



5-Year Strategic Plan

MISSISSIPPI DEPARTMENT OF CHILD PROTECTION SERVICES

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651-09



Mississippi Department of Child Protection Services

5-Year Strategic Plan 2021–2025

Our Relevant Statewide Goal: Human Services

“To ensure that Mississippians are able to develop to their full potential by having their basic needs met, including the need for adequate food and shelter and a healthy, stable, and nurturing family environment or a competent and caring system of social support.”

Our Vision

Mississippi’s children will grow up in strong families, safe from harm and supported through partnerships that promote family stability and permanency.

Our Mission

To lead Mississippi’s efforts in keeping children and youth safe and thriving by:

- strengthening families;
- preventing child abuse, neglect, and exploitation; and,
- promoting child and family well-being and permanent family connections.

Our Core Values

Ultimately, the mission, vision, philosophy, and outcomes of the Mississippi Department of Child Protection Services turn on the abilities of staff. Caseworkers, supervisors, and a variety of support staff fulfill the MDCPS mission through their tireless efforts in all of Mississippi's 82 counties each and every day. Given the agency's reliance on frontline staff, MDCPS has developed its Core Values as a guide to staff regarding conduct in and out of the workplace.

Competence

We possess technical skills and professional knowledge. We work with common sense and use critical thinking skills. We make informed decisions and we follow through to achieve successful outcomes.

Integrity

We are honest in our interactions. We are accountable for our actions. We do the right things.

Responsibility

We do what we say we are going to do. We take initiative.

Respect

We treat others with kindness, compassion, and dignity. We honor difference of our clients and each other.

Personal Courage

We are loyal to the mission of MDCPS. We advocate for our clients. We lead by example even when doing so carries risk.

Collaboration

We make decisions for the common good. We share resources based on need. We work together effectively in teams and we work with a collective knowledge of all programs and services.

Family-centered

We believe that families are not defined just one way. We value all families and respect the family voice in decision-making. We support a family's ability to grow and change.

Our “Safe at Home” Philosophy

We believe neither government nor other social institutions can ever fully replace a child’s family. We know that Mississippi’s children and families will thrive when parents are supported, prepared, and equipped to raise their own children in a safe, loving, and protective environment without unnecessary government intrusion. To that end, our philosophy—Safe at Home—recognizes that removing children from their families and placing them in foster care should be an intervention of last resort, and that the first and greatest investment of our time and resources should be to safely protect and care for children in their own homes. With the appropriate investment of short-term services and intensive supports designed to strengthen families, even those who experience temporary family disruption can reach sustainable, long-term familial safety and stability, and we can avoid unnecessary family separation and out-of-home placement, safely reducing additional trauma to children and families.

We also recognize that sometimes children cannot safely remain in their own homes because of eminent or actual danger. When that is the case, it is our responsibility to take immediate steps to protect and care for those children while simultaneously, and vigorously, working toward timely reunification with their families whenever safely possible. But even when removal is unavoidable, we believe that we must make appropriate efforts to provide the services and supports to strengthen parental capacities, heal broken relationships, and reunify families, ensuring that foster care works as a support to families not a replacement for them.

There will be cases, however, where reunification cannot be achieved. In such cases, we work through Mississippi’s youth court system to develop and assure timely completion of other permanent plans including custody with a relative, adoption, durable legal custody/guardianship, or a successful transition to independence. While reunification is preferred, all children deserve lasting permanency whether reunification is achievable or not, and it is our responsibility to ensure that permanency is achieved.

Overall, we work to empower families and encourage self-sufficiency while meeting children’s needs for safety and wellbeing and achieving timely permanency. Our philosophy recognizes that Mississippi cannot achieve sustainable, long-term child and family wellbeing and permanent family connections simply by operating a foster care system in which government raises children in lieu of their families. Rather, long-term wellbeing for children and families can be achieved only by ensuring that foster care is one tool in a much broader child welfare system which seeks to preserve families whenever possible.

