# IDAHO CHILD AND FAMILY SERVICES REVIEW ROUND 3 PROGRAM IMPROVEMENT PLAN

**State: Idaho**

**Date Submitted: 11/23/2018**

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## PART ONE: GOALS, STRATEGIES, AND KEY ACTIVITIES

**Introduction**

Idaho's Child and Family Services (CFS) program is operated by the Division of Family and Community Services (FACS) within the Idaho Department of Health and Welfare (IDHW) and provides child protection, adoption, foster care, and Indian child welfare services in the state of Idaho.

Idaho's CFS Program Administrator is Governor-appointed and is accountable for the statewide performance of CFS. Field managers execute program design and oversee day-to-day operations in 7 Regions in the state: Regions 1 and 2 in the North, Regions 3 and 4 in the west, and Regions 5, 6, and 7 in the East. A single centralized call center supports Intake for the entire state. Some support personnel are in field offices, but most are found in our Boise Central Office that provides support to staff throughout the state.

Idaho's CFS Program vision is *"To make transformational and sustainable changes to the delivery of Child Welfare services by using non-traditional and cross-functional experts and solutions to solve problems and improve performance such that through an entire business system, including practice, policy, process, and improved automation, Idaho kids are safer."*

As with two prior Child and Family Service Reviews (CFSR), CFS partnered with multiple internal and external stakeholders to complete the statewide assessment, carry out a state conducted case review, and develop the state's program improvement plan (PIP). Several improvement activities which the stakeholder groups identified during the planning process, have already begun and some will go beyond the PIP period. This PIP will focus on targeting outcomes where improvement can be most impactful during the two-year PIP period. Other measures will be incorporated into Idaho's Child and Family Service Plan (CFSP).

**Background**

In 2003, Idaho completed the first CFSR and the second in 2008. In 2016 Idaho completed Round 3 of the CFSR. Idaho was found to be in substantial conformity with 1 of 7 child and family outcomes (Well-Being 2: services to meet educational needs) and 1 of 7 systemic factors (Statewide Information System). CFSR findings were based on:

- Idaho's statewide assessment submitted to the Children's Bureau on March 25, 2016.
- Results of case reviews of 68 cases (40 foster care and 28 in-home cases) conducted via a State Conducted Case Review process in seven regions in Idaho between April 1, 2016, and September 30, 2016.
- Interviews and focus groups with state stakeholders and partners, which included:
  - Representatives from the courts and Court Improvement Project
  - CFS Program caseworkers and supervisors
  - Foster and adoptive parents
  - Court Appointed Special Advocates
  - Tribal representatives
  - Child welfare agency senior managers, chiefs, hub managers, and program managers
  - Foster and adoptive licensing staff and supervisors
  - Parents
  - Service providers
  - Youth served by the agency

**Collaborative Process for Developing the PIP**

On February 28, 2017-March 1, 2017, CFS convened a PIP kick-off meeting with 75 internal and external stakeholders. At this meeting partners reviewed the state's performance on the CFSR, identified root causes for performance, and identified strengths Idaho could leverage to address areas for improvement. After the meeting, stakeholders were organized into local PIP teams and a statewide leadership PIP team. For three months, the local PIP teams met weekly to analyze regional specific data and make recommendations to the statewide leadership PIP team. The statewide leadership PIP team gathered at least every two weeks to consider recommendations from the regional teams and analyze additional statewide data.

Through this process, the PIP teams concluded Idaho CFSR ratings which were not in substantial conformity were due to:

- Inconsistent on-going assessment of safety and concurrent planning;
- Anecdotal evidence suggests jurisdictional differences in court requirements contribute to delays in permanency. Data specifying the exact differences and how they contribute to delays is not available. The anecdotal evidence and lack of conformational data was discussed with the courts during PIP development. The data and information that is available is not sufficient for the courts to develop a plan to address these concerns. To define the specific issues and address any concerns, accurate data is needed. PIP 3.1.7 has been added reflecting the development of a "CFS-Court Data Team" which will utilize data analysis to identify strengths in jurisdictions which can be duplicated in others, identify specific challenges in jurisdictions, and identify plans to address remaining concerns.
- Variation in workers' ability to articulate safety and permanency decisions in court;
- Ineffective foster parent training and limited support;
- Inadequate worker supervision and lack of accountability;
- Unmanageable workload/caseload and time constraints; and
- Limitations of the CFS information system (iCARE) to collect, report, and produce meaningful data.

Based on these conclusions, the PIP teams made the following recommendations to improve child and family outcomes and systemic factors:

- Clarify safety and permanency policy/standards and provide training to ensure fidelity and continuity of the safety model and concurrent planning process;
- Ensure CFS and court processes are in alignment and CFS and courts have a shared language;
- Improve the training system for resource parents to include both initial and ongoing training requirements and formalize the use of Resource Family Plans;
- Complete a workforce assessment and implement a coaching/supervision framework to increase supervisor's knowledge, skills, and capacity, with technical assistance; and

- Implement a robust and fully functioning Continuous Quality Improvement (CQI) system.

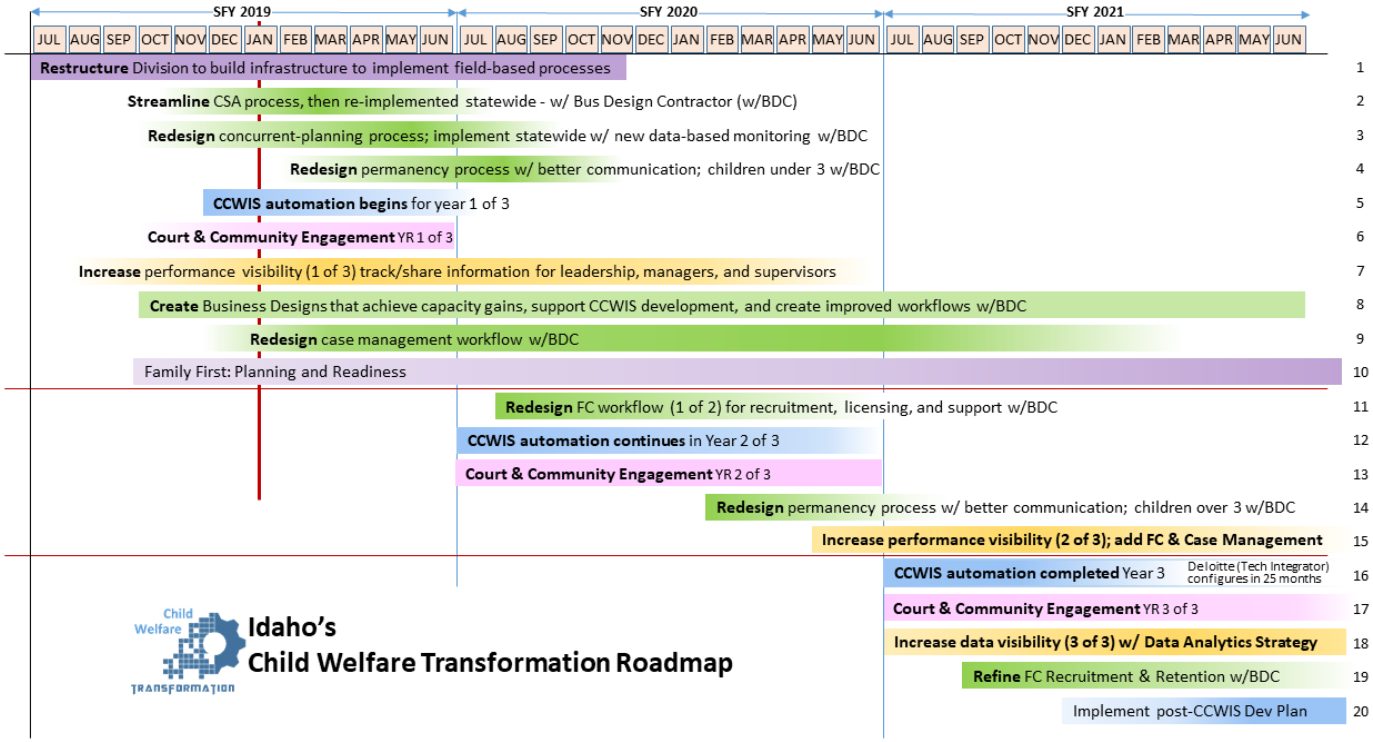
Utilizing implementation planning tools and consultation from our partners with the Children's Bureau, CFS refined the PIP team recommendations to produce three PIP Goals:

1) Improve safety, permanency, and well-being outcomes by ensuring quality casework practice and collaboration with courts;
2) Improve permanency and well-being outcomes through enhanced support of resource families; and
3) Improve system accountability and organizational supports.

