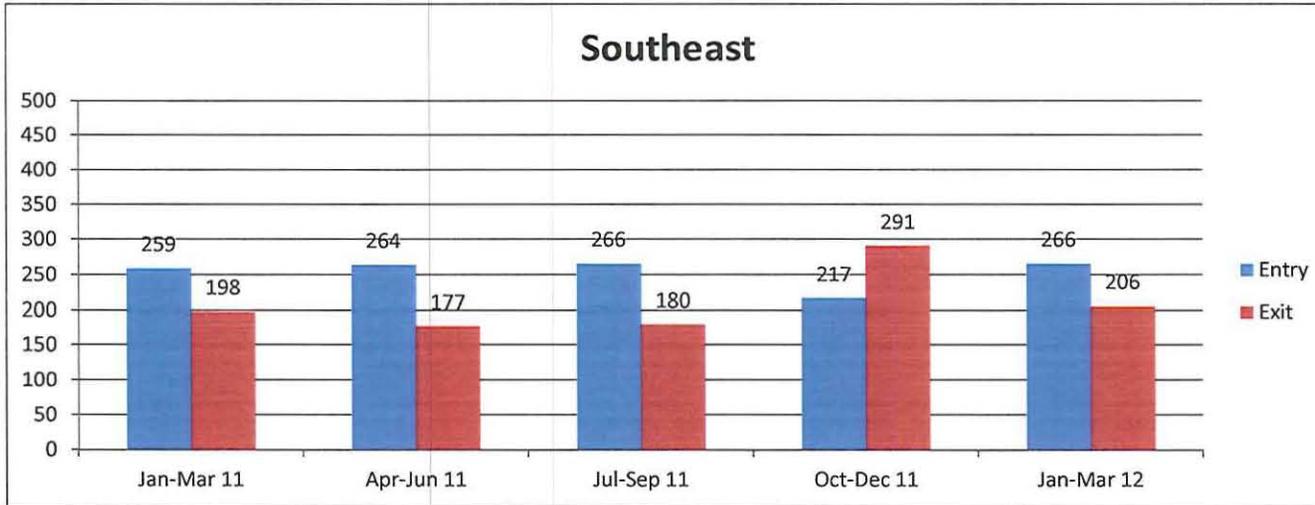


Data Source: N-FOCUS 'Legal Status' field. An entry occurs when a child is made a state ward. An exit occurs when the Legal Status changes to non-ward.

