

**Children's Bureau
Child and Family Services Reviews
Program Improvement Plan
New Hampshire**

I. PIP General Information

CB Region:	I	<input checked="" type="checkbox"/>	II	<input type="checkbox"/>	III	<input type="checkbox"/>	IV	<input type="checkbox"/>	V	<input type="checkbox"/>	VI	<input type="checkbox"/>	VII	<input type="checkbox"/>	VIII	<input type="checkbox"/>	IX	<input type="checkbox"/>	X	<input type="checkbox"/>
State:	New Hampshire																			
Lead Children's Bureau Regional Office Contact Person: Nancy Pickett										Telephone Number:					617-565-2460					
										E-Mail Address:					Nancy.Pickett@acf.hhs.gov					
State Agency Name:										Address:					129 Pleasant Street Concord, NH 03301					
New Hampshire Division for Children, Youth and Families										Telephone Number:					603-271-4455					
New Hampshire Division for Juvenile Justice Services										Address:					1056 North River Road Manchester, NH 03104					
										Telephone Number:					603-625-5471					
Lead State Agency Contact Person for the CFSR:										Telephone Number:					(603) 271-4693					
Kimberly Crowe, LICSW										E-Mail Address:					Kimberly.Crowe@dhhs.state.nh.us					
Lead State Agency PIP Contact Person (if different):										Telephone Number:										
										E-Mail Address:										
Lead State Agency Data Contact Person:										Telephone Number:					603-271-7317					
Anastasiya Vanyukevych										E-mail Address:					Anastasiya.Vanyukevych@dhhs.state.nh.us					
State PIP Team Members * (name, title, organization)																				
1.	Deanna Baker, Attorney, Legal Services, Division for Children, Youth and Families																			
2.	David Ball, Administrator, Juvenile Field Services, Division for Juvenile Justice Services																			
3.	Lorraine Bartlett, Child Protection Administrator, Division for Children, Youth and Families																			
4.	Better Together with Birth Parents, Parent Trainers																			
5.	Maggie Bishop, Director, Division for Children, Youth and Families																			
6.	Robert Boisvert, Administrator, Office of the Director, Division for Children, Youth and Families																			
7.	Eric Borrin, Manager of Field Services and Quality Improvement, Division for Juvenile Justice Services																			
8.	Kathleen Companion, Foster Care Program Specialist, Bureau of Community and Family Support Services, Division for Children, Youth and Families																			
9.	Kimberly Crowe, CFSR Specialist, Bureau of Organizational Learning and Quality Improvement, Division for Children, Youth and Families																			
10.	Todd Crumb, Practice Model Coordinator, Northeast and Caribbean Implementation Center (NCIC)																			
11.	Christie Davis, Program Director, University of New Hampshire, Center for Professional Excellence in Child Welfare																			

12.	Steven DeGiso, Administrator, Bureau of Information Systems, Division for Children, Youth and Families
13.	Roger Desrosiers, Manager of Policy and Planning, Bureau of Community and Family Support Services, Division for Children, Youth and Families
14.	Mike Donati, Administrator, Promoting Safe and Stable Families, Bureau of Well-being, Division for Children, Youth and Families
15.	Susan Hallett-Cook, Policy and Rules Program Specialist, Bureau of Community and Family Support Services, Division for Children, Youth and Families
16.	Darla Jarvis, Supervisor, Juvenile Field Services, Division for Juvenile Justice Services
17.	Deborah Kavanaugh, Field Administrator, Bureau of Child Protection, Division for Children, Youth and Families
18.	Byry Kennedy, Director of Legal Services, Division for Children, Youth and Families
19.	Janet Kohlhas-Purdy, Relative Care Specialist, Bureau of Community and Family Support Services, Division for Children, Youth and Families
20.	Charlene LaVoie, Supervisor, Juvenile Field Services, Division for Juvenile Justice Services
21.	Tammy LaVoie, Parent Consultant, Bureau of Well-Being, Division for Children, Youth and Families
22.	Sherri Levesque, Supervisor, Bureau of Organizational Learning and Quality Improvement, Division for Children, Youth and Families
23.	Patricia Lindquist, Permanency Program Specialist, Bureau of Child Protection, Division for Children, Youth and Families
24.	Kathleen Marino, Supervisor, Juvenile Field Services, Division for Juvenile Justice Services
25.	Eileen Mullen, Administrator, Bureau of Community and Family Support Services, Division for Children, Youth and Families
26.	Debra Nelson, Head Start Administrator, Head Start State Collaboration Office, Division for Children, Youth and Families
27.	New Hampshire DCYF Youth Advisory Board
28.	New Hampshire Practice Model Design Team
29.	New Hampshire Practice Model Implementation Team
30.	Marie Noonan, Field Administrator, Bureau of Child Protection, Division for Children, Youth and Families
31.	Michael O'Connor, Administrator, Office of the Director, Division for Juvenile Justice Services
32.	Jim Panzer, Juvenile Probation and Parole Officer, Juvenile Field Services, Division for Juvenile Justice Services
33.	Geraldo Pilarski, Parent Program Specialist, Bureau of Well-Being, Division for Children, Youth and Families
34.	Emily Quigley, Youth Consultant, Bureau of Well-Being, Division for Children, Youth and Families
35.	Robert Rodler, Teen Independent Living Program Specialist, Bureau of Well-Being, Division for Children, Youth and Families
36.	Myriam Roeder, Adoption Program Specialist, Bureau of Community and Family Support Services, Division for Children, Youth and Families
37.	Gail Snow, Field Administrator, Bureau of Child Protection, Division for Children, Youth and Families
38.	Christine Tappan, Administrator, Bureau of Organizational Learning and Quality Improvement, Division for Children, Youth and Families
39.	Erica Ungarelli, Administrator, Bureau of Well-Being, Division for Children, Youth and Families
40.	Anastasiya Vanyukevych, Senior Management Analyst, Bureau of Organizational Learning and Quality Improvement, Division for Children, Youth and Families
41.	Ellen Wheatley, Administrator, Bureau of Child Development, Division for Children, Youth and Families
42.	Heidi Young, Training and Quality Improvement Program Specialist, Bureau of Organizational Learning and Quality Improvement, Division for Children, Youth and Families
43.	Sandra Ziegra, Administrator, Juvenile Field Services, Division for Juvenile Justice Services

A. OVERALL STRATEGY FOR PIP DEVELOPMENT

The New Hampshire Division for Children, Youth and Families (DCYF) and Division for Juvenile Justice Services (DJJS) have developed this Program Improvement Plan (PIP) in response to the findings from the federal Child and Family Services Review (CFSR) conducted by the Children's Bureau (CB), Administration for Children and Families (ACF) during the week of August 2, 2010. On November 3, 2010 New Hampshire received a preliminary courtesy copy of ACF's Final Report of findings, to which the State responded on November 10, 2010, with no suggested technical or factual edits. New Hampshire did however want to acknowledge our federal partners for the detailed and articulate report that balanced fairly those areas needing continued attention and recognized the significant practice improvements that have been made and continue to be a focus for New Hampshire.

Following the CFSR on-site review, the New Hampshire DCYF/DJJS Director noted that the 2010 CFSR Final Report was a balanced review of New Hampshire's strengths and challenges. Both agencies have been experiencing a shift in the culture and climate of the field as a result of the Practice Model design that will have a positive impact on the sustainability of the PIP. Leadership has called for administration and field staff to embrace the CFSR/PIP process not as a change agent but as an alignment of efforts to improve overall practice. It is through this leadership that the foundation for a common vision for best practice in child welfare and juvenile justice in New Hampshire has been built.

As outlined in the statewide assessment, New Hampshire has strong cross-system collaborations that have worked to achieve successful and significant practice changes across the state. New Hampshire drew on these existing community partnerships, collaborations, and work groups with the intention of the PIP process simply being an extension of these collaborative efforts.

In addition, from the exit conference of the 2010 CFSR and the receipt of the final report of findings, DCYF and DJJS have worked in close collaboration with staff from the ACF Region I Office to identify and define the major themes for improvement that emerged. These are:

- Establish and sustain statewide consistency in practice with children, youth and families;
- Expand and integrate family engagement at every stage of service delivery.