The same process was used to complete PIP strategies and key activities associated with each goal. CFS leadership believes by focusing on good casework throughout the life of a case, collaborating with the courts, supporting resource parents and the workforce, and implementing a program of continuous quality improvement (CQI), Idaho will have improved child and family outcomes and systemic factors.

In early 2018 Idaho created the Child Welfare Transformational (CWT) Initiative. This larger child welfare business improvement effort intends to transform Idaho's child welfare practices and performance and includes significant changes to organizational culture, CFS statewide accountability, operations driven process design, training, performance monitoring, Continuous Quality Improvement (CQI), and deployment of new automated case management tools (Comprehensive Child Welfare Information System (CCWIS) compliant). In relationship to this PIP, the CWT will be used with all CFS partners and tribes to increase consistency statewide by addressing multiple variations of internal and external processes. The PIP and CWT prioritize data quality, performance management, and data exchanges. This PIP contains references to the CWT Initiative when certain outcomes, actions, or resources impact or influence the PIP. If more information regarding the CWT Initiative is needed, please contact Idaho's Family and Community Services (FACS) Division Administrator, Miren Unsworth.

Idaho's CWT roadmap is included (Attachment A) in this document so that references can be made to those activities within the PIP that are driven by the CWT. References to the CWT within the key activities of the PIP may point to one or more of the roadmap line numbers (1-20) as shown in the illustration below. This provides a crosswalk from PIP to the CWT. The incorporation of the CWT in the PIP means that CFS will utilize the new CQI process to identify barriers to implementation and focus on developing interventions to address any challenges and barriers identified by the CQI process.




**Collaborative Process with key activities and dates prior to submitting the PIP**

The CWT Roadmap represents the high-level activities that must occur to improve child welfare outcomes and implement a new automated CCWIS over a three-year period. The key activities identified in this PIP submission have been informed by and adjusted according to resources as they are known today. When collaborative (key) activities in this PIP have start or finish dates beyond 12 months, we agreed with our court collaborators that we would place a flag (see figure to the right) on those dates that are at risk based on the critical coordination of schedules, resources, and methodologies. These collaborative activities and dates are important enough to be in the PIP, but in the spirit of transparency will only occur if IDHW and courts can work together to create change at a much faster pace than in the past. The transformational strategies within IDHW must also apply to the IDHW and court working relationship. Early conversations with the courts have established a mutual understanding that IDHW will support more efficient communication, curriculum development, implementation training, and data sharing.

**04/15/19**
(CWT#6)
collaborative

## GOAL 1 IMPROVE SAFETY, PERMANENCY, AND WELL-BEING OUTCOMES BY ENSURING QUALITY CASEWORK PRACTICE AND COLLABORATION WITH COURTS (SAFETY 1&2, PERMANENCY 1 & 2, WELL-BEING 1, SF 20)

Quality casework practice at every stage of working with a family is essential for positive safety, permanency, and well-being outcomes for Idaho children and families. The following key practices have been identified as critical in supporting positive outcomes in Idaho:

1) Safety assessment must be comprehensive, meaning it goes beyond the reported incident of maltreatment to understand how the family operates every day. To this end, workers must actively engage all family members, gather sufficient information, reconcile discrepancies, and critically analyze the information not just at the point of initial assessment but throughout the life of a case.
2) Concurrent planning must begin early and active efforts to achieve both primary and secondary permanency goals must be made. Concurrent planning practices include: early and ongoing engagement of parents, full disclosure of case progress and permanency planning, early identification of relatives, and early and intensive reunification efforts.
3) Meaningful family engagement must occur to adequately assess safety and implement concurrent planning.

To determine why these practices are not occurring with consistency, Idaho conducted extensive data analysis incorporating data from the CFSR and ongoing case reviews as well as qualitative data collected from stakeholders including field staff, community partners, birth and resource families, youth, the tribes and the court. Data analysis revealed the following key concerns:

- There are unclear policies and practice standards regarding expectations for assessing all members of a family/household.
- Supervision has been focused primarily on initial assessments/investigations rather than on ongoing assessment of risk and safety.
- Workers either do not consistently use the case consultation element of the safety model to define safety threats or conditions for 'return home'; or when they do, the safety threats and condition for 'return home' are not clearly articulated within court reports, court testimony or case plans. This leaves court partners without a clear understanding of the underlying emerging danger issues and the linkage of how case plan goals support mitigation of these issues. PIP Goal 1 addresses this issue.
- Parents (both mothers and fathers) who were not immediately engaged at the onset of a case due to issues like incarceration, active mental health or substance abuse issues, or an inability to locate them, were less likely to be engaged throughout the life of the case. Lack of engagement was not due to adaptive challenges, but rather was influenced by workload demands and workers not appropriately prioritizing engagement in these cases.
- Concurrent planning occurs effectively in parts of the state where staffing processes are utilized appropriately.

- Studies revealed Idaho's workforce is licensed, knowledgeable, and skilled, yet social workers' performance is challenged by significant competing demands on their time. Workers overwhelmingly expressed a desire to complete high quality casework. However, due to unmanageable workloads they are unable to consistently meet practice requirements and engage families which negatively impacts safety and permanency outcomes.

Idaho believes making changes to how staff are trained and supported, how workflows are designed, how work is completed and measured, and how staff and supervisors are held accountable to process-level tasks is key for staff to be successful with case staffings/consultations and will assist workers and supervisors in maintaining a focus on these key practice areas. Recognizing our workforce concerns, we want to strengthen supervision and use a team approach with access to workflow and performance data when supporting field staff in their casework.

The courts are also critical and essential partners in improving the consistent application of safety assessment and concurrent planning practices leading to improved outcomes for Idaho children and families. It is imperative we work together to ensure common understanding of CFS program practice and related court requirements (PIP 1.1 and 1.3). Therefore, another aspect of this strategy is strengthening our communication with the courts and ensuring critical understanding of key aspects of safety and concurrent planning practice. When workers clearly articulate their assessment, the court is better positioned to make well-informed judgments. Ultimately, to achieve quality casework, workers must receive greater support to ensure they can think critically; render appropriate, quick, and accurate case decisions; and subsequently capture and articulate the 'facts of the case'.

Separate and apart from the PIP, the CIP/CP Committee is implementing a project to assess the quality of Idaho's child protection hearing. The Quality of Hearing Project, which is included in the CIP Strategic Plan, will provide baseline data on what is occurring in some CP hearings in Idaho. The CIP/CP Committee will identify specific court related behaviors and interventions to enhance the court's role in regard to effective safety assessment and concurrent planning. This will occur when the final redesign of CFS's safety and concurrent planning work is completed and baseline data from the Quality Hearing Project is available. Changes in court related behavior will be monitored as part of the CIP/CP Quality of Hearing Project.