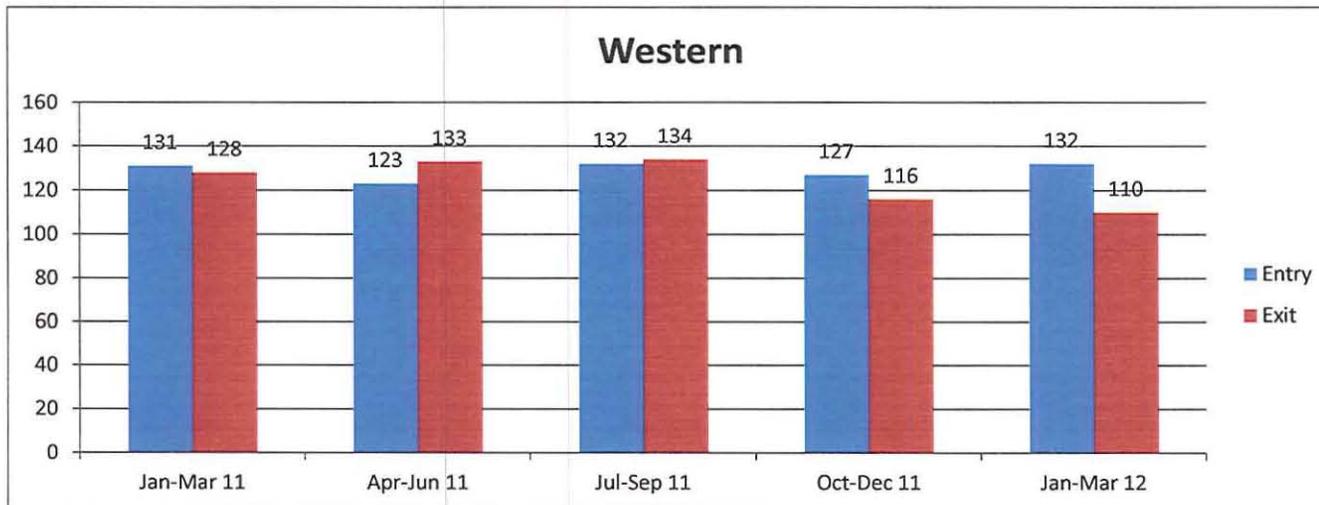


3P. Child Entries and Exits

Source: N-FOCUS, Entry and Exit Report

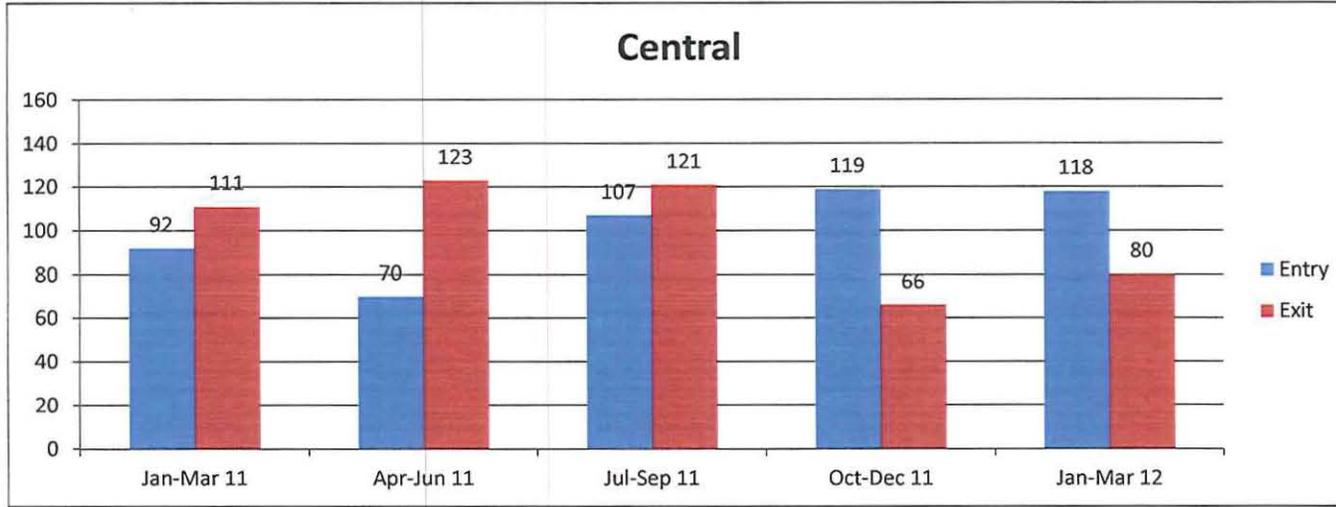


Data Source: N-FOCUS 'Legal Status' field. An entry occurs when a child is made a state ward. An exit occurs when the Legal Status changes to non-ward.