A Program Improvement Plan Executive Committee was established to set direction and focus as well as make critical decisions that will effect the agency's achievement of outcomes and systemic factors. In addition, to provide support and field expertise in the formulation of the New Hampshire PIP, approximately thirty-five DCYF/DJJS staff from all levels of the department attended New Hampshire's PIP Kickoff on November 3, 2010. At the kick-off, work groups were formed to develop sections of the plan based on themes identified in the CFSR Final Report and by the PIP Executive Committee. Participants were assigned to PIP work groups based on their area of expertise,

connection to field practice and strategic relationships with key stakeholder groups. The work groups, which were co-led by DJJS and DCYF staff, met from November 3, 2010, through January 28, 2011, to analyze the findings from the CFSR, review existing policy and data, and develop strategies for inclusion in the Program Improvement Plan. The action plans developed by the work groups, along with our work on the development of a Practice Model, provided the framework for the strategies New Hampshire proposes for its improvement plan.

The PIP is an integral part of our continuous quality improvement process and not an additional endeavor. New Hampshire will build upon the design, implementation and progression of current key initiatives already outlined in the Five Year Child and Family Services Plan (CFSP) and other activities identified as part of our ongoing practice-model efforts. Recognizing that practice improvements can and should be addressed quickly we will employ a two-pronged approach that builds on opportunities to make critical and timely changes to improve practice while simultaneously working toward broad systemic changes. As such, the plan will encompass statewide initiatives including the Family Assessment and Inclusive Reunification Program (FAIR), significant practice improvements through the practice model implementation and specific action steps identified in the PIP that build on current practice and ultimately have an affirmative impact on outcomes for children, youth and their families.

As a program of DCYF, the Child Development Bureau participated in the development and implementation of the NH Child Welfare Practice Model, the Child and Family Services Review (CFSR) and the CFSR Program Improvement Plan, which afforded the opportunity to assure that the CCDF Federal Plan aligns with the Practice Model and Program Improvement Plan.

The development of the DCYF Practice Model has enhanced the inclusion of primary child abuse prevention such as child care and Head Start in discussions with child protection stakeholders. This has led to increased coordination around both primary and secondary child abuse and neglect prevention. In addition, coordination of the child care scholarship program between the Child Protection and Child Development Bureaus will improve services for families accessing child care scholarship.

The Bureau of Organizational Learning and Quality Improvement is integrating Strengthening Families Through Early Care and Education, a national training and service program to prevent child abuse and neglect, into trainings for child protection staff. In alignment with the DCYF Practice Model, the Bureau of Organizational Learning and Quality Improvement will integrate child care providers into relevant child protection professional development activities as well.

New Hampshire's PIP seeks to build on our existing strengths and provides structure for a consistent model of practice and provision of services. In turn this will lead to improved safety, permanency and well-being outcomes for the state's children, youth and families. The PIP incorporates all of the following:

1. Analysis of New Hampshire's 2003 CFSR findings and subsequent PIP;
2. Data and information gathered by New Hampshire and included in the Statewide Assessment (July 2010);
3. Feedback and input from child protective service workers; juvenile probation and parole officers; field supervisors; program specialists; administrators from both divisions; adolescents; foster parents; parents and relatives; and stakeholder groups. (This input was gathered through PIP focus groups, ongoing advisory group discussions, and Practice Model focus groups.)
4. Findings from the August 2010 on-site CFSR, including case practice reviews, parent, youth, foster parent, staff and stakeholder interviews, as contained in the November 2010 Final Report.
5. Strategies created by the PIP workgroups, consisting of DCYF/DJJS staff and partner agency staff, discussions with members of the youth advisory board and birth parents participating in the Better Together with Birth Parents initiative.
6. Active collaboration with the New Hampshire Judicial Branch and Court Improvement Project.
7. Collaboration with staffs from the ACF Region I; the Children's Bureau's National Review Team and the Northeast and Caribbean Implementation Center.

B. STRATEGIES, GOALS, ACTION STEPS AND BENCHMARKS

The mission of the Division for Children, Youth and Families is to assist families in the protection, development, permanency, and well-being of their children and the communities in which they live. In keeping with our mission and guiding principles, the Division has organized its PIP into strategies that will position us for optimal improvement over the next two years. When applicable some action items in the PIP may be identified for implementation in Advanced Practice Sites (APS) in order to evaluate effectiveness and make revisions as needed before expanding statewide.

In New Hampshire we have recognized that successful implementation toward practice change requires strategic focus on critical components such as: a communications plan; assessment and development of resources; effective individual and agency capacities; roles and responsibilities of staff; participation of stakeholders; consistent monitoring; strong evaluation plan and a process for updating and refining the practice or program.

Throughout the organizational change process of implementing a practice model we have followed current implementation science to guide our work. However, statewide implementation plans are tailored to the strategy or initiative that is being rolled out. Rollouts are done in a careful, strategic manner with consideration of the current demands of the field and the multitude of other initiatives that may be introduced concurrently. As is evident in some PIP strategies, the rollout will be executed in a staggered manner, such as in the Advanced Practice Sites before proceeding to statewide implementation. New Hampshire Practice Model efforts initially identified the steps below toward the achievement of a fully implemented model, which correlate with the majority of steps described in implementation science.

- ◆ **Strategy statement:** To incorporate a new initiative on all levels of DCYF and DJJS.
- ◆ **Steering Committee or Project team:** Key individuals from across the organization who are assigned to work together to develop and implement a new initiative or program. Clear roles and responsibilities are established to maximize staff resources.
- ◆ **A Communication Plan** which may include: Monthly Leadership meetings to provide the opportunity to initially present information to Supervisors, Assistant Supervisors and state office Program Specialists. They are then expected to return to the district offices and inform their staff of new strategies presented at Leadership meetings.

A mechanism to inform External stakeholders is also a key component of the communication plan. Often stakeholders have been involved in the development or design phase and will participate on the communication team and assist in a strategy to get the word out to community stakeholders and providers.

Other avenues the agency has successfully utilized to communicate new initiatives has been to conduct workshops at the annual conference for external stakeholders/providers or present at ongoing stakeholder meetings.

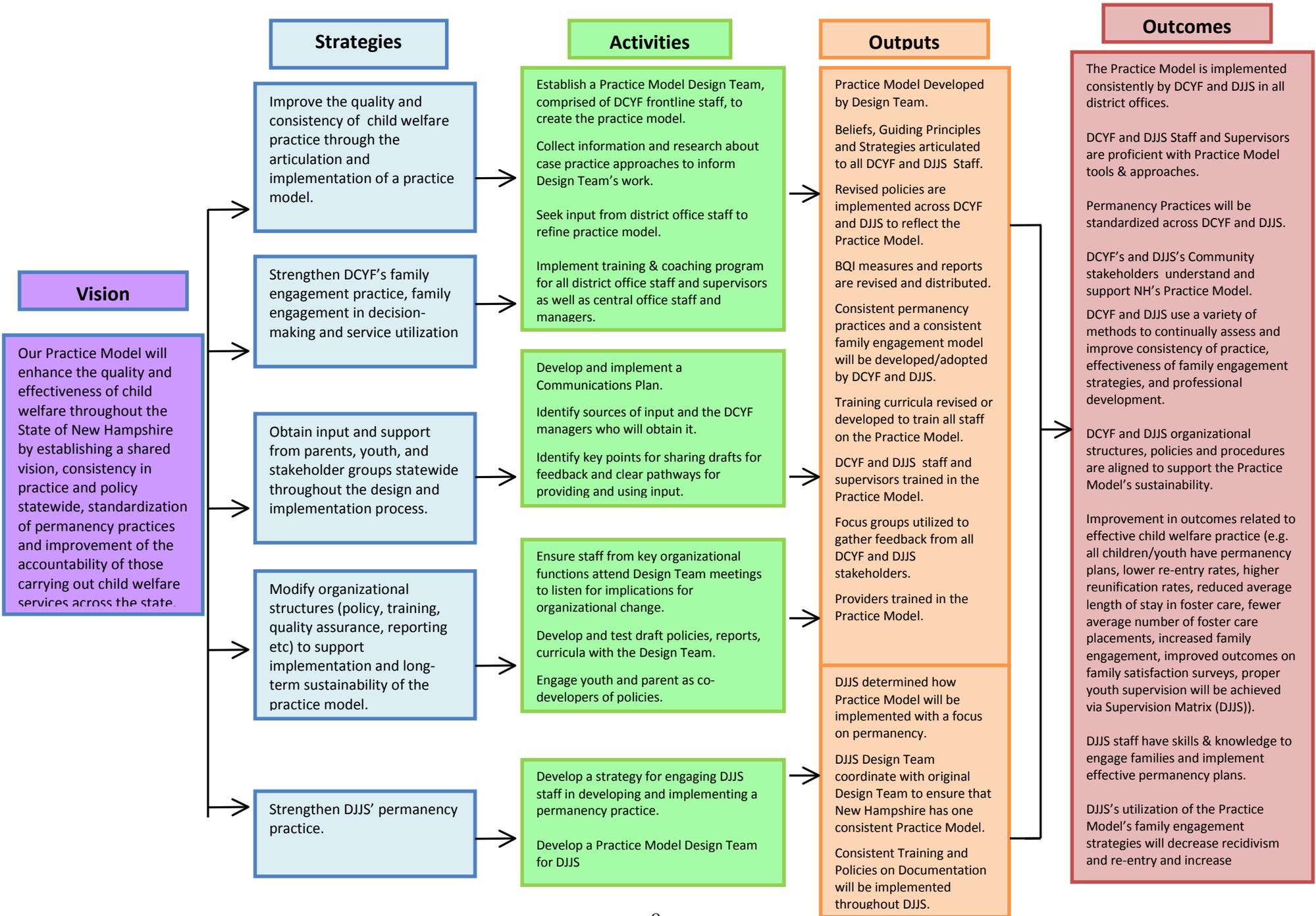
- ◆ A **Timeline** for roll out steps is clearly articulated and would include the responsible party for a particular action step such as training, facilitating meetings, etc.
- ◆ **Training Plan:** The training plan typically involves a strategy to initially present information to Supervisors, Assistant Supervisors and state office Program Specialists during monthly Leadership as described above. If specialized training is needed a plan is developed in collaboration with Bureau of Organizational Learning and Quality Improvement and the Center for Professional Excellence to provide regionalized training opportunities for the field staff. For caregivers and resource parents the BOLQI staff works with Granite State College, Education and Training Partnership to develop and deliver curriculum statewide.