Key to this are our statewide partnerships with community connections, law enforcement, service providers, other state agencies, and courts. These partnerships are essential to the safety, well-being, and permanency of all Mississippi families. While MDCPS is an executive branch agency, we work closely with our statewide system of youth courts to provide a safety net for abused, neglected, and exploited children. This safety net is particularly critical when children are removed and placed into state custody. Immediate and diligent efforts must be made to place children and/or sibling groups with other relatives, if possible, or with licensed foster families which can maintain the children and/or sibling groups in their own schools and communities. The goal is to minimize trauma to the children and birth families as much as possible. In these situations, families can best be supported by a strong safety network, extended families and community support. Frontline staff and other partnerships supporting them are leading agents of positive change in the lives of these children, youth, and families.

Our Measures of Success: Targeted Outcomes

Every system ultimately is judged by whether it achieves the outcomes it is designed to achieve. While it is important that we have a clear mission and philosophy to guide our work, we must be able to measure progress towards the vision we pursue. Our outcome measures are the quantitative demonstration of how frequently and well we achieve our desired ends.

Safety – Mississippi’s children will be free from abuse and neglect.

We work to protect Mississippi’s children from abuse and neglect, assuring their safety and wellbeing by partnering with families, communities, and other government entities in an ethically, culturally, and socially responsible manner. We have the statutory responsibility to investigate all reports of child abuse and neglect. Our statutory mission is, in this respect, reactive. But we also provide support to the State’s larger efforts to prevent abuse and neglect from ever occurring and we hold primary responsibility for ensuring that no abused or neglected child suffers through another episode of maltreatment.

To accomplish this, we must (i) determine whether the facts reported to us meet the statutory definition of abuse or neglect; (ii) conduct timely and accurate investigations of those that do to determine whether we can substantiate the reported allegations of abuse and neglect; and (iii) make reliable recommendations to youth court judges and referees about whether a child must be removed from a home, or can be safely maintained at home with in-home services. For the children who must be removed from their homes, we must develop and maintain safe, viable placement options by ensuring that we effectively enforce our licensure standards for the relatives, foster parents, and facilities. Finally, we must deliver effective services, whether in the children’s homes or while they are in foster care, to ensure their parents are equipped to parent their children without future MDCPS involvement.

We use two outcomes measures to determine our success in keeping Mississippi’s children safe:

Measure	Baseline	Improvement Target
The number of substantiated victims of child maltreatment per ten thousand in the population.	11.6 ¹	2% Reduction Annually
The rate of reoccurrence of child maltreatment within six months after MDCPS involvement.	6.8% ²	2% Reduction Annually

Stability - Mississippi will create, equip, support and sustain an effective and efficient Department of Child Protection Services.

While we effectively respond to instances of child maltreatment, we must ensure that we do not compound the trauma the children already have experienced by causing unnecessary disruption to their lives. First and foremost, we limit disruption for children by preventing every unnecessary removal through the delivery of effective in-home services. Second, we work to maintain every possible connection for children who must be removed from their homes. Our priority is to license relatives to care for children rather than place children into a foster home or

¹ October 2017–September 2018

² October 2017–September 2018

congregate facility. We work to place siblings together if possible to do so safely. We make every effort to place children close to their homes, so they can maintain connections to friends, schools, and other familiar sources of social structure and stability. Finally, when children must be separated from their parents or siblings, we ensure frequent, quality visitation to maintain relational ties.

We use three outcomes measures to determine our success in providing stability for Mississippi’s children:

Measure	Baseline	Improvement Target
The percentage of substantiated victims of maltreatment removed to foster care.	18.5% ³	2% Reduction Annually
The percentage of non-removed substantiated victims of maltreatment revictimised within six months.	7.5% ⁴	2% Reduction Annually
The number of placement moves per one thousand child days.	3.7 ⁵	2% Reduction Annually

Permanency— Mississippi children will be safe and protected through permanent family connections.

