

BUTLER COUNTY CHILDREN & YOUTH AGENCY

CONTINUOUS IMPROVEMENT PLAN (CIP)

SECTION I.

SPONSOR TEAM MEMBERS:

1. Joyce Ainsworth, CYS Administrator
2. Charles Johns, CYS Assistant Director
3. Joan Tejchman, CYS Program Specialist

CONTINUOUS IMPROVEMENT TEAM MEMBERS:

1. Joan Tejchman, CYS Program Specialist
2. Cindy Wagner, CYS Program Specialist
3. Heather Kniess, CYS Caseworker
4. Kim Lyons, CYS Casework Supervisor
5. Cathryn Heakins, CYS Caseworker
6. Alan McGrath, CYS Call Screener
7. Julia Schwalm, Human Services Quality Management Coordinator
8. Amanda Feltenberger, Director of Service Integration and Quality Management
9. Heidi Morris, Caseworker
10. Serena Ketchem, Caseworker
11. Karianne Sarnese, Casework Supervisor
12. Rick Mohr, Caseworker

SECTION II.

Butler County C&YS participated in Phase 1 of the Quality Services Reviews (QSR) in April of 2011. As a result of the review, an agency Continuous Improvement (CI) Team was formed in early July, 2011. After several sessions in August and September of 2011, the team selected *Engagement*, *Teaming*, and *Resource Development* as the top 3 Priority Outcomes for the focus of the CI Plan. The CI Plan was developed by the CI Team in conjunction with the Sponsor Group and approved by OCYF in September of 2011.

Since that time the agency's internal CI Team has met numerous times to discuss and begin implementation of the plan. The first QSR Indicator chosen by the team was Engagement. The stated Priority Outcome in the CI Plan was:

To improve engagement with family members through identifying strengths and needs in the development and implementation of the Safety Plan, Family Service Plan and/or Child's Permanency Plan, including collaboration on prioritizing actions, time frames, and service options.

After much discussion, there was agreement that meaningful engagement of the family in the first 30 days of placement was very difficult due to the ensuing crisis that normally occurs. The CI Team recommended that the agency explore the possibility of developing a Family Team Facilitator position to address this challenge. The primary job responsibility would be to facilitate a family team meeting within the first 30 days of placement to develop the plan with the family and all service providers. Agency leadership agreed with this recommendation and a plan has been developed to make it a reality.

It is believed that the creation of a Family Team Facilitator position within the agency would also serve to improve the 2nd identified QSR Indicator, Teaming. The stated Priority Outcome in the CI Plan was:

To improve teaming with all providers working with a family to improve communication and create a unified vision for the family's goals while minimizing family intrusiveness and duplication of services.

Work also began in the past year on the 3rd identified QSR Indicator from last year's CI Plan, *Resource Development*. The stated Priority Outcome in the CI Plan was:

To assess and identify resources needed for children and families served by the Butler County Children & Youth Agency; to communicate with current public and private resource partners to address ever changing trends and consumer needs; and to explore new funding avenues such as government grants or new partners in the private sector that can be used for specific constant needs such as housing, transportation, and utility assistance.

The CI team chartered 2 workgroups to initiate work on this outcome - the Survey Development and the Resource Development workgroups. The Survey Development workgroup completed 2 resource surveys in an effort to assess potential gaps in services for children and families. The target population for the first survey was Butler C&YS staff, while the second survey was for service providers and attorneys.

The results of the surveys will be used by the Resource Development workgroup to help develop new services/resources for Butler Co. children, youth and families, especially in the areas of housing, transportation and assistance with utilities. Resource Development leaders are continuing to recruit members from a variety of community agencies to participate in this workgroup. It is anticipated that the group will begin meeting in the fall of 2012.

2012 QSR and CI Plan Background and Update:

Butler County C&YS also participated in the Phase II QSR in April of 2012. Preparations for the case reviews began in November of 2011. State and local site leads met at least 2 times per month from November, 2011 to April, 2012 to plan the logistics of the review. The actual case reviews occurred during the weeks of 4-16-12 and 4-23-12. As in the 2011 QSR, a total of 15 in-home and placement cases were reviewed.

