

**CT DCF Differential Response System (DRS)
Status of Work Matrix-The Planning Phase
March, 2009**

Major Planning Areas	Description	Key Activities	Leadership	Status	Next Step(s)
<p>1) Program Model and Development</p>	<p>All DRS programs introduce an alternative method to respond to reports of child abuse and neglect recognizing that one type of response does not meet the needs of every family that comes to the attention of the Department. At the same time, each DRS program differs from the other in varied ways including eligibility criteria, screening and assessment methods, service delivery, closing and track changes criteria, and staffing. This planning area must resolve several policy decisions and develop Connecticut's own model.</p>	<ul style="list-style-type: none"> ➤ Establish an on-going governance structure and means to assure successful implementation of DRS. ➤ Establish Connecticut's Family Assessment Protocol ➤ Conduct a Logic Model process and design model including the following components: <ol style="list-style-type: none"> 1. Program Purpose 2. Eligibility Criteria 3. Screening and Assessment Methods 4. Service Provision and Delivery 5. Staffing and Role Clarity 6. Case Tracks and Change Criteria (including existing VSP track) 7. Case Closing Criteria 	<p>1) DRS Steering Committee's Infrastructure Workgroup established to make recommendations on elements of a Ct model.</p> <p>2) DCF DRS Internal Workgroup, in consultation with the Commissioner, will assist in the development of policy and formation of a Ct model.</p>	<p>A Planning Infrastructure has been established existing of the following: *DRS Internal Workgroup-- Key DCF officials *DRS Steering Committee-- Broad cross section of stakeholders *DRS Subcommittees -Infrastructure -Training -Policy -Assessment</p> <p>Final recommendations from the Infrastructure Work group were issued on February 19, 2008 and referred to the Assessment Committee.</p> <p>Developed a model summary and accompanying Flow Chart.</p> <p>Completed first draft of the Logic Model and incorporated into a Request For Information (RFI) released on 8/1/08.</p> <p>Completed first draft of Family Assessment Protocol and Framework.</p>	<p>Model Draft has been completed and will be further informed and revised through policy development, training opportunities, and by responses from the community through their planning efforts.</p> <p>Further utilize responses to the formal Request For Information (RFI) to inform procurement process, including the use of existing infrastructures in support of DRS. Existing infrastructures may include: Systems of Care, Community Action Programs, Ct Council of Family Service Agencies and Nurturing Families Network.</p> <p>Finalize Family Assessment Protocol and present at the next Executive Management meeting.</p> <p>A longer term consideration involves determining an Implementation Governance structure. The Steering Committee is serving a critical function in the development of DRS, but it will be important to task anew and recompose a group that will serve the distinguishable function of monitoring implementation and evaluating program success.</p>

<p>2) Workforce and Organizational Development/Training</p>	<p>In child welfare, implementing major system reform, or expecting changes in outcomes, must be predicated on changes in practice. And, effective practice change happens when those in the field understand the value of the change, are committed to it, and are consistently supported, encouraged and guided. To be successful, special efforts must be made in training and developing those involved in implementation. It is also true that with an endeavor like DRS in child welfare, a special focus must be made on enhancing the cultural competency of the agency.</p>	<ul style="list-style-type: none"> ➤ Scan training approaches and modules in other jurisdictions. ➤ Scope Ct's training approach and develop modules and training schedules. In selecting approach, integration of staff and community training must be done and consideration of tailoring to existing pre-service curriculum and electives. ➤ Evaluate need for on-going coaching, training and reinforcement, and determine the most effective means and systems to accomplish. ➤ Set credentialing standards for community staffing and any corresponding training of service providers and service coordinators. ➤ Integration of DRS with existing implementation of SDM and Family Conferencing. 	<p>1) DRS Steering Committee's Training Workgroup established to make recommendations on workforce development and training.</p> <p>2) Training Academy Director involved in DCF Internal Workgroup.</p> <p>3) DCF Internal Family Conferencing Coordination Team</p>	<p>Training Workgroup has gathered training materials from other states and jurisdictions that have implemented DRS and all documents are under review. Training will be queued in large measure by the model.</p> <p>Internal Family Conferencing Coordination Team established-met and outlined next steps for family conferencing and the possible means to implement.</p> <p>Executive Management decided training would have three levels: 1) general all staff; 2) general Community, and; 3) intensive for assessment workers and supervisors.</p> <p>Presentation/Overview of modules was made at the November 2008 Steering Committee meeting.</p>	<p>Complete modules--target 9/1/09</p> <p>Training Academy, along with the Training Subcommittee will assure the integration of SDM and Family Conferencing (Engagement) training activities and principles into DRS training.</p> <p>Research poverty and neglect training modules from North Carolina through Peer to Peer.</p>