Our goal is not for the State of Mississippi to raise children, but to equip parents to raise their own children. We succeed when Mississippi children are secure and protected in sustainable and supported permanent family environments. Whenever possible, our priority is for children to be safely maintained in their own home, without disrupting their existing living arrangement. But for children where removal is necessary to protect their safety, we make every effort to provide families the help they need to bring their children safely home and properly raise them after our involvement ends. Our goal is not only to reunify families but also to minimize the duration of family separation. Our work focuses on timely and lasting permanency for all children.

We work to strengthen Mississippi families by building on their strengths and addressing their needs through diligent efforts to connect children and families to service providers across a statewide safety net. Partnerships with other agencies and community partners facilitate the intervention needed to meet systemic challenges to family stability beyond abuse and neglect itself. We make the family the focus of our case planning, giving them ownership of their progress, and we work tirelessly to connect with them developing relationship of trust and respect.

When reunification cannot be safely achieved, MDCPS makes every effort to achieve timely permanency through other permanent placements. We seek relatives willing to provide permanent care to a child. We identify loving adoptive homes. And for those older youth who have not been adopted or reunified, we ensure they are given the transition supports necessary to become healthy, productive, self-sufficient adults.

³ October 2017–September 2018

⁴ October 2017–September 2018

⁵ April 2018–March 2019

We use four outcome measures to determine our success in achieving permanency for Mississippi’s children:

Measure	Baseline	Improvement Target
The percentage of children exiting custody who were reunified within 12 months of entering custody.	64% ⁶	2% Increase Annually
The percentage of children exiting custody who were adopted within 24 months of entering custody.	78% ⁷	2% Increase Annually
The percentage of children exiting custody who exited to reunification.	51% ⁸	2% Increase Annually
The number children reentering custody.	381 ⁹	2% Reduction Annually

Well-being— Mississippi children will live healthy, supported and productive lives.

Our work to ensure safety, stability, and permanency for Mississippi’s children is not done for those ends alone. We recognize that every person’s long-term wellbeing depends greatly upon the degree of safety, stability, and permanency they experience in childhood. We likewise recognize the long-term impact of unaddressed childhood trauma. So, we understand that the outcome measures for safety, stability, and permanency also are predictors of future wellbeing.

Children in Custody: Mississippi’s foster care population will be no larger than necessary.

Finally, because we understand the trauma inflicted by removing children from their homes, we make every effort to prevent unnecessary removals to foster care. Because we know children need permanent connections, we make every effort to achieve rapid permanency for every child in foster care. These efforts work together to drive one other outcome measure: the number of children in foster care. While we do not set a specific target number for our foster care population, it is our goal that foster care functions as an intervention of last resort.

⁶ April 2018–March 2019

⁷ April 2018–March 2019

⁸ April 2018–March 2019

⁹ April 2018–March 2019

Our Performance Indicators

Performance indicators differ from outcome measures in that they do not measure the ultimate outcome of a system, but instead measure whether certain actions occur in the processes designed to lead to the intended outcomes. In other words, performance indicators measure the completion of tasks—the means—that contribute to the agency’s ability to achieve its desired ends.

Our performance indicators are taken from two primary sources. First, we measure performance based on the criteria set of the federal Child and Family Services Review and second, on measures identified in the 2nd Modified Settlement Agreement and Reform Plan in the Olivia Y litigation.

EXTERNAL & INTERNAL ASSESSMENT

INTERNAL

Strengths:

- New Administration/Leadership team
- Engaged staff
- Administration's willingness to try new approaches/solutions
- Alignment in "plan of work" philosophy
- Focus on upgrading staff training and professional development
- Infusion of trauma-informed care into Practice Model Learning Cycle
- Data-informed decision-making

Weaknesses:

- Insufficient resources – both people and funding
- Frontline staff turnover/retention issues
- Public image – child welfare's troubled history
- Field operations – inexperienced supervisors/middle-management; deficit in institutional knowledge
- Aging/fragile MACWIS computer database system
- Overloaded State Office management staff; need for support staff; backup

EXTERNAL

Opportunities:

- Renewed and vocal support from Governor's office
- Family First Act – shifting federal priorities away from state custody/foster care toward in-home care
- Faith-based partnerships/Community stakeholders
- Engaged court system/AOC partnership
- Performance Improvement Plans – federal performance reviews informing practice
- Identifying opportunities to maximize funding streams

Threats:

- Renewed option for receivership; ongoing Olivia Y lawsuit compliance issues; court oversight; legal costs
- Inconsistent state funding; inadequate federal resources

- Oppositional agendas among key stakeholders
- 2020 statewide elections – unknown level of support for MDCPS and mission

INTERNAL MANAGEMENT SYSTEMS

Foster Care Reviews

Continuous Quality Improvement Plan

Olivia Y Court Monitor Quarterly/Annual Reports

PEER audit

Performance Audit by MS State Auditor

MDCPS

5-YEAR “Safe at Home” STRATEGIC PLAN

GOAL A: SAFETY

- Protect Mississippi’s children from abuse, neglect and exploitation.

OBJECTIVE A.1: We will inform mandated reporters and general public about Mississippi Centralized Intake process and their reporting responsibilities for suspected abuse, neglect and exploitation.

Outcome performance indicator: Use of available reporting tools

Outcome performance indicator: Information provided in reports

- A.1.1. STRATEGY: Provide training and educational opportunities to mandated reporters via seminar presentations, online training, printed materials and other outreach efforts to increase awareness and improve use of the 24-hour 1-800-222-8000 hotline, MDCPS online abuse reporting tool and smartphone app.

Output: Number of educational and training opportunities provided.

Efficiency: Increase in number of reports made using available reporting tools.

Efficiency: Increase accuracy and completeness of information reported.

- OBJECTIVE A.2: We will timely initiate and complete abuse, neglect and exploitation investigations.

Outcome performance indicator: Investigations opened according to policy timeframes

Outcome performance indicator: Investigations completed according to policy timeframes

- A.2.1. STRATEGY: Abuse, neglect and exploitation investigations will be timely initiated and completed by frontline staff after being screened by MCI and referred to appropriate county office

Output: Number and percentage of investigations initiated and completed timely.

Efficiency: Decrease in time between screened report and initiation/completion of investigation.

- OBJECTIVE A.3: We will promote ongoing safety of at-risk children.

Outcome performance indicator: Families involved with MDCPS receive safety and prevention information and parenting training to reduce recurrence of harm and avoid future injury to children.

- A.3.1. STRATEGY: Offer safety information and parenting training to families with an ongoing or previous relationship with MDCPS through in-home prevention or foster care services.

Output: Number of recurring instances of safety/neglect/abuse problems.

Efficiency: Decrease in recidivism rates of children coming back into MDCPS involvement after closure of in-home services or after reunification, adoption or other non-state custody arrangement.

Explanatory: This is a preventive strategy to reduce the number of children who re-enter the state's child welfare system as well as to reduce any new occurrence of avoidable harm to children. MDCPS also provides child abuse prevention programs to families with no previous involvement with the agency.

GOAL B: WELL-BEING

- Mississippi will operate a safe and supportive foster care system.

OBJECTIVE B.1: We will strengthen safety assessment, foster child placement and case planning/management/staffing processes.

Outcome performance indicator: Adoption and use of model safety assessment tool

Outcome performance indicator: Use of case planning/management and staffing tools

Outcome performance indicator: Placement of foster children into least restrictive and most appropriate environment

- B.1.1. STRATEGY: Research, adopt and implement use of model safety assessment tool by frontline staff

Output: Number of assessment conducted and family service plans implemented with fidelity to the Practice Model.

Efficiency: Increase in appropriate services provided to children/family based on appropriate safety assessments and case planning.

Explanatory: This is a safety strategy to appropriately guide caseworker and supervisory handling of safety assessment and child welfare/foster care cases in accordance with the agency's trauma-informed practice model expectations.

- B.1.2. STRATEGY: Adopt use of standardized family-led case planning model and case staffing tool by frontline staff and supervisors.