- ◆ **Evaluation Plan:** An evaluation plan is the final stage of implementation and ideally makes logical connections between causes or contributing factors to a new program's objectives, activities and outcomes (short and long-term). DCYF/DJJS use various methods for evaluation such as the logic model, which is a valuable tool for program planning and implementation because of the circular nature of the process.

An additional component of an evaluation plan is emphasis on feedback of evaluation data to management staff to ensure that each program/initiative is implemented, evaluated, modified and refined based on incoming data.

Page 8 includes the DCYF Practice Model Design and Implementation Project Logic Model.

New Hampshire DCYF Practice Model Design & Implementation Project Logic Model



New Hampshire Practice Model

In 2009, New Hampshire was selected to receive funding through the Northeast and Caribbean Implementation Center for intensive technical assistance to implement sustainable and systemic improvements to the state's child welfare system. DCYF and DJJS have been using this assistance to establish a Practice Model. New Hampshire's Practice Model outlines the beliefs and principles that drive the Divisions' approach to providing services. The most fundamental purpose of a child welfare Practice Model is to serve as a conceptual map and accentuate organizational ideology that should come together in creating the optimal environment that focuses on the safety, permanency and well-being of children, youth and families. With great emphasis in the areas of family engagement, safety & assessment and culture & climate, the Practice Model will ensure high levels of partnership with families and stakeholders alike. Furthermore, it is expected that the shared vision created by the Practice Model will enhance consistency in service and practice throughout New Hampshire.

The design of the Practice Model, which began in January 2010, was a collaborative process that included participation from employees across all levels of the organization. DCYF and DJJS both utilized Design Teams to ensure that the process was inclusive of the subtleties that are associated with each Division. Each district office, unit and bureau was represented. Throughout the design phase of the project, Design Team members were asked to bring all items back to their colleagues in an effort to solicit feedback and allow for full transparency into the design process of the Practice Model. All feedback was considered and discussed within the larger groups, thereby allowing for a process that was truly inclusive of all staff members of the organization.

The DCYF Design Team consisted of approximately 40 individuals across the Division and one DJJS representative. The DJJS Design Team consisted of approximately 20 individuals across the Division including field JPPO's and supervisors, Sununu Center treatment staff, educational, residential and medical staff, DJJS administration, DJJS support staff and one DCYF representative. The DCYF Design Team met monthly through June 2010 to establish the framework for the Practice Model. The DJJS Design Team, due to its limited scope of permanency, began meeting in June 2010 to establish their portion of the Practice Model.

From June 2010 until September 2010 the DCYF Design Team broke up into small groups to address various areas of focus and provide suggestions for future best practice improvements. These areas of focus included Family Engagement, Key Decision Making, Removal and Reunification Criteria, Prevention and Culture and Climate. In September, the larger group reconvened and decided upon the adoption of these recommendations. The group narrowed recommendations and ultimately, the Practice Model's Domain, or areas of focus were decided to be **Safety & Assessment, Family Engagement and Culture & Climate.**

The Design Teams functioned as the voice of the entire organization and the ultimate result was a Practice Model that is all-inclusive in terms of its design. The Design Teams used a process called Gradients of Agreement in an effort to make decisions in a

consistent fashion. The Gradients of Agreement Scale allows members to use a voting process to express their support for a proposal in degrees, along a continuum. This allows group members to express support in terms other than a concrete “yes” or “no.” The use of this process allows Design Team members to very accurately represent their division, district office, bureau or unit’s ideas.

Since the design phase of the Practice Model, New Hampshire has moved to the implementation phase. A Practice Model Implementation Team was established and is a cross-functional team of field and state office representatives from DCYF and DJJS. This diverse team was authorized to make decisions and solve problems that may impede the successful implementation of the Practice Model. In addition, they are responsible to manage the details and align organizational structures to ensure full integration into field practice such as policy development, staff and stakeholder training, evaluation and quality assurance methods. The Practice Model Implementation Team meets monthly and will continue to inform the PIP as Practice Model strategies evolve from design to implementation in the Advanced Practice Sites and eventually statewide.

Although there are many aspects of the Practice Model that will assist in moving practice forward in New Hampshire, six practice improvement activities were identified to include in the Program Improvement Plan (PIP) as they directly address the area’s needing improvement identified in the 2010 Child and Family Services review. The Practice Model domains anticipated to have the biggest impact on outcomes are the implementation of Signs of Safety and the refinement of Structured Decision Making (SDM) in the **Safety & Assessment** domain; Family Team Conferencing (FTC), Family Assessment and Inclusive Reunification (FAIR) and the Youth Action Pool in the **Family Engagement** domain; and Solution-Based Casework (SBC) and Supervisory Standards & Training in the **Culture & Climate** domain.

In the **Safety and Assessment** domain PIP goals include:

- Ensure SDM tools and their usage are consistent with the Practice Model Beliefs & Theories;
- Incorporate the Signs of Safety model into the existing SDM tools & practice;
- Increase integration of SDM into practice as a guide to key decision making;
- Increase accurate & consistent usage of SDM tools; to increase the agency’s ability to utilize data generated by usage of the SDM tools to inform continuous quality improvement.

In the **Family Engagement** domain PIP goals include:

- To shift administrative case reviews from compliance to engagement through the Family Assessment and Inclusive Reunification program applied to all DCYF/DJJS placement cases.
- To promote family engagement in case and safety planning through Family Team Conferencing (FTC) for all in-home cases.
- To enhance youth and family voice and engagement through the establishment of a Youth Action Pool to improve practice and influence policy related to permanency

outcomes for all youth particularly those with a goal of Another Permanent Planned Living Arrangement.

In the **Culture & Climate** domain PIP goals include:

- Implement solution based casework strategies to ensure all aspects of DCYF/DJJS philosophy and field practice are consistent with Practice Model beliefs to improve safety, permanency and well-being outcomes for children and families.
- To ensure that Supervisory practice guidelines, standards and training are consistent with the Practice Model, beliefs and principles are Solution-based and focus on family engagement.

1. Safety and Assessment

Through our Practice Model, the prevention of child abuse and neglect will be enhanced with the implementation of improved assessment and planning tools. The State of New Hampshire has been utilizing Structured Decision Making (SDM) to guide critical decisions since 2001. With our commitment to adopting a solution-based foundation and due to the changing needs of the populations we serve, New Hampshire will also be integrating the Signs of Safety model into practice. In alignment with this, the SDM model will be updated and enhanced.