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<p>3) Communications and Outreach</p>	<p>In order to inform and gain the support of, and input from, families, staff, policymakers, advocates, providers, sister agencies, and mandated reporters for DRS, a communications plan must be developed and followed. To the extent DRS is linked to existing networks and resources, assuring those relationships are well defined and nurtured is indispensable to success. Further, DRS is not just a “new way of doing business” - it represents a new approach to interacting with families and communities and a new opportunity to fundamentally shift resource allocation and re-orient the work in a more comprehensive and culturally competent manner.</p>	<ul style="list-style-type: none"> ➤ Develop, revise and implement Communications Plan ➤ Select individuals and organizations to conduct special outreach to, especially sister agencies and policymakers. ➤ Develop communication materials in support of DRS--for both the planning and implementation phases. ➤ Develop Communication Teams consisting of DCF staff, family members or advocates and representatives from the provider community to help promote DRS. ➤ Develop DRS Family Brochure to be used for general education and awareness. 	<p>1) DCF DRS Internal Workgroup-in consultation with the Commissioner will assist in the development and execution of the communications plan.</p>	<p>Communications Plan issued—contains two phases and proposed key audiences and messages.</p> <p>An overview Power Point has been established and presented in a number of settings.</p> <p>Proactively identify community leaders and organizations to conduct outreach.</p> <p>Sample brochures from other jurisdictions are being requested through the National Resource Center.</p> <p>Communication teams have been selected and training was conducted on 6/23/08 with a second session held on 7/3/08.</p> <p>All communication materials have been developed and centralized calendar of DRS events and activities has been established.</p> <p>Several public forums for DRS have been held throughout the state and DCF presented at the Child Poverty Council in September 2008.</p> <p>Held RFI Forum on 10/29/08 to solicit final feedback from public.</p>	<p>Update Communications Plan--key meetings for early 2009 include:</p> <p>Department of Social Services Office of Policy and Management Key Legislative Leaders</p> <p>Longer term consideration should be given to the development of a DRS Family Brochure that outlines the parents' rights and responsibilities under the DRS model. Should be distributed for input to the family advocacy community and DRS Steering Committee.</p>
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<p>4) Legal, Legislative and Policy</p>	<p>DRS represents a departure from many CPS conventions and as such will require a substantial change in policy, have a potential impact on our statutory framework for investigations, and may raise additional legal questions including confidentiality and maintenance of record requirements.</p>	<ul style="list-style-type: none"> ➤ Required on-going legal consultation in the implementation of DRS. ➤ Need to scan statutes to determine if changes are needed or desired. ➤ Need to develop policy consistent with model. 	<p>1) DCF DRS Internal Workgroup-in consultation with the Commissioner will review and pursue the development of this program component.</p> <p>2) DRS Steering Committee's Policy Workgroup established to make initial set of recommendations on policy and assist in policy development.</p>	<p>It has been determined that legislative change is not necessary for initial implementation, but is desired for purposes of making clear to policymakers our new approach and to building a firmer foundation for this practice change.</p> <p>A skeletal framework of DRS policy has been drafted and upon Executive Management review will be implemented--relying on subcommittee, program and logic model materials</p>	<p>Drafted proposed legislation fully enabling the agency to implement DRS. Pending with Legislature.</p> <p>Policy is in draft form for most sections--remaining sections are tied to Community Readiness Plans and policy will be completed in connection with this effort.</p>
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<p>5) IT Planning and Data Development</p>	<p>DRS will require changes in LINK and in our reporting environment. LINK was designed with a single track in mind—addressing issues related to case assignment, identification of a perpetrator, meeting NCANDS requirements and integrating SDM information are among the challenges. Developing the business specifications, completing system redesigns and building the changes are critical to successfully implementing DRS. Also, in order to have our DRS planning efforts well-informed, key information and analysis of LINK data and reports are necessary.</p>	<ul style="list-style-type: none"> ➤ Design System Flow Chart ➤ Identify what requires LINK build or modification. ➤ Develop Work Plan to complete builds and/or modifications. ➤ Communicate to Federal Government about changes that may affect SACWIS ➤ Design and produce initial reports to inform DRS model and implementation. ➤ Determine based on model design the extent to which provider access to data is necessary and appropriate, and the means required to collecting data from the provider community. 	<p>1) DCF DRS Internal Workgroup-in consultation with the Commissioner will review and pursue the development of this program component.</p> <p>2) A project lead within DCF IT has been named.</p>	<p>A differential response LINK system flow chart has been developed that identifies the major case steps involved in a DRS and the corresponding issue areas within LINK that will need to be addressed in order for the DRS process to work.</p> <p>An initial analysis on rule-outs and the assessment track was conducted. Preliminary findings have resulted in follow-up inquiry and are pending.</p> <p>Business Development Plan--requirements and project timelines have been completed.</p>	<p>IS Project Status tracking chart has been developed--updated regularly--any delays or project issues will be identified and monitored as project proceeds--Project is currently on track for completion by January 2010--On-going</p>