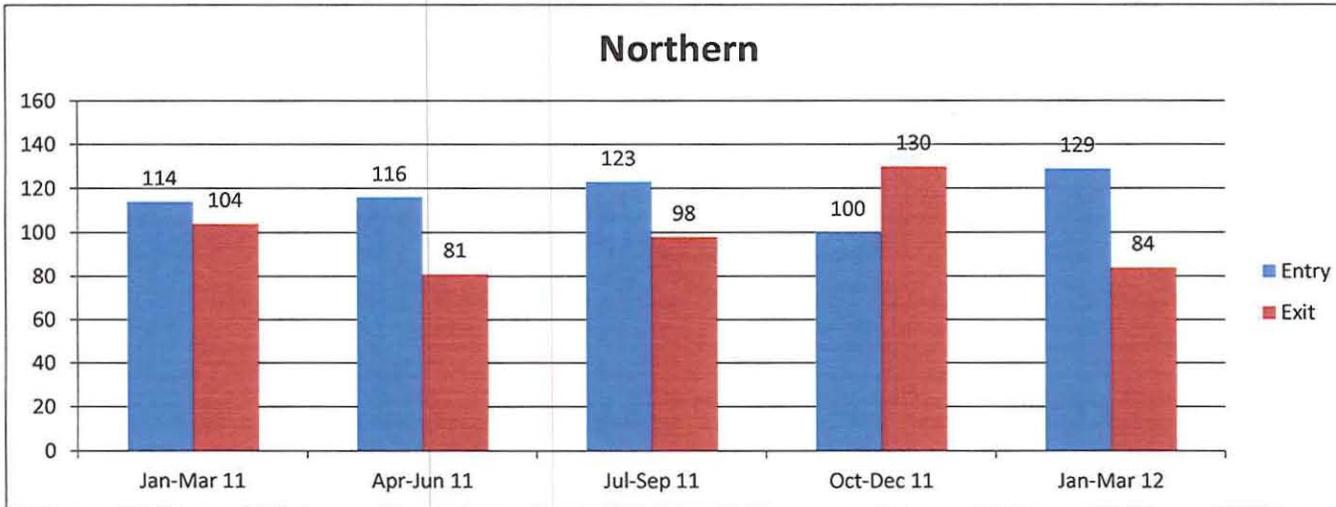


3P. Child Entries and Exits

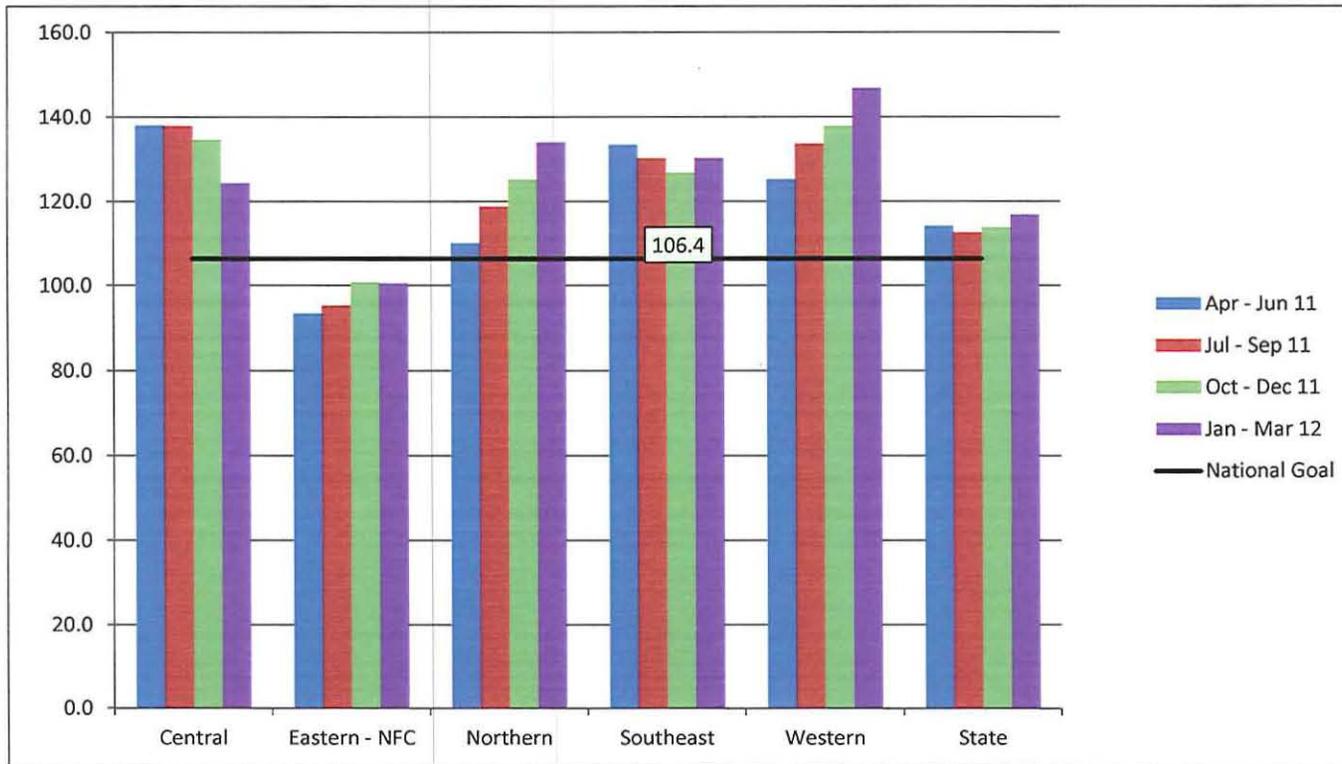
Source: N-FOCUS, Entry and Exit Report



Data Source: N-FOCUS 'Legal Status' field. An entry occurs when a child is made a state ward. An exit occurs when the Legal Status changes to non-ward.