New Hampshire will be implementing the Signs of Safety practice methodology and techniques into our assessment processes to ensure that families are engaged in working partnerships with staff. Engaging families in a solution-based process that identifies their strengths and protective factors, as well as their challenges, will result in more effective and achievable safety and case plans.

In conjunction with the Signs of Safety implementation, New Hampshire's Structured Decision Making model will be enhanced to ensure that the tools are consistent with all aspects of the Practice Model. The model will be revised to incorporate updated research and practice, as well as to be aligned with Signs of Safety in language and philosophy. In addition to enhancing the SDM tools, DCYF will establish criteria and standards regarding the consistent utilization of SDM. This will increase accuracy and improve the agency's ability to utilize data generated by the usage of the SDM tools to inform continuous quality improvement.

In addition to the Practice Model efforts, following the CFSR, DCYF immediately implemented a workgroup to consider what changes may be necessary to address practices and/or policies of its Central Intake Unit (CIU). Although these are not required to be in the PIP, DCYF is committed to addressing concerns identified by stakeholders. Specifically, there were questions about the timeliness of referrals being sent to district offices as well as inconsistency with the screening process.

As an initial focus, the Bureau of Organizational Learning and Quality Improvement (BOLQI) has developed a monthly supervisory report, similar to that which is currently utilized for Assessment and Family Service data. This report enables CIU Supervisors and Administrators to review data in a variety of areas including timeliness of screening in/out reports and timeliness to assigning screened in reports to the local district office. It

will also allow for the opportunity to review trends by worker and supervisor as to numbers of reports taken and determinations made. Informed key decisions can then be made from this trend data.

Continued work is in process to review DCYF policy to ensure that no policy causes a delay in the screening decision for reports made to CIU. Additionally, consideration is being given to including CIU in the schedule of Case Practice Reviews (CPR). This will provide another opportunity to assess performance, review the work of CIU and recommend changes that will improve practice and overall outcomes for children and families.

2. Family Engagement

Partnering with families and ensuring that they have a voice is at the forefront of our Practice Model. New Hampshire has adopted several key strategies to ensure that family voice is present at all levels of the organization. Family voice includes partnerships with parents, youth, children, extended family members, and natural supports. To ensure consistency in family engagement practices throughout New Hampshire, and to ensure the highest possible level of engagement, approaches were established that include Family Team Conferencing (FTC), Family Assessment and Inclusive Reunification (FAIR) and a Youth Action Pool.

Family Team Conferences will first be rolled out in the Advanced Practice Sites. FTC is a formal family engagement meeting that will be held regularly for in-home cases. Family Team Conferences are meetings in which families are given the opportunity to establish safety plans and provide input for their case plans. One of the major goals of these meetings is to allow families to identify their natural supports and include them in the planning process. Ultimately, this will help families to become more independent and allow them to receive support in the home and in the community.

For placement cases New Hampshire has adopted Family Assessment and Inclusive Reunification (FAIR) meetings. These meetings will be also be rolled out in the Advanced Practice Sites with a goal for statewide implementation. FAIR meetings will be held periodically and include a format that encourages family voice through family engagement. Permanency planning for children and youth in placement begins at the time of placement and continues until a permanency plan is achieved and will be linked into the FAIR meetings. Engaging families and youth in decisions about permanency increases the likelihood of a successful permanent plan for the child or youth.

To ensure that the youth voice is provided throughout the organization, a Youth Action Pool will be established. Youth participating in the Youth Action Pool will be able to positively influence DCYF and DJJS adolescent practices in a variety of ways. By partnering with the organizations, youth will be able to assist others throughout the state by acting as trainers, panelists, and committee members, practice consultants, facilitators and youth mentors.

3. Culture and Climate

Culture and Climate are another area of our Practice Model's focus. Solution-Based Casework and Supervisory Standards and Training are areas that will be addressed through our Practice Model. These strategies will ensure that the organization's philosophy and practices will be consistent with the Practice Model's beliefs and principles.

Solution-Based Casework will be the foundation on which case practice and supervisory standards are built. Solution-based interactions call for the positive engagement of individuals as well as the continued focus on finding solutions to problems, rather than focusing on the problems themselves. Utilizing Solution-based interactions in our plan to establish statewide supervisory standards will keep the focus of supervision consistent with the Practice Model. One avenue for statewide consistency will be through advanced training with a centralized focus.

To ensure that support is available for supervisors to assimilate and accommodate the Practice Model beliefs and principles in supervision with staff, supervisory guidelines and standards for practice will be revised, or in some instances developed specific to DCYF or DJJS practice. Statewide training for supervisors will follow. The supervisory standards will ensure that interactions that supervisors have with staff will be solution-based and incorporate a high level of family engagement. Furthermore, statewide supervisory guidelines and standards will decrease job ambiguity and make certain that the Practice Model is successfully implemented statewide. This will become a key component of the sustainability of New Hampshire's Practice Model.

4. Improve Case Review System/Item 29

The fourth strategy New Hampshire will include in the PIP is the improvement of the 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. The CFSR final report indicated that New Hampshire was inconsistent in its efforts to ensure that foster, pre-adoptive and relative caregivers were notified of court hearings. While the New Hampshire court system bears the responsibility for notice of hearings there are many systemic challenges that interfere with their ability to follow through consistently. Therefore, New Hampshire DCYF/DJJS will implement a statewide process to send out a notification of court hearings letter to youth, foster, pre-adoptive and relative caregivers in a timely manner. The compliance of the district offices with the notification process will be monitored through the FAIR survey results.

C. IMPLEMENTATION AND MONITORING

DCYF/DJJS will implement the PIP over a two-year period following approval by ACF. New Hampshire will use a targeted approach for the roll out and implementation of some action items identified in the PIP. The roll out process will be utilized in Advanced Practice Sites (APS) to monitor and evaluate the effectiveness of action steps and make revisions prior to expanding the practice changes statewide.

The APS selected for the strategic implementation of the PIP include the Rochester, Berlin, Manchester and Southern District Offices (DO). These sites were identified because they will provide the greatest opportunity for change through the roll out of practice model strategies at a pace that allows for continuous quality improvement.

The Manchester District Office is the state metropolitan site and the Southern DO is an office created recently by combining a smaller office with a larger one. The Southern DO is also the first Telework Site in New Hampshire with future plans to expand Telework to other areas of the state. Consequently, this provides the ability to determine changes using this modality. These two district offices serve the largest and most culturally and ethnically diverse populations in the state.

The Berlin DO was selected in order to mirror the CFSR through the inclusion of a rural site that covers a large geographic area and presents different opportunities and challenges for practice improvement. In addition, including the Berlin DO in the PIP would offer that office additional resources and support that are not otherwise as accessible to staff. Lastly, DCYF was particularly interested in including a rural DO that would provide an opportunity to influence DJJS practice.

The Rochester DO was selected as the fourth site as it is most reflective of an average New Hampshire site. Furthermore, this site presents additional opportunities and challenges for practice improvement, including high turnover of staff. The combination of these four APS's provides accurate representation of all the DO's in the state, which will be very important when expanding the practice changes statewide.

The Table on page 15 contains the proposed schedule for Case Practice Reviews during the Program Improvement Period. Additionally it demonstrates rolling reporting quarters to assure that the number of cases reported is consistent as well as noting that the Manchester DO is included in each reporting quarter.

Proposed New Hampshire Case Practice Review Schedule
March 2011-January 2014

Scheduled CPR	Advanced Practice Site	Cases To Be Reviewed	Additional APPLA Sample	Reporting Quarter
March 28-April 1, 2011	Rochester	20	10	Baseline
June 6-10, 2011	Berlin	10	10	Baseline
Aug 29-Sept 9, 2011	Southern	20	10	Baseline
Dec 5-16, 2011	Manchester	30	10	Baseline
Feb-April 2012	Rochester	20	10	Quarter 3: Baseline Berlin, Baseline Southern, Baseline Manchester, Rochester 2012
May-July 2012	Berlin	10	10	Quarter 4: Baseline Southern, Baseline Manchester, Rochester 2012, Berlin 2012
Aug-Oct 2012	Southern	20	10	Quarter 5: Baseline Manchester, Rochester 2012, Berlin 2012, Southern 2012
Nov 2012-Jan 2013	Manchester	30	10	Quarter 6: Rochester 2012, Berlin 2012, Southern 2012, Manchester 2012
Feb-April 2013	Rochester	20	10	Quarter 7: Berlin 2012, Southern 2012, Manchester 2012, Rochester 2013
May-July 2013	Berlin	10	10	Quarter 8: Southern 2012, Manchester 2012, Rochester 2013, Berlin 2013
Aug-Oct 2013	Southern	20	10	Quarter 9: Manchester 2012, Rochester 2013, Berlin 2013, Southern 2013
Nov 2013-Jan 2014	Manchester	30	10	Quarter 10: Rochester 2013, Berlin 2013, Southern 2013, Manchester 2013

The New Hampshire DCYF Bureau of Organizational Learning and Quality Improvement (BOLQI) will review PIP progress within thirty days of the close of each quarter. The status of achievement of action steps will be collected from the direct-service bureaus of both agencies and state data will be produced by the Bridges staff in collaboration with the data analysts from DCYF and DJJS. Information and data gathered by the BOLQI will be used to review progress toward program improvement outcomes. Additionally, the Practice Model Implementation Plan includes an evaluation component that can easily be cross-referenced to CFSR indicators, which are also applicable to each component of the Practice Model for the purposes of reporting. New Hampshire will summarize this information and submit a written quarterly report within established guidelines of the federal regional office.