Idaho's focus in this PIP will be to reinforce CFS fidelity to the redesigned models of safety assessment and concurrent planning and court-related safety assessment and concurrent planning practices required by the Child Protective Act and reinforced by Idaho's updated Child Protection Manual. Idaho's Child Protection Act concurrent planning requirements are the inclusion of a concurrent permanency goal in the case plan, simultaneous execution of both the primary and concurrent permanency goals, and inquiry into the child's permanency plan at

each review hearing. Fidelity to the model by both systems will be monitored through ongoing CFS case record reviews and the "CFS-Court Data Team" (PIP 3.1.7).

In addition to the key activities identified in the PIP, CFS will continue to collaborate with the courts through multiple existing partnership activities including:

- Regular, ongoing meetings to ensure alignment between the Court Improvement Program Strategic Plan and the CFSP with timeliness of court hearings to be addressed in both plans. This includes monthly meetings between the Administrative Office of the Courts' Child Protection Manager and the CFS Deputy Administrator or Child Welfare Program Manager.
- Utilize opportunities to align CFS and court CQI processes; for example, a more extensive review of court records as part of the CFS case record review process (3.1.6).
- CFS and court use of the Fostering Court Improvement Data Website, thus encouraging the use of data to inform decision-making. This data will be utilized by a "CFS-Court Data Team" to be developed as part of the PIP (3.1.7).
- Development of enhanced and bi-directional data exchange between CFS and the courts which will be utilized by the "CFS-Court Data Team" with the end goal of system-wide data-informed decision making (3.1.6).
- Joint curriculum development and training of Citizen Review Panels.
- CFS involvement in developing Judicial Bench Cards and the Idaho Child Protection Manual as well as representation on the Child Protection Statute and Rules Subcommittee which is tasked with drafting proposed amendments to the Child Protective Act and Idaho Juvenile Rules.
- Court participation as reviewers in the CFS case record review process.
- Joint CFS and court participation on each entity's councils and committees at all levels. This includes, but is not limited to, the Families First Visioning Council, IDHW Executive Steering Committee, Court Improvement Committee and Court Rules Subcommittee at the statewide level and regional judicial roundtables and the Georgetown Crossover Youth Project on the regional level.
- Joint CFS and court participation in statewide focus groups and workgroups for initiatives including the revision of court reports, enhancing the role of youth voice, prevention services, child and family case plans, and quality residential treatment providers. At the regional level, regions and the courts have collaborated to provide CFS staff training on court testimony.

In addition to Idaho's workflow process, Idaho is refining and re-implementing the safety assessment process resulting in more accurate and consistent safety decisions. Refinement will include clarification of timeframes and children to be seen. Concurrent planning and permanency re-design will follow re-implementation of the safety assessment process to incorporate enhanced safety decision making skills to ensure children do not remain in foster care any longer than necessary. A structured consultation and staffing process which specifically addresses safety, permanency, and well-being throughout the life of the case, including specific attention to all aspects of concurrent planning including the engagement of parents and timing of home study requests, will be developed. The consultation and staffing process will be implemented statewide through the roll out of the re-designed concurrent planning process. Parent/child relationships, visitation, and sibling and relative placement will be addressed through the re-design of permanency process for children age 3 and younger. This population was identified as an area of focus during the PIP through data analysis and stakeholder feedback. Children birth to 5 years old make up just over 31% of Idaho's general population; however, accounted for more than 50% of the substantiated child abuse and neglect cases received during SFY 2017. This data in conjunction with legislative, community partner and stakeholder feedback emphasizing the negative impacts to children birth to 3 years old when concurrent planning is not consistently practiced with fidelity has informed the decision to focus on this age group during the PIP period. Re-implementation will be supported by learning experiences designed to ensure caseworkers and supervisors have the knowledge and tools necessary to integrate the refined processes into their practice. Re-design of concurrent planning and permanency processes related to children over the age of 3 will continue beyond the PIP period and be included in Idaho's 2020 CFSP.

Implementation of strategy 1.2 during the PIP period will occur in Regions 2, 3 and 5, as data indicated they were the lowest-performing regions regarding safety and permanency outcomes. Broader, statewide implementation of the re-designed process is Idaho's goal and will continue beyond the PIP period to be described in the 2020 CFSP.

**STRATEGY 1.1:** DEVELOP 1) AN EFFECTIVE CASE CONSULTATION PROCESS FOR AGENCY STAFF AND 2) A SHARED LEARNING EXPERIENCE FOR USE WITH LEGAL PARTNERS THAT ALIGNS WITH BEST PRACTICE STANDARDS AND ENSURES SAFETY ASSESSMENT INFORMS PERMANENCY DECISIONS AND 3) CREATE AND EXECUTE A STATEWIDE DEPLOYMENT PLAN

| | Key Activities | Start Date | Completion Date |
|---|---|---|---|
| 1.1.1 | CFS program leadership will organize and direct subject matter experts, in collaboration with partners and stakeholders, to determine how best to address the key activities in Strategies 1.1, 1.2 and 1.3. Since these activities will be coordinated within the larger Child Welfare Transformation (CWT), it is critical that these activities effectively and timely engage appropriate representatives including CFS field and central office leadership, line staff, centralized functions, and court/legal entities. Responsibility for addressing CFS program performance belongs with the Governor appointed CFS program Administrator in coordination with all identified partners and stakeholders. | 8/1/2018 | 10/31/2018 |
| 1.1.2 | CFS will utilize a workgroup of internal and external partners to develop a consistent statewide comprehensive safety assessment (CSA) process to improve safety assessment performance through the life of a case. The re-designed CSA process will include accountability standards, process improvements, well-defined re-implementation plans, training for supervisors and social workers, and post training monitoring to ensure operational integrity. | 10/23/2018 | 9/30/2019 |
| 1.1.3 | CFS will utilize a workgroup of internal and external partners to develop a consistent statewide concurrent planning process to improve permanency performance. The re-designed concurrent planning process will include accountability standards, process improvements, well-defined re-implementation plans, training for supervisors and social workers, and post training monitoring to ensure operational integrity. | 1/16/2019 | 9/30/2019 |

| | Key Activities | Start Date | Completion Date |
|---|---|---|---|
| 1.1.4 | CFS program leadership will collaborate with subject matter experts and court representatives to evaluate the Judge's Guide for Safety Decision-Making, Judicial Bench Cards and Idaho's Child Protection Manual to ensure alignment and a common understanding of safety assessment and concurrent planning practices and to identify training needs necessary to improve consistency. | **10/1/2018** | **4/30/2019** (CWT#6) collaborative |
| 1.1.5 | The CFS program leadership will review the CSA workgroup's recommendations and approve the CSA re-implementation plan, ensuring alignment to standards (CWT #2). Information that measures or is collected with the CSA re-implementation will create accountability through visible data displays (CWT #7) and operational reviews to monitor performance to expectations. | **12/1/2018** | **8/31/2019** |
| 1.1.6 | The CFS program leadership will review the concurrent planning workgroup's recommendations and approve the concurrent planning and permanency re-implementation plan and ensure alignment to standards (CWT #3, #4). Information that measures or is collected with the new, to be implemented, concurrent planning processes will create accountability through visible data displays (CWT #7) and operational reviews to monitor performance to expectations. | **3/1/2019** | **8/31/2019** |
| 1.1.7 | CFS will utilize observations and data as to the current CSA, concurrent planning and parent engagement processes to establish performance baselines for Regions 2, 3 and 5. Performance baselines will be based on current practices and processes. Observations and data regarding the revised practices and processes will not be available until after implementation (1.2). Performance expectations will be shared with CFS staff through the *Case Consultation Learning Experience* (1.2.1). | **11/1/2018** | **8/31/2019** |
| 1.1.8 | The CFS program leadership will establish ongoing monitoring with accountability through visible data displays (CWT#7) and operational reviews statewide to ensure effective implementation, ongoing performance management and evaluate the re-implementation of safety assessment and concurrent planning practices. All monitoring data will be held, analyzed, and made visible with IDHW's Tableau Business Intelligence to understand organizational performance (CWT#2, #3, #4). | **11/1/2018** | **8/31/2019** |