Output: Number of family service plans implemented with fidelity to the Practice Model.

Output: Number of weekly case staffings conducted using standardized tool.

Efficiency: Increase in appropriate services provided on a timely basis with fidelity to practice model and agency policy.

Explanatory: Agency policy and the 2nd MSA set performance standards for the timely delivery of services to foster children. These includes medical, educational and mental health services.

- B.1.3. STRATEGY: Recruit, license and monitor foster homes statewide to meet in-custody children's needs

Output: Number of new foster homes licensed annually and renewed licensure of existing homes.

Efficiency: Increase in number and geographic distribution of licensed foster homes statewide.

- OBJECTIVE B.2: We will meet physical, educational, emotional/behavioral and medical needs of foster children and families throughout custody/placement.

Outcome performance indicator: Provision of appropriate medical, dental and mental health services to foster children.

- B.2.1. STRATEGY: Provide foster children with timely physical and psychological exams upon entering state custody

Output: Number of foster children receiving timely medical and psychological exams as recorded in case files.

Efficiency: Increase in percentage of foster children receiving timely physical and psychological services.

- B.2.2. STRATEGY: Provide foster children with appropriate medical, dental and psychological care throughout foster care placement.

Output: Number of foster children receiving appropriate medical, dental and psychological care throughout foster care placement.

Efficiency: Increase in percentage of foster children receiving appropriate medical care throughout foster care placement.

- B.2.3. STRATEGY: Ensure foster children receiving IEP evaluation/updates and be provided special educational assistance as needed throughout foster care placement.

Output: Number of foster children receiving appropriate educational support services throughout foster care placement.

Efficiency: Increase in percentage of foster children receiving appropriate educational assistance and appropriate educational support services throughout foster care placement.

- OBJECTIVE B.3: We will maintain child/family connections throughout foster care.

Outcome performance indicator: Provision of regular and timely visitation with birth parent(s), siblings and other family members throughout foster care placement.

- B.3.1. STRATEGY: Provide foster children with timely family visits

Output: Number of foster children receiving timely visits with birth parent(s) and siblings as recorded in case files.

Efficiency: Increase in percentage of foster children receiving visits with parents and siblings to maintain family connections

- B.3.2. STRATEGY: Involve birth parent(s), extended family and siblings (when appropriate) in developing and updating family service plan and child's permanency plan throughout foster care period.

Output: Number of family team meetings with documented participation.

Efficiency: Increase in parental and family involvement in case planning to maintain family connections

GOAL C: PERMANENCY

- Mississippi children will be safe and protected through permanent family connections.
 - OBJECTIVE C.1: We will avoid trauma of child removal remove whenever safely possible to keep families intact.

Outcome performance indicator: Provision of appropriate in-home services and prevention efforts to avoid trauma of child removal.

- C.1.1. STRATEGY: Maximize in-home services available through inCIRCLE program to prevent avoidable removal of children whenever safely possible

Output: Number of families/children receiving in-home services and their self-assessment of skills obtained by participating.

Efficiency: Increase in the number of children who were NOT brought into state custody because of in-home intervention with intensive family services.

Explanatory: The inCIRCLE Family Support Services program provides intensive in-home services to families at-risk of having their children removed and placed into state custody unless safety and neglect problems can be addressed and resolved. It is a comprehensive home and community-based family preservation, reunification and support services program in which families receive up to 10 hours a week for two to three months of customized support services. Children, families and youth are actively involved in identifying their strengths, needs and service requests – and in developing family service plans to address those areas.

- C.1.2. STRATEGY: Utilize services offered statewide through Families First to provide in-home family services to avoid child removal whenever safely possible.

Output: Number of participants referred to Family First and participants' self-assessment of skills and services received

Efficiency: Decrease in number of children brought into foster care because families resolved safety/neglect issues because of services provided through Family First programs.