New Hampshire will be reviewing, revising and in some cases developing new policies or guidelines to address the need for clarification and/or improvement in practice and to ensure consistency in child protective and juvenile justice practice statewide. Below is a description of the typical policy protocol unless opportunities for streamlining policy development are identified.

1. Convene a workgroup/committee of subject matter experts including stakeholder/advisory group members;
2. Research current practice, New Hampshire statutes and Federal statutes when applicable;
3. Develop and recommend new policy or policy revisions to DCYF or DJJS Management team and Director for approval;
4. Train staff at all levels (when relevant) on new/revised policy and practice procedures. This is done strategically through Bureau of Organizational Learning and Quality Improvement staff or regional teams of qualified staff (This is particularly important for the practice model approaches);
5. Implement policy and provide coaching/supervision to field staff;
6. Evaluate the impact, outcomes and compliance.

D. DATA AND MEASUREMENT PLAN

New Hampshire has met all the national standards and is not required to establish improvement goals for any of the Round Two CFSR National Standard Items. New Hampshire is required to establish improvement goals for CFSR Performance Items 1, 3, 4, 7, 10, 17, 18, 19 and 20. In consultation with the Performance Measurability Advisory Group, baseline performance for all items except Item 1 will be determined prospectively using data from Case Practice Reviews conducted from March 28, 2011 through December 31, 2011.

Baseline performance for Item 1 will be established retrospectively using Assessment Supervisory Reports. The report measures the timeliness for face-to-face contacts for all investigative timeframes. The baseline data will be drawn from 12/1/2009 – 11/30/2010 with the actual percentage strength being a roll-up of the 3 levels of response timeframes.

The denominator would be the total of all reports and the numerator would be the number that was initiated timely. Because the report captures all assessments a 95% confidence interval will be used for this Item according to Technical Bulletin #3.

In order to get a larger sample of cases reviewed applicable to Item 10, an additional 40 cases a year will be reviewed using a tool, which looks only at Item 10. This tool is an extract of Item 10 taken directly from the On Site Review Instrument. Thus, results of these additional reviews will be easily combined with the regular case sample reviewed during the Case Practice Reviews.

Each quarter a random sample of an additional 10 cases will be pulled statewide for measurement of Item 10. These additional cases would represent up to 30% of all APPLA cases from each DO, but the actual number reviewed per district office will depend on the population of the DO. Given the number of APPLA cases that NH has, it is possible that we will need to revisit cases in subsequent reporting periods. If overall the same cases are selected more than once, New Hampshire will only re-review them within the new period under review, which will be at least 12 months past a previous review of that same case.

Through the DCYF/DJJS BOLQI, the agencies have embarked on a process of applying the five disciplines of a learning organization including; systems thinking, shared visioning, mental models, team learning, and personal mastery. These disciplines provide the platform on which the organization's dynamic cycle of continuous quality improvement is based. The key component of performance measurement and accountability in New Hampshire is the Case Practice Review (CPR) process. The ACF CFSR framework and the On-Site Review Instrument (OSRI) drive New Hampshire CPR's. Additional quality improvement activities include data collection, research and analysis, program improvement, policy development and training. CPR's identify organizational and staff strengths, as well as areas needing improvement in each District Office by focusing on outcomes for children and families in the areas of safety, permanency and well being.

PIP Strategy Summary and TA Plan

State: NEW HAMPSHIRE

Date Submitted: July 19, 2011

PRIMARY STRATEGIES	KEY CONCERNS IDENTIFIED IN CFSR	TA RESOURCES NEEDED
<p>Improve Safety and Assessment Planning</p>	<ul style="list-style-type: none"> • Investigations not initiated/commenced in a timely manner • Inconsistent practice of assessment of safety and risk for both DCYF/DJJS • Safety assessments did not include all family members and were not conducted through the life of the case 	<p>TA request will be submitted for consultation regarding Signs of Safety integration with Structured Decision Making.</p>
<p>Improve Permanency Outcomes</p>	<ul style="list-style-type: none"> • Increase family/youth engagement in the court process/hearings • Both divisions need to improve staff's ability to ensure appropriate permanency goals are established and TPRs are sought in accordance with the requirements of ASFA • Need for increased understanding of permanency planning among DJJS staff, specifically concurrent planning and improved permanent connections with relatives for older youth in care • Premature reunification of youth served through DJJS where the focus is on the child rather than the family 	<p>A request for TA has been submitted and approved by ACF. A potential resource from the CFSR unit has been engaged to help identify barriers in NH to best practice in Juvenile Justice Services for families and youth.</p> <p>In addition, training is part of the request to integrate Solution Based Casework practice in all aspects of JJS with a particular emphasis on effective concurrent planning for family and youth.</p>

PRIMARY STRATEGIES	KEY CONCERNS IDENTIFIED IN CFSR	TA RESOURCES NEEDED
Improve Permanency Outcomes	<ul style="list-style-type: none"> • Older youth not engaged in case planning • Transitional services for youth aging out is inconsistent and inadequate statewide 	
Improve Well-Being Outcomes	<ul style="list-style-type: none"> • Inadequate assessment of the needs of parents and foster parents • Lack of involvement of the child/youth and parents in case planning • Inconsistent and inadequate caseworker visits with parents • Lack of engagement with incarcerated parents 	<p>National Resource Center for Permanency and Family Connections to provide TA and consultation around best practice to improve engagement with all family members including noncustodial/absent or incarcerated parents.</p> <p>This may include coaching of supervisors and staff in family engagement strategies</p> <p>Resources for training will be utilized from the funding provided through NCIC for the NH Model of Excellence in Practice.</p>
Improve Case Review system	<ul style="list-style-type: none"> • Inconsistent practice in creating timely written case plans developed jointly with youth and parents • Lack of engagement of fathers and non-custodial parents in case planning 	<p>Future consultation may be sought regarding implementation challenges in the field and for future work with the FAIR steering committee.</p>

State: NEW HAMPSHIRE

Type of Report: PIP X Quarterly Report: (Quarter:)