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| 1.1.9 | CFS program leadership will direct the Bureau of Operational Design (CWT#1) to utilize the CSA and concurrent planning workgroup recommendations to create new process documentation for the *Case Consultation Learning Experience* for supervisors to support line-staff social workers in the performance of their safety–informed decision making, concurrent planning, and parent engagement, throughout the lifetime of a case. In addition, the approach will define workflow level actions such as safety decisions, concurrent planning, and parent engagement practices. Staff roles will be defined so work moves smoothly between intake, assessment, case management and, permanency, ensuring quality work is completed at each step "in the life of a case" (CWT#8). | **6/1/2019** | **7/31/2019** |
| 1.1.10 | CFS program leadership will direct the Bureau of Operational Design to create an iterative design curriculum for a *Case Consultation Learning Experience* (CWT #1, #2, #3, #4). The training will be fully evaluated prior to rollout (see 1.1.12). Performance expectations will be clearly articulated to all levels of the organization, pre-implementation planning will be completed prior to training, and then, after training, performance monitoring will be ongoing. | **7/1/2019** | **8/31/2019** |
| 1.1.11 | The *Child Safety Assessment and Concurrent Planning Shared Learning Experience* curriculum will be shared, reviewed, and edited from feedback received through multiple face-to-face and or video conference engagements. The curriculum will be 'approved' by CFS and court leadership and include training methodology and schedule for deployment (CWT #2). Participants in the review process will consist of CFS process engineers, CFS policy, process and training experts, field staff and leadership and identified court representation such as, but not limited to, a judge representative and Judicial Education Department representation (CWT #6). The learning experience will be implemented through key activities included in 1.3. | **6/1/2019** | **9/30/2019** (CWT#6) collaborative |
| 1.1.12 | Using Idaho's Child Protection Manual, CFS and the courts will utilize subject matter experts and will contract with the National Center for State Courts to develop the curriculum for the *Child Safety Assessment and Concurrent Planning Shared Learning Experience* (1.1.4). The training will be fully evaluated prior to rollout. The curriculum will include training/supports for staff to provide quality verbal and written testimony in court (CWT#1, #2, #3, #4, #6, #8, #9). | **2/1/2019** | **10/31/2019** (CWT#6) collaborative |

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|---|---|---|---|
| 1.1.13 | The Case Consultation Learning Experience will use the approved curriculum and include workflow, performance, and monitoring requirements and expectations. The implementation will use a constant feedback loop including transfer of learning activities to evaluate each training event to incrementally improve the training process (CQI). Training will be conducted under CFS leadership through the Bureau of Operational Design (CWT #1) and implemented consistently using effective evaluation methods. | **9/1/2019** | **12/31/2019** |
| 1.1.14 | CFS leadership in collaboration with judges and the Judicial Education Department, will collect performance data, feedback, and determine operational integrity of the Child Safety Assessment and Concurrent Planning Shared Learning Experience change. Performance and case record review data will be gathered, aggregated, and made visible. The data will be delivered according to staff roles and reflect performance at individual, regional/ judicial district and statewide levels to evaluate if operational changes have improved consistent application of CSA, concurrent planning, and permanency processes (CWT #2, #3, #4, #6, #7, #8). | **11/1/2019** | **2/28/2020** |
| 1.1.15 | The Bureau of Operational Design will provide support focused on problem resolution, remedial training, training corrections/enhancements for three months following the implementation. Regional leadership will be accountable for continuing monitoring to ensure operational integrity and provide necessary supports and knowledge (CWT #1). | **9/1/2019** | **2/28/2020** |

**STRATEGY 1.2:** IMPLEMENT A CASE CONSULTATION PROCESS THAT SUPPORTS QUALITY SAFETY ASSESSMENT, FAMILY ENGAGEMENT AND CONCURRENT PLANNING

| | Key Activities | Start Date | Completion Date |
|---|---|---|---|
| 1.2.1 | CFS leadership will direct the Bureau of Operational Design to deliver the approved *Case Consultation Learning Experience* training to the line staff, supervisors, and regional leadership and implement the process in Regions 2, 3 and 5. It is expected that IDHW staff training will require in-person training in each region and will consist of process description, performance expectations (1.1.7), role playing, and direct real-case application (CWT#1, #2, #3, #4). Implementation of the practice will occur in each region upon that region's completion of the in-person training. | 9/1/2019 | 12/31/2019 |
| 1.2.2 | The Bureau of Operational Design, working with subject matter, practice, and policy experts will provide additional in-person or video conference coaching to ensure knowledge transfer, appropriate skills, process, workflow, and judgement when using the consultation process for three months following training delivery. | 9/1/2019 | 3/31/2020 |
| 1.2.3 | Supervisory monitoring which mirrors the review process with current and newly developed QA tools and new performance metrics will be implemented to monitor progress and accountability (CWT#1, #2, #3, #4, #7). | 10/1/2018 | 3/31/2019 |
| 1.2.4 | CCWIS automation efforts on all process supports, automated tools, accessibility, or data determined necessary by line staff in support of their daily work will be informed by feedback to ensure needed and valuable automated functions are prioritized within the CCWIS configuration activities occurring concurrently (CWT#1, #2, #5, #9). | 6/1/2019 | 2/28/2020 |
| 1.2.5 | The Bureau of Operational Design in coordination with CFS leadership and policy and data specialists will monitor the effectiveness of the implementation in Regions 2, 3 and 5 through the monitoring plan defined in 1.1.8 to ensure observations and data are collected, aggregated, analyzed, and shared with CFS staff. CFS leadership will implement a Comprehensive Safety Assessment QA Tool, concurrent planning QA tool, as well as CQI (CWT#1, #2, #5, #7). | 9/1/2019 | 3/31/2020 |

| | Key Activities | Start Date | Completion Date |
|---|---|---|---|
| 1.2.6 | Data from the QA tools and feedback gathered through training evaluations will be gathered twice a year and shared with CFS Program Leadership and "CFS-Court Data Team" (3.1.7) who will decide on a statewide communication plan as well as develop next step recommendations for Idaho's CFSP (CWT#1, #6, #7, #8). | 12/1/2019 | 5/31/2020 |

**STRATEGY 1.3:** IMPLEMENT A SHARED LEARNING EXPERIENCE WITH LEGAL PARTNERS THAT SUPPORTS QUALITY SAFETY PRACTICE AND TIMELY PERMANENCY COORDINATED WITH IDHW IMPLEMENTATIONS STATEWIDE.

