

BEAVER County Children and Youth Services
County Improvement Plan (CIP)

Date of Plan: October 1, 2015

Initial

Update

Section I. Team Members

Sponsor Team:

Dayna Revay (Administrator)
Bonnie Marsh (Casework Manager)

Dave Reese (Casework Manager)
Dave Treusch (Casework Manager)

Continuous Improvement Team:

Josh Edenhofer
Tom Linko
Robin Bertucci
Cathy Parker
Angela Puntureri
Tony Mayo
Jennifer Ott
Chris Capone

Leah Bayer
Tina Watts
Lindsay Johnson
Carrie Bell
Scott Olsson
Jodi Pavlinch
Christina Thompson

Section II. Background and Development of the Desired Future State including Priority Outcomes

Beaver County Children and Youth Services (BCCYS) has a long history of involvement in continuous quality improvement work. In addition to assessing organizational climate and implementing the Quality Services Review the agency has used data to track the impact of continuous improvement strategies through Goal Attainment Scaling. Most notable were positive increases in the number of non-custodial parents being found and engaged in the casework process. The agency also created vehicles for ongoing communication among units within the organization that worked with the same family. More recently BCCYS used data collection and CIP monitoring as the basis for revisiting the agency's structure to make it more efficient.

Ten cases were reviewed during the QSR in May of 2015. Overall, BCCYS had a high percentage of acceptable ratings.

Strengths: all 100% acceptable ratings

- Tracking & Adjustment
- Living Arrangement
- Intervention Adequacy & Resource Availability
- Efforts to Timely Permanence
- Pathway to Independence
- Safety: Exposure to Threats of Harm

Challenges

- Child/Youth & Family Planning Process
- Permanency
- Role & Voice
- Parent or Caregiver Functioning
- Early Learning and Development
- Stability

A systemic challenge that emerged as a result of focus groups with child welfare staff members, parent and child attorneys and parents involved in CYS was the lack of timely and adequate mental health services for children. All groups reported long waits for evaluations and a lack of services that meet the needs of the child in a comprehensive way,

The category of "Family Voice" got the attention of the Sponsor Team after going over the case review data and focus group information. Overall families feel respected by the caseworkers assigned to their case. However, families reported feeling very overwhelmed by the number of services they received and the frequency of services. They also reported that they were not sure what they needed to do for their case to be closed successfully. At the Next Steps Meeting participants were asked to brainstorm ways to change this experience for families in Beaver County. Those ideas were considered when developing this plan.

Findings related to Outcome # 1: Continued work on teaming with an emphasis on work with early childhood partners.

For the indicator which assesses the degree to which appropriate team members have been identified and formed into a working team that shares a common "big picture" understanding and long-term view of the child/youth and family, the county saw 90 percent of cases rated as "acceptable." Cases were just as likely to be rated acceptably under the "Formation" sub-indicator (90%) as the "Functioning" sub-indicator (90%).

When "Teaming" was rated acceptably, there was a common reason reported in each corresponding case story that team members work as a whole and do not operate independently of one another and have a clear understanding of the permanency goal(s). The acceptable formation of the team appears to stem directly from the thorough assessment of the case participants that informed the caseworker of which service providers and extended family supports to bring into the case. However, upon further discussion the Sponsor Team felt that there was a distinct lack of involvement of early childhood partners that may have valuable information to inform case planning and may serve as a support. Discussion within the Continuous Improvement Team confirmed this assertion as most participants said that early childhood was not on their radar unless a child presented with special needs requiring early intervention.

Historically, the agency has struggled with internal teaming. The practices put into place in 2012 will continue to be supported and monitored until they become a regular way of doing business.

Findings related to Outcome # 2: Increase the achievement of timely permanence to include concurrent planning implementation.

For the indicator pertaining to the planning of upcoming transitions and life adjustments of participants in the case, the county had 58 percent of the applicable cases rated as "acceptable." Collaborating with stakeholders beyond the family creates alliances that may be utilized to tackle barriers to permanency. The County has certainly succeeded in forming well-functioning teams and the 100 percent acceptable overall rating for the "Efforts to Timely Permanence" indicator appears to support the observed relationship between teaming and permanence. However, the rating focuses on efforts, not achievement of timely permanence. The agency has not fully implemented the Concurrent Planning bulletin which became effective July 1, 2015, and therefore is addressing this issue.

Findings related to Outcome # 3: Work with families to identify what needs to change and what steps will be taken to get there.

Beaver County received an overall rating of 76 percent acceptable for the indicator related to the Role and Voice of case participants in shaping decisions made about the case.