Explanatory measure: Families First for Mississippi is a non-profit organization that supports MDCPS and MDHS efforts to address “whole family” needs including services for children, adolescents, adults and the elderly. Their partnership with state and community agencies fills in service gaps and ensures quality services are not being unnecessarily replicated. The program seeks to strengthen families of all backgrounds and life circumstances through seminars, workshops, classes and presentations in settings such as schools, community centers, churches and state agency offices.

- OBJECTIVE C.2: We will reunify children with birth families whenever safely possible.

Outcome performance indicator: Reunification of children with birth families

- C.2.1. STRATEGY: Ensure children remain in state custody no longer than is necessary to ensure their safe and secure return to their birth family, whenever reunification is safely possible.

Output: Length of time in MDCPS custody before reunification.

Efficiency: Decrease the time children spend in MDCPS custody prior to reunification with birth families, whenever reunification is safely recommended.

- C.2.2. STRATEGY: Work with courts/judges to ensure all reasonable efforts are made and recorded to reunification as soon as safely possible

Output: Number of family reunifications

Output: Average time in custody before reunification

Efficiency: Decrease the average time in custody before reunification

- OBJECTIVE C.3: We will facilitate timely adoptions or legal guardianships for foster children when reunification is not safely possible or recommended.

Outcome performance indicator: Timely adoption of children with permanent plan for adoption

- C.3.1. STRATEGY: Monitor TPR/adoption packet progress to address issues and avoid adoption delays

Output: Length of time from when adoptions are approved as permanent plan and TPRs are finalized.

Efficiency: Decrease the time required for Termination of Parental Rights

- C.3.2. STRATEGY: Reduce/eliminate backlog of court hearing dates on adoption/TPR hearings.

Output: Number of adoptions/TPRs timely finalized

Efficiency: Reduce the number of continuances of adoption/TPR hearings.

- C.3.3. STRATEGY: *Reasonable Efforts are appropriately documented in adoption case files and court records.*

Output: Number of case files reflecting appropriate reasonable efforts documentation.

Efficiency: Increase the percentage of adoption cases where appropriate reasonable efforts have been documented.

Explanatory: MDCPS and the courts are required to document what “reasonable efforts” have been made to prevent removal of at-risk children from their homes and strengthen the family as well as reasonable efforts to reunify children with their birth parents and to achieve swiftly other permanency alternatives such as adoption. Court records and case files should include a factual description of efforts, not just conclusory statements.

- OBJECTIVE C.4: We will provide independent living skills and appropriate support for older foster children.

Outcome performance indicator: Timely adoption of children with permanent plan for adoption

- C.4.1. STRATEGY: Seek legislative approval of college tuition credits for eligible foster youth involved in Youth Transition Support Services

Output: Number of students impacted by tuition credits, if legislation is approved.

Efficiency: Increase is students receiving college-level education

- C.4.2. STRATEGY: Expand participation and services provided to foster youth aged 14+ through Youth Transition Support Services.

Output: Number of youth actively participating in the Youth Transition Support Services program

Efficiency: Increase the percentage of older youth preparing to transition to independent living as young adults

Explanatory: The MDCPS Youth Transition Support Services (formerly Independent Living) program assists older foster care youth with housing, education, employment and transportation as they prepare to “age out” of the foster care system. Beginning at age 14, foster youth can receive services and skills training until they exit custody through adoption, permanent placement, reunification, emancipation or age. Aftercare Services are available to youth who exist custody at age 18 until their 21st birthday.

GOAL D: STABILITY

- Mississippi will create, equip, support and sustain an effective and efficient Department of Child Protection Services.

OBJECTIVE D.1: We will seek legal release from the Olivia Y lawsuit by sustained performance compliance with requirements the Modified Settlement Agreement of Olivia Y lawsuit, as financially able to do so.

Outcome performance indicator: Specific performance measure requirements in the Modified Settlement Agreement

- D.1.1. STRATEGY: Substantially comply with 131 Key Performance Indicators as required by the Modified Settlement Agreement.

Output: Number of performance measures substantially met or exceeded.

