

## DEPARTMENT OF SOCIAL SERVICES

## CHILDREN'S DIVISION

P. O. BOX 88

JEFFERSON CITY, MISSOURI

November 28, 2011

## M E M O R A N D U M

**What's Inside:****PROGRAM  
IMPROVEMENT  
PLAN (PIP)  
APPROVAL**

TO: REGIONAL EXECUTIVE STAFF, CIRCUIT MANAGERS, AND  
CHILDREN'S DIVISION STAFF

FROM: CANDACE A. SHIVELY, DIRECTOR

SUBJECT: PROGRAM IMPROVEMENT PLAN FOR CFSR ROUND TWO

## DISCUSSION:

The Children's Division (CD) has entered into a Program Improvement Plan (PIP) with the Administration for Children and Families (ACF), Children's Bureau (CB) focusing on results from the Children and Family Services Review (CFSR). The PIP addresses all areas identified in the [CFSR final report](#) deemed in need of improvement and contains a narrative, matrix, data standards and item goals. Intermingled into these components are four overarching primary strategies intended to impact practice. These four strategies are: 1) Increase safety for children; 2) Increase accountability and oversight to align policy with practice; 3) Support staff to build case management skills, and 4) Collaborate with other agencies to improve practice through sharing of resources. An overview of the PIP contents is available on the intranet at: [PIP Overview](#).

Through the work from the "first" PIP during 2003-2006, Missouri established two foundational processes through which practice improvements would occur. The first process was the development of our Quality Assurance and Quality Improvement structure which monitors and evaluates practice and identifies statewide strategies for practice improvement. The second process was the implementation of the local circuit's PIP process which began a collaborative method to bring key stakeholders to the table, identify barriers and plan local practice improvements. This work, though continually evolving, has been successful and brought significant change to the CD infrastructure. In the "second" [PIP](#), the division will continue to build upon this infrastructure and advance practice in the areas of safety, permanency, and well-being for the children and families served. The PIP in its entirety is available for CD Intranet on the CFSR web page at <http://dss.mo.gov/cd/cfsr/pip/second-round-pip.pdf>.

To inform ACF of progress, the Children's Division will provide a summary of evidence for each action step described in the PIP narrative and matrix through quarterly and annual updates. In addition, data collection from FACES will be used to determine improvements in data goals set by ACF, such as; timely reunification, re-entries into foster care, median time spent in foster care, timely adoption, number of foster care

placements, and timely initial contact with alleged victims in Child Abuse/Neglect reports, etc. If the division is successful in completing action steps and meeting data goals, no financial penalties will be incurred and practice improvements for children and families should result.

All staff have a role and responsibility for being familiar with the PIP requirements and taking individual action steps to improve the areas identified as it relates to the program areas in which they work. While staff and supervisors will incorporate changes in their day to day practice according to the PIP plan, Circuit Managers and Field Managers will be responsible for overseeing the successful incorporation of these practice improvements. A [local PIP guide](#) has been developed to assist in this process. Quality Assurance and Quality Improvement Specialists are responsible for assisting the field by providing and translating data and helping to identify local strategies. Quality Improvement Specialists will be posting local PIP plans for the CFSR Coordinator on a quarterly basis.

In an effort to keep staff informed of PIP progress, statewide practice improvement conference calls will be held quarterly, with the first overview call scheduled for December 6, 2011 from 1:30-3:00 p.m. There are limitations as to the number of staff who can attend the conference calls. These limitations may be due to number of phone lines available, conference room capacity, travel dollars, etc. More information regarding any limitations and plans for your area to participate in the practice improvement conference calls will be forthcoming through local channels. Local management will be expected to share details from the calls with all staff. In addition, quarterly PIP updates will be posted on the CD Intranet on the CFSR web page.

The PIP's official start date was October 1, 2011 and the quarter end dates are as follows:

|                              |                                       |
|------------------------------|---------------------------------------|
| 1 <sup>st</sup> quarter ends | December 31, 2011                     |
| 2 <sup>nd</sup> quarter ends | March 31, 2012                        |
| 3 <sup>rd</sup> quarter ends | June 30, 2012                         |
| 4 <sup>th</sup> quarter ends | September 30, 2012 End of First Year  |
| 5 <sup>th</sup> quarter ends | December 31, 2012                     |
| 6 <sup>th</sup> quarter ends | March 31, 2013                        |
| 7 <sup>th</sup> quarter ends | June 30, 2013                         |
| 8 <sup>th</sup> quarter ends | September 30, 2013 End of Second Year |

Your continued commitment to improving practice is appreciated. While challenges exist, completion of the PIP strategies will continue to serve and support children and preserve and strengthen families.

**NECESSARY ACTION**

1. Review this memorandum with all Children's Division staff.
2. All questions should be cleared through normal supervisory channels and directed to:

**MAS II CONTACT**

Becky Porter, MSW  
 (573) 526-3735  
 Rebecca.L.Porter@dss.mo.gov

**PROGRAM MANAGER**

Meliny Staysa, MSW  
 (573) 751-4832  
 Meliny.J.Staysa@dss.mo.gov

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| <b>CHILD WELFARE MANUAL REVISIONS</b>   |  |
| N/A   |  |
| <b>FORMS AND INSTRUCTIONS</b>   |  |
| N/A   |  |
| <b>REFERENCE DOCUMENTS AND RESOURCES</b>  |  |
| <p>PIP Overview PowerPoint:<br/> <a href="http://dssweb/cs/planning_performance_management/cfsr/pip_overview.pdf">http://dssweb/cs/planning_performance_management/cfsr/pip_overview.pdf</a></p> <p>Local PIP Guide:<br/> <a href="http://dssweb/cs/planning_performance_management/cfsr/pip_guide.pdf">http://dssweb/cs/planning_performance_management/cfsr/pip_guide.pdf</a></p> |  |
| <b>RELATED STATUTE</b>  |  |
| <a href="#">45 CFR Parts 1355, 1356 and 1357</a>  |  |
| <b>ADMINISTRATIVE RULE</b>  |  |
| N/A   |  |
| <b>COUNCIL ON ACCREDITATION (COA) STANDARDS</b>   |  |
| <b>CHILD AND FAMILY SERVICES REVIEW (CFSR)</b>  |  |
| <p>Second Round Final Report: <a href="http://dss.mo.gov/cd/cfsr/final-round2.pdf">http://dss.mo.gov/cd/cfsr/final-round2.pdf</a> .</p> <p>Second Round PIP: <a href="http://dss.mo.gov/cd/cfsr/pip/second-round-pip.pdf">http://dss.mo.gov/cd/cfsr/pip/second-round-pip.pdf</a></p>  |  |
| <b>PROTECTIVE FACTORS</b>   |  |
| N/A   |  |
| <b>FACES REQUIREMENTS</b>   |  |
| N/A   |  |