

# NEVADA

## Child and Family Services Review

# PROGRAM IMPROVEMENT PLAN



State of Nevada  
Department of Human Resources  
**Division of Child and Family Services**

March 2005

# NEVADA PROGRAM IMPROVEMENT PLAN

## INTRODUCTION

The State of Nevada's Division of Child and Family Services (DCFS) collaborated with Washoe County's Department of Social Services (WCDSS), Clark County's Department of Family Services (CCDFS), statewide external stakeholders and the National Child Welfare Resource Center for Organizational Improvement (NCWRCOI) to develop a Program Improvement Plan to enhance safety, permanency and well-being outcomes for Nevada's children and families.

Nevada's child protective and child welfare services systems have historically functioned in a nationally unique "bifurcated" manner. Nevada has 17 counties, two of which possess population bases of over 100,000 persons: Washoe (Reno) and Clark County (Las Vegas). Historically, Washoe and Clark Counties supervised and administered child protective services, while the State's DCFS supervised and administered statewide foster care and adoption services, as well as all levels of out-of-home care higher than family foster care, e.g. therapeutic foster care, group/residential care, and other treatment levels of care. DCFS also supervised and administered both child protective and child welfare services in the 15 rural counties.

In 2001, the Nevada State Legislature determined that the bifurcated system was not conducive to promoting positive outcomes for children and families. Through passage of the Legislature's Assembly Bill 1, the transfer of state foster/adoption care services from the state to the counties with populations exceeding 100,000 (Clark and Washoe) counties was mandated. The state transferred child welfare foster care/adoption services and staff to WCDSS in January 2003. The transfer of staff and services to CCDFS was completed in October 2004. DCFS remains responsible for supervising and administering child protective/welfare services in the remaining 15 rural counties. Further, DCFS moves into a new supervisory role for county-administered child protective and child welfare services delivery. Last, Nevada's systemic "bifurcation" remains in that DCFS retains responsibility for administering higher levels of out-of-home care for children in the custody of Washoe and Clark Counties.

Based on the urban counties state-supervised/county-administered, and rural state-supervised and state-administered child protective/welfare services delivery system, Nevada ostensibly functions as three Regional Service Areas: DCFS Rural, WCDSS and CCDFS. For purposes of this document and the PIP, "child welfare" describes both child protective services and child welfare foster care and adoption services provided by the three Regional Service Areas.

## APPROACH TO PROGRAM IMPROVEMENT PLANNING

Nevada used a four-phased approach to develop the Program Improvement Plan (PIP). Nevada's federal Child and Family Services Onsite Review (CFSR) was completed the week of February 27, 2004. Region IX's Administration for Children and Families (Region IX) released Nevada's final CFSR report on June 2, 2004. Concurrently, Nevada was required to develop and deliver its Five-Year Child and Family Services Plan (CFSP) to Region IX by June 30, 2004; Nevada's CFSP was released for public comment on June 5, 2004.

The interrelationship of the CFSP timeline and release of CFSR results presented a challenge for Nevada. Rather than developing two independent plans, Nevada's four-phased approach to planning integrated PIP elements into the state's five-year CFSP is discussed below:

### **Phase 1: "Internal Preparation for Planning"**

In January 2004, DCFS partnered with the NCWRCOI to conduct a two-day training conference designed to prepare internal agency stakeholders for successful strategic planning. The federal requirements for the PIP, best practice for strategic planning, and the logic model planning process was presented. Additionally, this training conference addressed integration of PIP

elements within the CFSP. Ninety-90 staff from DCFS, Clark and Washoe Counties participated in this “preparation for planning” training conference. Key internal agency stakeholders at the conference included leadership from public child welfare, mental health and juvenile services systems.

### **Phase 2: “Identification of Critical Areas Needing Improvement”**

Nevada used the results of the Child and Family Services Statewide Assessment and the February 27, 2004 CFSR Exit Conference content as an opportunity to identify critical areas needing improvement. Immediately following the CFSR Exit Conference, the NCWRCOI assisted Nevada in formulating a preliminary structure for the PIP and CFSP planning that centered on these critical areas needing improvement.

### **Phase 3: “CFSR Results Reviewed and Planning Structure Established”**

In March 2004, the NCWRCOI led thirty (30) state and county policy and decision-makers in a one-day workshop designed to review CFSR preliminary findings and establish Nevada’s planning structure that includes a “Decision-Making Group” comprised of the DCFS Administrator, DCFS Deputy Administrators, and the Counties’ Child Welfare Agency Directors. The workshop also involved state/county role clarification and resulted in the identification of internal and external Nevada stakeholders to include in plan development.

### **Phase 4: “Internal/External Stakeholders: Nevada Family Focus Planning Conference”**

In April 2004, 156 internal and external stakeholders came together for a two-day “Nevada Family Focus” Planning Conference in Las Vegas. The primary Family Focus Conference goal was to obtain stakeholder input for inclusion in Nevada’s CFSP and PIP. Internal/external stakeholder representation from the Nevada’s three Regional Service Areas included: Clark County at 35%, Washoe County at 36% and Rural Counties at 26%. Internal stakeholder participants represented state and county staff from child welfare, mental health and juvenile services.

External stakeholders represented youth and family consumers, contract service providers, tribal entities, non-profit organizations, health providers, community members, child and family advocates, juvenile services, university partners, judges, attorneys, and the Governor’s Office. Other state agencies such as the Divisions of Health Care Finance and Policy (Medicaid), Mental Health and Disabilities Services, Health (Bureau of Alcohol and Drug Abuse), Attorney General’s Office, and the Department of Human Resources (umbrella organization) also actively participated in the planning conference.

The Family Focus Planning Conference leadership was collaborative: the NCWRCOI, DCFS Administrator and Deputy Administrators, and County Child Welfare Agency Directors led the planning process. Stakeholders were organized into “Action Planning Groups” that focused on one or more critical areas needing improvement.

Focus Areas for the Action Planning Groups integrated:

- Safety
- Case Planning and Child/Family Involvement
- Assessment
- Foster Care Placement and Adoption
- Service Array
- Case Review/Legal System
- Independent Living
- Training

- Data & Quality Assurance/Improvement

Each Action Planning Group was assigned two facilitators to assist in developing action strategies linked to CFSR outcomes. At the close of the two-day conference, Action Planning Groups reported out to all conference participants, who in turn prioritized action strategies by voting through an automated polling system. Automated polling of conference participants gave each person a “voice” in Nevada’s program improvement planning and provided participants with immediate feedback on identified priorities. Where possible, participants’ polling priorities were incorporated into the CFSP and the PIP.

## **PLAN STRATEGIES**

Based on CFSR results and the Family Focus Conference Action Planning Groups’ input, improvement to three priority child welfare practice areas emerged as vital to Nevada’s achievement of enhanced child and family outcomes. The three priority practice areas are “safety,” “engagement” and “case management.” In Nevada’s PIP, these three areas are labeled: “Safety Strategies,” “Engagement Strategies,” and “Case Planning and Management Strategies.” A fourth priority area, “Collaboration Strategies,” is also imbedded within each of the three priority child welfare practice areas in recognition of the fact that attainment of enhanced outcomes can only be achieved through collaborative involvement of agencies and systems that intersect with the child welfare service delivery system.

### **Safety Strategies:**

The first priority area targets the safety of children served by the child welfare system. Primary goals in this area include development of standardized risk and safety assessment tools, standardized policy and practice guidelines on responding to reports of neglect/maltreatment, as well as standardization of agencies’ substantiation of reports.

The definitions of “substantiation and un-substantiation” are currently defined in the Nevada Administrative Code, 432B.170(7):

- (a) “Substantiated” means that a report made pursuant to NRS 432B.220 was investigated and that credible evidence of the abuse or neglect exists.
- (b) “Unsubstantiated” means that a report made pursuant to NRS 432B.220 was investigated and that no credible evidence of the abuse or neglect exists. The term includes efforts made by an agency which provides child welfare services to prove or disprove an allegation of abuse or neglect that the agency is unable to prove because it was unable to locate the child or the person responsible for the welfare of the child.”

In an effort to achieve standardization, in collaboration with stakeholders from the legal community, CCDFS and WCDSS, the State will initiate policies and practice guidelines relating to substantiation of reports of maltreatment,

### **Engagement Strategies:**

The second priority area targets raising the skill level of case managers to ensure that children and families or primary caregivers are authentically engaged in their case planning and ultimately, case closure. One of the key goals in this area is increasing case managers’ ability to engage parents/caregivers using a strength-based approach and continuous assessment process. Re-training supervisors to enable them to coach and guide case managers in the use of a strength-based engagement approach is also crucial to this strategy’s implementation.

### **Case Planning & Management Strategies:**

Nevada considers the development and implementation of a child welfare case management model crucial to moving all three Regional Service Areas toward consistent practice. The fundamental goal under this strategic improvement area is clear articulation of a skills-based case

management “model” that focuses on solutions and family strengths rather than legal compliance and family deficits.

National research shows that states achieving better child and family outcomes than Nevada have developed (or adopted) and implemented a clear case management model grounded upon identified values, principles, and specific skill-based processes. (Utah and Kentucky provide examples of states already utilizing clearly articulated case management models.) Establishment of a concrete child welfare case management model will enable Nevada to train case managers and supervisors in consistent skills and expectations for practice; policy, training and quality assurance/improvement activities will be tied directly to the case management model components and the national outcome standards.

Nevada has already demonstrated enhanced attainment of positive child/family outcomes using two distinct case management models. Through a longitudinal study of its Home-Based Family Preservation Services for families involved with child protective services, DCFS demonstrated positive child and family outcomes using a solution-focused case management model. More recently, DCFS has helped children with serious emotional disorders and their families achieve increased safety, permanency and well-being using the wraparound case management model. Nevada plans to draw from its existing successfully implemented case management models to develop and implement a standardized child welfare case management model that is driven by family involvement and strengths, supported by definable case manager and supervisory skills. The case management and case planning process will address preserving connections beyond just the extended family through community linkages to maintain the continuity of relationships and associations.

To facilitate the stability of foster care placements, all available health and education information on a foster child will be provided to the foster parent. Implementation of the case management model will include the use of an educational/medical checklist and protocol on the sharing of this information with the foster parent. Another primary goal in this priority practice area is to increase the consistent and appropriate use of concurrent case planning. Increased concurrent planning training for child welfare agencies’ staff and court system professionals, in collaboration with the Administrative Office of the Courts-Court Improvement Project (AOC-CIP), is planned to help move children toward permanency and positively impact Nevada’s performance on the Case Review System CFSR systemic factor.

#### **Collaboration Strategies:**

Collaboration with internal and external stakeholders, National Resource Centers, and other public agencies/systems to support child welfare system improvement was also identified as an underlying priority area. One goal under this area is to enhance and expand the state’s CFSP (Title IV-B) Steering Committee into a statewide Advisory Committee with broader representation. Additionally, Nevada has already obtained technical assistance from the National Resource Center for Training and Evaluation (NRCTE) to clarify training needs in line with the PIP, and to develop a statewide training “rollout” plan. Further, continued technical assistance from NCWRCOI has been accessed as Nevada develops an approach to instituting a strategic Quality Assurance and Improvement Process. Finally, technical assistance from the National Resource Center for Information Technology has also been received to assist in the conceptual framework for data collection and improved data reports.

DCFS collaborated with the Administrative Office of the Courts-Court Improvement Project (AOC-CIP) extensively throughout the CFSR and PIP development processes. During the Statewide Self Assessment, DCFS contracted with AOC-CIP to conduct focus groups of legal and judicial professionals. AOC-CIP also participated as a core member of Nevada’s CFSR Steering

Committee. This collaboration has continued throughout the development of the PIP via facilitated conference calls between AOC-CIP and Nevada with ACF. Moreover, AOC-CIP is included in six key items of the PIP where collaborative efforts are required to ensure improvement. Finally, the DCFS Administrator and both Directors of the two county social service agencies participate as standing members of the AOC-CIP. At a recent AOC-CIP meeting attended by the Chief Justice, AOC-CIP presented its approach to strategic planning and both DCFS and Counties committed to participating in assessment and plan development efforts.

Nevada acknowledges that Indian Nations are sovereign governments recognized in the U.S. Constitution. Tribal governments provide a broad range of governmental services on tribal lands including child welfare services. Most Nevada Tribes maintain their own tribal law enforcement and tribal justice systems, unlike California where Public Law 280 impacts Tribes. Each Nevada Tribe's Social Service Agency works with their Tribal Court in placing children under their jurisdiction and also work to place and provide services for those children identified by the Indian Child Welfare Act (ICWA) as belonging to that particular Tribe. Nevada Tribal Courts generally take custody of Native children who are members of their Tribe and these children are no longer within the custody of the State or County.

In Nevada, many of the children taken into custody are not Natives of Nevada Tribes. Hence, a consideration may be made for the recruitment of urban Indian foster homes or other appropriate cultural placements for Native American Indian children who do not meet their tribe's official registration requirements, but could benefit from contact with a person of similar cultural background and heritage.

Technical assistance is made available from the State to Nevada's 28 Tribes, Bands and Colonies as each one exerts tribal autonomy and sovereignty. Currently, no Tribal Entity receives IV-E funds. The State will continue to offer technical assistance and training to the Tribes and to the Bureau of Indian Affairs (BIA) as they develop their foster licensing standards.

The State is committed to continue to actively participate and work collaboratively with the Nevada ICWA Steering Committee. The Steering Committee has worked on revising ICWA training guidelines, jurisdictional guidelines and will continue to work on developing intra-agency agreements for service delivery.

Collaboration with local school districts exists for all child welfare jurisdictions. In many jurisdictions, local school district officials participate in child welfare multi-disciplinary teams, mental health consortia, interagency community councils and state and county advisory boards. An example of a strong DCFS/local school district collaboration is in Clark County where a "Safe and Health Schools" grant funds mental health screening of students with referral to DCFS for treatment. Nonetheless, each jurisdiction has unique challenges related to their local school district. Specifically, all jurisdictions will address the need to improve the sharing of educational records with foster parents and the monitoring of each child's educational needs.

#### **Service Array:**

To improve the service array for children and families, Nevada will strengthen collaboration between child welfare agencies and children's mental/behavioral health services. Nevada was informed on October 1, 2004 that it was selected as one of seven sites nationally to receive a SAMSHA "infrastructure building" grant. This 3.7 million dollar, five-year grant supports the development of sustainable state and local level infrastructure for integrating planning, financing, work force development, accountable and quality improvement of children's mental/behavioral health services. Several key DCFS positions are funded through this grant such as a Cultural Liaison to co-lead Diversity Committee planning and implementation, a Workforce Development Coordinator to support increased training for state and county staff as well as external Medicaid

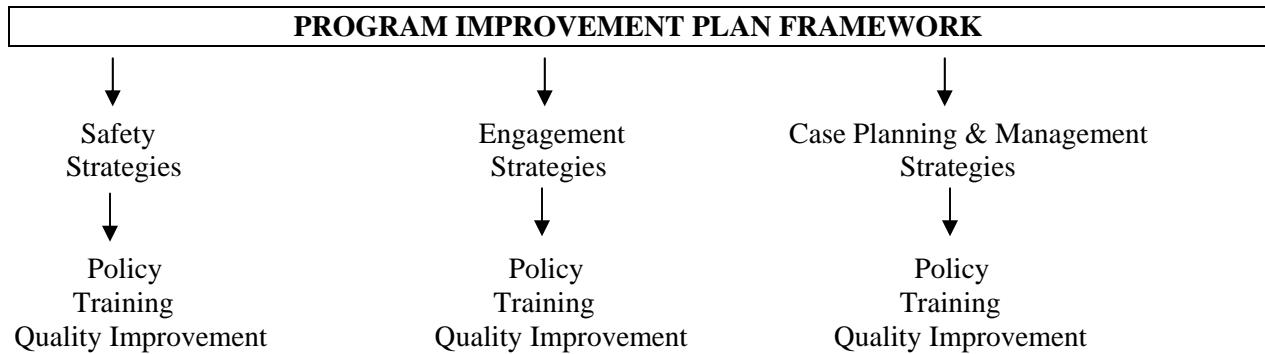
providers, and a Performance Management Coordinator to assist the state in evaluating service array strengths and needs for improvement. The grant also funds the development of an integrated financing plan and creates interagency coordinating mechanisms.