For the out-of-home case with unacceptable ratings for all case participants, a lack of involvement in case planning was cited by the reviewers as evidence of unacceptable Role and Voice. While the mother in the case voiced her opinion that AA/NA meetings were the most beneficial mode to maintaining sobriety, the plan instead reflected an emphasis on the mother's participation in intensive outpatient treatment, which the mother has cited as not being beneficial to her circumstances. Reviewers noted that the case plan also did not reflect the father's role as a primary caregiver in the outlined objectives and tasks of a caregiver, although the mother was included in that part of the plan.

Focus groups with parents and with attorneys indicated that priorities need to be developed in service planning with sequential services, not concurrent services. Families who work have a very difficult time maintaining employment and all of the service requirements.

Section III. Plan Strategies and Action Steps to be Implemented and Monitored

Outcome #1: Engagement Efforts, Teaming, Role and Voice and Early Childhood Education

Goal: To increase positive outcomes for children and families by ensuring that family members, providers, child welfare staff and other key stakeholders work together throughout the life of the case.

Action Steps	Evidence of Completion	Person(s) Responsible	Status Update	
a. Improved teaming with key stakeholders and families				
Jan 2016	Case specific team meetings with providers and families as needed to assess, plan and implement decisions.	Documentation in CAPS Sign-in sheets	Caseworkers Supervisors Providers	Ongoing work from 2012 CIP
Jan 2016	Use FGDM/FTM more frequently for ongoing case planning by following up with initial referrals.	FGDM Tracking	Caseworkers Supervisors	Ongoing work from 2012 CIP
June 2016	Develop a protocol for regular ongoing communication/progress reporting with providers	Protocol	Administration Supervisors	
Oct 2015	Caseworkers and families will have input/feedback regarding effectiveness of providers and choosing a family's team.	Documentation in CAPS	Caseworkers Supervisors Providers	Ongoing work from 2012 CIP
Dec 2015	Releases will be signed during intake that includes Early Intervention or other early childhood providers.	Early childhood on intake checklist Releases in file	Casework Manager Supervisors Caseworkers	
b. Establish working relationship with early childhood providers and understand the roles/responsibilities of each provider				
Jan 2016	Schedule team meetings and/or monthly collateral contacts	Documentation in CAPS Sign-in sheets	Caseworkers Supervisors Providers	

	Action Steps	Evidence of Completion	Person(s) Responsible	Status Update
June 2016	Education about the ECE system and CYS (Early Intervention Child Care Choices; Head Start; Early Head Start)	Sessions held	Administration ECE Providers	
July 2016	Partner with ECE providers to go on home visits	CAPS documentation	Supervisors Caseworkers Providers	
July 2016	Update service provider book (Blue book) to include description of services provided, eligibility, etc.	Resource Guide	Administration CI Team	
July 2016	Revise Life Steps contract to include developmental screening for more children	ASQ Screening in file	Administration	

c. Establish consistent referral process and set key timelines with early childhood education/early intervention

Jan 2016	Develop an MOU with Early Head Start and Head Start	Guidelines developed	Administration	
Feb 2016	Educate CYS staff and providers about the guidelines	Education sessions conducted	Program Specialist Supervisors	
Feb 2016	Training regarding early intervention timelines; eligibility, services and supports	Training Sessions conducted	Program Specialist Supervisors EI Provider	
Dec 2015	Get releases signed at intake or initial onset of early intervention	Early childhood on intake checklist Releases in file	Casework Manager Supervisors Caseworkers	

d. Supervisors, caseworkers and families will communicate and collaborate throughout the process of assessment, plan development, implementation and monitoring.

	Action Steps	Evidence of Completion	Person(s) Responsible	Status Update
Dec 2015	Better utilize the joint visit between intake and ongoing at case transfer	Checklist of discussion points Case transfer meeting notes	Casework Manager Supervisors Caseworkers	
June 2016	Families requesting services will have a clear understanding of commitment before case is opened.	Brochure/information sheet/FAQ for each unit	CI Team	
June 2016	Parent Handbook will be developed to outline roles and responsibilities of family members and CYS staff in both in-home and placement cases.	Handbook	Administrator	In progress

Outcome #2: Stability and Permanency
Goal: Increase achievement of timely permanence