The agency's Final QSR Report was received in early July, 2012. The Next Steps meeting was held on 7-13-12 and was well-attended by approximately 30 community representatives and agency staff. The presentation highlighted many agency strengths but also focused on areas needing improvement.

The CI Team and Sponsor Group met on 8-9-12 to review the results of the 2012 QSR in more detail. They jointly decided that the Priority Outcomes for the 2012 CI Plan would be *Engagement, Resource Development, and Timely Permanence*. A decision was made to eliminate *Teaming* as a Priority Outcome for the new plan. This was based on the fact that the ratings for this Indicator improved since the last QSR, and also that the newly created Family Team Meeting Coordinator position would be facilitating meetings with the family and other team members during the first 30 days of placement to develop the plan. *Timely Permanence* was added to this year's plan as a Priority Outcome due to lower ratings for this Indicator and the *Pathways to Independence* Indicator that rates permanence for older youth. One of the "benchmarks" identified in this year's Needs Based Plan & Budget, Rate of Permanency, is also directly related to these QSR Indicators.

The CI Plan was finalized at a CI team Meeting on 8-30-12, reviewed and approved by the Sponsor Group, and submitted to OCYF on 9-13-12.

NEXT STEPS:

Butler County will continue with the CI process, and will hold its next QSR in March 2014. The formal QSR will occur every other year from then, to occur in even years. The rationale for this decision is that the every other year format will provide the CI team ample time to complete a rotation of the DAPIM flywheel on the selected outcomes. In scheduling the QSR one month earlier than the past two years, the information that is provided from the QSR will also be able to be processed in time for the completion of the Needs Based Budget. We will continue to use the two week format for the QSR, dividing each week into a review of six cases.

SECTION III.

Priority Outcomes:

1. **Outcome # 1: ENGAGEMENT** – *Improve engagement with family members through identifying strengths and needs in the development and implementation of the Safety Plan, Family Service Plan and/or CPP, including collaboration on prioritizing actions, time frames, and service options.*

Discussion:

Engagement is the cornerstone for the CFSR indicators of Safety, Permanency, and Well-being because through successful engagement with families strengths and needs can be identified, appropriate and timely services can be provided and permanency can be achieved at the earliest possible time.

Engagement with families is also critical to comply with the Fostering Connections Law to locate and notify family members who can support the family and/or serve as placement resources until reunification can occur.

In 2011, it was recommended as a result of the annual licensing inspection summary by OCYF that Butler County CYS focus on involving parents in developing FSP/ CPP goals and maintaining that involvement when decisions are needed regarding the family's case. Through the efforts of the CQI Team, the agency is currently developing a process to have the family attend a meeting where the initial FSP would be developed, with a facilitator guiding the meeting. The facilitator would complete an initial full disclosure interview with the family, along with identifying family members, and then schedule a meeting in which the family is given a role and voice to develop their FSP goals. Caseworkers are encouraged to utilize Family Group Decision Making at various intervals in the case to further family engagement and achieve permanency at the earliest possible time.

2012 Findings Related to Outcome #1: QSR PRACTICE PERFORMANCE INDICATORS

- Indicator #1A – Engagement Efforts (Taking actions to find, engage, and build rapport with families and overcome barriers to participation)
 - Acceptable for Fathers -60%
 - Acceptable for Mothers – 100%

 - Indicator # 1B: Role & Voice (Family members are active and ongoing participants in decisions about goals, supports, and services)
 - Acceptable for Fathers – 44%
 - Acceptable for Mothers – 100%

 - Indicator # 4: Assessment & Understanding (Development and understanding of what changes need made for safety, permanency, and well-being)
 - Acceptable for Fathers – 67%
 - Acceptable for Mothers – 100%

 - Indicator #6: Child/Youth Family Planning Process (The planning matches the needs of the family with strategies and services to meet planned outcomes)
 - Acceptable for fathers – 67%
 - Acceptable for mothers – 92%
2. **Outcome #2: RESOURCE DEVELOPMENT** – *Assess and identify resources needed for children and families served by Butler County Children & Youth Agency. Communicate with current public and private resource partners to address ever changing trends and consumer needs. Explore*

new funding avenues such as government grants or new partners in the private sector that can be used for specific constant needs such as housing, transportation, and utility assistance.