Nevada has further proposed significant budget enhancements for state-provided mental/behavioral health services to children and families. Under a Department of Human Resources “Medicaid Behavioral Health Redesign Plan,” budget enhancements have been proposed to increase the number of clinicians providing targeted case management and outpatient services (birth to age 18); this may prevent children from entering the child welfare system as well as offering more timely services to families already involved with the child welfare system. Also, the Redesign Plan includes adding medical professionals to enhance the review of children in higher levels of out-of-home care, moving child welfare custody children appropriately to less restrictive levels of care whenever possible. Last, the collaboration between children’s mental health and child welfare through the Wraparound Program is targeted as a significant point of collaboration with an expansion to 500 families (an increase from 327 children/families). The collaboration between Wraparound facilitators and child welfare case managers through this expanded program does not require additional funding from the State Legislature.

Additionally, Nevada has already obtained technical assistance from the NRCTE to clarify training needs in line with the PIP, and to develop a statewide training “rollout” plan. Further, continued technical assistance from NCWRCOI has been accessed as Nevada develops an approach to instituting a strategic Quality Assurance and Improvement Process. Finally, technical assistance from the National Resource Center for Information Technology has also been received to assist in the conceptual framework for data collection and improved data reports.

**PLAN FRAMEWORK**

Policy development and standardization, training, and quality assurance/improvement serve as the overarching framework to Nevada’s PIP. The plan is grounded in this framework and includes: realistic and identifiable timeframes, benchmarks for improvements, and identification of specific staff accountable for facilitating and monitoring progress toward benchmark attainment. The following diagram illustrates Nevada’s PIP Framework:



As noted in the introductory section to this narrative, Nevada has been significantly challenged by its historically “bifurcated” child welfare system. Despite the passage of Assembly Bill 1 in 2001, fragmentation of the child welfare service delivery system continues, increasing the need for the establishment of standardized policy to consistently guide child welfare work in the three Regional Service Areas. Nevada’s PIP framework is designed to promote consistency by systematically addressing Policy, Training and Quality Assurance/Improvement for each action step contained within the plan.

**POLICY DEVELOPMENT AND APPROVAL PROCESS**

- Nevada CFSR-PIP First Submission – August 30, 2004
- Nevada CFSR-PIP First Revision – October 20, 2004
- Nevada CFSR-PIP Second Revision – December 10, 2004
- Nevada CFSR-PIP Third Revision – February 2, 2005
- Nevada CFSR-PIP Final Approval – March 1, 2005

One of the major CFSR findings was that Nevada lacks standardized statewide policies. Historically, each of the state's three Regional Service Areas operated independently and each was allowed to develop and implement Regional-level policies. Moreover, Nevada has not previously clarified the roles of the state and counties; in effect, the state has not been viewed as the accountable "supervisory" authority for child welfare service delivery. The absence of standardized policies and state supervision to drive case practice hinders Nevada's ability to achieve both child/family outcomes and conformance to CFSR systemic factors. Consequently, Nevada's first step toward improved outcomes begins with a collaborative systematic policy development and approval process, a benchmark for almost every action step in the program improvement plan.

Under the PIP, a collaborative Policy Development and Approval Process will be established. Collaborative Policy Teams will be comprised of representatives from each Regional Service Area, as well as select internal and external stakeholders as needed. Each Policy Team may include subject matter experts, consumers, managers, supervisors, trainers, and community partners. The role of the Policy Team members is to conduct research, provide content expertise, and develop draft policies that will be provided to the Decision-Making Group for final policy approval/clearance.

The Policy Teams will be assigned specific activities in order to provide structure for the policy development process. Specific activities of the teams will include but not be limited to:

1. Review existing policies and procedures, comparing them to applicable federal regulations, Nevada Revised Statutes (NRS) and Nevada Administrative Codes (NAC); identify how the policies can be standardized and reflective of nationally recognized best practices.
2. Develop new policies and where appropriate, include practice guidelines ("field guides" or practice manual) to accompany each new policy developed. Streamlining documentation will be analyzed with each new policy developed.
3. Present each new policy to the Decision-Making Group for approval. As stated earlier in this narrative, the Decision-making Group is comprised of the DCFS Administrator and Deputy Administrators, and the WCDSS and CCDFS Directors. The Decision-Making Group will review all drafts submitted by the Policy Teams and will make recommendations for revision, or finalize and approve each new policy. The Decision-Making Group will provide oversight for the direction and implementation of the approved policies, and relevant procedures and practice guidelines linked to new policies.
4. The Decision-Making Group will direct the Policy Teams to respond to any policy refinement needs discovered through the continuous quality assurance and improvement process.

## **TRAINING**

Nevada operates a staff development and training program that must be expanded and enhanced to support the goals and objectives of the PIP. Currently, DCFS partners with the University of Nevada, Reno's (UNR) School of Social Work and the University of Nevada, Las Vegas' (UNLV) Department of Social Work through a Title IV-E funded contract. UNR has provided a "Nevada Training Partnership," offering the initial "pre-service" training of all child welfare case managers through a six-week core "Academy." UNLV has supported the child welfare system through research, evaluation and curriculum development activities.

Academy curriculum and advanced professional training courses will be developed and/or revised in response to the establishment of a child welfare case management model. Moreover, the roles of both



University partners will be reexamined to ensure support for PIP activities. In particular, University partners may play an increased role in the quality assurance/improvement under the PIP.

Training benchmarks are tied to most PIP benchmarks. With help from the NRCCTE, Nevada identified the following training process:

1. **Assess and Identify Trainers:** An assessment will be conducted to identify existing statewide child welfare agencies' staff, university staff, and contractors whose individual strengths and knowledge on specific subject areas will be beneficial in developing and delivering new training modules linked to the case management model and other PIP benchmarks for improvements.
2. **Develop Training Curriculum:** The training curriculum and evaluation process will be accomplished through collaborative process with university staff and contracted consultants as needed. Pre-service training (i.e. the "Academy") will be evaluated and revised on an ongoing basis to ensure new policy and practice skills/expectations are integrated appropriately. Curriculum development may not be necessary when training is indicated on policy or procedures.
3. **Train-the-Trainers:** Nevada proposes child welfare agencies' field experts delivering the training modules in partnership with the University's faculty or training staff. An initial "train-the-trainer" focus will enable child welfare agencies to offer individual unit or case manager trainings should the need arise, rather than relying on the university Academy's determined schedule.
4. **Execute the Training:** Staff will be trained on a unit-by-unit basis, creating a more supportive, cohesive team environment. Each unit is comprised of a supervisor and her/his case managers. Four-to-five units will be trained simultaneously increasing consistency with program improvement changes and the speed with which Nevada is able to train its entire child welfare workforce. Training will roll-out regionally in groups of 4-5 units on an ongoing basis until 100% of staff statewide have been trained. Other training methods may include instructional memorandums and web-based training.

### **Supervisor Training**

Nevada recognizes that supervisors need to receive increased training in supervisory skills, strength-based, solution-focused child welfare practice, and the use of data reports to coach/guide case management staff toward improved outcomes. In addition, supervisors will also receive training in basic management practices such as evaluating case manager performance and strategies to effectively support and therefore retain case managers. As cited above, supervisors will be trained together in units with their case managers to reduce potential gaps between training content and field practice.

### **Training Rollout**

The training rollout plan for the PIP is regionalized and is accomplished by training units consisting of a supervisor and case managers, for a total of approximately 85 units statewide. Three to four units will be trained together, until all staff have completed each training session. Some sessions may be able to be combined, which will result in a reduction in the number of training days per session.

## **QUALITY IMPROVEMENT SYSTEM**

As identified in the CFSR process, Nevada currently does not have a formalized quality assurance and improvement system. In collaboration with the NCWRCOI, Nevada has identified key components to establishing a quality assurance and improvement system.

1. **Measuring CFSR Outcomes:** Nevada has purchased and is in the process of implementing web-based information management system to measure Nevada's performance on the six CFSR national standards. This system, called SOAR, is a web-based system with "drill-down" viewing and report-production capability on the statewide, regional, unit and case manager levels. AFCARS data is downloaded into SOAR and consequently no time-consuming data input is required. From decision-makers to case managers, SOAR implementation is intended to enable users to view how Nevada's child welfare system's work with families matched against national standards on a monthly basis. Supervisors will receive training in how to interpret SOAR reports to support improved case manager practice.
2. **Supervisory Review:** Nevada will develop a standardized supervisory review tool to monitor individual case managers' use of the key strategies to improve practice in the areas identified in the PIP. Key data elements from the supervisory tool will be used to measure progress.
3. **Case Review Process:** This review process will be modeled after the Federal Child and Family Services on-site case review process. Nevada is currently reviewing instruments used by other states to determine if Nevada may adopt or tailor an existing tool rather than develop a new case review instrument. Statewide Quality Improvement Review Team(s), comprised of county and state child welfare staff, will conduct on-site case reviews in the three Regional Service Areas on a quarterly basis. DCFS' Information Management Services and the Quality Improvement Unit will develop a process for compiling and analyzing data from the on-site reviews jointly.
4. **Communication Plan:** Nevada will develop a plan for routine communication of quality assurance review information and data system reports. Reports will be delivered to units to ensure that each unit is continuously informed of the child welfare system's progress toward national outcomes.
5. **Feedback Loop to the Decision-Making Group:** Policy Teams will review data reports and make written recommendations to the Decision-Making Group on policy changes necessary to support practice improvements in enhanced outcomes.
6. **Oversight of Quality Assurance/Improvement System:** The Decision-Making Group will have core accountability for oversight of PIP progress and ensuring that reports are delivered to the Federal Administration for Children and Families as required.

This quality improvement system will measure and monitor the progress of eight critical PIP items identified by ACF: Safety Outcomes 1, 2, 3, 4; Permanency Outcome 7 and Well being Outcomes 17, 19 and 20. Most importantly, this quality improvement system will assist Nevada in implementing needed case practice improvements on an ongoing basis.

**SAFETY OUTCOME 1: CHILDREN ARE FIRST AND FOREMOST PROTECTED FROM ABUSE AND NEGLECT**

	Minimum Improvement	National Standard	Revised Nevada Data FY 2003*	Goal YR 1	Goal YR 2
1. Of all children who were victims of a substantiated or indicated maltreatment report in the first 6 months of CY 2003, what percent were victims of another substantiated or indicated reports within a 6 month period?	.90%	6.1 % or less	5.3%		
2. Of all children who were in foster care in the first 9 months of CY 2003, what percent experienced maltreatment from foster parents or facility staff members?		0.57 % or less	.03%		

*\* Data Profile Revised by ACF July 2004*

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

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
CFSR Findings Standard: 90% Statewide Baseline: 74% Statewide Goal YR 1: 74% Statewide Goal YR 2: 76%	1.1 The State will have a standardized CPS intake-screening instrument that ensures that reports of child maltreatment are accurately and timely dispositioned by tracking response timelines and developing categorized response criteria	Statewide: Marjorie Walker	Develop Intake Screening tool	1.1.1 The State will Meet with the National Child Welfare Resource Center for Child Protective Services to identify and select an evidence based best practice CPS intake-screening tool for use across the State which will include criteria for screening in and out referrals and assigning response criteria. In addition, CIP representatives will participate in the tool selection and policy process	BY 04/30/05
		Rural: Reesha Powell Bonnie Rushford	Policy implemented	1.1.2 The Policy Development and approval process will result in the development and implementation of the policy: A) Identify facilitator and develop a policy team B) Policy team meets to develop the policy C) Decision Making Group approves the policy	BY 07/31/05
		Southern: Joy Salmon  Northern: Dorothy Meline	Training Plan completed	1.1.3 Training development and delivery process: A) Collaboration between internal (DCFS) and external (University Partnership) stakeholders B) Develop Training Curriculum C) Train the Trainers D) Execute staff and supervisory child welfare training	BY 11/30/05

**SAFETY OUTCOME 1: CHILDREN ARE FIRST AND FOREMOST PROTECTED FROM ABUSE AND NEGLECT**

**National Standard**

**Revised Nevada Data FY 2003\***

**Goal YR 1**

**Goal YR 2**

3. Of all children who entered foster care in FY 2003, what percent were re-entering care within 12 months of a prior foster care episode?

8.6 or less

6.9%

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

<b>NEGOTIATED MEASURE % OF IMPROVEMENT</b>	<b>ACTION STEPS</b>	<b>ACCOUNTABLE PERSON</b>	<b>METHODS OF MEASURING IMPROVEMENT</b>	<b>BENCHMARKS TOWARD ACHIEVING GOAL</b>	<b>BENCHMARK PROJECTED DATES</b>
	1.1 Continued		Supervisory Review	1.1.4 Initiate system of reinforcement on compliance with policy. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05
			UNITY modified	1.1.5 Design intake tool using Joint Application Design Methodology A) Design Development B) Testing and modification of design C) Finalize screen D) Include screen in training	BY 07/31/05
			Case Review Process	1.1.6 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05

**SAFETY OUTCOME 1: CHILDREN ARE FIRST AND FOREMOST PROTECTED FROM ABUSE AND NEGLECT**

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

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	1.2 The State will have standardized Statewide policy and practice guidelines on responding to reports of abuse	Statewide: Marjorie Walker	Policy developed	1.2.1 Develop policy for the following definitions: immediate, timeliness, face to face contact, new reports, initiating investigations and appropriate criteria for case closure. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process	BY 07/31/05
Rural: Reesha Powell Bonnie Rushford		Practice Guidelines established	1.2.2 Develop practice guidelines for reports of abuse. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process	BY 07/31/05	
Southern: Joy Salmon		UNITY modified	1.2.3 Design UNITY field	BY 07/31/05	
Northern: Dorothy Meline		Training Plan completed	1.2.4 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 11/30/05	
		Supervisory Review	1.2.5 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05	
		Case Review Process	1.2.6 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05	

**SAFETY OUTCOME 1: CHILDREN ARE FIRST AND FOREMOST PROTECTED FROM ABUSE AND NEGLECT**

***Item 2: Repeat Maltreatment***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
CFSR Findings: Standard: 90% Statewide Baseline: 80% Statewide Goal YR 1: 80% Statewide Goal YR 2: 82%	2.1 The State will revise and implement standardized criteria and practice guidelines for substantiation of reports of maltreatment	Statewide: Marjorie Walker	Policy implemented	2.1.1 The Policy Development and approval process will result in the development and implementation of policies on substantiation of reports of maltreatment. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2	BY 07/31/05
		Rural: Reesha Powell Bonnie Rushford	Practice Guidelines established	2.1.2 Develop practice guidelines on substantiation of reports of maltreatment in collaboration with stakeholders from Clark County Department of Family Services, Washoe County Department of Social Services, and other stakeholders, including legal representatives.	BY 07/31/05
		Southern: Joy Salmon	UNITY Report	2.1.3 Review UNITY's ability to produce report on substantiated reports of maltreatment	BY 07/31/05
		Northern: Dorothy Meline	Training Plan completed	2.1.4 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 11/30/05
			Supervisory Review	2.1.5 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05
			Case Review Process	2.1.6 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05

**SAFETY OUTCOME 1: CHILDREN ARE FIRST AND FOREMOST PROTECTED FROM ABUSE AND NEGLECT**

***Item 2: Repeat Maltreatment***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	2.2 The State will have in place a mechanism for analysis of multiple reports of maltreatment on a family	Statewide: Marjorie Walker	Policy implemented	2.2.1 Policies on criteria for reviewing cases with multiple reports of maltreatment. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process	BY 07/31/05
		Rural: Reesha Powell Bonnie Rushford	UNITY Report	2.2.2 Develop a UNITY report for cases with multiple reports of maltreatment, as defined by the policy group, for review and analysis	BY 07/31/05
		Southern: Joy Salmon	Training Plan completed	2.2.3 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 11/30/05
		Northern: Dorothy Meline	Supervisory Review	2.2.4 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05
			Case Review Process	2.2.5 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05