Efficiency: Court monitor's assessment of MDCPS compliance with all required performance standards in the Olivia Y consent agreement by the specified dates using measurements established and/or approved by the court-appointed monitor.

Explanatory: The Key Performance Indicators in the Second Modified Settlement Agreement include specific performance requirements for specific time periods in the targeted areas of:

1. Child Protection – Timely investigation screenings, assignments, initiatives and approvals
2. Licensure – Unlicensed placement rates, homes exceeding licensed placement rates, timely screenings, safety assessments
3. Caseload Standards – Formula and percentage of compliance
4. Caseworker Visits – With children in foster care, children in in-home care, with parents, with foster/adoptive parents
5. Child Placements – Emergency shelter rates, sibling placements, relative placements trial home visits, therapeutic Services/Placements

6. Connections – Family Visits (siblings and Parent/child)
 7. Permanency – Timely case plans, Independent Living Planning, TPR Progress, Court Hearings
 8. Services – Independent Living Services, Medical Screenings, Medical Services, Therapeutic Services, Educational Services
- OBJECTIVE D.2: We will develop new Comprehensive Child Welfare Information System for use by agency caseworkers and staff to collect, maintain and report accurate case data for all child welfare cases and investigations.

Outcome performance indicator: Development of CCWIS case management information system

- D.2.1. STRATEGY: Design, produce and implement CCWIS-compliant case management information system

Output: System is operational by June 30, 2021 deadline as set forth by 2nd MSA in Olivia Y lawsuit

Efficiency: Increased caseworker and supervisor satisfaction and increased productivity/accuracy of case management functions.

Explanatory: The 2nd MSA requires MDCPS to develop a new Comprehensive Child Welfare Information System which meets federal requirements by June 30, 2021. The system must permit timely access by authorized MDCPS staff to information, including current and historical case documents, to support child safety and continuity of care across placement settings and services; capture, track and report application financial information and performance requirements; and include prompts for workers and supervisors regarding required actions in a child's case.

- OBJECTIVE D. 3: We will maximize use of federal and explore use of private funds to supplement state resources

Outcome performance indicator: Development of new or additional federal and private funding resources

- D.3.1. STRATEGY: Improve caseworker understanding and response accuracy to Random Moment Sample surveys through education, training and supervisory oversight

Output: Number of frontline workers trained in how to respond accurately and timely to Random Moment Sample surveys

Efficiency: Increased response rates to reflect accurately appropriate work activities eligible for federal funding reimbursement.

- D.3.2 STRATEGY: Implement process changes and make corrections to eligibility process and practice as outlined in Title IV-E Program Improvement Plan

Output: Number of foster children correctly documented in case file to ensure timely eligibility status for Title IV-E funding

Efficiency: Increased rate of eligible IV-E children as allowed by federal guidelines and regulations.

Explanatory measure: Federal IV-E regulations and guidelines affect eligibility determinations. MDCPS will work to increase the number of eligible children to receive federally funded board payments/services (in lieu of state-funded payments) while complying with these federal requirements.

- OBJECTIVE D.4: We will hire, train, equip and retain adequate child welfare frontline, supervisory and support staff to meet caseloads standards and provide appropriate services.

Outcome performance indicator: Compliance with court-ordered caseload standards for frontline caseworkers and supervisors

- D.4.1. STRATEGY: Hire and retain additional frontline caseworkers and Area Social Work Supervisors as needed to meet caseload standards

Output: Number of frontline workers and supervisors hired and retained

Efficiency: Increased percentage of caseworkers and supervisors meeting caseload requirements.

Explanatory measure: Olivia Y lawsuit settlement agreement requires MDCPS to maintain at least 90 percent of its caseworkers in compliance with maximum workload standards. (Caseworkers will have caseloads which do not exceed the caseload standards computed in a weighted matrix approved by the court; i.e. 14 child protection investigations, or 14 ongoing foster care cases with placement responsibility and service or 17 in-home cases or 15 adoption service cases, and other similar assignments or combinations.)