Date Submitted: August 1, 2011

Part A: Strategy Measurement Plan and Quarterly Status Report

Primary Strategy 1: To implement a formal Family Engagement Model in Advanced Practice sites to be used in both in-home and out-of-home placement cases.				Applicable CFSR Outcomes or Systemic Factors: Permanency 1 & 2, Systemic Factor – Case Review System	
Goal 1: To shift administrative case reviews from compliance to engagement through the Family Assessment and Inclusive Reunification program applied to all DCYF/DJJS placement cases.				Applicable CFSR Items: 7, 15, 16, 25	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Family Assessment and Inclusive Reunification (FAIR) model for placement cases					
1.1.1 Update FAIR work plan for DCYF and DJJS with Steering Committee.	Bureau of Well-Being	Steering Committee minutes	Q1		
1.1.2 Implementation of FAIR program in Advanced Practice Sites (APS) according to guidelines.	FAIR Steering Committee DCYF CPS Administrator	Steering Committee minutes	Q2		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<p>1.1.2(a) Determine linkages of Permanency Planning Teams (PPT's) to FAIR</p>	<p>Bureau of Well Being CPS Administrators</p>	<p>Samples of completed PPT or FAIR forms Linkage flow chart</p>	<p>Q3</p>		
<p>1.1.2(b) Utilize Technical Assistance (TA) and consultation to develop a plan with DJJS to utilize family engagement strategies with all family members for reunification and permanency planning.</p>	<p>TA provider DJJS Field Administrators</p>	<p>TA plan</p>	<p>Q3</p>		
<p>1.1.2(c) TA plan will include techniques to utilize FAIR to inform PPT and treatment teams regarding concurrent planning.</p>	<p>DCYF/DJJS Field Administrators</p>	<p>TA plan</p>	<p>Q4</p>		
<p>1.1.2(d) Training will be provided on Case Plan development and permanency planning to DJJS staff.</p>	<p>TA provider/ BOLQI</p>	<p>Training Plan/Curriculum</p>	<p>Q4</p>		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
1.1.2 (e) Implement FAIR with all DJJS out-of-home placement cases according to guidelines established.	DJJS Field Administrators BOLQI	DJJS Guidelines Implementation Plan	Q4		
1.1.3 Evaluate the FAIR program at Advanced Practice Sites.	Bureau of Well-Being	Evaluation plan - Annual report with data for achievement of timeliness and increased parental participation in case plan.	Q5		
1.1.3 (a) DCYF/DJJS will have FAIR clients complete a satisfaction survey	Bureau of Well-Being	Survey results	Q5		
1.1.3 (b) DCYF/DJJS will review outcome data from provider	Bureau of Well-Being DCYF/DJJSAdmin Field Admin	Annual Provider Outcome report Steering Committee minutes	Q6		
1.1.3 (c) DCYF/DJJS will align FAIR outcomes with PM Family Engagement outcomes for ongoing evaluation of all family engagement activities.	DCYF/DJJS Admin Field Admin PM Evaluation Committee	PM Evaluation report	Q6		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<p>1.1.4 Modify FAIR program guidelines in Advanced Practice Sites (APS) based on evaluation feedback.</p>	<p>DCYF/DJJS Admin Field Admin</p>	<p>Modified guidelines</p>	<p>Q6</p>		
<p>1.1.5 Update FAIR program guidelines and policy and disseminate to contractor and the field staff.</p>	<p>DCYF/DJJS Admin Field Admin Policy Manager</p>	<p>Updated FAIR guidelines Policy revisions</p>	<p>Q7</p>		
<p>1.1.6 Integrate modified practices statewide and plan for sustainability.</p>	<p>Bureau of Well-Being DCYF/DJJS Admin Field Admin</p>	<p>Statewide Implementation & Sustainability Plan</p>	<p>Q7</p>		

Goal 2: To promote family engagement in case and safety planning through Family Team Conferencing (FTC) for all in-home cases.				Applicable CFSR Outcomes or Systemic Factors: Well-Being 1,2 & 3	
				Applicable CFSR Items: 17, 18, 21, 23	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Family Team Conferencing					
1.2.1. Develop Family Team Conferencing guidelines for in home cases to assure that need assessments, including education and mental health needs for all children, youth and family are conducted throughout the life of a case.	PM Family Engagement refinement group PM Project Implementation Team	Family Team Conferencing Guidelines	Q2		
1.2.1(a) Develop guidelines specific to DCYF practice.	DCYF Administrators	Guidelines developed for DCYF	Q2		
1.2.1(b) Develop guidelines specific to DJJS practice.	DJJS Administrators	Guidelines developed for DJJS	Q3		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
1.2.2 Determine Family Team Conferencing implementation needs	DCYF/DJJS Field Administrators	DCYF/DJJS Implementation Plan	Q2		
1.2.2(a) Determine FTC implementation needs for DCYF.	DCYF Administrators	DCYF Implementation Plan	Q2		
1.2.2(b) Determine FTC implementation needs for DJJS.	DJJS Administrators	DJJS Implementation Plan Criteria for case selection	Q2		
1.2.3 Provide training, coaching, certification to staff in APS.	DCYF/DJJS Administrators CPE	Training, Coaching and certification plan	Q3		
1.2.3(a) Provide training, coaching, certification for CPSW's with one year of experience, Field Supervisors and state office staff that provide direct consultation to field.	DCYF APS Supervisors, Administrators CPE	Training, coaching, certification for CPSW's, Field Supervisors & State Office Staff	Q3		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<p>1.2.3(b) Provide training, coaching, certification to JPPO's, DJJS Supervisors and Field Administrators.</p>	<p>DJJS APS Supervisors DJJS Field Administrators CPE</p>	<p>Training, coaching, certification to JPPO's, DJJS Supervisors & Field Admin</p>	<p>Q4</p>		
<p>1.2.3 (c) Conduct Orientation sessions to In home service providers and stakeholders in APS.</p>	<p>APS Supervisors and Steering Committee</p>	<p>Orientation session Steering Committee minutes</p>	<p>Q4</p>		
<p>1.2.4 Implement Family Team Conferencing in Advanced Practice Sites.</p>	<p>DCYF/DJJS Administrators Field Administrators</p>	<p>Implementation Plan for DCYF and DJJS</p>	<p>Q4</p>		
<p>1.2.4 (a) Implement Family Team Conferencing in APS with DCYF in-home cases according to guidelines.</p>	<p>DCYF CPS Administrator Field Administrators</p>	<p>Implementation Plan for DCYF</p>	<p>Q4</p>		
<p>1.2.4 (b) Implement Family Team Conferencing in APS with DJJS in-home cases according to guidelines.</p>	<p>DJJS Field Administrators</p>	<p>Implementation Plan for DJJS</p>	<p>Q4</p>		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
1.2.5. Evaluate FTC in Advanced Practice Sites.	PM Evaluation team	Evaluation plan Case Practice Review findings PM evaluation tools	Q6		
1.2.6. Modify FTC guidelines.	DCYF CPS Administrator DCYF/DJJS Field Administrators PM Project Implementation Team	Modification plan based on evaluation results	Q7		
1.2.7 Update FTC guidelines and policy based on evaluation results.	DCYF/DJJS Administrators Field Administrators Policy Manager	Revised and updated FTC guidelines and policy	Q7		
1.2.8 Plan to roll-out and sustain FTC statewide.	DCYF/DJJS Administrators Field Administrators	Statewide Implementation Plan	Q8		

Goal 3: To enhance youth and family voice and engagement through the establishment of a Youth Action Pool to improve practice and influence policy related to permanency outcomes for all youth particularly those with a goal of Another Permanent Planned Living Arrangement.				Applicable CFSR Outcomes or Systemic Factors: Permanency 1	
				Applicable CFSR Items: 10	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Youth Action Pool 1.3.1 Develop guidelines for the Youth Action Pool. (YAP)	Bureau of Well-Being Adolescent Program Specialist	YAP Guidelines	Q1		
1.3.2 Provide YAP training, “Strategic Sharing” to youth from Advanced Practice Sites.	Adolescent Program Specialist PM Youth Consultant CPE	Training schedule	Q2		
1.3.3 Communicate YAP purpose and goals to youth, families and stakeholders.	PM Communication Workgroup YAP members	Communication Plan Announcement / flyer of Primer dates	Q2		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<p>1.3.3 (a) Conduct a YAP presentation at the annual statewide 2011 Teen conference to educate and inform youth and families about the program.</p>	<p>Adolescent Program Specialist</p>	<p>Teen conference brochure YAP presentation outline</p>	<p>Q2</p>		
<p>1.3.4 Implement Youth Action Pool Program in Advanced Practice Sites.</p>	<p>Bureau of Well-Being Adolescent Program Specialist Adolescent Workers and Supervisors in APS</p>	<p>Implementation Plan Schedule of YAP events</p>	<p>Q3</p>		
<p>1.3.5 Evaluate Youth Action Pool in APS.</p>	<p>Adolescent Program Specialist Adolescent Workers in APS</p>	<p>Evaluation Plan DCYF/DJJS survey Youth Panel Survey results</p>	<p>Q4</p>		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
1.3.6 Modify YAP based on APS implementation.	Adolescent Program Specialist Adolescent Workers in APS	Modification plan	Q5		
1.3.7 Update YAP guidelines.	Bureau of Well-Being Adolescent Program Specialist	Updated and revised guidelines	Q5		
1.3.8 Plan to roll out and sustain YAP program statewide.	Bureau of Well-Being Adolescent Program Specialist Adolescent Workers and DCYF/DJJS Supervisors	YAP statewide implementation plan Schedule of statewide YAP events	Q6		