**SAFETY OUTCOME 1: CHILDREN ARE FIRST AND FOREMOST PROTECTED FROM ABUSE AND NEGLECT**

***Item 2: Repeat Maltreatment***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	2.3 The State will review, revise and enhance the use of a Statewide, standardized safety assessment tool	Statewide: Caroline Thomas	Policy implemented	2.3.1 Develop policy to define the use of the safety assessment tool for the duration of the case including reunification. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process	BY 04/30/05
Rural: Reesha Powell Bonnie Rushford		Revised Safety Assessment	2.3.2 Revise and enhance safety assessment tool for use by staff	BY 05/31/05	
Southern: Joy Salmon		UNITY modified	2.3.3 Design specifications for new safety assessment	BY 05/31/05	
Northern: Hayley Jarolimek		Instructional Memorandum distributed	2.3.4 Training provided via Instructional Memorandum	BY 05/31/05	
		Supervisory Review	2.3.5 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmarks 30.1.5	BY 10/31//05	
		Case Review Process	2.3.6 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05	



**SAFETY OUTCOME 1: CHILDREN ARE FIRST AND FOREMOST PROTECTED FROM ABUSE AND NEGLECT**

***Item 2: Repeat Maltreatment***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	2.4 The State will have standardized risk assessment criteria and a risk assessment tool	Statewide: Caroline Thomas	Risk assessment tool developed	2.4.1 The State will meet with the National Resource Center for Child Protective Services to develop a risk assessment tool which includes family violence and substance abuse components	BY 06/30/05
Rural: Reesha Powell Bonnie Rushford		Policy implemented	2.4.2 Develop policy for risk assessment. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process	BY 06/30/05	
Southern: Joy Salmon		UNITY modified	2.4.3 Design modification specifications to UNITY for including new assessment tool	BY 09/30/05	
Northern: Hayley Jarolimek		Training Plan completed	2.4.4 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 09/30/05	
		Supervisory Review	2.4.5 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmarks 30.1.5	BY 10/31/05	
		Case Review Process	2.4.6 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05	

**SAFETY OUTCOME 1: CHILDREN ARE FIRST AND FOREMOST PROTECTED FROM ABUSE AND NEGLECT**

***Item 2: Repeat Maltreatment***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	2.5 The State will have standardized criteria regarding case closure	Statewide: Caroline Thomas  Rural: Reesha Powell Bonnie Rushford  Southern: Joy Salmon  Northern: Dorothy Meline Meredith Mayeroff	Policy developed	2.5.1 Develop policy on case closure criteria. Refer to Item 1, Action Step 1.1, Benchmark 1.2.1 for the Policy Development and approval implementation process	BY 07/31/05
			Training Plan completed	2.5.2 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 11/30/05

**SAFETY OUTCOME 2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE**

***Item 3: Service to Families to Protect Child(ren) In Home and Prevent Removal***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
CFSR Findings:  Standard: 90%  Statewide Baseline: 80%  Statewide Goal YR 1: 80%  Statewide Goal YR 2: 82%	3.1 The State will develop a Case Management Model that incorporates best practices for: A) Assessment B) Family engagement C) Collaborative Case Planning	Statewide: Theresa Anderson	Policy developed	3.1.1 Develop policy for: A) Assessment B) Family Engagement C) Collaborative Case Planning Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process	BY 08/31/05 <b>[09/30/05]</b>
		Rural: Kelli Weishaupt Marla Morris Nancy O'Neill	UNITY modified	3.1.2 Conduct Joint Application Design sessions to develop specifications to support Case Management Model	BY 06/30/06 <b>[07/31/06]</b>
		Northern: Hayley Jarolimek	Practice Guidelines developed	3.1.3 Develop practice guidelines for assessments to support assessment, family engagement, and collaborative case planning efforts	BY 08/31/05 <b>[09/30/05]</b>
			Training Plan completed	3.1.4 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 01/31/06 <b>[02/28/06]</b>
			Supervisory Review	3.1.5 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 09/30/05 <b>[10/31/05]</b>
			Case Review Process	3.1.6 Initiate Quality Improvement System. Refer to Item 31, Action Step 31, Benchmark 31.3.6	BY 09/30/05 <b>[10/31/05]</b>

**SAFETY OUTCOME 2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE**

**Item 4: Risk of Harm**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
CFSR Findings: Standard: 90% Statewide Baseline 67% Statewide Goal YR 1: 67% Statewide Goal YR 2: 69%	4.1 Refer to Item 2, Action Step 2.3, Benchmarks 2.3.2-2.3.6. The State will review, revise and enhance the use of a Statewide, standardized safety assessment tool	Refer to Item 2, Action Step 2.3, Benchmarks 2.3.2-2.3.6.	Refer to Item 2, Action Step 2.3, Benchmarks 2.3.2-2.3.6. Safety assessment tool developed	4.1.1 Refer to Item 2, Action Step 2.3	BY 09/30/05 <b>[10/31/05]</b>
	4.2 Refer to Item 2, Action Step 2.4, Benchmarks 2.4.1-2.4.6. The State will have standardized risk assessment criteria and a risk assessment tool	Refer to Item 2, Action Step 2.4, Benchmarks 2.4.1-2.4.6.	Refer to Item 2, Action Step 2.4, Benchmarks 2.4.1-2.4.6. Risk assessment tool developed	4.2.1 Refer to Item 2, Action Step 2.4	BY 09/30/05 <b>[10/31/05]</b>
	4.3 Refer to Item 1, Action Step 1.2, Benchmark 1.2.1. Develop policy for the following definitions: immediate, timeliness, face to face contact, new reports, initiating investigations and appropriate criteria for case closure	Refer to Item 1, Action Step 1.2, Benchmark 1.2.1.	Refer to Item 1, Action Step 1.2, Benchmark 1.2.1. Policy on case closure criteria developed	4.3.1 Refer to Item 1, Action Step 1.2, Benchmark 1.2.1	BY 06/30/05 <b>[07/31/05]</b>

<b><u>PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS</u></b>	<b>Minimum Improvement</b>	<b>National Standard</b>	<b>Revised Nevada Data FY 2004**</b>	<b>Goal YR1</b>	<b>Goal YR2</b>
<b>4. Of all children reunified from foster care in FY 2004, what percent were reunified within 12 months of entry into foster care?</b>		<b>76.2% or more</b>	<b>76.51%</b>		
<b>5. Of all children who were adopted from foster care in FY 2004, what percent were adopted within 24 months of their entry into foster care?</b>	<b>2.90%</b>	<b>32% or more</b>	<b>25.39%</b>	<b>26.84%</b>	<b>28.29%</b>
<b>6. Of all children in foster care during FY 2004 for less than 12 months, what percent experienced no more than 2 placements settings?</b>	<b>1.90%</b>	<b>86.7 % or more</b>	<b>82.56%</b>	<b>83.51%</b>	<b>84.46%</b>

**\*\* Data Profile Revised by ACF December 8, 2004**

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

<b>NEGOTIATED MEASURE % OF IMPROVEMENT</b>	<b>ACTION STEPS</b>	<b>ACCOUNTABLE PERSON</b>	<b>METHODS OF MEASURING IMPROVEMENT</b>	<b>BENCHMARKS TOWARD ACHIEVING GOAL</b>	<b>BENCHMARK PROJECTED DATES</b>
	6.1 The State will make efforts to ensure all emergency shelter care facilities operate in accordance with local ordinances	Statewide: Larry Horne	Meeting minutes	6.1.1 Clark County Department of Family Services, will explore with State, County and City entities, including the City of Las Vegas, the Clark County Health District, and the Las Vegas Fire Department, alternative licensing possibilities for the Child Haven Emergency Shelter Care Facility	BY 01/31/06
		Rural: Marla Morris	Plan submitted to State	6.1.2 Clark County to submit proposed plan to the Division with timeline in accordance with local ordinances	BY 01/31/06
		Southern: Joy Salmon			
	Northern: John Gancarek	Plan reviewed	6.1.3 The Decision Making Group will review the proposed plan	BY 02/28/06	
	6.2 The State will implement placement decision-making strategies to improve the matching of children with out-of-home placement providers to minimize placement moves and maximize stability	Statewide: Larry Horne	Strategies developed	6.2.1 Each region will develop placement decision-making strategies beyond the primary worker, including criteria to guide placement decisions to ensure a range of placement options are considered	BY 01/31/06
		Rural: Marla Morris	Case Review Process	6.2.2 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 04/30/06
Southern: Joy Salmon		UNITY Report reviewed	6.2.3 Analysis of placement moves will be included in the Quality Improvement Process	BY 07/31/06	
	Northern: John Gancarek				

Nevada CFSR-PIP First Submission: August 30, 2004  
Nevada CFSR-PIP First Revision: October 20, 2004  
Nevada CFSR-PIP Second Revision: December 10, 2004  
Nevada CFSR-PIP Third Revision: February 2, 2005  
Nevada CFSR-PIP Final Approval: March 1, 2005

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

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

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	6.3 Create a consumer satisfaction survey for all foster parents to support retention	Statewide: Barbara Legier	Meeting minutes	6.3.1 Consult with University Partners to discuss development of foster parent satisfaction survey	BY 04/30/05
Rural: Marla Morris		Survey Instrument	6.3.2 University partner will design survey instrument	BY 07/31/05	
Southern: Joy Salmon		Field test results	6.3.3 University partnership will field test survey	BY 10/31/05	
Northern: John Gancarek		Data compiled	6.3.4 University partners will distribute and gather survey data	BY 12/31/05	
		Report	6.3.5 The university partners will analyze data and generate a report to the State for development of regional retention strategies	BY 02/28/06	
		Survey Instrument	6.3.6 Regional retention strategies developed and implemented. Process will be evaluated through implementation of an annual survey	BY 04/30/06	

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

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

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	6.4 The State will standardize foster and adoptive home studies through the implementation of the Structured Analysis Family Evaluation (SAFE)	Statewide: Larry Horne	Policy implemented	6.4.1 Develop policy on the use of SAFE Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process	BY 06/30/05
		Rural: Marla Morris Nancy O'Neill	Form developed	6.4.2 SAFE forms available Statewide electronically in form sub-system	BY 06/30/05
		Southern: Joy Salmon	Training Plan completed	6.4.3 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 09/30/05
		Northern: John Gancarek Kevin Schiller	Supervisory Review	6.4. 4 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05
			Case Review Process	6.4.5 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

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

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	6.5 The State will revise and review the Utilization Review Team process for higher levels of care to promote placement stability	Statewide: Becky Richard-Maley	Policy implemented	6.5.1 Review and revise policies on URT. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process	BY 07/31/05
		Rural: Shirley Webster	UNITY modified	6.5.2 Conduct Design sessions for the design of functionality to support URT processes	BY 07/31/05
		Southern: Joy Salmon	Training Plan completed	6.5.3 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 12/31/05
		Northern: Meredith Mayeroff	Case Review Process	6.5.4 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05
	6.6 Review the statutory requirement to inform foster parents about foster children's needs	Statewide: Becky Richard-Maley  Rural: Shirley Webster  Southern: Joy Salmon  Northern: Meredith Mayeroff	Informational Memorandum distributed	6.6.1 The State will distribute an Informational Memorandum reminding caseworkers of the statutory requirement to inform foster parents about the needs of foster children including educational and medical needs	BY 10/31/05
	6.7 Refer to Item 9, Action Step 9.5. The State will strengthen regional recruitment and training plans for adoptive homes	Refer to Item 9, Action Step 9.5	Refer to Item 9, Action Step 9.5. Recruitment Plan developed	6.7.1 Refer to Item 9, Action Step 9.5	BY 01/31/07



**PERMANENCY OUTCOME 1: Children Have Permanency and Stability in Their Living Situations**

***Item 7: Permanency Goal for Child***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
CFSR Findings Standard: 90% Statewide Baseline: 71% Statewide Goal YR 1: 71% Statewide Goal YR 2: 73%	7.1 Establish a Statewide case planning process to increase the appropriate use of concurrent case planning	Statewide: Wanda Scott	Meeting minutes	7.1.1 Meet with the National Resource Center for Family-Centered Practice and Permanency Planning, stakeholders, and judicial staff for discussion and agreement on a common definition of concurrent planning that is based on NRS, NAC, ASFA, and best practice	BY 06/30/05
		Rural: Nancy O'Neill Marla Morris	Policy developed	7.1.2 Develop policy on concurrent case plans and review concurrent case plan policies. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process	BY 10/31/05
		Southern: Joy Salmon	Practice Guidelines developed	7.1.3 Develop practice guidelines for concurrent case planning to accompany revised case planning policy	BY 10/31/05
		Northern: Kevin Schiller	UNITY modified	7.1.4 Conduct Joint Application Design Sessions to design specifications to incorporate concurrent case planning format	BY 07/31/06
			Training Plan completed	7.1.5 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 02/28/06
			Supervisory Review	7.1.6 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05
			Case Review Process	7.1.7 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

***Item 7: Permanency Goal for Child***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	7.2 The State will strengthen policy and practice on early identification, diligent search efforts and assessment of parents, non-custodial parents, relatives, and other placement resources for the purposes of placement, adoption, or other planned permanent arrangement	Statewide: Paula Hawkins Wanda Scott Christina Vela	Policy implemented	7.2.1 Develop policy regarding “diligent search efforts” to address early identification and assessment of biological father and relatives. Refer to Item1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process	BY 01/31/06
		Rural: Nancy O’Neill	Training Plan completed	7.2.2 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 05/31/06
		Southern: Joy Salmon	Supervisory Review	7.2.3 Initiate system of Supervisory Reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05
		Northern: Jeanne Marsh	Case Review Process	7.2.4 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

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

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	8.1 Refer to Item 7, Action Step 7.1. Establish a Statewide case planning process to increase the appropriate use of concurrent case planning	Refer to Item 7, Action Step 7.1	Refer to Item 7, Action Step 7.1. Policy on concurrent case planning developed	8.1.1 Refer to Item 7, Action Step 7.1	BY 07/31/06
	8.2 Refer to Item 6, Action Step 6.2. The State will implement placement decision-making strategies to improve the matching of children with out of home placement providers to minimize placement moves and maximize stability	Refer Item 6, Action Step 6.2	Refer Item 6, Action Step 6.2. Decision-making strategies developed	8.2.1 Refer Item 6, Action Step 6.2	BY 07/31/06

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

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

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	8.3 Refer to Item 7, Action Step 7.2. The State will strengthen policy and practice on early identification, diligent search efforts and assessment of parents, non-custodial parents, relatives, and other placement resources for the purposes of placement, adoption, or other planned permanent arrangement	Refer to Item 7, Action Step 7.2	Refer to Item 7, Action Step 7.2. Policy and practice on early identification and diligent search developed	8.3.1 Refer to Item 7, Action Step 7.2	BY 05/31/06

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

***Item 9:Adoption***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	9. 1 Refer to Item 7, Action Step 7.2. The State will strengthen policy and practice on early identification, diligent search efforts and assessment of parents, non-custodial parents, relatives, and other placement resources for the purposes of placement, adoption, or other planned permanent arrangement	Refer to Item 7, Action Step 7.2	Refer to Item 7, Action Step 7.2. Policy and practice on early identification and diligent search implemented	9.1.1 Refer to Diligent Search, Item 7, Action Step 7.2	BY 05/31/06
	9.2 The State will collaborate with the Administrative Office of the Courts and the Court Improvement Project to identify barriers to permanency and jointly develop strategies to improve permanency efforts Statewide	Statewide: Theresa Anderson  AOC/CIP: Susan Strauss	Meeting minutes	9.2.1 Collaborative meetings will be held to identify barriers and discuss strategies i.e. family involvement in case planning, court review of caseworker visits, role of judges in allowing foster, pre-adoptive parents, and relatives to have an opportunity to be heard in court and notification of hearings. Areas identified as needing training will be addressed in conjunction with the Administrative Office of the Courts and the Court Improvement Project. In addition, opportunities to provide training which are mutually beneficial to program and judiciary will be developed with shared financial resources	Semi-Annually 07/31/05, 01/31/06, 07/31/06, 01/31/07