Discussion:

Even though the ratings for Indicator # 9 were rated high at 93% and 100%, a survey created by the CQI team and completed by caseworkers, supervisors, judicial staff and attorneys focused on a continued lack of resources for the families we serve. The results of the survey determined that transportation, parenting supports and substance abuse are the identified areas of concern. Resources are needed to address these areas of concern and will therefore be the focus for the Resource Development Committee over the next year. In addition, as per the 2012 QSR, mental health problems, difficulty budgeting and inadequate housing were again identified frequently among parents/caregivers as a stressor.

The results of a recent national published study by the Annie E. Casey Foundation found a large correlation between a family's economic factors and child welfare status.

2012 Findings Related to Outcome #2: QSR PRACTICE PERFORMANCE INDICATORS

- Indicator #9: Intervention: Adequacy & Resource Availability (Finding adequate and available resources to meet needs of families to achieve conditions necessary for safe case closure)
 - Adequacy of Resources 93%
 - Availability of Resources 100%
- 3. **OUTCOME #3: TIMELINESS TO PERMANENCY-** Improve timeliness to Permanency (adoption, guardianship, reunification, Independence) with the goal being achieved before or within the mandated time frames (12 months from the most recent entry or 24 months from entry to adoption).

Discussion:

Timeliness to Permanency is rated acceptable in 67% of the cases reviewed. Older youth did not meet timely Permanency and QSR ratings had decreased since 2011. It is noted that these older youth all have complex behavioral needs. It was discussed that permanency could be achieved in a timely manner when the parents' level of functioning was assessed thoroughly and appropriately early in the case.

Some gaps that are noted are a non-comprehensive assessment of need; a lack of knowledge of existing placement services specific to the need; a lack of provider agencies with specialized foster homes (e.g. behaviorally complex older youth, dually diagnosed children).

2012 Findings Related to Outcome # 3: QSR PRACTICE PERFORMANCE INDICATOR

- Indicator #8- Efforts to Timely Permanence (assesses the efforts by agencies to obtain Permanency)

- Acceptable Efforts were 80%
- Acceptable Timeliness was 67%

Outcome # 1: ENGAGEMENT – Improve engagement with family members through identifying strengths and needs in the development and implementation of the Safety Plan, Family Service Plan and CPP which would include collaboration on prioritizing actions, time frames, and service options.

STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARK	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
Take actions to find, engage, and build rapport with the families and overcome barriers using Family Group principals as best practice. Encourage the use of FGDM at various intervals in the case	<ul style="list-style-type: none"> *Identify all immediate family members including parents and siblings. * Explore extended family members when appropriate. *Ask the family about their strengths, needs and concerns from their perspective. *Caseworkers assess and make referrals for FG throughout the case. 	<ul style="list-style-type: none"> *No. of cases in which all immediate family members including parents/caregivers and children are identified/listed. *No. of children visiting and/or involved with relatives/extended family. *Policy developed for engaging relatives early in the case. *No. of children exiting care exceeds that of children entering care. 	<ul style="list-style-type: none"> *The relationships tab in CAPS is completed. *The ACCURINT SEARCH is completed. *Fostering Connections letters have been mailed. *Finalized written kinship care policy is complete. *Family Groups are being held earlier in the case. 	<ul style="list-style-type: none"> *Caseworkers/Supervisors Members of the ABA Family Outreach workgroup. 	<ul style="list-style-type: none"> *Immediate/Ongoing In accordance with ABA timelines. 	<ul style="list-style-type: none"> * CAPS *ACCURINT SEARCHES *ABA Workgroup *Identification of FGDM engagement principals. *Training of FGDM engagement. 	*In progress
Involve the family in the discussions, development, and ongoing monitoring of the Safety Plan, FSP and/or CPP through guided facilitation.	<ul style="list-style-type: none"> * Meet with the family and explain what the Safety Plan, FSP, and/or CPP plan is and what the purposes are. *Engage the family in establishing goals based on their identified strengths, needs and concerns. *Inquire of the family which services have and have not worked for them in the past. *Discuss options and barriers for intervention to match identified goals *Develop job description for facilitator. *Implement process 	<ul style="list-style-type: none"> *Improved QSR ratings for <i>Engagement Efforts, Role & Voice, and Child, Youth, and Family Planning Process.</i> *Completed job description 	<ul style="list-style-type: none"> *2012 Quality Services Reviews. *Documentation in the case record. *Documentation on the Safety Plan, FSP and/or CPP. *FSP/ CPP Meeting process is in place 	<ul style="list-style-type: none"> *All Butler Co. staff and other volunteers from the child and youth system. *Sponsor Team members/ CQI Committee 	<ul style="list-style-type: none"> *Immediate/Ongoing *Ongoing 	<ul style="list-style-type: none"> *CAPS “contacts” updates with staff training. *Identification of FGDM engagement principals. *Training of FGDM engagement. *Job Description/Facilitator/Resources for meetings 	<ul style="list-style-type: none"> *In progress *In Process