| | **Key Activities**<br>All items in Strategy 1.3 will use CWT#1, #2, #3, #4, #6, and #8 | **Start Date** | **Completion Date**<br>(CWT#6) collaborative |
|---|---|---|---|
| 1.3.1 | Implement the training plan for the *Child Safety Assessment and Concurrent Planning Shared Learning Experience* as established in 1.1.12, in coordination with the North Hub Region 1 & 2 and Judicial Districts 1 & 2. This includes post training support, Q&A, and feedback to improve incremental deployments to other regions. | **11/1/2019** | **12/31/2019** |
| 1.3.2 | Evaluate the *Child Safety Assessment and Concurrent Planning Shared Learning Experience* in the North Hub Region 1 & 2 and Judicial Districts 1 & 2 utilizing the process described in 1.1.14. | **11/1/2019** | **12/31/2020** |
| 1.3.3 | Implement the training plan for the *Child Safety Assessment Shared Learning Experience* as established in 1.1.12, to East Hub Region 5, 6, and 7 and Judicial Districts 5, 6, and 7. | **1/1/2020** | **1/31/2020** |
| 1.3.4 | Evaluate the *Child Safety Assessment and Concurrent Planning Shared Learning Experience* in the East Hub Region 5, 6, and 7 and Judicial Districts 5, 6, and 7 utilizing the process described in 1.1.14. | **1/1/2020** | **1/31/2020** |
| 1.3.5 | Implement the training plan for the *Child Safety Assessment and Concurrent Planning Shared Learning Experience* as established in 1.1.12, to West Hub Region 3 & 4 and Judicial Districts 3 and 4. | **2/1/2020** | **2/28/2020** |
| 1.3.6 | Evaluate the *Child Safety Assessment and Concurrent Planning Shared Learning Experience* in the West Hub Region 3 & 4 and Judicial Districts 3 and 4 utilizing the process described in 1.1.14. | **2/1/2020** | **2/28/2020** |
| 1.3.7 | The statewide performance data will be analyzed and shared with child welfare leadership and identified court representation such as, but not limited to the, Judicial Education Department and CFS and court legal representation (DAG's). These entities will decide on a statewide communication plan as well as develop next step recommendations for Idaho's CFSP and Court Improvement Program's Strategic Plan. | **9/1/2020** | **9/30/2020** |

## GOAL 2 IMPROVE PERMANENCY AND WELL-BEING OUTCOMES THROUGH ENHANCED SUPPORT OF RESOURCE FAMILIES (WELL-BEING 1, PERMANENCY 1 & 2, SF 28)

Resource parents are essential in meeting the needs of children in foster care. Ensuring resource parents are effectively trained and possess sufficient skills and competencies is vital to their ability to meet the needs of children placed in their home. The intent of this goal is to 1) enhance the effectiveness of training and ensure resource parents are provided with a continuum of support and resources tailored to their individual needs to care for the children placed in their home, 2) reduce the number of unplanned placement changes and the subsequent trauma children may experience as a result of multiple moves, and 3) ensure foster care is utilized as a support to families by fostering healthy and supportive relationships between foster and birth families. Idaho has prioritized this goal as a commitment to our resource parents in response to their feedback and the data outlined below.

- Resource parents, legislators, court partners, youth, statewide leadership and field staff have raised concerns regarding the adequacy of ongoing supports for resource parents and families.
- CFSR 2016 results indicated Idaho performed at 78% strength for item 4, placement stability and although ID met the national standard for placement stability our performance has been declining over the years...
- During SFY 2017 40% of the 1,413 placement changes that occurred for children in care were the result of a resource parent request. Of those placement changes, 48% were due to challenges experienced by the resource parent in managing the child's behaviors. For cases that were rated as ANI in Item 12C, it was found that resource families were not prepared to care for the children placed in their homes and, in particular, needed training in caring for children with special needs. Item 28, Foster and Adoptive Parent Training was also an area needing improvement in the CFSR
- Post-permanency surveys indicated the need for additional training specific to the effects of trauma, how to prepare for permanency, and working with birth families.
- Data from the 2016 Annual Resource Parent survey indicated resource parents identified training needs specific to parenting children who have been exposed to trauma, post-adoption resources, the effects of prenatal drug and alcohol exposure, supporting relationships between foster children and their birth parents, and advocating for children's education needs.
- Resource parent focus groups conducted statewide indicated a need for additional structure for ongoing training requirements as well as additional training. In response to their feedback the following trainings have been incorporated: Caring for Children Exposed to Trauma: A Workshop for Caregivers, Trust Based Relational Intervention, Grief and Loss, Permanency Selection, Connections, Professionalism and Teamwork. However, evaluation of the effectiveness of these trainings has not been implemented.

Idaho has focused on implementing two key strategies to meet this goal. These two strategies are focused on 1) improving the overall foster care system in Idaho which includes recruitment, better communication, training, an improved licensing process, ongoing support for Idaho's

resource parents, and ongoing monitoring of performance with a CQI mindset such that interventions occur when performance data or other feedback indicates system weaknesses and 2) the implementation of Professional Family Development Plans (PFDP). Through these strategies, Idaho will create and implement a redesigned foster care process. The redesigned process will include developing supportive relationships with birth families (through mentoring birth families and supporting visits and connections with extended family), expectations for training, and an awareness of the appropriate use of support resources and tools for resource families. It is expected that these strategies will also aid in the retention of resource families.

PFDP's have been in place per Idaho standards; however, they are not implemented consistently and were being utilized incorrectly as a corrective action plan. The PFDP is intended to be a supportive tool in developing plans that identify ongoing training and support needs, continuing to build on the family's skills and knowledge and support placement stability. When PFDP's are implemented consistently to standards they have demonstrated their effectiveness and success. For example, Region 6 licensing team has been utilizing the PFDP with families during times of distress, such as during a placement change of a child and this has been proven to be an effective strategy for supporting and retaining families.

It is Idaho's goal to redesign the foster care process statewide. The PFDPs will be an element of that overall redesign and will be included in the statewide evaluation, design, pre-implementation planning, implementation, and post implementation monitoring. This will be accomplished by using the new Bureau of Operational Design with the support of the Business Design Contractor. All redesign work will be accomplished using principles that include maximum stakeholder involvement, consistent and frequent communication, data and experienced-informed process design, and continuous and visible performance monitoring. PFDPs will be implemented in Region 7 as part of Idaho's PIP. Region 7 has been prioritized for implementation based on Idaho's CFSR results related to Item 12C and Item 4, adequately assessing foster parent's needs, providing adequate supports to provide appropriate care and supervision to ensure the safety and well-being of the child, and placement stability. Region 7 was one of the lowest performing regions across the state with 69% achievement for item 12C and 67% achievement for item 4. With the CWT approach, which includes redefined resources, the creation of CCWIS automation, and on-demand visible performance metrics, the CFS program will have the ability to respond to performance issues and/or resource shifts and take more immediate and systemic actions to fix emerging problems. Statewide implementation of PFDPs will occur outside the PIP period and be reflected in Idaho's 2020 CFSP.