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

***Item 9: Adoption***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	9.2 Continued	Statewide: Theresa Anderson  AOC/CIP: Susan Strauss	Meeting minutes	9.2.2 CIP agrees to have the PIP as a standing agenda item at its quarterly meetings	Quarterly
			Workgroups established	9.2.3 Workgroups will be established by the CIP, and include DCFS and other CFSR stakeholders as appropriate, to address issues of priority identified in the PIP including but not limited to: notification of hearings and the opportunity to be heard in court (29.1); family engagement in case planning (3.1); visits with children and families (19.1, 19.2 and 20.1); concurrent planning (7.1); termination of parental rights (28.1); diligent search (7.2); and safety and risk assessment (1.1)	BY 06/30/05
			Strategic plan	9.2.4 ACF will provide technical assistance to Nevada's CIP to support the revision of the CIP's strategic plan that will include PIP benchmarks	BY 07/31/05
			Timelines established	9.2.5 Workgroups will establish timeframes for identifying strategies and recommendations. Strategies will be revised and implemented to improve policy or practice	BY 07/31/05
			CFSP and ASPR Reports	9.2.6 Identified strategies will be incorporated into the Child and Family Services Plan and reported in the Annual Services Progress Report	BY 07/31/06

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

***Item 9: Adoption***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	9.3 The State in conjunction with county child welfare agencies will submit budget requests to reduce foster care caseload sizes	Statewide: Jone Bosworth  Rural: Robin Landry  Southern: Susan Klein-Rothchild  Northern: Mike Capello	Budget requests submitted	9.3.1 Each child welfare agency will forward a budget request to be submitted for consideration in the State's budget for the 2005 legislative session	BY 02/28/05
	9.4 The State will have a standardized policy and practice guidelines for addressing adoption with older children (14 and older) in care	Statewide: Wanda Scott	Policy developed	9.4.1 Develop policy on addressing adoption with children 14 and older. Refer to the Policy Making and approval implementation process Item 1, Action Step 1.1, Benchmark 1.1.2	BY 04/30/06
Rural: Jerolyn Tennyson		Practice Guidelines developed	9.4.2 Develop practice guidelines for caseworks on addressing adoption with children 14 years of age and older	BY 04/30/06	
Southern: Joy Salmon		Training Plan completed	9.4.3 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 07/31/06	
Northern: Kevin Schiller		Supervisory Review	9.4.4 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05	
		Case Review	9.4.5 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05	

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

***Item 9: Adoption***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	9.5 The State will strengthen regional recruitment and training plans for adoptive homes	Statewide: Wanda Scott	Recruitment Plan submitted	9.5.1 Regional recruitment and training plans will be based upon demographic data of children in care, evaluation of recruitment strategies, analysis of prior year's recruitment data, revised training curriculum based on input from the foster parent survey, and efforts of the Adopt US Kids initiative	BY 07/31/06
		Rural: Nancy O'Neill Marla Morris	Recruitment Plan developed	9.5.2 Initiate ongoing regional recruitment of bilingual (Spanish) foster/adoptive parents in order to meet the needs of the State's increasing Hispanic population	Semi-Annually 07/31/05, 01/31/06, 07/31/06, 01/31/07
		Southern: Joy Salmon  Northern: Kevin Schiller	Communication Plan developed	9.5.3 Develop regional communication plans to increase access to the State's programs and services by providing Spanish: material, signage, voice recordings, orientation materials and videos, training materials	BY 07/31/06



**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

***Item 9: Adoption***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	9.6 The State will have a standardized process for negotiating adoption subsidies in order to reduce subsidy processing time	Statewide: Wanda Scott	Policy developed	9.6.1 Develop policy on adoption subsidy negotiations. Refer to the Policy Development and approval implementation process. Item 1, Action Step 1.1, Benchmark 1.1.2	BY 03/31/06
Rural: Nancy O'Neill Jerolyn Tennyson		Training Plan completed	9.6.2 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 07/31/06	
Southern: Joy Salmon		Supervisory Review	9.6.3 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05	
Northern: Kevin Schiller		Case Review Process	9.6.4 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05	

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

***Item 9: Adoption***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	9.7 The State will develop a standardized Statewide social summary process	Statewide: Christina Vela	Policy developed	9.7.1 Develop policy on social summary process. Refer to the Policy Making and approval implementation process Item 1, Action Step 1.1, Benchmark 1.1.2	BY 04/30/06
Rural: Kelli Weishaupt		Social Summary revised	9.7.2 Revise the social summary process and key reporting elements	BY 07/31/06	
Southern: Joy Salmon		Training Plan completed	9.7.3 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 07/31/06	
Northern: Kevin Schiller		Supervisory Review	9.7.4 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05	
		UNITY modified	9.7.5 Conduct Joint Application Design Sessions and prepare specifications for modifications to UNITY related to the Social Summary Process	BY 10/31/06	
		Case Review Process	9.7.6 Initiate Quality Improvement System .Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05	

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

***Item 9: Adoption***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	9.8 Refer to Item 7, Action Step 7.1. Establish a Statewide case planning process to increase the appropriate use of concurrent case planning	Refer to Item 7, Action Step 7.1	Refer to Item 7, Action Step 7.1. Concurrent case planning process developed	9.8.1 Refer to Item 7, Action Step 7.1	BY 07/31/06
	9.9 Refer to Item 28, Action Step 28.2. The State will develop standardized policy and practice guidelines for TPR/relinquishment process	Refer to Item 28, Action Step 28.2	Refer to Item 28, Action Step 28.2. Practice guidelines for TPR/relinquishment process developed	9.9.1 Refer to Item 28, Action Step 28.2	BY 07/31/06
	9.10 Refer to Item 6, Action Step 6.4. The State will standardize foster and adoptive home studies through the implementation of the Structured Analysis Family Evaluation. (SAFE)	Refer to Item 6, Action Step 6.4	Refer to Item 6, Action Step 6.4. SAFE implemented	9.10.1 Refer to Item 6, Action Step 6.4	BY 10/31/05

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

***Item 10: Permanency Goal of Another Planned Living Arrangement***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	10.1 The State will establish Youth Advisory Boards	Statewide: Christina Vela	Charter developed	10.1.1 The State will Meet with the National Child Welfare Resource Center for Youth Development on the roles and responsibilities of youth advisory boards	BY 10/31/05
		Rural: Gary Smith	Boards established in all regions and Statewide	10.1.2 Establish Statewide and regional Youth Advisory Boards to address relevant independent living issues	BY 01/31/06
	Southern: Joy Salmon	10.2.1 Develop policy on IL plans for youth 15.5 years and older. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process		BY 04/30/06	
	Northern: Meredith Mayeroff				10.2.2 The State will provide training to residential group home and independent living services providers regarding IL transition plan
	10.2 The State will require a standardized IL transition plan for youth 15.5 years and older to assure that case plans are individualized, youth driven and meet the specialized needs of youth	Statewide: Christina Vela	Policy developed		
		Rural: Gary Smith	Training Plan completed		
Southern: Joy Salmon					
Northern: Meredith Mayeroff					

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS**

***Item 10: Permanency Goal of Another Planned Living Arrangement***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	10.3 The State will review, and implement a revised Memorandum of Understanding with the Division of Mental Health and Developmental Services to support youth with mental health and developmental disabilities	Statewide: Becky Richard-Maley	Meeting minutes	10.3.1 Meet with the Division of MHDS to review and revise existing MOU	BY 07/31/05
		Rural: Ted Tusso Linda Hunstiger	Training Plan completed	10.3.2 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 02/28/06
		Southern: Joy Salmon  Northern: Mike Capello	Case Review Process	10.3.3 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05
	10.4 The State will submit a budget request to create and hire positions to develop and monitor performance based contracts with group homes	Statewide: Theresa Anderson  Rural: Robin Landry  Southern: Joy Salmon  Northern: Mike Capello	Request submitted	10.4.1 The State will forward a budget request to be submitted for consideration in the State's budget for the 2005 legislative session	BY 02/28/05

**PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN**

***Item 13 Visiting with Parents and Siblings in Foster Care***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	13.1 There will be Statewide practice guidelines for visitation, to improve the quality of visits between foster children, their siblings and parent(s)	Statewide: Christina Vela	Practice Guidelines established	13.1.1 Develop practice guidelines for caseworkers to improve the quality of visits between foster children, siblings, and their parents. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy and Development and approval implementation process	BY 07/31/05
Rural: Heather Jackson Reesha Powell Michelle Ryan		UNITY modified	13.1.2 Enhance UNITY to create a field with a drop down menu to record visitation	BY 01/31/07	
Southern: Joy Salmon		Training Plan completed	13.1.3 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 12/31/05	
Northern: Binnie Lopez Sarah Fries		Supervisory Review	13.1.4 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05	
		Case Review Process	13.1.5 Initiate Quality Improvement System Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05	

**PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN**

***Item 13 Visiting with Parents and Siblings in Foster Care***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	13.2 Refer to Item 19, Action Step 19.1. The State will have standardized policy for caseworker visits with the child that defines the frequency of the visits to ensure the child's safety, well-being and educational needs are met	Refer to Item 19, Action Step 19.1	Refer to Item 19, Action Step 19.1. Policy for frequency of caseworker visits with the child defined	13.2.1 Refer to Item 19, Action Step 19.1	BY 01/31/06

**PERMANENCY OUTCOME 2: THE CONTINUITY OF RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN**

***Item 14: Preserving Connections***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	14.1 Refer to Item 7, Action Step 7.2. The State will strengthen policy and practice on early identification, diligent search efforts and assessment of parents, non-custodial parents, relatives, and other placement resources for the purposes of placement, adoption, or other planned permanent arrangement	Refer to Item 7, Action Step 7.2	Refer to Item 7, Action Step 7.2. Policy and practice on early identification and diligent search implemented	14.1.1 Refer to Item 7, Action Step 7.2	BY 05/31/06
	14.2 Refer to Item 19, Action Step 19.1. The State will have standardized policy for caseworker visits with the child that defines the frequency of the visits to ensure the child's safety, well-being and educational needs are met	Refer to Item 19, Action Step 19.1	Refer to Item 19, Action Step 19.1. Policy for frequency of caseworker visits with the child developed	14.2.1. Refer to Item 19, Action Step 19.1	BY 01/31/06



**PERMANENCY OUTCOME 2: THE CONTINUITY OF RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN**

**Item 14: Preserving Connections**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	14.3 Refer to Item 20, Action Step 20.1. The State will have standardized policy and practice guidelines for caseworker visits with parent(s)	Refer to Item 20, Action Step 20.1	Refer to Item 20, Action Step 20.1. Policy and practice guidelines developed	14.3.1 Refer to Item 20, Action Step 20.1	BY 12/31/05
	14.4 Refer to Item13, Action Step 13.1. There will be Statewide practice guidelines for visitation, to improve the quality of visits between foster children, their siblings and parent(s)	Refer to Item13, Action Step 13.1	Refer to Item13, Action Step 13.1. Practice guidelines developed	14.4.1 Refer to Item13, Action Step 13.1	BY 01/31/07
	14.5 Refer to Item 7, Action Step 7.1. Establish a Statewide case planning process to increase the appropriate use of concurrent case planning	Refer to Item 7, Action Step 7.1	Refer to Item 7, Action Step 7.1. Concurrent case planning process developed	14.5.1 Refer to Item 7, Action Step 7.1	BY 07/31/06

**PERMANENCY OUTCOME 2: THE CONTINUITY OF RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN**

***Item 14: Preserving Connections***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	14.6 Refer to Item 37 Action Step 37.1. The State will create a Statewide diversity committee of internal and external stakeholders, including Tribal Entities which will assist with preserving connections	Refer to Item 37, Action Step 37.1	Refer to Item 37, Action Step 37.1. Statewide diversity committee created	14.6.1 Refer to Item 37, Action Step 37.1	BY 07/31/06
	14.7 Refer to Item 10, Action Step 10.2. The State will require a standardized IL transition plan for youth 15.5 years and older to assure that case plans are individualized, youth driven and meet the specialized needs of youth	Refer to Item 10, Action Step 10.2	Refer to Item 10 Action Step 10.2. Policy for standardized IL transition plan developed	14.7.1 Refer to Item 10, Action Step 10.2	BY 07/31/06

**PERMANENCY OUTCOME 2: THE CONTINUITY OF RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN**

***Item 15: Relative Placement***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	15.1 Refer to Diligent search, Item 7, Action Step 7.2. The State will strengthen policy and practice on early identification, diligent search efforts and assessment of parents, non-custodial parents, relatives, and other placement resources for the purposes of placement, adoption, or other planned permanent arrangement	Refer to Diligent Search, Item 7, Action Step 7.2	Refer to Diligent Search, Item 7, Action Step 7.2. Policy and practice on early identification and diligent search implemented	15.1.1 Refer to Diligent Search, Item 7, Action Step 7.2	BY 05/31/06

**PERMANENCY OUTCOME 2: THE CONTINUITY OF RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN**

***Item 15: Relative Placement***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	15.2 Clark County Department of Family Services will initiate strategies to improve service to families and child(ren) in Kinship care	Statewide: Larry Horne  Rural: Robin Landry  Southern: Joy Salmon	Meeting minutes from each meeting held	15.2.1 Clark County Department of Family Services through the Systems of Care Kinship infrastructure grant, and Annie E. Casey Kinship Break Through Series Best Practices process will be used to improve services to children in kinship care. Clark County will provide lessons learned from their Systems of Care and Annie E. Casey grants with other regions through lessons learned trainings	BY 07/31/06
Northern: Hayley Jarolimek		Policy implemented	15.2.2 Develop policy regarding Kinship Care and make necessary policy changes based upon the Kinship Care lessons learned. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process	BY 10/31/06	
UNITY modified		15.2.3 Design kinship care functionality through Joint Application Design sessions	BY 01/31/07		
Training Plan completed		15.2.4 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 01/31/07		

**PERMANENCY OUTCOME 2: THE CONTINUITY OF RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN**

***Item 16: Relationship of the Child with Parents***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	16.1 Refer to Item 7, Action Step 7.2. The State will strengthen policy and practice on early identification, diligent search efforts, and assessment of parents, non-custodial parents, relatives, and other placement resources for the purposes of placement, adoption, or other planned permanent arrangement	Refer to Item 7, Action Step 7.2	Refer to Item 7, Action Step 7.2. Policy and practice on early identification and diligent search implemented	16.1.1 Refer to Item 7, Action Step 7.2	BY 05/31/06
	16.2 Refer to Item 13, Action Step 13.1. There will be Statewide practice guidelines for visitation, to improve the quality of visits between foster children, their siblings and parent(s)	Refer to Item 13, Action Step 13.1	Refer to Item 13, Action Step 13.1. Guidelines for visitation developed	16.2.1 Refer to Item 13, Action Step 13.1	BY 01/31/07

**PERMANENCY OUTCOME 2: THE CONTINUITY OF RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN**

***Item 16: Relationship of the Child with Parents***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	16.3 Refer to Item 19, Action Step 19.1. The State will have standardized policy for caseworker visits with the child that defines the frequency of the visits to ensure the child's safety, well-being, and educational needs are met	Refer to Item 19, Action Step 19.1	Refer to Item 19, Action Step 19.1. Policy for frequency of caseworker visits with the child	16.3.1 Refer to Item 19, Action Step 19.1	BY 01/31/06
	16.4 Refer to Item 20, Action Step 20.1. The State will have standardized practice guidelines for caseworker visits with the parent(s)	Refer to Item 20, Action Step 20.1	Refer to Item 20, Action Step 20.1. Practice guidelines for caseworker visits with parent(s) developed	16.4.1 Refer to Item 20, Action Step 20.1	BY 12/31/05