Primary Strategy 2: Prevention and Assessment				Applicable CFSR Outcomes or Systemic Factors: Safety 1 & 2	
Goal: Ensure that accurate, timely and ongoing safety and risk assessment tools are utilized statewide to guide case decisions and engage families in a meaningful way.				Applicable CFSR Items: 1, 2, 3, 4	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<p>2.1.1 Revise DCYF Intake and Assessment policy to define “commence” assessment to include weekends and holidays & as sufficient action to assess safety.</p> <p>2.1.1(a) Review Monthly Assessment Supervisory Reports to monitor practice improvement in the commencing of a new assessment.</p>	<p>Intake Assessment Workgroup/CPS Administrator Field Admin</p> <p>CPS Administrator Field Admin/DO Supervisors</p>	<p>Revised policy per protocol in narrative page 16</p> <p>Leadership meeting agenda/discussions & staff meeting minutes</p>	<p>Q1</p> <p>Q2</p>		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<p>2.1.2 Develop plan to revise Structured Decision Making (SDM) tools to align with Signs of Safety (SoS), further integrate SDM assessments into key decision-making, and increase accurate and consistent usage of SDM tools.</p>	<p>SDM Expert group BOLQI staff</p>	<p>Revision plan -Re-engage SDM Case Read process -Obtain consultation/education regarding SoS philosophies & tools -Reform “SDM Expert Group” -TA w/CRC to revise/adopt new tools & policies consistent w/SoS</p>	<p>Q3</p>		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
2.1.2(a) Through consultation with Children's Research Ctr revise or adopt new tools and guidelines consistent with SoS.	SDM Expert Group PM Prevention and Safety Workgroup	Revised guidelines	Q3		
2.1.2(b) Create guidelines for the consistent integration of SDM into key decisions during the assessment process.	CRC SDM Expert Group	SDM guidelines	Q3		
2.1.2(c) Implement Revision plan	PM Prevention and Safety workgroup	Revision Implementation Plan	Q3		
2.1.2(d) Revise SDM training and provide training to CPSW staff	PM Prevention and Safety workgroup BOLQI/CPE	Training/Refresher Plan for CPSW Staff	Q3		
2.1.3 Develop Signs of Safety model for NH building upon SDM.	CRC SDM Expert Group	TA plan with CRC SoS model	Q3		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
2.1.4 Develop training and coaching plan.	BOLQI CPE	Training plan Training schedule	Q4		
2.1.4(a) Train supervisors and CPSW's.	BOLQI CPE	Curriculum outline/sample	Q4		
2.1.4(b) Train coaches.	BOLQI CPE	Curriculum outline/sample	Q5		
2.1.4 (c) Provide coaching to staff.	BOLQI DCYF Staff	Coaching observation and assessment	Q5		
2.1.5 Develop and implement a communication plan for stakeholders regarding SDM/SoS.	PM Communication Workgroup Assessment Supervisors	Community Education Plan	Q5		
2.1.6. Plan to implement the Structured Decision Making/Signs of Safety Model statewide.	Assessment Supervisors BOLQI	Statewide Implementation Plan	Q5		
2.1.7 Evaluate Structured Decision Making/Signs of Safety Model through the case read process.	SDM Expert group /BOLQI	Evaluation Plan CQI Case reads Monthly Supervisory Reports	Q6		
2.1.8 Modify & update model.	SDM Expert group/DCYF Administrators	Updated Model	Q7		

Primary Strategy 3: Culture and Climate				Applicable CFSR Outcomes or Systemic Factors: Permanency 1	
Goal 1: Implement solution based casework strategies to ensure all aspects of DCYF/DJJS philosophy and field practice are consistent with Practice Model beliefs to improve safety, permanency and well-being outcomes for children and families.				Applicable CFSR Items: 6, 8, 9	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Solution-Based Casework					
3.1.1 Develop Solution Based Casework (SBC) guidelines for field practice.	PM Family Engagement Workgroup CPS and Field Administrators	Solution- Based Casework Guidelines	Q1		
3.1.1(a) Develop guidelines specific to DCYF practice.	DCYF Administrators	DCYF Solution-Based Casework Guidelines	Q1		
3.1.1(b) Develop guidelines specific to DJJS practice.	DJJS Administrators	DJJS Solution-Based Casework Guidelines	Q3		
3.1.2 Train and certify all staff, supervisors and coaches in SBC.	BOLQI CPE	Training plan	Q3		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<p>3.1.3 Implement Solution-Based Casework in Advanced Practice Sites.</p>	<p>DCYF/DJJS Supervisors and Administrators</p>	<p>Implementation plan</p> <ul style="list-style-type: none"> -Solution based (SB) training for all staff -Inclusion of SB language in CORE curriculum -SB supervisory standards and practice -Incorporate SB language in policy 	<p>Q3</p>		
<p>3.1.3 (a) Implement Solution -Based Casework specific to DCYF practice in APS.</p>	<p>DCYF Supervisors and Administrators</p>	<p>Implementation plan for DCYF</p>	<p>Q3</p>		
<p>3.1.3 (b) Implement Solution-Based Casework specific to DJJS practice in APS.</p>	<p>DJJS Supervisors and Field Administrators</p>	<p>Implementation plan for DJJS</p>	<p>Q4</p>		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
3.1.4 Provide coaching in Solution-Based Casework for supervisors and staff in APS.	DCYF/DJJS Supervisors and Administrator	Coaching plan	Q4		
3.1.5 Evaluate Solution-Based Casework in advanced practice sites.	BOLQI	Evaluation Plan	Q4		
3.1.6 Modify Solution-Based Casework (SBC) in advanced practice sites.	DCYF/DJJS Supervisors and Field Administrators	Modification Plan	Q5		
3.1.6(a) Modify SBC specific to DCYF practice.	DCYF Supervisors/Field Administrators	DCYF Guidelines	Q5		
3.1.6(b) Modify SBC specific to DJJS practice.	DJJS Supervisors Field Administrators	DJJS Guidelines	Q5		
3.1.7 Update guidelines for SBC.	DCYF/DJJS Supervisors/Field Administrators	Updated guidelines	Q5		
3.1.7(a) Update guidelines specific to DCYF practice.	DCYF Supervisors and Field Admin	Updated guidelines for DCYF	Q5		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
3.1.7(b) Update guidelines specific to DJJS practice.	DJJS Supervisors Field Administrators	Updated guidelines for DJJS	Q6		
3.1.7 (c) Train/inform staff of updated guidelines	DCYF/DJJS Field Administrators	Leadership mtgs Staff meeting minutes	Q6		
3.1.8 Plan to implement and sustain Solution Based Casework statewide.	DCYF/DJJS Administrators BOLQI	Statewide Implementation Plan -Determine remaining DO site roll out schedule	Q6		

Goal 2: To ensure that Supervisory practice guidelines, standards and training are consistent with the Practice Model beliefs and principles in that they are Solution-based and focus on family engagement.				Applicable CFSR Outcomes or Systemic Factors: Permanency 2, and Well-Being 1	
				Applicable CFSR Items: 12, 19, 20	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Supervisory Practice, Guidelines, Standards and Training					
3.2.1 Develop/revise guidelines for supervisory standards that address administrative, educational and supportive supervision.	CPS Administrator, Supervisory Workgroup	DCYF/DJJS Supervisory Guidelines	Q2		
3.2.1(a) Develop or revise supervisory guidelines specific to DCYF practice.	DCYF Field Administrators, Supervisory Workgroup	DCYF Supervisory Guidelines	Q3		
3.2.1(b) Develop or revise supervisory guidelines specific to DJJS practice.	DJJS Field Administrators	DJJS Supervisory Guidelines	Q3		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
3.2.2 Revised guidelines presented to field leadership staff for review, comments and editing.	CPS Administrator Supervisory Workgroup, Field Admin and Supervisors	Revised Supervisory Guidelines	Q3		
3.2.3 Updated guidelines will be incorporated in Core Supervisory Training Curriculum.	BOLQI CPE DCYF/DJJS Field Administrators	Updated Core Supervisory Training Curriculum	Q3		
3.2.4 Updated Supervisory Guidelines will be disseminated to all Field Supervisors and implemented in advanced practice sites.	Field Administrators Supervisors	Dissemination Plan -Leadership mtgs -E-mail correspondence	Q4		
3.2.5 Train Supervisors on revised Supervisory Standards and Guidelines.	DCYF/DJJS Administrator BOLQI CPE	Training plan/ Schedule Leadership mtg agenda	Q4		