**STRATEGY 2.1:** IMPLEMENT A MORE EFFECTIVE FOSTER CARE SYSTEM THAT WILL IMPROVE RECRUITMENT, STRENGTHEN COMMUNICATION, PROVIDE APPROPRIATE AND TIMELY TRAINING, AND ENSURE ACCESS AND UNDERSTANDING OF ONGOING SUPPORTS FOR RESOURCE FAMILIES

| | Key Activities | Start Date | Completion Date |
|---|---|---|---|
| 2.1.1 | Evaluate with multiple modalities the key competencies taught through Parent Resources for Information, Development, and Education (PRIDE) training. CFS in collaboration with the Recruitment and Retention contractor will evaluate and gather feedback and performance data (may include surveys) through process reviews, observations, and data analysis to determine training effectiveness at a state-wide level. CFS leadership will then determine the best interventions to improve Resource Family preparedness for fostering and adopting. Competency assessments for resource families will include, but not be limited to:<br>• Knowledge of the child welfare system and processes<br>• Understanding the impact of trauma on children and appropriate fostering<br>• Ability to support, protect, and nurture children<br>• Addressing the developmental needs of all children<br>• Ability to collaborate and support relationships with birth families<br>• Ability to deal with culture and cultural competence<br>• Ability to collaborate and work as a member of a professional on the CFS team<br>(CWT#1, #8, #9, #11) | 8/1/2019 | 10/31/2019 |
| 2.1.2 | CFS leadership will review observations, process and workflow designs, and data from all input sources to determine actions necessary to improve retention, the experience of Resource Families, training model, and generally streamline and improve foster care services. Data analysis may include but not be limited to pre- and post- tests, breakdown between relative/fictive kin and non- relative resource parents, response rates to the 6-month follow up, themes and observations, process weakness, and any other relevant input (CWT#1, #8 #11). A communication plan to share data analysis with regional staff, Resource Peer Mentors, and other relevant stakeholders will be developed. | 11/1/2019 | 12/31/2019 |

| | Key Activities | Start Date | Completion Date |
|---|---|---|---|
| 2.1.3 | Redesign of the foster care workflow will be done by the Bureau of Operational Design to improve steps within the foster care workflow. Early stakeholder and subject matter expert engagement will occur throughout the design, testing, pre-implementation planning, training, deployment, and post deployment monitoring (CWT #1, #8, #11). | 1/1/2020 | 3/31/20 |
| 2.1.4 | Ensure training requirements, supports, and data collections are defined, documented, and scheduled for implementation of the re-designed foster parent training model. The retention and recruitment contractor working closely with CFS state and regional leadership and licensing teams will be responsible to deliver expectations, schedules, and training to existing and new resource parents. | 1/1/2020 | 3/31/2020 |
| 2.1.5 | Ensure necessary automation supports and data collections are defined, documented, and scheduled for implementation in the new CCWIS. The Bureau of Operational Design working closely with CFS state and regional leadership and licensing teams, will be responsible to deliver expectations, schedules, and training (workflow changes) in coordination with automation rollout to all CFS Program staff (CWT#1, #6, #8, #11). | 1/1/2020 | 3/31/2020 |
| 2.1.6 | Deploy the new foster care workflow. Business Design, pre-implementation planning, deployment, and post deployment monitoring and support provided by the Bureau of Operational Design and the Business Design Contractor. Feedback from new process will be reviewed with stakeholders, partners, tribes, resource family representatives, CFS leadership, the courts, and licensing staff. As with all changes within this PIP, cultural-level communication will be developed for all participants and a post implementation monitoring process will be in place prior to deployment. | 4/1/2020 | 6/30/2020 |
| 2.1.7 | As identified through the re-design of the foster care workflow, revise statewide standards, associated guidance, and processes to reflect the key competencies for further professional development of foster/adoptive parents including clear expectations related to annual training requirements (10 hours). | 4/1/2020 | 6/30/2020 |

| | Key Activities | Start Date | Completion Date |
|---|---|---|---|
| 2.1.8 | Confirm ongoing monitoring of the foster care workflow, training, retention, and training feedback to ensure compliance and training effectiveness. Results reviewed with CFS Program leadership at least quarterly with performance information available on demand (CWT #1, #6, #8, #11, #12, #13, #15). | 5/1/2020 | 12/31/2020 |

**STRATEGY 2.2:** IMPLEMENT PROFESSIONAL FAMILY DEVELOPMENT PLANS FOR RESOURCE FAMILIES.

| Key Activities | Start Date | Completion Date |
|---|---|---|
| 2.2.1 Develop training curriculum for implementation of PFDPs with input and support from Region 6 who has experience and success in incorporating PFDP's with resource parents and the Business Design contractor (CWT#1, #8, #11, #13). | 1/1/2020 | 3/31/2020 |
| 2.2.2 The Operational Design Bureau will implement (including training) the use of "Professional Development Plans" in Region 7 (CWT#1, #8, #11, #12, #13). | 3/1/2020 | 6/30/2020 |
| 2.2.3 Licensing workers will implement a PFDP with all currently licensed families at annual re-licensure within the new CCWIS (CWT#1, #8, #11, #12, #13). | 7/1/2020 | 6/30/2021 |
| 2.2.4 Regional managers will monitor ongoing the performance of Professional Family Development Plans using data from visible performance metrics. This includes modifying language in Idaho's annual resource parent surveys used to gather resource parent feedback. (CWT#1, #8, #12, #13, #15). | 7/1/2020 | 10/31/2020 |
| 2.2.5 Data collected from PFDPs regarding specific training and service needs will be routinely shared, but at least quarterly, with CFS leadership and the Bureau of Operational Design to inform future training needs (CWT#1, #8, #12, #13, #15, #16, #18). | 7/1/2020 | 10/31/2020 |

## GOAL 3 IMPROVE SYSTEM ACCOUNTABILITY AND ORGANIZATIONAL SUPPORTS (SF21-23, SF25, SF26-27)

The safety, permanency, and well-being of children is a shared responsibility between the Idaho Child and Family Services (CFS) program and external partners and stakeholders such as tribes, policymakers, courts, law enforcement, and community agencies; and requires collaboration with children, youth, and families. A Continuous Quality Improvement (CQI) process will ensure a collaboration between the agency and stakeholders which focuses on identifying shared goals and activities and establishing a continuous plan to guide statewide child welfare improvement efforts. Information in the statewide assessment and collected during interviews with stakeholders showed that although Idaho has a case record review (CRR) process operating statewide, the state does not have a fully functioning CQI system that has standards to evaluate the quality of services, identifies strengths and needs of the service delivery system, provides relevant reports, and evaluates implemented program improvement measures. Further analysis was conducted through a CQI Self-Assessment with the Capacity Building Center for States and by the Office of Performance Evaluation of the Idaho Legislature (OPE). Information gathered from two evaluations by the OPE and CQI Self-Assessment, data obtained during CFSR Round 3, and feedback from internal and external partners and stakeholders during the CFSR PIP development process led to the decision to shift CFS to an operational focus. This focus includes customer-centered problem-solving, workflow designed solutions, and data-driven accountability. All areas of child welfare practice within CFS will be re-engineered with integrated CQI processes. As each child welfare process is re-designed beginning in SFY 2019, corresponding data measures and performance metrics will be defined and gathered through CCWIS, enabling timely data analysis. CQI methods will be implemented simultaneously with each re-engineered process. Implementation will include the transfer of information to ensure child welfare staff have the information and support necessary to support CQI processes. Data and performance outcomes will be made available to all levels of staff as well as external partners and stakeholders. Corresponding internal and external feedback loops will be formalized and received feedback incorporated into process, communication, and automation changes. A re-evaluation of the purpose and necessity of regularly scheduled meetings with internal and external stakeholders will be conducted to ensure they are meeting the program's need for effective feedback.

Idaho CFS will continue collaborating with the courts to develop updated measurements for timeliness of hearings. Due to restrictions in CFS's current SACWIS system and the court's transition to a newcase management system, current, accurate and complete data related to hearing timeliness is not available. The presence of current timeliness issues cannot be confirmed or explored to determine their root cause. Idaho's focus is to improve the availability, accessibility, and quality of this data to inform any necessary improvements. The definition Idaho uses for "date child entered care" will be re-examined. Throughout the re-processing of safety assessment (PIP Goal 1, CWT #2), concurrent planning (PIP Goal 1, CWT #3), permanency planning (CWT #4, #14), case management (CWT #9), and foster care (PIP Goal 2, CWT #11) processes, performance data sets will be developed, and a presentation platform created to share information with partners and

stakeholders, including the courts. Implementation of the court system's new computer system will be completed in SFY 2019. Improved data will enable CFS, the court system, partners, and stakeholders to accurately identify and then address barriers impacting the timely completion of review and permanency hearings. Goal 3 includes the development of a "CFS-Court Data Team" including but no limited to CFS and court participants. This team will meet quarterly and analyze current data to confirm the existence and identify specifics of any court-related timeliness issues. As problems are identified, the team will develop a plan to address the issues. This will extend beyond the PIP period due to new the development and implementation of new data management systems in both the courts and IDHW. The timeliness of review and permanecy hearings will be addressed as part of the Court Improvement Program's Strategic Plan and the 2020-2024 CFSP.