	for Guided Facilitation						
--	-------------------------	--	--	--	--	--	--

Outcome #2: RESOURCE DEVELOPMENT –

Assess and identify resources needed for children and families served by Butler County Children & Youth Agency. Communicate with current public and private resource partners to address ever changing trends and consumer needs. Explore new funding avenues such as government grants or new partners in the private sector that can be used for specific constant needs such as housing, transportation, and utility assistance.

STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARK	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFR ME	RESOURCES NEEDED	STATUS
*Assess and identify resources needed for children and families served by B.C.C.Y.A.	*Meet and discuss survey results to finalize the needs.	*Increase the number of resources available for families.	*Completed survey *Meeting	*Work group	*3 months	*Survey results	*In progress
*Communicate with current resource partners to address identified needs.	*Present findings to Butler Collaborative for Families to assess community resources. *Send survey results to current providers with identified needs to determine what they can meet.	*Increase the number of resources available for families.	*Response from providers. *Collaboration with Butler Collaborative for Families Committee.	*Work group *CYS representative on Butler Collaborative for Families.	*3 months	*List of providers *Butler Collaborative for Families membership	*In progress *In progress

Outcome #3: Timeliness to Permanency- - Improve timeliness to Permanency (adoption, guardianship, reunification, Independence) with the goal being achieved before or within the mandated tie frames (12 months from the most recent entry or 24 months from entry to adoption).

STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARK	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
*Creation and Implementation of Placement Review Team	*Planning meeting to formulate guidelines and parameters * Implementation of on-going Placement Review Team	*least restrictive placement into permanent situation *successful discharge to permanency.	*Team is formed	*Administration Casework Supervisors	*3 months	*Team Members (Caseworker, Supervisors, Judicial partners, community partners)	*In progress
Improve and Create Quality Assessments	*Formation of the Family Team Facilitator (FTF) position *Create up-front assessment to meet all functioning levels of all parties * FTF meets with the family to perform assessment and write the initial FSP.	*Increased Parental/caregiver functioning *Teaming *Engagement *Successful discharge to permanency	*Quicker successful permanency for the child	*Continuous Quality Improvement FTF sub-group; *American Bar Association (ABA) Drug and Alcohol group	6 months	*FTF worker *Assessment Tools *Agency Policy * Education of Staff	*in progress
Increased Placement Resources for Dually diagnosed children/older youth	*Identify potential placement providers * Contact other counties/OCYF *Contract Placement options	*Least restrictive placement * Improved Pathways to independence * Improved discharge rate to Permanency	*Multiple resources *Creation of working program * permanency options for Older Youth	*Administration *Program Specialist *CQI Sub-committee	*6 months *6-9 months	*Resource Homes *Resource Agencies *Working Program *Education of Staff	*In Progress