Primary Strategy 4: Provide timely notice of hearings to foster, adoptive and relative caregivers to ensure family and youth voice in court hearings.				Applicable CFSR Outcomes or Systemic Factors: Systemic Factor – Case Review System	
Goal: Create a process to send out a letter notifying youth, foster and adoptive parents of court hearings.				Applicable CFSR Item: 29	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
4.1.1 Develop practice guidelines to clarify the Division’s responsibility to notify foster and adoptive parents and relative caregivers of court hearings.	Legal staff DCYF/DJJS Administrators Fiscal Specialists	Notice of hearings guidelines	Q2		
4.1.2 Create a standard letter to accompany the hearing notices to explain to the recipients what to expect in court and clarify their role.	Legal staff DCYF/DJJS Administrators	Notice of hearing sample letter	Q3		
4.1.3 Train DCYF/DJJS staff about the notice of hearings process.	DCYF/DJJS Field Administrators DCYF/DJJS Supervisor	Leadership mtgs E-mail and attachment of guidelines and template	Q3		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
4.1.4 Communicate with court staff about DCYF/DJJS notice of hearings process.	DCYF/DJJS Supervisors Legal Staff	Communication Plan -letter or meeting with the courts/judges	Q3		
4.1.5 Inform youth, foster and adoptive parents of notice of hearings process.	DCYF/DJJS Supervisors Support staff	Informational letter	Q3		
4.1.6 Monitor compliance of notice of hearings to youth, foster and adoptive parents.	Bureau of Well-Being DCYF/DJJS Supervisors Fiscal Specialists	Notice of Hearing Template to track compliance	Q4		

State: New Hampshire

Type of Report: PIP: X Quarterly Report: ___ (Quarter: ___)

Date Submitted: August 1, 2011

Part B: National Standards Measurement Plan and Quarterly Status Report

Safety Outcome 1: Absence of Recurrence of Maltreatment												
National Standard	94.6%											
Performance as Measured in Final Report/Source Data Period	95.08 FY 2008											
Performance as Measured in Baseline/Source Data Period	None											
Negotiated Improvement Goal	State met National Standard in FY 2008											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Safety Outcome 1: Absence of Maltreatment of Children in Foster Care												
National Standard	99.68%											
Performance as Measured in Final Report/Source Data Period	99.88%											
Performance as Measured in Baseline/Source Data Period	None											
Negotiated Improvement Goal	State met National Standard in FY 2008											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Timeliness and Permanency of Reunification												
National Standard	122.6											
Performance as Measured in Final Report/Source Data Period	101.1 FY 2008											
Performance as Measured in Baseline/Source Data Period	Baseline FY 2007: 98.7											
Negotiated Improvement Goal	101.6											
Renegotiated Improvement Goal	State met negotiated Improvement Goal: FY 2009: 102.8											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 1: Timeliness of Adoptions												
National Standard	106.4											
Performance as Measured in Final Report/Source Data Period	125.7 FY 2008											
Performance as Measured in Baseline/Source Data Period	None											
Negotiated Improvement Goal	State met National Standard in FY 2008											
Renegotiated Improvement Goal	None											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Achieving Permanency for Children in Foster Care for Long Periods of Time												
National Standard	121.7											
Performance as Measured in Final Report/Source Data Period	107.2 FY 2008											
Performance as Measured in Baseline/Source Data Period	Baseline FY 2007: 101.7											
Negotiated Improvement Goal	104.5											
Renegotiated Improvement Goal	State met negotiated improvement goal FY 2008: 107.2											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 1: Placement Stability												
National Standard	101.5											
Performance as Measured in Final Report/Source Data Period	101.6 FY 2008											
Performance as Measured in Baseline/Source Data Period	None											
Negotiated Improvement Goal	State met National Standard FY 2008											
Renegotiated Improvement Goal	None											
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

State: New Hampshire

Type of Report: PIP: X **Quarterly Report:** ___ **(Quarter: ___)**

Date Submitted: August 1, 2011

Part C: Item-Specific and Quantitative Measurement Plan and Quarterly Status Report

Outcome/Systemic Factor: S1 Item: <u>1</u>												
Performance as Measured in Final Report	75%											
Performance as Measured in Baseline/Source Data Period	Baseline data will be established retrospectively using the NH Assessment Supervisors Reports. Baseline data will be drawn from 12/1/2009-11/30/2010											
Negotiated Improvement Goal	To be determined once the baseline is established											
Method of Measuring Improvement	Baseline performance will be established retrospectively using the NH Assessment Supervisors Reports which measure the timeliness of face-to-face contacts for all investigative timeframes. These reports will be used as a measurement for the PIP Period											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor: S2 Item: <u>3</u>												
Performance as Measured in Final Report	85%											
Performance as Measured in Baseline/Source Data Period	Baseline data will be generated through the Case Practice Reviews. The state will submit baseline data no later than Q3 of the PIP											
Negotiated Improvement Goal	To be determined once the baseline is established											
Method of Measuring Improvement	New Hampshire Case Practice Reviews.											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Outcome/Systemic Factor: S2 Item: <u>4</u>												
Performance as Measured in Final Report	75%											
Performance as Measured in Baseline/Source Data Period	Baseline data will be generated through the Case Practice Reviews. The State will submit baseline data no later than Q3 of the PIP											
Negotiated Improvement Goal	To be determined once the baseline is established											
Method of Measuring Improvement	New Hampshire Case Practice Reviews											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor: P1 Item: __7__												
Performance as Measured in Final Report	80%											
Performance as Measured in Baseline/Source Data Period	Baseline data will be generated through Case Practice Reviews. The State will submit baseline data no later than Q3 of the PIP											
Negotiated Improvement Goal	To be determined once the baseline is established											
Method of Measuring Improvement	New Hampshire Case Practice Reviews											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor: P1 Item: _10__												
Performance as Measured in Final Report	86%											
Performance as Measured in Baseline/Source Data Period	Baseline data will be generated through Case Practice Reviews. The State will submit baseline data no later than Q3 of the PIP											
Negotiated Improvement Goal	To be determined once the baseline is established											
Method of Measuring Improvement	New Hampshire Case Practice Reviews											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor: WB1 Item: 17 ____												
Performance as Measured in Final Report	57%											
Performance as Measured in Baseline/Source Data Period	Baseline data will be generated through Case Practice Reviews. The State will submit baseline data no later than Q3 of the PIP											
Negotiated Improvement Goal	To be determined once the baseline is established											
Method of Measuring Improvement	New Hampshire Case Practice Reviews											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor: WB1 Item: 18 ____												
Performance as Measured in Final Report	66%											
Performance as Measured in Baseline/Source Data Period	Baseline data will be generated through Case Practice Reviews. The State will submit baseline data no later than Q3 of the PIP.											
Negotiated Improvement Goal	To be determined once the baseline is established											
Method of Measuring Improvement	New Hampshire Case Practice Reviews											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor:WB1 Item: _19__												
Performance as Measured in Final Report	86%											
Performance as Measured in Baseline/Source Data Period	Baseline data will be generated through the Case Practice Reviews. The State will submit baseline data no later than Q3 of the PIP											
Negotiated Improvement Goal	To be determined once the baseline is established											
Method of Measuring Improvement	New Hampshire Case Practice Reviews											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor: WB1 Item: _20__												
Performance as Measured in Final Report	61%											
Performance as Measured in Baseline/Source Data Period	Baseline data will be generated through the Case Practice Reviews. The State will submit baseline data no later than Q3 of the PIP											
Negotiated Improvement Goal	To be determined once the baseline is established											
Method of Measuring Improvement	New Hampshire Case Practice Reviews											
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

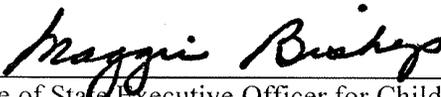
III. PIP Agreement Form

The PIP should be signed and dated by the Chief Executive Officer of the State child welfare agency and by the Children's Bureau Regional Office responsible for the State. The approved PIP with original signature must be retained in the Children's Bureau Regional Office. A hard copy of the approved PIP must be submitted to the following parties immediately upon approval:

- State child welfare agency
- Children's Bureau (Child and Family Services Review staff)
- Child Welfare Review Project, c/o JBS International, Inc.

Agreements

The following Federal and State officials agree to the content and terms of the attached Program Improvement Plan:

 Name of State Executive Officer for Child Welfare Services	<u>7/29/2011</u> Date
_____ Children's Bureau	_____ Date