Data related to the array of services and abilitly to individualize services in Idaho is limited to the number of families who are accessing services through CFS-funded service providers. The quality of the data is accurate, but its measurement of the appropriateness and effectiveness of the services provided is currently limited to case record review data. iCARE does not have the capacity to collect or report data linking the assessment of a family's needs and strengths to services provided, nor does it have the ability to monitor or report service provision outcomes. To address any challenges related to the availability or accessability of services, Idaho must first identify the challenges which requires the data limitations be addressed. Accurate and comprehensive assessment of the family is paramount to ensuring families are provided with the most impactful services which are both timely and effective. The initial and ongoing assessment of children and families is being addressed through the re-design and re-implementation of the state's safety assessment and concurrent planning processes included in in PIP Strategies 1.1 and 1.2 and reflected more broadly in Idaho's CWT Initiative. The consistent implementation of a case consultation and staffing process addressing safety, permanency, and well-being needs of children and their parents will further improve the identification and addressing of needs. Better identification of service needs combined with corresponding enhanced data collection methods through CCWIS development will improve the ability of CFS to identify specific safety services and gaps. Policies and processes necessary to accurately identify and document the needed services and gaps will be clarified and provided through expanded partner and stakeholder engagement. Engagement processes and feedback loops are being developed related to specific child welfare practice areas. Implementation of the formalized feedback loops will be coordinated with the implementation of the related child weflare practice area.

At the foundation of child welfare service delivery, is a qualified and stable CFS workforce. Turnover continues to be a huge challenge in getting ahead of workload problems across the state. Although some regions have stability in their workforce, some do not. Trends show that we have better outcomes in areas where positions remain filled and we have longer tenure. For instance, Region 6 and Region 7 average about 8 years of experience for their Social Worker positions, and they also have the best performance and outcomes. Region 3 and Region 4 average less years in experience and have more vacant positions open at any given time. These Regions struggle in making timely safety decisions as well as permanency outcomes. Many of the exit evaluations we receive when social workers leave employment include complaints of burn-out. We must create capacity and time savings for staff. In addition to cutting out unnecessary administrative processes

and providing better monitoring and defining priority workflow, research and national trends in child welfare indicate effective supervision and a formalized CQI system leads to improved outcomes for children and families. To effectively serve children and families, CFS staff must have the knowledge, skills, training and support needed to fulfill their role. Supervisors are key to ensuring staff have tools, skills, and are supported to do their everyday work. Based on data analysis, research, and stakeholder feedback, Idaho identified that enhanced supervision will lead to improved outcomes for safety, permanency and well-being by providing accountability and support to the child welfare workforce. In addition, the OPE report dated February 2017 identified a lack of adequate accountability and recognized that supervisors act as the primary level of accountability for case activity.

The intent of this goal is to 1) formalize the CQI framework to promote a collaborative process between the agency and stakeholders which focuses on identifying shared goals and activities and establishing a continuous plan to guide statewide CFS improvement efforts, and 2) enhance the effectiveness of supervisor training to ensure supervisors have the skills and competencies needed to support ongoing staff development and accountability.

Idaho will allocate time and resources to implementing two strategies to meet this goal. The first strategy will be aimed implementing a business framework for CQI. Feedback loops including internal and external partners and stakeholders will be formalized and implemented. Data will be provided on demand, shared with internal and external stakeholders, and used to develop child welfare processes and business strategies including operation driven decisions and new CCWIS automated tools. Through the "CFS-Court Data Team" (PIP 3.1.7), this data will inform system wide decision-making. This will build accountability and standards for quality services, identify strengths and needs of the system, and provide relevant reports to inform program improvement measures. The second strategy is to improve supervisor performance by documenting and communicating clear performance expectations and using visible performance metrics. Performance metrics will be developed in conjunction with all new business processes and case management standards created for the new CCWIS. Idaho will define, communicate and implement statewide strategies on key safety, permanency and well-being items as well as the performance metrics, available to all child welfare staff and leadership that will measure individual, unit, office, and regional achievements. To support CFS leadership and supervisors in accessing and applying performance data to improve operations and outcomes, they will receive training on how to use data elements to support achievement of staff performance outcomes. This approach will ensure alignment between how the data is captured, presented, and validated to meet the needs of child welfare staff and support business outcomes. Over the next two years, CFS will implement re-design processes for safety assessment, concurrent planning, permanency planning, case management, and foster care. Additional refinement of the processes including case-level CQI monitoring will continue beyond the PIP and be addressed in the CSFP 2020-2024. Necessary CFS leadership and supervisor training will be created in coordination with the new CCWIS and new business processes providing supervisors the workflow and performance monitoring tools they need. In alignment with Goal 1 supervisor trainings will be developed specific to re-designed safety assessment and concurrent planning practice during the PIP period. With the analysis of the COHA and corroborating feedback a supervisor curriculum will be created which addresses gaps in core competencies, provides an

orientation to Idaho's new Operations Driven culture, clarifies performance expectations, and provides tools for real-time evaluation of worker performance. The development of the supervisor curriculum will engage stakeholders, partners, courts, families, and tribes to confirm the new curriculum addresses the broadest range of needed business competencies. The completion of the new supervisor curriculum will occur outside of the current PIP period as part the CWT and CFSP 2020-2024. These two strategies will improve workforce recruitment, retention, and proficiency; thus, ultimately improving the safety, permanency, and well-being of children served.