	Action Steps	Evidence of Completion	Person(s) Responsible	Status Update
a. Parents will understand their roles and responsibilities in the casework process and those of key stakeholders.				
Oct 2015	Caseworkers and families will use FSP/ CPP to review goals, progress and discuss timelines	CAPS documentation	Supervisors Caseworkers	
June 2016	Parent Handbook will be developed to outline roles and responsibilities of family members and CYS staff in both in-home and placement cases.	Handbook	Administrator	In progress
April 2016	Staff will receive training to skill on full disclosure discussions with families	Curriculum Sessions held	CP Work team CWRC	
b. Children will experience continuity and stability.				
Oct 2015	Visitation provider will implement Visit Coaching	Contract monitoring	Visitation Provider Program Specialist	Training completed in May 2013

	Action Steps	Evidence of Completion	Person(s) Responsible	Status Update
Dec 2015	Visitation schedules will be developed based upon the developmental and emotional needs of the child.	Schedules	Supervisors Caseworkers Visitation Provider	
Jan 2016	Implement Bridging The Gap practice to begin discussion between bio and resource parents	Meetings held	Permanency workers Visitation Provider	This practice was started in November 2013
June 2016	Review kinship placements at the end of the EPP 60 days to see if most appropriate to provide permanency for child	Protocol developed	CP Work team	
July 2017	Increased per diems for resource families willing to co-parent children	NBPB	Administration	
b. Transparent written agreements will include clear timelines toward timely permanence.				
Jan 2016	Educate community partners and the courts about child welfare practice with an emphasis on concurrent planning	Sessions held	Program Specialists Supervisors	
Dec 2015	Reports to court will include case open dates and length of time in care	Court reports	Court Liaison Caseworkers	
Jan 2017	A template will be developed for the concurrent plan	Template	CAPS governance Board	

Outcome #3: Role and Voice, Child/Youth and Family Planning Process

Goal: Beaver County staff members will work with families to identify what needs to change and what steps will be taken to get there.

Action Steps	Evidence of Completion	Person(s) Responsible	Status Update
a. To ensure consistency in practice Supervisors will develop a uniform way to train people when they start a new position			
Jan 2016	Revamp placement paperwork to reflect current practice.	Updated paperwork used	Casework Manager
Jan 2016	On-call checklist with a better explanation of custody issues	Checklist will be included in orientation of new staff	Intake and Permanency Case Managers
Oct 2016	Manual will be developed for all units outlining screening, intake. Ongoing, placement, teen, IL, fiscal, court, visitation to include paperwork requirements for each area.	Completion of manual	CI Team
Oct 2016	Quality Assurance/Case Review discussions will occur for each caseworker in protective care an intake	Protocol in place	CI Team Managers Supervisors
b. Casework will reflect agency values and best practice			
Jan 2017	Develop an orientation/mentoring program for new hires and ongoing mentoring for seasoned staff that reflects agency values and practice	Mentoring protocol	Work team
April 2017	Mentors will be identified and trained on expectations and a balance between current caseload and mentoring.	Checklist Training occurs	Administration Supervisors
April 2017	Debriefing will occur after each step in the mentoring process	Debriefing held and documented	Mentors Supervisors
c. The workload will be manageable so that the agency can implement best practice			
Jan 2018	Go paperless where appropriate	Electronic files	IT Administration OCYF

	Action Steps	Evidence of Completion	Person(s) Responsible	Status Update
Jan 2016	Case status form will be used to capture pertinent data in one place	Form uploaded into CAPS	Supervisors Caseworkers	
Oct 2015	Supervisors will not have to sign off on form letters	Letters from CAPS	Supervisors Caseworkers	
Oct 2015	Caseload size will be maintained at 12-15 cases per worker	Supervisor data reports	Supervisors Administration	
d. Families will have multiple opportunities to ask questions and provide input throughout the life of the case				
Jan 2016	Regular team meetings to include key stakeholders and families	Documentation in CAPS	Caseworkers Supervisors	
April 2016	FSP will outline needs and services by order of importance with target dates	FSP	Caseworkers Supervisors Providers	
June 2016	Parent Handbook will be provided as resource for parents' rights and responsibilities	Handbook	Caseworkers	
Jan 2016	FSP's will be used as a tool to guide work during home visits	Case Notes Supervisory Notes	Caseworkers Supervisors	
April 2016	Home visits will be structured in a way that promotes clear goals, next steps and people responsible.	Case Notes Supervisory Notes	Caseworkers Supervisors	
e. The agency will use a multi-media approach to sharing information				
June 2016	Develop a running "advertisement" when people are on-hold when they call agency to provide important information	Script	Administration Clerical supervisor	

	Action Steps	Evidence of Completion	Person(s) Responsible	Status Update
Jan 2018	Update Website to include FAQ's about child welfare services with a link to mandated reporter training	Website current	County IT Casework Manager	

The Agency's next state-supported Quality Service Review will be held in: 2018