**WELL BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR CHILDREN'S NEEDS**

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

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
CFSR Findings: Standard: 90% Statewide Baseline: 51% Statewide Goal YR 1: 51% Statewide Goal YR 2: 53%	17.1 Refer to Item 3, Action Step 3.1 The State will develop a Case Management Model that incorporates best practices for: assessment, family engagement, and collaborative case planning	Refer to Item 3, Action Step 3.1	Refer to Item 3, Action Step 3.1. Case Management Model Developed	17.1.1 Refer to Item 3, Action Step 3.1	BY 07/31/06
	17.2 Refer Item 7, Action Step 7.1. Establish a Statewide case planning process to increase the appropriate use of concurrent case planning	Refer Item 7, Action Step 7.1	Refer Item 7, Action Step 7.1. Concurrent case planning process developed	17.2.1 Refer Item 7, Action Step 7.1	BY 07/31/06
	17.3 Refer to Item 19, Action Step 19.1. The State will have standardized policy for caseworker visits with the child that defines the frequency of the visits to ensure the child's safety, well-being and educational needs are met	Refer to Item 19, Action Step 19.1	Refer to Item 19, Action Step 19.1. Policy for frequency of caseworker visits with the child developed	17.3.1 Refer to Item 19, Action Step 19.1	BY 01/31/06

**WELL BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR CHILDREN'S NEEDS**

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

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	17.4 Refer to Item 20, Action Step 20.1. The State will have standardized practice guidelines for caseworker visits with parent(s)	Refer to Item 20, Action Step 20.1	Refer to Item 20, Action Step 20.1. Practice guidelines for caseworker visits with parent(s) developed	17.4.1 Refer to Item 20, Action Step 20.1	BY 12/31/05



**WELL BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR CHILDREN'S NEEDS**

***Item 18: Child and Family Involvement in Case Planning***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	18.1 Refer to Item 3, Action Step 3.1. The State will develop a Case Management Model that incorporates best practices for: assessment, family engagement, and collaborative case planning	Refer to Item 3, Action Step 3.1	Refer to Item 3, Action Step 3.1. Case Management Model developed	18.1.1 Refer to Item 3, Action Step 3.1	BY 07/31/06
	18.2 Refer to Item 7, Action Step 7.1. Establish a Statewide case planning process to increase the appropriate use of concurrent case planning	Refer Item 7, Action Step 7.1	Refer Item 7, Action Step 7.1. Concurrent case planning process developed	18.2.1 Refer Item 7, Action Step 7.1	BY 07/31/06
	18.3 Refer to Item 7, Action Step 7.2. The State will strengthen policy and practice on early identification, diligent search efforts and assessment of parents, non-custodial parents, relatives, and other placement resources for the purposes of placement, adoption, or other planned permanent arrangement	Refer to Item 7, Action Step 7.2	Refer to Item 7, Action Step 7.2. Policy and practice on early identification and diligent search implemented	18.3.1 Refer to Item 7, Action Step 7.2	BY 05/31/06

**WELL BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR CHILDREN'S NEEDS**

***Item 18: Child and Family Involvement in Case Planning***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	18.4 Refer to Item 19, Action Step 19.1. The State will have standardized policy for caseworker visits with the child that defines the frequency of the visits to ensure the child's safety, well-being and educational needs are met	Refer to Item 19, Action Step 19.1	Refer to Item 19, Action Step 19.1. Policy for frequency of caseworker visits with the child developed	18.4.1 Refer to Item 19, Action Step 19.1	BY 01/31/06
	18.5 Refer to Item 20, Action Step 20.1. The State will have standardized practice guidelines for caseworker visits with parent(s)	Refer to Item 20, Action Step 20.1	Refer to Item 20, Action Step 20.1. Practice guidelines for caseworker visits with parent(s) developed	18.5.1 Refer to Item 20, Action Step 20.1	BY 12/31/05

**WELL BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR CHILDREN'S NEEDS**

***Item 19: Caseworker Visits with Child***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
CFSR Findings: Standard: 90% Statewide Baseline: 55% Statewide Goal YR 1: 55% Statewide Goal YR 2: 57%	19.1 The State will have standardized policy for caseworker visits with the child that defines the frequency of the visits to ensure the child's safety, well-being and educational needs are met	Statewide: Christina Vela	Meeting minutes	19.1.1 The State will meet with the National Resource Center for Family Centered Practice and Permanency planning to discuss visitation policies and national child welfare caseworker visitation purpose and frequency standards	BY 06/30/05
		Rural: Kelli Weishaupt Michelle Ryan Reesha Powell	Policy developed	19.1.2 Policy Making and Approval Implementation Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2	BY 10/31/05
		Southern: Joy Salmon	UNITY modified	19.1.3 Conduct Joint Application Design Sessions to develop specifications to incorporate methods for tracking caseworker visits	BY 01/31/06
		Northern: Meredith Mayeroff	Training Plan completed	19.1.4 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 12/31/05
		Supervisory Review	Case Review Process	19.1.5 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05
		Case Review Process	Case Review Process	19.1.6 Initiate Quality Improvement System Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05

**WELL BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR CHILDREN'S NEEDS**

***Item 19: Caseworker Visits with Child***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	19.2 The State will have standardized practice guidelines for caseworker visits with the child that defines the purpose and promotes quality visits to ensure the child's safety, well-being and educational needs are met	Statewide: Christina Vela	Meeting minutes	19.2.1 The State will meet with National Resource Center for Family Centered Practice and Permanency Planning to discuss visitation practice guidelines and national child welfare caseworker visitation quality standards	BY 06/30/05
Rural: Kelli Weishaupt Michelle Ryan Reesha Powell		Practice Guidelines developed	19.2.2 Develop practice guidelines for caseworkers visits with the child	BY 10/31/05	
Southern: Joy Salmon		UNITY Report developed	19.2.3 Enhance UNITY to track caseworker visits	BY 01/31/06	
Northern: Meredith Mayeroff Kathy Myers		Training Plan completed	19.2.4 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 12/31/05	
		Supervisory Review	19.2.5 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05	
		Case Review Process	19.2.6 Initiate Quality Improvement System Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05	

**WELL BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR CHILDREN'S NEEDS**

***Item 19: Caseworker Visits with Child***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	19.3 Increase time available for social workers contact with child, parents and foster parents by streamlining documentation	Statewide: Christina Vela	Policy implemented	19.3.1 Policy Making and Approval Implementation Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2	BY 04/30/06
		Rural: Deborah Norton Nancy O'Neill Leah Boeh	Strategic Plan developed	19.3.2 Develop strategic plan for using wireless technology, i.e. field keyboards	BY 04/30/06
		Southern: Joy Salmon  Northern: Kathy Myers	Memorandum distributed	19.3.3 Training provided via Instructional Memorandum	BY 07/31/06

**WELL BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR CHILDREN'S NEEDS**

**Item 20: Caseworker Visits with Parents**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
CFSR Findings: Standard: 90% Statewide Baseline: 46% Statewide Goal YR 1: 46% Statewide Goal YR 2 48%	20.1 The State will have standardized policy and practice guidelines for caseworker visits with parent(s)	Statewide: Christina Vela	Meeting minutes	20.1.1 The State will meet with National Resource Center for Family Centered Practice and Permanency Planning to discuss visitation practice guidelines and national child welfare caseworker visitation quality standards	BY 06/30/05
		Rural: Reesha Powell Terri Kaleta Suzie Hutchison	Practice Guidelines developed	20.1.2 Develop policy practice guidelines for caseworker visits with parents. Refer to Policy Making and Approval Implementation Process. Item 1, Action Step 1.1, Benchmark 1.1.2	BY 10/31/05
		Southern: Joy Salmon	UNITY modified	20.1.3 Conduct Joint Application Design Sessions to develop specifications to incorporate methods for tracking caseworker visits	BY 11/30/05
		Northern: John Gancarek Jim Durand	Training Plan completed	20.1.4 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 12/31/05
			Supervisory Review	20.1.5 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05
			Case Review Process	20.1.6 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05

**WELL BEING OUTCOME1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR CHILDREN'S NEEDS**

**Item 20: Caseworker Visits with Parents**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	20.2 The State and county child welfare agencies will distribute an Information Memorandum to remind staff of current policy regarding caseworker visits with parents	Statewide: Christina Vela  Rural: Robin Landry  Southern: Joy Salmon  Northern: John Gancarek Jim Durand	Memorandum distributed	20.2.1 Informational Memorandum developed by each child welfare agency and distributed	BY 03/31/05

**WELL BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR CHILDREN'S NEEDS**

***Item 20: Caseworker Visits with Parents***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	20.3 Refer to Item 3, Action Step 3.1. The State will develop a Case Management Model that incorporates best practices for: assessment, family engagement, and collaborative case planning	Refer to Item 3, Action Step 3.1	Refer to Item 3, Action Step 3.1. Case Management Model developed	20.3.1 Refer to Item 3, Action Step 3.1	BY 07/31/06
	20.4 Refer to Item 7, Action Step 7.1. Establish a Statewide case planning process to increase the appropriate use of concurrent case planning	Refer to Item 7, Action Step 7.1	Refer to Item 7, Action Step 7.1. Concurrent case planning process developed	20.4.1 Refer to Item 7, Action Step 7.1	BY 07/31/06



**Well Being Outcome 2: CHILDREN RECEIVE SERVICES TO MEET THEIR EDUCATIONAL NEEDS**

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

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	21.1 The State will have standardized policies and protocol for documenting educational and medical services received by children in foster care	Statewide: Becky Richard-Maley  Rural: Suzie Hutchison Leah Boeh  Southern: Joy Salmon  Northern: Jim Durand	Policy developed	21.1.1 Policy Making and Approval Implementation Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2	BY 07/31/06
			Checklist and protocols created	21.1.2 Develop a component to the Nevada Case planning process to include an educational and medical records checklist for both in home and out of home cases; protocol on how to obtain a child's educational records within 30 days of placement; protocol on maintaining an educational record for the child's file and sharing with the foster parent	BY 07/31/06
			Training Plan completed	21.1.3 Training provided via Instructional Memorandum	BY 10/31/06
			UNITY modified	21.1.4 Conduct Joint Application Design Sessions to develop specifications for changes to UNITY regarding recording educational information	BY 10/31/06
	21.2 Refer to Item 19, Action Step 19.1. The State will have standardized policy for caseworker visits with the child that defines the frequency of the visits to ensure the child's safety, well-being and educational needs are met	Refer to Item 19, Action Step 19.1	Refer to Item 19, Action Step 19.1. Policy for frequency of caseworker visits with the child is developed	21.2.1 Refer to Item 19, Action Step 19.1	BY 01/31/06

**Well Being Outcome 2: CHILDREN RECEIVE SERVICES TO MEET THEIR EDUCATIONAL NEEDS**

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

<b>NEGOTIATED MEASURE % OF IMPROVEMENT</b>	<b>ACTION STEPS</b>	<b>ACCOUNTABLE PERSON</b>	<b>METHODS OF MEASURING IMPROVEMENT</b>	<b>BENCHMARKS TOWARD ACHIEVING GOAL</b>	<b>BENCHMARK PROJECTED DATES</b>
	21.3 Refer to Item 19, Action Step 19.2. The State will have standardized practice guidelines for caseworker visits with the child that defines the purpose and promotes quality visits to ensure the child's safety, well-being, and educational needs are met	Refer to Item 19, Action Step 19.2	Refer to Item 19, Action Step 19.2. Practice guidelines for purpose and quality of caseworker visits with the child developed	21.3.1 Refer to Item 19, Action Step 19.2	BY 01/31/06
	21.4 Refer to Item 3, Action Step 3.1. The State will develop a Case Management Model that incorporates best practices for: assessment, family engagement, and collaborative case planning	Refer to Item 3, Action Step 3.1	Refer to Item 3, Action Step 3.1. Case Management Model developed	21.4.1 Refer to Item 3, Action Step 3.1	BY 07/31/06
	21.5 Refer to Item 7, Action Step 7.1. Establish a Statewide case planning process to increase the appropriate use of concurrent case planning	Refer to Item 7, Action Step 7.1	Refer to Item 7, Action Step 7.1. Concurrent case planning process developed	21.5.1 Refer to Item 7, Action Step 7.1	BY 07/31/06

**Well Being Outcome 2: CHILDREN RECEIVE SERVICES TO MEET THEIR EDUCATIONAL NEEDS**

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

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	21.6 Refer to Item 6, Action Step 6.6, Benchmark 6.6.1. Review the statutory requirement to inform foster parents about foster children's needs	Refer to Item 6, Action Step 6.6, Benchmark 6.6.1	Refer to Item 6, Action Step 6.6, Benchmark 6.6.1. Informational Memorandum distributed	21.6.1 Refer to Item 6, Action Step 6.6, Benchmark 6.6.1	BY 10/31/05

**Well Being Outcome 3: CHILDREN RECEIVE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS**

***Item 22: Physical Health of the Child***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	22.1 The State will ensure the physical health is assessed for all children placed in foster care	Statewide: QI Specialist	Policy revised	22.1.1 Policy Making and Approval Implementation Process will review and revise policy regarding EPSDT of children in foster care. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2	BY 04/30/06
		Rural: Terri Kaleta	Instructional Memorandum distributed	22.1.2 Training provided via Instructional Memorandum	BY 07/31/06
		Southern: Joy Salmon	UNITY modified	22.1.3 Design specifications for recording physical health information in UNITY with an all staff update provided	BY 10/31/06
		Northern: Jim Durand	Case Review Process	22.1.4 Initiate Quality Improvement System Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05
	22.2 Refer to Item 19, Action Step 19.1. The State will have standardized policy for caseworker visits with the child that defines the frequency of the visits to ensure the child's safety, well-being and educational needs are met	Refer to Item 19, Action Step 19.1	Refer to Item 19, Action Step 19.1. Policy for frequency of caseworker visits with the child developed	22.2.1 Refer to Item 19, Action Step 19.1	BY 01/31/06

**Well Being Outcome 3: CHILDREN RECEIVE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS**

***Item 22: Physical Health of the Child***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	22.3 Refer to Item 6, Action Step 6.3. Create a consumer satisfaction survey for all foster parents to support retention	Refer to Item 6, Action Step 6.3	Refer to Item 6, Action Step 6.3. Survey created	22.3.1 Refer to Item 6, Action Step 6.3	BY 04/30/06
	22.4 Refer to Item 6, Action Step 6.6, Benchmark 6.6.1. Review the statutory requirement to inform foster parents about foster children's needs	Refer to Item 6, Action Step 6.6, Benchmark 6.6.1	Refer to Item 6, Action Step 6.6, Benchmark 6.6.1. Informational Memorandum distributed	22.4.1 Refer to Item 6, Action Step 6.6, Benchmark 6.6.1	BY 10/31/05
	22.5 Refer to Item 21, Action Step 21.1, Benchmark 21.1.2. The State will have standardized policies and protocol for documenting educational and medical services received by children in foster care	Refer to Item 21, Action Step 21.1, Benchmark 21.1.2	Refer to Item 21, Action Step 21.1, Benchmark 21.1.2. Checklist and protocols created	22.5.1 Refer to Item 21, Action Step 21.1, Benchmark 21.1.2	BY 07/31/06

**Well Being Outcome 3: CHILDREN RECEIVE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS**

**Item 23: Mental Health of the Child**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	23.1 The State will continue to work with Medicaid to redesign children's behavioral health services to increase accessibility and availability	Statewide: Becky Richard-Maley  Rural: Ted Tuso  Southern: Joy Salmon  Northern: Jim Durand Scott Mayne	Quarterly meeting minutes	23.1.1 The State and urban counties will assist Medicaid in the behavioral health redesign as scheduled by Medicaid: A) Attend all stakeholder meetings with the public and private sectors as scheduled by Medicaid. B) Participate in all relevant sub-committee meetings scheduled by Medicaid. C) Provide written input into the design D) Utilize SAMSHA SIG to assist redesign efforts	Semi-Annually 07/31/05, 01/31/06, 07/31/06, 01/31/07
	23.2 The State will develop a budget request for the addition of skilled medical professionals to DCFS' Utilization Review Teams to ensure Nevada meets federal Medicaid standards for medically necessary treatment placements	Statewide: Becky Richard-Maley  Rural: Ted Tuso  Southern: Joy Salmon  Northern: Jim Durand Scott Mayne	Budget Request submitted	23.2.1 The State will forward a budget request to be submitted for consideration in the State's budget for the 2005 legislative session	BY 02/28/05