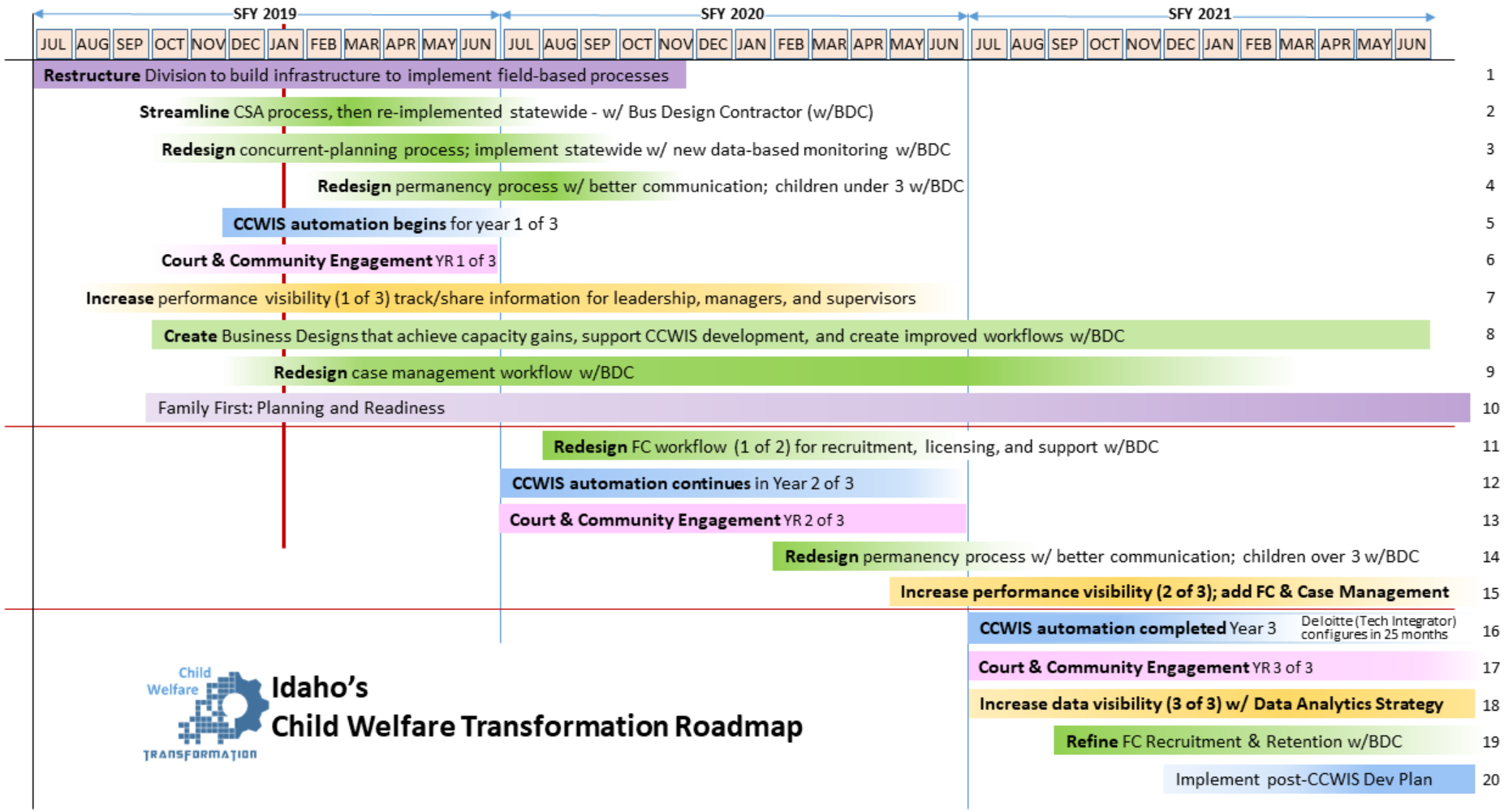
**STRATEGY 3.1:** DEVELOP AND IMPLEMENT A STATEWIDE CONTINUOUS QUALITY IMPROVEMENT MINDSET AND PRACTICE TO PROPOSE, IMPLEMENT, MONITOR, AND ADJUST FOR RAPID CHANGE TO IMPLEMENT TRANSFORMATION

| | **Key Activities**<br>Uses all elements of CWT | **Start Date** | **Completion Date** |
|---|---|---|---|
| 3.1.1 | Idaho will integrate the functional components of a CQI system into the development and implementation of a performance management framework. The performance management framework will be operationalized through written policies and procedures to ensure effective and consistent accountability as defined by CFS program leadership. | **10/1/2018** | **6/30/2020** |
| 3.1.2 | CFS program leadership will review and approve implementation plans of CSA and concurrent planning processes (1.1.5 and 1.1.6) to ensure an effective and consistent CQI system is integrated into each process (CWT #2, #3), Accountability measures and performance feedback loops to ensure adherence to the established processes will be incorporated. Accountability will be created through visible data displays (CWT #7) and operational reviews to monitor performance quality to expectations. | **12/1/2018** | **8/31/2019** |
| 3.1.3 | Develop on-demand and role-based performance data making available quantitative aggregate data and reports for safety and permanency outcomes to all child welfare staff and external partners. This will include performance metrics as identified in CWT #2, #3, and #4, CFSR data indicators, and SACWIS and CCWIS reports. | **11/1/2018** | **6/30/2020** |
| 3.1.4 | Make available case-level qualitative data and reports for safety and permanency outcomes to all child welfare staff and external partners. This will include case record reviews of in home and out of home cases, independent living cases (IL), Indian Child Welfare Act (ICWA) cases, and Comprehensive Safety Assessment and concurrent planning case record review data. | **11/1/2018** | **6/30/2020** |
| 3.1.5 | Develop and implement a mechanism and process for tracking data and information regarding the availability and use of services to meet the identified needs of children and families. The data will be analyzed to identify resource gaps. | **10/1/2019** | **6/30/2020** |

| | Key Activities<br>Uses all elements of CWT | Start Date | Completion Date |
|---|---|---|---|
| 3.1.6 | In collaboration with the courts, develop a process for the mutual exchange of global and case-specific safety and permanency data to be utilized in CQI through collaborative assessment of the data to improve systemic change through both IDHW and the courts. | **10/1/2018** | **9/30/2019**<br>(CWT#6)<br>Collaborative |
| 3.1.7 | CFS and the courts will mutually create, charter, and staff a "CFS-Court Data Team" that will meet quarterly for the purpose of evaluating and analyzing data and data trends to identify problems and good practices across the state and inform decisions and process designs within CFS and as appropriate in the courts. | **4/1/2019** | **3/31/2020** |
| 3.1.8 | CFS leadership and supervisors will be trained on how to utilize the qualitative and quantitative data made available (PIP 3.1.3 and 3.1.4) in improving performance, operations, and outcomes for children and families (CWT #7). | **4/1/2019** | **6/30/2020** |

## STRATEGY 3.2: IMPLEMENT A COMPETENCY BASED TRAINING SYSTEM FOR CFS PROGRAM SUPERVISORS

| | Key Activities | Start Date | Completion Date |
|---|---|---|---|
| 3.2.1 | Complete a statewide Comprehensive Organizational Health Assessment (COHA) and Training Assessment with Butler Institute assistance to identify strengths and weaknesses of supervision training and coaching supports for staff to enhance casework practice. | 3/1/2018 | 08/01/2018<br>DONE |
| 3.2.2 | In support of the rollout of Goal 1, supervisor curriculum will be developed and include:<br>• decision-making points across the life of a case for supervision and outline a specific format for case consultation and supervision<br>• The use of performance data and accountability supervision<br>• Workflow management<br>• Use of the problems first management paradigm and problem escalation for resolution<br>• Managing staff with performance, observational, and available data as well as the newly created data and workflows in the new CCWIS | 1/1/2019 | 8/31/2019 |
| 3.2.3 | Within the context of the CWT initiative and CFSP, an operation's driven culture, a process will be developed for effective evaluation of implementation and training. This will include transfer of learning, competency analysis, and stakeholder feedback. A framework for evaluation will be developed alongside strategy 3.2.2 and be utilized for curriculum development and implementation of additional supervisor trainings. Trainings will be developed and/or revised based on CQI (3.1 PIP) and evaluation processes. | 1/1/2019 | 8/31/2019 |
| 3.2.4 | Within the context of the CWT initiative and CFSP, an operation's driven culture, supervisory training will be effective and competency-based. A framework and plan for initial and ongoing training for current and new supervisors will developed. The framework and plan will be utilized during each phase of the CWT as well as for | 10/1/2018 | 6/30/2019 |

| | | | |
|---|---|---|---|
| | ongoing development of supervisor trainings. Trainings will be developed and/or revised based on CQI processes (3.1 PIP) and evaluation process. | | |
| 3.2.5 | CFS leadership will direct the Bureau of Operational Design to deliver the supervisory training in 3.2.2 to child welfare supervisors in Regions 2, 3 and 5. It is expected training will be delivered in-person and be followed by three months of additional in-person or video coaching to ensure knowledge transfer, appropriate skills, process, workflow, and judgment when utilizing the case consultation process. | **3/1/2019** | **12/31/2019** |

**Attachment A:** Idaho's Three-year Child Welfare Transformational (CWT) Initiative Roadmap