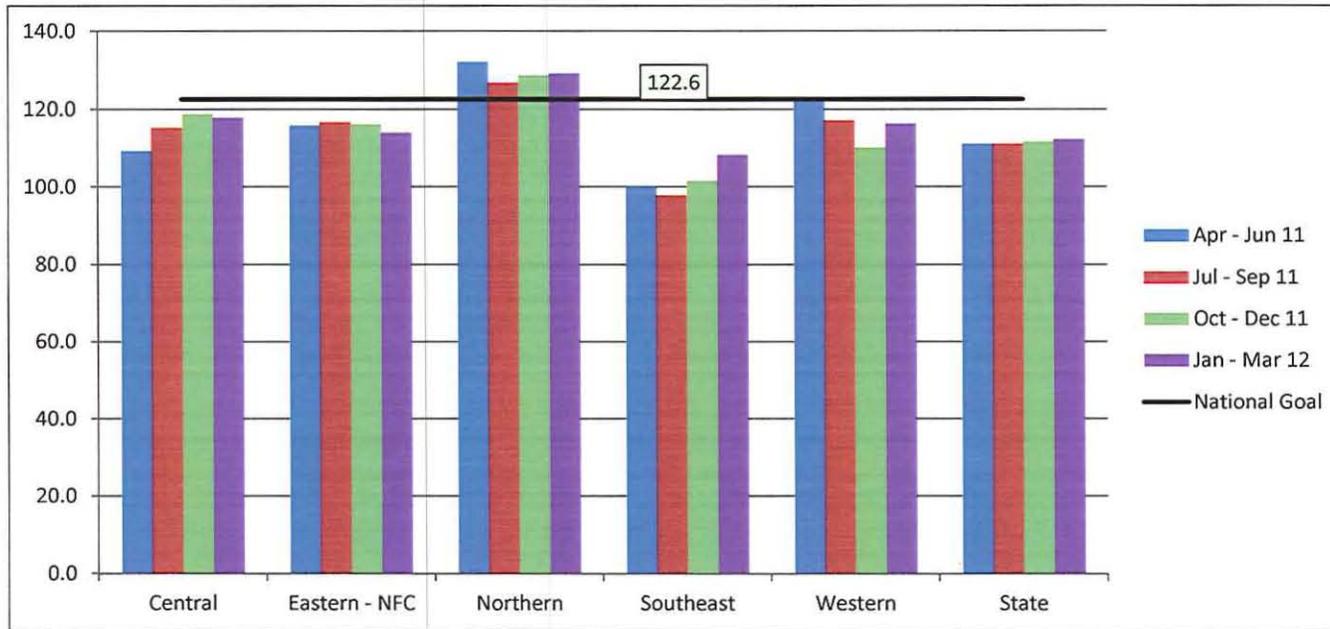


4P. Adoption Composite
Source: N-FOCUS COMPASS



This is a Federal Composite Measure: Data Source: N-FOCUS COMPASS-State wards. The Adoption Composite measures the timeliness of adoptions and includes the following five measures: Adoption in Less Than 24 Months, Median Time to Adoption, Children in Care for 17 Months or Longer Who Are Adopted by the End of the Year, Children in Care for 17 Months or Longer Who Are Legally Free for Adoption within 6 Months, and Children Who Are Legally Free for Adoption Who Are Adopted within 12 Months.

5P. Reunification Composite
Source: N-FOCUS, COMPASS



This is a Federal Composite Measure. Data Source: N-FOCUS COMPASS- State Wards. The Reunification Composite measures the timeliness of reunification and whether the reunification was permanent over a specific period of time. The Reunification Composite includes four measures: Reunification in Less Than 12 Months, Median Time to Reunification, Entry Cohort Reunification in Less Than 12 Months, and Permanence of Reunification.