**Well Being Outcome 3: CHILDREN RECEIVE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS**

***Item 23: Mental Health of Child***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	23.3 The State will participate in collaborative meetings with the UNR School of Medicine to establish a Child Psychiatry Internship Program that will assist in addressing the shortage of child and adolescent psychiatrists	Statewide: Becky Richard-Maley  Rural: Ted Tusso  Southern: Joy Salmon  Northern: Jim Durand Scott Mayne	Meeting minutes	23.3.1 The State will continue to meet with the UNR School of Medicine to establish a Child Psychiatry Internship program in Nevada	Semi-Annually 07/31/05, 01/31/06, 07/31/06, 01/31/07
	23.4 The State will develop a budget request to fund psychiatric interns from the UNR School of Medicine's soon to be established Psychiatric Internship Program at DCFS' children community mental health centers in the two urban counties	Statewide: Becky Richard-Maley  Rural: Ted Tusso  Southern: Joy Salmon  Northern: Jim Durand Scott Mayne	Budget Request submitted	23.4.1 The State will forward a budget request to be submitted for consideration in the State's budget for the 2005 legislative session	BY 02/28/05

**Well Being Outcome 3: CHILDREN RECEIVE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS**

***Item 23: Mental Health of Child***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	23.5 The State will expand the recruitment of mental health professionals to include collaborative efforts with UNR and UNLV Psychology Counseling Department	Statewide: Becky Richard-Maley  Rural: Ted Tusso  Southern: Joy Salmon	Meeting minutes	23.5.1 Schedule meetings with UNR and UNLV to discuss the strategies to recruit mental health professionals	BY 02/28/06
		Northern: Jim Durand Scott Mayne	CFSP and ASPR Reports	23.5.2 Identified strategies will be incorporated into the Child and Family Services Plan and reported in the Annual Services Progress Report	BY 07/31/06
	23.6 Refer to Item 36, Action Step 36.1. The State will promote access to appropriate services for children and families to meet their mental health service needs	Refer to Item 36, Action Step 36.1	Refer to Item 36, Action Step 36.1. Meeting minutes	23.6.1 Refer to Item 36, Action Step 36.1	BY 01/31/06
	23.7 Refer to Item 19, Action Step 19.1. The State will have standardized policy for caseworker visits with the child that defines the frequency of the visits to ensure the child's safety, well-being, and educational needs are met	Refer to Item 19, Action Step 19.1	Refer to Item 19, Action Step 19.1. Policy for frequency of caseworker visits with the child developed	23.7.1 Refer to Item 19, Action Step 19.1	BY 01/31/06



**Well Being Outcome 3: CHILDREN RECEIVE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS**

***Item 23: Mental Health of the Child***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	23.8 Refer to Item 10, Action Step 10.3. The State will review and implement a revised Memorandum of Understanding with the Division of Mental Health and Developmental Services to support youth with mental health and developmental disabilities	Refer to Item 10, Action Step 10.3	Refer to Item 10, Action Step 10.3. Meeting minutes	23.8.1 Refer to Item 10, Action Step 10.3	BY 02/28/06
	23.9 The State will request to convert Project WIN temporary contracts to permanent State positions	Statewide: Theresa Anderson	Budget Request submitted	23.9.1 The State will forward a budget request to be submitted for consideration in the State's budget for the 2005 legislative session	BY 02/28/05
	23.10 The State will develop a budget request for additional clinical staff to reduce waitlists for outpatient and early childhood mental health services	Statewide: Becky Richard-Maley  Rural: Mike Anderson  Southern: Joy Salmon  Northern: Jim Durand Scott Mayne	Budget Request submitted	23.10.1 The State will forward a budget request to be submitted for consideration in the State's budget for the 2005 legislative session	BY 02/28/05

**Well Being Outcome 3: CHILDREN RECEIVE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS**

**Item 23: Mental Health of the Child**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	23.11 The State will develop a budget request to fund additional staff to enhance the Division's Higher Level of Care Contract Management Unit. This will allow the Division to move toward performance based contracting and to better monitor service delivery	Statewide: Becky Richard-Maley  Rural: Mike Anderson  Southern: Joy Salmon  Northern: Jim Durand Scott Mayne	Budget Request submitted	23.11.1 The State will develop a budget request for additional clinical staff to reduce waitlists for outpatient and early childhood mental health services	BY 02/28/05
	23.12 The State will develop a strategic plan for children's mental health services in order to improve the service array, maximize funding and develop a competent workforce trained in evidence-based practices	Statewide: Becky Richard-Maley  Rural: Ted Tuso  Southern: Joy Salmon  Northern: Jim Durand Scott Mayne	Plan developed	23.12.1 Through the recently awarded SAMHSA five-year Child and Adolescent State Infrastructure Grant (SIG), the State will develop a strategic plan for children's mental health services	BY 01/31/07

**SYSTEMIC FACTOR V: CASE REVIEW SYSTEM**

***Item 25: Provides a process that ensures that each child has a written case plan to be developed jointly with the child's parent(s) that includes the required provisions***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	25.1 Refer to Item 3, Action Step 3.1. The State will develop a Case Management Model that incorporates best practices for: assessment, family engagement, and collaborative case planning	Refer to Item 3, Action Step 3.1	Refer to Item 3, Action Step 3.1. Case Management Model developed	25.1.1 Refer to Item 3, Action Step 3.1	BY 07/31/06
	25.2 Refer to Item 7, Action Step 7.1. Establish a Statewide case planning process to increase the appropriate use of concurrent case planning	Refer to Item 7, Action Step 7.1	Refer to Item 7, Action Step 7.1. Concurrent case planning process developed	25.2.1 Refer to Item 7, Action Step 7.1	BY 07/31/06

**SYSTEMIC FACTOR V: CASE REVIEW SYSTEM**

***Item 28: Provides a process for termination of parental rights proceedings in accordance with the provisions of the Adoption and Safe Families Act***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	28.1 Collaborate with the Administrative Office of the Courts (AOC) and the Court Improvement Project (CIP) to develop strategies to ensure termination of parental rights proceedings occur within ASFA provisions	Statewide: Wanda Scott  Rural: Robin Landry  Southern: Joy Salmon  Northern: Mike Capello Cynthea Gregory	Strategies developed	28.1.1 State and county child welfare agencies will meet with AOC/CIP to develop strategies to ensure TPR proceedings occur within ASFA provisions. (Refer to 9.2.3)	BY 04/30/06
			Data report provided to CIP	28.1.2 The State will share data report with the Court Improvement Project related to timelines to achieving permanency	BY 07/31/06
	28.2 The State will develop standardized policy and practice guidelines for TPR/Relinquishment process	Statewide: Wanda Scott  Rural: Robin Landry  Southern: Joy Salmon  Northern: Kevin Schiller	Policy developed	28.2.1 Develop policy on the TPR and relinquishments. Refer to Policy Development and approval and implementation process. Item 1, Action Step 1.1, Benchmark 1.1.2. (Refer to 9.2.3)	BY 04/30/06
			TPR Checklist created	28.2.2 Create the TPR practice guidelines and checklist for use by caseworkers	BY 04/30/06
			Training Plan completed	28.2.3 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 07/31/06
			Supervisory Review	28.2.4 Initiate system of reinforcement. Refer to Item 30, Action Step 30.1, Benchmark 30.1.5	BY 10/31/05
			Case Review Process	28.2.5 Initiate Quality Improvement System. Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05

**SYSTEMIC FACTOR V: CASE REVIEW SYSTEM**

***Item 28: Provides a process for termination of parental rights proceedings in accordance with the provisions of the Adoption and Safe Families Act***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	28.3 The State will work collaboratively with the Administrative Office of the Courts (AOC), the Court Improvement Project (CIP), and community stakeholders to address the lack of legal representation for children and families Statewide	Statewide: Wanda Scott	Potential solutions identified	28.3.1 The State in collaboration with AOC/CIP will meet to discuss potential solutions (Refer to 9.2.3)	BY 01/31/06
		Rural: Robin Landry  Southern: Joy Salmon  Northern: Kevin Schiller	CFSP and ASPR Reports	28.3.2 Identified solutions will be incorporated into the Child and Family Services Plan and reported in the Annual Services Progress Report	BY 07/31/06

**SYSTEMIC FACTOR V: CASE REVIEW SYSTEM**

***Item 29: Provides a process for foster parents, pre-adoptive parents, and relative caregivers of children in foster care to be notified of, and have an opportunity to be heard in, any review or hearing held with respect to the child***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	29.1 The State will have standardized policy and procedure regarding notification of all reviews and hearings for foster parents, pre-adoptive, and relative caregivers	Statewide: QI Specialist	Policy established	29.1.1 Develop policy on notification of hearings and reviews. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and approval implementation process	BY 07/31/05
		Rural: Gary Smith	Instructional Memorandum distributed	29.1.2 Training provided via Instructional Memorandum	BY 10/31/05
		Southern: Joy Salmon	Case Review Process	29.1.3 Initiate Quality Improvement System Refer to Item 31, Action Step 31.3, Benchmark 31.3.6	BY 10/31/05
	29.2 Refer to Item 9, Action Step 9.2. The State will collaborate with the Administrative Office of the Courts and the Court Improvement Project to identify barriers to permanency and jointly develop strategies to improve permanency efforts	Refer to Item 9, Action Step 9.2	Refer to Item 9, Action Step 9.2. Meeting Minutes	29.2.1 Refer to Item 9, Action Step 9.2	Semi-Annually 07/31/05, 01/31/06, 07/31/06, 12/31/07

**SYSTEMIC FACTOR V: CASE REVIEW SYSTEM**

***Item 29: Provides a process for foster parents, pre-adoptive parents, and relative caregivers of children in foster care to be notified of, and have an opportunity to be heard in, any review or hearing held with respect to the child***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	29.3 The State will provide an advanced training course for foster parents on their role and responsibilities related to court	Statewide: Larry Horne  Rural: Marla Morris  Southern: Joy Salmon  Northern: Jeanne Marsh	Training implemented	29.3.1 Training Development and Delivery Process. Refer to Item 1, Action Step 1.1, Benchmark 1.1.3	BY 05/31/06

**Systemic Factor VI: QUALITY IMPROVEMENT SYSTEM**

***Item 30: Standards to ensure quality services and ensure children's safety and health***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	30.1 Develop a Supervisory Review process and tool(s) to reinforce policy and practice	Statewide: Larry Horne  Rural: Reesha Powell  Southern: Joy Salmon  Northern: Kathy Myers	Tool(s) completed	30.1.1 A representative group of supervisors, managers, case-managers and the quality improvement unit will meet to develop supervisory review tool(s). The supervisory review tool would be an instrument used internally by each service area to examine areas of safety, permanency and well-being. It will serve as an on-going quality improvement measure. Item areas to be covered by the tools being developed will address the following PIP item numbers: 1.1,1.2,2.1,2.2,2.3,2.4,3.1,6.4,7.1,7.2,9.4,9.6, 9.7, 13.1,19.1,19.2,20.1, 28.2	BY 04/30/05
			Written process	30.1.2 Nevada will develop a supervisory review process for areas of priority practice identified in the PIP	BY 04/30/05
			Training Plan completed	30.1.3 Training on supervisory tools(s) and process to be provided to all staff	BY 07/31/05
			Data Collection Process completed	30.1.4 The State will develop a means to compile Supervisory Review data and develop feedback reports	BY 09/30/05
			Supervisors implement reviews	30.1.5 Supervisory review process to be implemented Statewide. Supervisory review process to include a minimum of one review for each caseworker in the unit, each quarter	BY 10/31/05
			Review data received	30.1.6 Child Welfare managers to collect supervisory review data from unit supervisor and forward data to the Quality Improvement Unit	BY 01/31/06



**Systemic Factor VI: QUALITY IMPROVEMENT SYSTEM**

***Item 30: Standards to ensure quality services and ensure children's safety and health***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	30.1 Continued		System of Reinforcement completed	30.1.7 Quality Improvement unit to complete information feedback loop by reporting aggregated data back to the respective units	BY 02/28/06
	30.2 Develop an abbreviated supervisory review checklist for use during the first six months of the PIP	Statewide: Theresa Anderson  Rural: Robin Landry  Southern: Joy Salmon  Northern: Meredith Mayeroff	Supervisory Review Checklist developed and implemented	30.2.1 Quality Improvement staff to research, develop, and implement an abbreviated Supervisory Review Checklist for approval by the Decision Making Group	BY 04/30/05
	30.3 The State will compile and analyze supervisory review data to develop reports	Statewide: Theresa Anderson	Database developed	30.3.1 The QI unit, in conjunction with IMS, will develop a database to collect key data elements	BY 05/31/05
Rural: Robin Landry		Reports distributed	30.3.2 The QI unit to compile and prepare written reports for analysis and distribution	BY 07/31/05	
Southern: Joy Salmon  Northern: Meredith Mayeroff		Strategies developed	30.3.3 The QI unit will analyze the reports and develop recommended strategies for Quality Improvement	BY 09/30/05	

**Systemic Factor VI: QUALITY IMPROVEMENT SYSTEM**

***Item 30: Standards to ensure quality services and ensure children's safety and health***

<b>NEGOTIATED MEASURE % OF IMPROVEMENT</b>	<b>ACTION STEPS</b>	<b>ACCOUNTABLE PERSON</b>	<b>METHODS OF MEASURING IMPROVEMENT</b>	<b>BENCHMARKS TOWARD ACHIEVING GOAL</b>	<b>BENCHMARK PROJECTED DATES</b>
	30.3 Continued		Recommendations forwarded	30.3.4 The QI unit forwards recommended strategies for Quality Improvement to the Decision-Making Group, Regional Management Teams, Policy Teams, and Training Program	BY 09/30/05
			Reports issued	30.3.5 State QI reports are incorporated into the PIP quarterly reports	BY 10/31/05
	30.4 Refer to Item 2, Action Step 2.3. The State will review, revise and enhance the use of a Statewide, standardized safety assessment tool	Refer to Item 2, Action Step 2.3	Refer to Item 2, Action Step 2.3. Safety assessment tool developed	30.4.1 Refer to Item 2, Action Step 2.3	BY 10/31/05
	30.5 Refer to Item 6, Action Step 6.2. The State will implement placement decision-making strategies to improve the matching of children with out of home placement providers to minimize placement moves and maximize stability	Refer to Item 6, Action Step 6.2	Refer to Item 6, Action Step 6.2. Decision-making strategies developed	30.5.1 Refer to Item 6, Action Step 6.2	BY 07/31/06
30.6 Refer to Item 6, Action Step 6.3. Create a consumer satisfaction survey for all foster parents to support retention	Refer to Item 6, Action Step 6.3	Refer to Item 6, Action Step 6.3. Survey developed	30.6.1 Refer to Item 6, Action Step 6.3	BY 04/30/06	

**Systemic Factor VI: QUALITY IMPROVEMENT SYSTEM**

**Item 31: Identifiable Quality Improvement System that Evaluates the Quality of Services and Improvements**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	31.1 Convene a Quality Improvement Group (consisting of UNITY, QI staff, external stakeholders) to develop and monitor the four major components of the Quality Improvement and Assurance Process: 1) Adopt Outcomes 2) Develop Case Review Process 3) Compile Data and Develop Reports 4) Analyze to Develop Corrective Action	Statewide: Larry Horne  Rural: Robin Landry  Southern: Joy Salmon  Northern: Teri Humes	Structure identified	31.1.1 The Quality Improvement Group, to include participation from internal and external stakeholders, to develop QI structure to include the following: A) Overview of purpose, organizational and functional components of an integrated QI system, structural alignments to support effective QI and partnership options to support effective QI B) Prioritized outcomes and practice standards and review indicators C) Development of two types of reviews; supervisory review process and case review process D) Establishment of a systematized process to analyze information, track and work on improvements, and quarterly and annual reporting E) Proposed activity timeframes/schedule for program implementation and reviews F) Analysis of current quality improvement activities throughout the State for evaluation and possible inclusion into the Quality Improvement System. G) Phased implementation alternatives based on different staffing/resources availability options H) Establish prioritized outcomes and performance indicators consistent with federal requirements	BY 04/30/05