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<p>6) Data, Research and Evaluation</p>	<p>Judging the success of this program will require some sophistication and diligence. A composite of key outcomes and indicators must be established and formal evaluations should be built into the design of the program. Also, to the extent data collection will be required from service providers, developing those requirements and determining the methods of collection and analysis will be necessary.</p>	<ul style="list-style-type: none"> ➤ Need to decide upon the outcome objectives for this initiative. ➤ Need to decide upon the evaluation framework and any formal contracting for evaluating implementation and program success. ➤ Need to set and implement the core data elements to be compiled. ➤ Assess and develop the means and systems to collect from providers, staff and consumers alike-internal and external. 	<p>1) DCF DRS Internal Workgroup-in consultation with the Commissioner will review and pursue the development of this program component.</p> <p>2) DRS Steering Committee will be utilized to make recommendations on a set of outcomes and indicators, as well as the overall system of evaluation of DRS.</p>	<p>NRC has offered to serve as program evaluator. NRC has provided evaluations from three other jurisdictions for our consideration.</p> <p>Reviewed existing evaluations and the candidates for outcomes, study components, and evaluation framework. Presented to Steering Committee at April Meeting and to Executive Management.</p> <p>Met with NRC and Walter McDonald Associates to frame evaluation system-- 7/10. Secured final arrangements with NRC and Walter McDonald Associates for program evaluation.</p> <p>DCF's Office of Research and Evaluation developed an evaluation strategy and matrix following the 7/10 meeting and input has recently been provided by NRC.</p>	<p>Finalize an evaluation strategy building off of the DRS logic model by 6/1.</p> <p>DRS data collection needs are being coordinated as part of the data system development recently procured by DCF--DRS is a confirmed component of the new system being developed. Work is on-going.</p>
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<p>7) Community Readiness and Service Array</p>	<p>DRS will not only engage families differently, but change how we relate to and utilize the broader service community. This area of planning area revolves around three key questions: 1) What existing infrastructure components within a community context are strengths that can be used to support and sustain DRS, including nontraditional and grassroots providers? 2) What range of service options, service providers and methods for coordinating services should exist? 3) How do we expect to access services - procedures, funding sources and provider agreements?</p> <p>This effort will require an assessment of the quality and availability of services and the local capacity to synchronize.</p>	<ul style="list-style-type: none"> ➤ Need to identify service array desired and then assess existing community service arrays and detail resources and services available or where gaps may exist. ➤ Identify through model development the way in which child welfare services will be coordinated and delivered to the target population-consider existing models (e.g. systems of Care), existing contracts and service types, as well as experiences in other jurisdictions. ➤ Identify and invite community service providers to participate in, and inform, the development of DRS. 	<p>1) DRS Steering Committee's Infrastructure Workgroup established to make recommendations this planning component.</p> <p>2) DCF DRS Internal Workgroup-in consultation with the Commissioner will assist in the development of this planning component.</p>	<p>As part of the Infrastructure Workgroup, a set of assumptions/recommendations have been made about service provision and approach.</p> <p>DCF contacted officials from Missouri and Minnesota about their experiences in service development and utilization.</p> <p>For assisting with assessment, DCF has recently conducted a Local Area Development Plan process and rolled out our new Resource Directory in LINK which provides on-line access to Infoline data and DCF's contract capacity.</p> <p>DCF released an RFI for community input regarding model and service/fiscal impact.</p> <p>Completed review of existing contracts to determine DRS impact and if any contract adjustments and funding levels are necessary. Findings incorporated into Budget Option.</p>	<p>Construct an RFQ for Community Readiness Planning and consider release in Spring 09.</p>
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<p>8) Fiscal and Personnel Impact, and Business Operations</p>	<p>DRS may require changes in our business operations, fiscal and personnel resource allocation, and may, at least in the short-run, require additional resources. Also, as a result of changes in the way we related and utilize the broader service community, there may be changes to the way we contract, develop, and access services.</p>	<ul style="list-style-type: none"> ➤ Price out model, including reallocation opportunities. ➤ Determine usage of flex and emergency funds under the DRS track. ➤ Impacts on existing contracted services must be assessed, especially around eligibility criteria and capacity in light of a DRS implementation. ➤ Consider federal grant opportunities and revenue maximization, especially Medicaid and Medicaid-related services. ➤ Determine staffing model and caseload weighting. 	<p>1) DCF DRS Internal Workgroup-in consultation with the Commissioner will review and pursue the development of this program component.</p>	<p>Expenditure data from other DRS jurisdictions have been reviewed and a review of flex fund spending on select past cases that would have been considered DRS cases is being conducted.</p> <p>A review of all existing contracted services was conducted.</p> <p>Budget Option was developed in October 2008 and submitted for consideration by the Governor. Submitted in October 2008.</p> <p>Staffing needs have been evaluated and DRS will be achieved within DCF current position count. will be taken up at the Executive Management meeting in January 2009, including the introduction of Flex Time.</p>	
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