**Systemic Factor VI: QUALITY IMPROVEMENT SYSTEM**

**Item 31: Identifiable Quality Improvement System that Evaluates the Quality of Services and Improvements**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	31.1 Continued	Statewide: Larry Horne  Rural: Robin Landry  Southern: Joy Salmon  Northern: Teri Humes	Internal action plan and timelines complete	31.1.2 QI Unit (DCFS) to establish meeting schedule, internal action plan, timeline, and obtain QI group agreement for phased development of QI system, systematized process for reviewing information and tracking improvement, and conducting quality reviews	BY 03/31/05 <b>[04/30/05]</b>
			Meeting minutes and draft proposal	31.1.3 QI unit will identify technical assistance and training needs to support development of the plan with the National Resource Center for Organizational Improvement	BY 02/28/05 <b>[03/31/05]</b>
			Meeting minutes	31.1.4 Present QI structure draft to Decision Making Group for recommendations and approval	BY 03/31/05 <b>[04/30/05]</b>
			Final plan approved	31.1.5 Revise plan based on recommendations and obtain final approval	BY 05/31/05 <b>[06/30/05]</b>
			Informational memorandum	31.1.6 Communicate approved QI plan to all internal/external stakeholder involved in plan development	BY 06/30/05 <b>[07/31/05]</b>
			Meeting minutes and amended agreement if necessary	31.1.7 Review and amend inter-local agreements with county agencies providing child welfare services to reflect new QI plan	BY 09/30/05 <b>[10/31/05]</b>

**Systemic Factor VI: QUALITY IMPROVEMENT SYSTEM**

**Item 31: Identifiable Quality Improvement System that Evaluates the Quality of Services and Improvements**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	31.2 The State will gather quantitative and qualitative data for analysis	Statewide: Larry Horne	Team established	31.2.1 The State will establish a Quality Data Improvement Team to develop an action plan for ongoing data clean up in UNITY to ensure data reports are accurate	BY 04/30/05
		Rural: Robin Landry	SOAR implemented and reports generated	31.2.2 The State will purchase and implement SOAR, a web-based data collection and reporting tool that has "drill-down" capabilities. SOAR will generate web-based reports that track progress towards outcomes (including six national standards)	BY 04/30/05
		Southern: Joy Salmon  Northern: Teri Humes	Training Plan completed	31.2.3 The State will provide training on the use of SOAR to managers, supervisors, and direct - service staff. Refer to Training Development and Delivery Process. Item 1, Action Step 1.1, Benchmark 1.1.3	BY 11/30/05

**Systemic Factor VI: QUALITY IMPROVEMENT SYSTEM**

**Item 31: Identifiable Quality Improvement System that Evaluates the Quality of Services and Improvements**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	31.3 The State will develop and implement a system of case review based on the Federal Child and Family Services on-site case review process	Statewide: Larry Horne	Case Review Process developed	31.3.1 The QI group (refer to 31.1.1) will develop a case review process to include: A) Participants B) Timeframes C) Sample size D) Frequency E) Feedback mechanism for disseminating results of the review F) Identify strengths, breakdowns and practice improvements	BY 04/30/05
Rural: Robin Landry		Instrument developed	31.3.2 The QI unit will develop a comprehensive case review instrument with Region IX input in accordance with CFSR outcomes	BY 05/31/05	
Southern: Joy Salmon		Field Testing completed	31.3.3 Field testing of case review process and instrument and revise as necessary	BY 06/30/05	
Northern: Teri Humes		Approval	31.3.4 Present case review process and instrument to Decision Making Group for recommendations and final approval	BY 07/31/05	
		Training Plan completed	31.3.5 Training/orientation curriculum for administrators, supervisors, workers and stakeholders on comprehensive quality case reviews will be completed	BY 11/30/05	
		Case Reviews conducted	31.3.6 Implement and perform case reviews on identified number of cases to assess compliance with practice standards, policies and procedures. Reviews will occur one region per quarter. The number of cases to be determined by Quality Improvement Group (Refer to 31.4.3)	BY 10/31/05	

**Systemic Factor VI: QUALITY IMPROVEMENT SYSTEM**

**Item 31: Identifiable Quality Improvement System that Evaluates the Quality of Services and Improvements**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	31.4 The State will compile and analyze qualitative and quantitative data, including case review information to develop comprehensive Statewide reports	Statewide: Larry Horne	Reports distributed	31.4.1 The QI unit to compile and prepare written reports for analysis and distribution	BY 01/31/06
		Rural: Robin Landry	Strategies developed	31.4.2 The QI unit will analyze qualitative and quantitative reports and develop recommended strategies for Quality Improvement	BY 02/28/06
		Southern: Joy Salmon	Recommendations forwarded	31.4.3 The QI unit forwards recommended strategies for Quality Improvement to Regional Management Teams, Policy Teams, and Training Program	BY 03/31/06
		Northern: Teri Humes	Reports issued	31.4.4 State QI reports are incorporated into the PIP quarterly reports	BY 04/30/06

**Systemic Factor VI: QUALITY IMPROVEMENT SYSTEM**

**Item 31: Identifiable Quality Improvement System that Evaluates the Quality of Services and Improvements**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	31.5 The State will conduct analysis to assess areas needing improvement	Statewide: Larry Horne  Rural: Robin Landry  Southern: Joy Salmon	Summary of findings distributed	31.5.1 Regional case review results and SOAR data will be compiled in a summary of findings to be distributed to appropriate staff and the Court Improvement Project for the development of agency improvement plans. Agency improvement plans will address areas needing improvement including: timeframes, necessary follow up, requested technical assistance, and training needs	BY 02/28/06
		Northern: Teri Humes	Regional Management Teams develop action plans to address region specific recommendations	31.5.2 Regional Management Team(s) will initiate development of region-specific action plans to address recommendations. Progress will be monitored by case and supervisory reviews	BY 04/30/06
			Meeting minutes	31.5.3 The QI Unit will initiate the process to present the Summary of Findings and Agency Improvement Plans to the Decision Making Group for review and approval	BY 07/31/06



**Systemic Factor VI: QUALITY IMPROVEMENT SYSTEM**

**Item 31: Identifiable Quality Improvement System that Evaluates the Quality of Services and Improvements**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	31.6 Summary of Quality Improvement findings are forwarded to Policy Teams and training program for review, revision, and implementation	Statewide: Larry Horne	Policy revised	31.6.1 Policy Teams to review summary of Quality Improvement Findings and implement policy development process to address agency program goals. Refer to Item 1, Action Step 1.1, Benchmark 1.1.2 for the Policy Development and Approval Process	BY 10/31/06
Rural: Robin Landry		Summary forwarded	31.6.2 Summary of Quality Improvement Findings and policy revisions are forwarded to the training program	BY 11/30/06	
Southern: Joy Salmon  Northern: Teri Humes		Training Curriculum revised	31.6.3 Training curriculum to be reviewed and/or revised as necessary to support Quality Improvement Findings, and agency program goals	BY 01/31/07	
	31.7 Refer to Item 30, Action Step 30.1. Develop a Supervisory Review Tool(s) and Process to reinforce policy and practice	Statewide: Larry Horne  Rural: Robin Landry  Southern: Joy Salmon  Northern: Kathy Meyers	Refer to Item 30, Action Step 30.1. Supervisory tool developed	31.7.1 Refer to Item 30, Action Step 30.1	BY 02/28/06

**Systemic Factor VII: TRAINING**

**Item 33: The State Provides for ongoing training for staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP.**

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	33.1 The State will develop a Training Infrastructure that supports the development and implementation of PIP training items	Statewide: Robin Ynacay-Nye	Training Infrastructure completed	33.1.1 Training Partnership to recruit and hire trainers	BY 06/30/05
	33.2 The State will develop a Statewide Supervisory training program	Statewide: Robin Ynacay-Nye	Training plan	33.2.1 Training development and delivery process: A) Collaboration between internal (DCFS) and external (University Partnership) stakeholders B) Develop Training Curriculum C) Train the Trainers D) Execute staff and supervisory child welfare training	See Appendix for Training Plan
	33.3 The State will implement a strategic training roll out plan to compliment PIP action items	Statewide: Robin Ynacay-Nye	Training plan	33.3.1 See Appendix	See Appendix for Training Plan
	33.4 Refer to Item 31, Action Step 31.6, Benchmark 31.6.3. Summary of Quality Improvement findings are forwarded to Policy Teams and training program for review, revision, and implementation	Refer to Item 31, Action Step 31.6, Benchmark 31.6.3	Refer to Item 31, Action Step 31.6, Benchmark 31.6.3. Training curriculum revised	33.4.1 Refer to Item 31, Action Step 31.6, Benchmark 31.6.3	BY 12/31/06

**Systemic Factor VIII: SERVICE ARRAY**

***Item 35: State has in place an array of services that assess the strengths and needs of children & families to determine other service needs, address the needs of families in addition to individual children, in order to create a safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster & adoptive placements achieve permanency***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	35.1 The State will promote access to appropriate services for children and families to meet their physical services needs	Statewide: Becky Richard-Maley  Rural: Robin Landry  Southern: Joy Salmon  Northern: Scott Mayne	Meeting minutes	35.1.1 The State will meet with the Division of Health Care Financing and Policy to develop strategies to retain current Medicaid providers and recruit new Medicaid providers	BY 01/31/06
			CFSP and ASPR Reports	35.1.2 Identified strategies will be incorporated into the Child and Family Services Plan and reported in the Annual Services Progress Report	BY 07/31/06
	35.2 The State will refer to the AOC/CIP for the feasibility of taking a Nevada Family Drug Court Statewide	AOC/CIP: Susan Strauss	Written feedback	35.2.1 AOC/CIP will examine best practices in existing Family Drug Courts in Nevada for consideration of implementation throughout the State	BY 01/31/06
	35.3 Refer to Item 3, Action Step 3.1. The State will develop a Case Management Model that incorporates best practices for assessment, family engagement, and collaborative case planning	Refer to Item 3, Action Step 3.1	Refer to Item 3, Action Step 3.1. Case Management Model developed	35.3.1 Refer to Item 3, Action Step 3.1	BY 07/31/06

**Systemic Factor VIII: SERVICE ARRAY**

***Item 35: State has in place an array of services that assess the strengths and needs of children & families to determine other service needs, address the needs of families in addition to individual children, in order to create a safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster & adoptive placements achieve permanency***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	35.4 Refer to Item 10, Action Step 10.2. The State will require a standardized IL transition plan for youth 15.5 years and older to assure that case plans are individualized, youth driven and meet the specialized needs of youth	Refer to Item 10, Action Step 10.2	Refer to Item 10, Action Step 10.2. Policy for standardized IL transition plan developed	35.4.1 Refer to Item 10, Action Step 10.2	BY 07/31/06
	35.5 Refer to Item 10, Action Step 10.3. The State will review, and implement a revised Memorandum of Understanding with the Division of Mental Health and Developmental Services to support youth with mental health and developmental disabilities	Refer to Item 10, Action Step 10.3	Refer to Item 10, Action Step 10.3. Meeting Minutes	35.5.1 Refer to Item 10, Action Step 10.3	BY 02/28/06

**Systemic Factor VIII: SERVICE ARRAY**

***Item 35: State has in place an array of services that assess the strengths and needs of children & families to determine other service needs, address the needs of families in addition to individual children, in order to create a safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster & adoptive placements achieve permanency***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	35.6 Refer to Item 19, Action Step 19.1. The State will have standardized policy for caseworker visits with the child that defines the frequency of the visits to ensure the child's safety, well-being and educational needs are met	Refer to Item 19, Action Step 19.1	Refer to Item 19, Action Step 19.1. Policy for frequency of caseworker visits with the child developed	35.6.1 Refer to Item 19, Action Step 19.1	BY 01/31/06

**SYSTEMIC FACTOR VIII: SERVICE ARRAY**

***Item 36: Accessibility of services across all jurisdictions***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	36.1 The State will promote access to appropriate services for children and families to meet their mental health service needs	Statewide: Becky Richard-Maley  Rural: Robin Landry  Southern: Joy Salmon  North: Jim Durand	Meeting minutes	36.1.1 The State will meet with the Division of Health Care Financing and Policy to develop strategies to recruit new Medicaid providers	BY 01/31/06
			CFSP and ASPR Reports	36.1.2 Identified strategies will be incorporated into the Child and Family Services Plan and reported in the Annual Services Progress Report	BY 07/31/06

**SYSTEMIC FACTOR VIII: SERVICE ARRAY**

***Item 37: Ability to individualize services to meet unique needs***

NEGOTIATED MEASURE % OF IMPROVEMENT	ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
	37.1 The State will create a Statewide Diversity Committee of internal and external stakeholders, including tribal entities which will assist with preserving connections	Statewide: Patricia Hedgecoth	Members identified	37.1.1 The State will identify Diversity Committee members	BY 04/30/06
		Rural: Mickie Turner Delmar Stevens	Charter developed	37.1.2 The Diversity Committee will develop a plan to improve the diversity and cultural competence of the staff including training needs and assessment to ensure staff have the ability to individualize services to meet child and family diversity and cultural needs	BY 07/31/06
	37.2 Refer to Item 7, Action Step 7.1. Establish a Statewide case planning process to increase the appropriate use of concurrent case planning	Refer to Item 7, Action Step 7.1	Refer to Item 7, Action Step 7.1. Concurrent case planning process developed		

**SYSTEMIC FACTOR VIII: SERVICE ARRAY**

***Item 37: Ability to individualize services to meet unique needs***

<b>NEGOTIATED MEASURE % OF IMPROVEMENT</b>	<b>ACTION STEPS</b>	<b>ACCOUNTABLE PERSON</b>	<b>METHODS OF MEASURING IMPROVEMENT</b>	<b>BENCHMARKS TOWARD ACHIEVING GOAL</b>	<b>BENCHMARK PROJECTED DATES</b>
	37.3 Refer to Item 10, Action Step 10.3. The State will review and implement a revised Memorandum of Understanding with the Division of Mental Health and Developmental Services to support youth with mental health and developmental disabilities	Refer to Item 10, Action Step 10.3	Refer to Item 10, Action Step 10.3. Meeting Minutes	37.3.1 Refer to Item 10, Action Step 10.3	BY 02/28/06



## Appendix A: Program Improvement Training Plan

<b>Action Step</b>	<b>METHODS OF MEASURING IMPROVEMENT</b>	<b>BENCHMARKS TOWARD ACHIEVING GOAL</b>	<b>BENCHMARK PROJECTED DATES</b>		
1.1 Intake screening instrument	Trainers identified	Assess and identify trainers	June 30, 2005		
	Curriculum Developed	Develop Intake screening Training Curriculum	July 31, 2005		
	Training Conducted	Train the trainers	Aug. 30, 2005		
	100% staff trained	Execute Intake Screening Training as follows:			
			Units	Classes	Dates
		Rural	2	1	Oct. 31, 2005
		Clark	4	1	Oct. 31, 2005
Washoe	1	1	Oct. 31, 2005		
1.2 Response Protocol	Trainers identified	Assess and identify trainers	June 30, 2005		
	Curriculum Developed	Develop Intake screening Training Curriculum	July 31, 2005		
	Training Conducted	Train the trainers	Aug. 30, 2005		
	100% staff trained	Execute Intake Screening Training as follows:			
			Units	Classes	Dates
		Rural	2	1	Oct. 31, 2005
		Clark	4	1	Oct. 31, 2005
Washoe	1	1	Oct. 31, 2005		
2.1 Substantiation of report protocol	Trainers identified	Assess and identify trainers	June 30, 2005		
	Curriculum Developed	Develop report substantiation Training Curriculum	July 31, 2005		
	Training Conducted	Train the trainers	Aug. 30, 2005		
	100% staff trained	Execute report substantiation Training as follows:			
			Units	Classes	Dates
		Rural	17	4	Oct. 31, 2005
		Clark	50	13	Oct. 31, 2005
Washoe	18	4	Oct. 31, 2005		
2.2 Multiple Reports of Maltreatment	Trainers identified	Assess and identify trainers	June 30, 2005		
	Curriculum Developed	Develop report substantiation Training Curriculum	July 31, 2005		

## Appendix A: Program Improvement Training Plan

	Training Conducted	Train the trainers	Aug. 30, 2005																
	100% staff trained	Execute report substantiation Training as follows:																	
		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 20%;">August 31, 2005</th> <th style="width: 20%;">Classes</th> <th style="width: 30%;">Dates</th> </tr> </thead> <tbody> <tr> <td>Rural</td> <td style="text-align: center;">17</td> <td style="text-align: center;">4</td> <td>Oct. 31, 2005</td> </tr> <tr> <td>Clark</td> <td style="text-align: center;">50</td> <td style="text-align: center;">13</td> <td>Oct. 31, 2005</td> </tr> <tr> <td>Washoe</td> <td style="text-align: center;">18</td> <td style="text-align: center;">4</td> <td>Oct. 31, 2005</td> </tr> </tbody> </table>		August 31, 2005	Classes	Dates	Rural	17	4	Oct. 31, 2005	Clark	50	13	Oct. 31, 2005	Washoe	18	4	Oct. 31, 2005	
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Rural	17	4	Oct. 31, 2005																
Clark	50	13	Oct. 31, 2005																
Washoe	18	4	Oct. 31, 2005																
2.3 Safety Assessment instrument & Protocol (4.1)	Instructional Memo	A memo will be created and disseminated	February 28, 2005																
	100% staff trained	Execute Safety Assessment Training as follows:																	
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	Rural	17	4	April 30, 2005															
Clark	50	13	April 30, 2005																
Washoe	18	4	April 30, 2005																
2.4 Standardized Risk Assessment (4.2)	Trainers identified	Assess and identify trainers	May 31, 2005																
	Curriculum Developed	Develop Risk Assessment Training Curriculum	June 30, 2005																
	Training Conducted	Train the trainers	Aug. 31, 2005																
	100% staff trained	Execute Risk Assessment Training as follows:																	
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Rural	17	4	Aug.31, 2005																
Clark	50	13	Aug.31, 2005																
Washoe	18	4	Aug.31, 2005																
2.5 Repeat maltreatment related to case closure (4.3)	Trainers identified	Assess and identify trainers	June 30, 2005																
	Curriculum Developed	Develop Case Closure Training Curriculum	July 31, 2005																
	Training Conducted	Train the trainers	Aug. 30, 2005																
	100% staff trained	Execute Intake Case Closure training as follows:																	
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Clark	50	13	Oct. 31, 2005																
Washoe	18	4	Oct. 31, 2005																
3.1 Nevada Case Management Process (17.1, 18, 20.3, 21.4,	Trainers identified	Assess and identify trainers	Sept. 30, 2005																
	Curriculum Developed	Develop Case planning Training Curriculum	Oct. 31, 2005																

## Appendix A: Program Improvement Training Plan

25.1, 35.3)  Incorporate 7.1 Concurrent Planning	Training Conducted	Train the trainers	Nov. 30, 2006	
	100% staff trained	Execute Case planning Training as follows:		
			Units	Classes
		Rural	17	4
		Clark	50	13
	Washoe	18	4	
6.4 SAFE	Instructional Memo	A memo will be created and disseminated	June 30, 2005	
	100% staff trained	Execute Quality Assurance Training as follows:		
			Units	Classes
		Rural	5	1
		Clark	15	4
	Washoe	6	2	
6.5 Utilization Review Team	Trainers identified	Assess and identify trainers	July 30, 2005	
	Curriculum Developed	Develop Quality Assurance Training Curriculum	Aug. 31, 2005	
	Training Conducted	Train the trainers	Sept. 30, 2005	
	100% staff trained	Execute Quality Assurance Training as follows:		
			Units	Classes
		Rural	5	1
		Clark	15	4
	Washoe	6	2	
6.6 Staff reminder memo	Instructional Memo	A memo will be created and disseminated	July 31, 2005	
	100% staff trained	Execute Safety Assessment Training as follows:		
			Units	Classes
		Rural	17	4
		Clark	50	13
	Washoe	18	4	
7.1 concurrent Planning (8.1, 9.9, 20.4, 21.5, 25.2)  17.2 NV Case management Model	Trainers identified	Assess and identify trainers	Sept. 30, 2005	
	Curriculum Developed	Develop Case Planning Process Training Curriculum	Oct. 31, 2005	
	Training Conducted	Train the trainers	Dec. 31, 2005	
	100% staff trained	Execute Case Planning Process Training as follows:		
		Units	Classes	
		Dates		

## Appendix A: Program Improvement Training Plan

		Rural	17	4	Jan. 31, 2006
		Clark	50	13	Jan. 31, 2006
		Washoe	18	4	Jan. 31, 2006
7.2 Diligent Search (15.1, 16.1, 18.3)	Trainers identified	Assess and identify trainers			December 31, 2005
	Curriculum Developed	Develop Diligent Search Training Curriculum			January 31, 2006
	Training Conducted	Train the trainers			February 28, 2006
	100% staff trained	Execute Diligent Search Training as follows:			
			Units	Classes	Dates
		Rural	1	1	April 30, 2006
		Clark	1	1	April 30, 2006
Washoe	1	1	April 30, 2006		
9.4 Adoption of Older Children	Trainers identified	Assess and identify trainers			March 31, 2006
	Curriculum Developed	Develop Placement & Providers Training Curriculum			April 30, 2006
	Training Conducted	Train the trainers			May 31, 2006
	100% staff trained	Execute Placement & Provider Training as follows:			
			Units	Classes	Dates
		Rural	1	1	June 30, 2006
		Clark	1	1	June 30, 2006
Washoe	1	1	June 30, 2006		
9.6 Adoption subsidies	Trainers identified	Assess and identify trainers			March 31, 2006
	Curriculum Developed	Develop Placement & Providers Training Curriculum			April 30, 2006
	Training Conducted	Train the trainers			May 31, 2006
	100% staff trained	Execute Placement & Provider Training as follows:			
			Units	Classes	Dates
		Rural	1	1	June 30, 2006
		Clark	1	1	June 30, 2006
Washoe	1	1	June 30, 2006		
9.7 Social Summary Process	Trainers identified	Assess and identify trainers			March 31, 2006
	Curriculum Developed	Develop Placement and providers Training Curriculum			April 30, 2006
	Training Conducted	Train the trainers			May 31, 2006

## Appendix A: Program Improvement Training Plan

	100% staff trained	Execute Placement and providers Training as follows:		
		Units	Classes	
		Rural	3	
		Clark	10	
		Washoe	3	
			Dates	
			June 30, 2006	
			June 30, 2006	
			June 30, 2006	
10.2 Independent Living Transition Plan (14.6, 10.3, 32.4)	Trainers identified	Assess and identify trainers	March 31, 2006	
	Curriculum Developed	Develop Engagement & Planning Process Training Curriculum	April 30, 2006	
	Training Conducted	Train the trainers	May 31, 2006	
	100% staff trained	Execute Engagement & Planning Process Training as follows:		
		Units	Classes	Dates
		Rural	17	4
		Clark	50	13
		Washoe	18	4
10.3 Memorandum of Understanding with the Division of Mental Health and Developmental Disabilities (23.3, 35.5)	Trainers identified	Assess and identify trainers	Sept. 30, 2005	
	Curriculum Developed	Develop Assessment Process Training Curriculum	Oct. 31, 2005	
	Training Conducted	Train the trainers	Nov. 30, 2005	
	100% staff trained	Execute Assessment Process Training as follows:		
		Units	Classes	Dates
		Rural	17	4
		Clark	50	13
		Washoe	18	4
13.1 Visitation with parents (14.5, 16.2, 19.1, 19.2)	Trainers identified	Assess and identify trainers	Aug. 30, 2005	
	Curriculum Developed	Develop Home visit Training Curriculum	Sept. 31, 2005	
	Training Conducted	Train the trainers	Oct. 31, 2005	
	100% staff trained	Execute Home visit Training as follows:		
		Units	Classes	Dates
		Rural	17	4
		Clark	50	13
		Washoe	18	4
15.2 Kinship	Trainers identified	Assess and identify trainers	Sept. 30, 2006	

## Appendix A: Program Improvement Training Plan

	Curriculum Developed	Develop Kinship Training Curriculum	Oct. 31, 2006
	Training Conducted	Train the trainers	Nov. 30, 2006
	100% staff trained	Execute Kinship Training as follows:	
		Units      Classes	Dates
		Rural            17            4	Dec. 31, 2006
		Clark            50            13	Dec. 31, 2006
		Washoe          18            4	Dec. 31, 2006
19.1 Worker/child visitation (13.2, 16.3, 17.4, 18.4, 20.1, 21.2, 22.2, 23.2, 35.6)	Trainers identified	Assess and identify trainers	Aug. 30, 2005
	Curriculum Developed	Develop Home visit Training Curriculum	Sept. 31, 2005
	Training Conducted	Train the trainers	Oct. 31, 2005
	100% staff trained	Execute Home visit Training as follows:	
		Units      Classes	Dates
		Rural            17            4	Nov. 30, 2005
		Clark            50            13	Nov. 30, 2005
	Washoe          18            4	Nov. 30, 2005	
19.2 Visitation Practice Guidelines	Trainers identified	Assess and identify trainers	Aug. 30, 2005
	Curriculum Developed	Develop Home visit Training Curriculum	Sept. 31, 2005
	Training Conducted	Train the trainers	Oct. 31, 2005
	100% staff trained	Execute Home visit Training as follows:	
		Units      Classes	Dates
		Rural            17            4	Nov. 30, 2005
		Clark            50            13	Nov. 30, 2005
	Washoe          18            4	Nov. 30, 2005	
19.3 Streamline documentation to increase contact w/ Child & Family	Trainers identified	Assess and identify trainers	April 30, 2006
	100% staff trained	Execute Home visit Training as follows:	
		Units      Classes	Dates
		Rural            17            4	June 30, 2006
		Clark            50            13	June 30, 2006
		Washoe          18            4	June 30, 2006
20. Worker/Parent visitation (3.3, 14.3, 16.4,	Trainers identified	Assess and identify trainers	Aug. 30, 2005
	Curriculum Developed	Develop Home visit Training Curriculum	Sept. 31, 2005

## Appendix A: Program Improvement Training Plan

17.5, 18.5)	Training Conducted	Train the trainers	Oct. 31, 2005		
	100% staff trained	Execute Home visit Training as follows:			
			Units	Classes	Dates
		Rural	17	4	Nov. 30, 2005
		Clark	50	13	Nov. 30, 2005
		Washoe	18	4	Nov. 30, 2005
21.1 Assess education and medical	Trainers identified	Assess and identify trainers	June 31, 2006		
	Curriculum Developed	Develop Assessment Training Curriculum	July 30, 2006		
	Training Conducted	Train the trainers	August 31, 2006		
	100% staff trained	Execute Assessment Training as follows:			
			Units	Classes	Dates
		Rural	17	4	September 30, 2006
		Clark	50	13	September 30, 2006
		Washoe	18	4	September 30, 2006
22.1 Assess Physical Health	Instructional Memo	A memo will be created and disseminated	April 30, 2006		
	100% staff trained	Execute Assessment Training as follows:			
			Dates	Classes	Dates
		Rural	17	4	June 30, 2006
		Clark	50	13	June 30, 2006
		Washoe	18	4	June 30, 2006
28.2 Termination of Parental Rights	Trainers identified	Assess and identify trainers	Feb. 28, 2006		
	Curriculum Developed	Develop Legal Training Curriculum	March 31, 2006		
	Training Conducted	Train the trainers	April 30, 2006		
	100% staff trained	Execute Legal Training as follows:			
			Units	Classes	Dates
		Rural	17	4	June 30, 2006
		Clark	50	13	June 30, 2006
		Washoe	18	4	June 30, 2006
29.1 Staff training	Instructional Memo	A memo will be created and disseminated	July 30, 2005		

## Appendix A: Program Improvement Training Plan

on Foster Parent notification of court hearing	100% staff trained	Execute Assessment Training as follows:			
			Dates	Classes	Dates
		Rural	17	4	Sept. 30, 2005
		Clark	50	13	Sept. 30, 2005
		Washoe	18	4	Sept. 30, 2005
29.3 Foster Parent notification of court hearing	Trainers identified	Assess and identify trainers			Dec. 31, 2005
	Curriculum Developed	Develop Foster Parent Training.			Jan. 31, 2006
	Training Conducted	Train the trainers			Feb. 28, 2006
	100% staff trained	Execute Legal Training as follows:			
			Foster Families	Classes	Dates
		Rural	163	6	April 30, 2006
		Clark	816	28	April 30, 2006
	Washoe	247	9	April 30, 2006	
30. Supervisor Quality Improvement Review Process	Trainers identified	Assess and identify trainers			March 31, 2005
	Curriculum Developed	Develop Child Welfare Supervisory Training Curriculum			April 30, 2005
	Training Conducted	Train the trainers			May 31, 2005
	100% staff trained	Execute Placement & Provider Training as follows:			
			Units	Classes	Dates
		Rural	1	1	June 30, 2005
		Clark	1	1	June 30, 2005
	Washoe	1	1	June 30, 2005	
31.2 QI SOAR Training	Trainers identified	Assess and identify trainers			June 30, 2005
	Curriculum Developed	Develop Quality Improvement training Curriculum			July 31, 2005
	Training Conducted	Train the trainers			Aug. 30, 2005
	100% staff trained	Execute Placement & Provider Training as follows:			
			Units	Classes	Dates
		Rural	17	4	Oct. 31, 2005
		Clark	50	13	Oct. 31, 2005
	Washoe	18	4	Oct. 31, 2005	
31.3 QI Case	Trainers identified	Assess and identify trainers			June 30, 2005



## Appendix A: Program Improvement Training Plan

Review	Curriculum Developed	Develop Child Welfare Supervisory Training Curriculum	July 31, 2005		
	Training Conducted	Train the trainers	Aug. 30, 2005		
	100% staff trained	Execute Placement & Provider Training as follows:			
			Units	Classes	Dates
		Rural	17	4	Oct. 31, 2005
		Clark	50	13	Oct. 31, 2005
Washoe	18	4	Oct. 31, 2005		
31.6 Summary of QI findings training Revision	Trainers identified	Assess and identify trainers	September 30, 2006		
	Curriculum Developed	Revise PIP Training Curriculum to reflect revisions based on QI recommendations	October 31, 2006		
	Training Conducted	Train the trainers	November 30, 2006		
	100% staff trained	Execute Placement & Provider Training as follows:			
			Units	Classes	Dates
		Rural	17	4	December 31, 2006
Clark		50	13	December 31, 2006	
Washoe	18	4	December 31, 2006		
33.1 Supervisor Child Welfare Training	Trainers identified	Assess and identify trainers	March 31, 2005		
	Curriculum Developed	Develop Child Welfare Supervisory training to include, but not limited to Safety Assessment, Risk Assessment, Engagement, Assessment, Planning Process and Case planning Training Curriculum	April 30, 2005		
	Training Conducted	Train the trainers	May 31, 2005		
	100% staff trained	Execute Safety Assessment, Risk Assessment, Engagement, Assessment, Planning Process and Case planning Training as follows:			
			Units	Classes	Dates
		Rural	3	1	June 30, 2005
Clark		17	2	June 30, 2005	
Washoe	3	1	June 30, 2005		