

County Improvement Plan (CIP)

County Name: Lancaster

Date of Plan: 10/31/19



Initial



Update

Instructions: *Please refer to Section XX of the Quality Service Review Manual for further assistance in developing the County Improvement Plan (CIP).*

Section I. Team Members

(List the members of the Sponsor Team and members of the Implementation Team(s) and identify co-chairs with an asterisk, if applicable):

Robin Boyer
Amy Campbell
Betsy Frame
Bethena Haser
Malinda Hess
Ann M. Long
Crystal Natan
Catherine Palm
Robert Pratt
Jennifer Smith
Kelley Zipp

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

Lancaster County Children and Youth Agency participated in the Quality Service Review process in March 2019, over a two-week period. During this review there were 15 groups of two interviewers who reviewed 15 cases (9 in-home and 6 placement). In addition, a focus group of Agency caseworkers and supervisors were interviewed. Once the review was completed, the results were examined by the team and results were tabulated by Public Consulting Group, Inc. Those draft results were reviewed by the

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Sponsor/Implementation Team, the Continuous Quality Improvement Committee, along with representatives from the Office of Children Youth and Families and the Child Welfare Resource Center and changes and adjustments were made.

Once the final results were compiled, the areas for improvement were identified as Engagement Efforts, Assessment and Understanding and Child/Youth & Family Planning Process. The next steps meeting was held in June 2019 [6/10/19], which included the Sponsor/Implementation Team, as well as Representatives from the Office of Children Youth and Families and the Child Welfare Resource Center. The purpose of this meeting was to gain input in the development of Lancaster County's Improvement Plan. The team agreed to address the following priority areas:

- **Outcome # 1: Engagement Efforts [pg. 20]**
- **Outcome # 2: Assessment and Understanding [pg. 24]**
- **Outcome # 3: Child/Youth & Family Planning Process [pg. 26]**

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(Provide a detailed narrative about the process that was implemented during the development of the CIP. Who was involved? What data was reviewed? How did you analyze your data? How were the outcomes determined and prioritized? List and describe the overarching outcomes that were identified. NOTE: Outcomes can be limited to approximately two to four priority areas.)

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

(The purpose of the plan is to remind leadership and work team(s) of commitments made, track accountability, and monitor progress. There are essentially three types of continuous improvement planning – quick wins, which can start being identified and implemented as gaps are being identified, mid-term improvement planning, and longer term improvement planning.)

Outcome # ____:								
STRATEGIES ¹	ACTION STEPS ²	INDICATORS/ BENCHMARKS ³	EVIDENCE OF COMPLETION ⁴	PERSON(S) RESPONSIBLE ⁵	TIMEFRAME ⁶	RESOURCES NEEDED ⁷	STATUS ⁸	MONITORING ⁹

1 Strategy: The overall approach/plan to achieve the outcome. Several strategies may be identified for each but should all connect to the particular outcome you are trying to achieve.

2 Action Steps: Clear and specific steps to be taken to achieve the strategy. There may be several action steps identified for each particular strategy.

3 Indicators/Benchmarks: These indicate how the strategies and action steps will impact the outcome as well as indicating how progress is measured.

4 Evidence of Completion: Evidence that verifies that each individual action step has been completed.

5 Persons Responsible: The individual who is responsible for completing each individual action step.

6 Timeframe: Expected time of completion for each individual action step. Consider Quick Wins (completed in 30 days), mid-term improvements (completed in 6 months); and longer-term planning and continuous improvement goals.

7 Resources Needed: Resources needed to achieve the strategy or action step. May include, but is not limited to, financial resources, partnerships with technical assistance providers, and staff resources.

8 Status: Progress toward completion of each action step upon review of the County Improvement Plan.

9 Monitoring: Although monitoring occurs after implementation, how a plan is to be monitored is actually established during the development of a plan. After the written plan is developed, the continuous improvement team takes increasing ownership of the improvement efforts. Continuous improvement teams should outline how they will monitor progress and communicate monitoring methods to staff and key stakeholders. Examples of monitoring:

- Implementation Reviews: Measure accomplishments
- Impact Reviews: Measure actual vs. expected impact
- Lessons Learned Review: Address new and emerging questions
- After Action Reviews: What worked, What did not work, What to do differently

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Copy and complete the above table for each outcome identified in Section II.

Outcome #1: Engagement Efforts								
Strategies	Action steps	Indicators/ Benchmarks	Evidence of completion	Person(s) responsible	Timeframe	Resources needed	Status	Monitoring
Improve family engagement efforts and assure consistent practice across all Agency service areas	Icebreakers/ Concurrent Planning meetings are held when placement /movement occurs.	Increased child permanency - This practice will continue to support engagement through facilitated individual meetings with parents and their child(ren)'s caretakers/resource parents.	75% of placements/ movements will be offered an Icebreaker meeting	Agency administration CQI Team	Through 2022	Staffing – Hire of Program Specialist	On-going	Client surveying Internal QSR results National Youth and Transition Database (NYTD) CAPS data Placement Checklist
Improve family engagement efforts and assure consistent practice across all Agency	Case Transfer/ Case Transition policy – The transfer policy outlines transfer timelines as	Case will transfer and be assigned in a timely manner	75% of all transfers will be assigned in accordance with the case transfer policy.	Agency administration CQI Team	Through 2022	Staff training on family engagement practices	Ongoing	CAPS data

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service areas	well as joint meetings that should be occurring with the family as the case is transferred between workers.							
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Improve Family Finding Efforts	<p>Staff training – On-going training will be provided to staff on Family Finding throughout 2021</p> <p>Expansion of Contracted Family Finding Services and service expansion of family finding with existing provider.</p> <p>Review of documentation procedures with supervisors.</p>	<p>10% Increase in use of Kinship resources.</p> <p>An increase in the identification and use of kinship resource homes who are licensed directly by the Agency or through a private provider is the anticipated outcome of these efforts.</p>	<p>Initial family finding before and after placement will occur in 90% of families. This includes formal referral for family finding services and through the assessment process. Supervisors will review notification procedures with their staff including family finding letters and related documentation.</p>	<p>Agency administration</p> <p>CQI Team</p>	<p>Through 2022</p>	<p>Contracted services</p>	<p>On-going</p>	<p>Child placement statistics/CAPS</p> <p>Case compliance reviews</p> <p>Supervisory Documentation reviews</p>
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<p>Educate agency staff on older youth needs and Independent Living Service array.</p>	<p>Provide internal training to all CYA staff around older youth needs and available services through the Independent Living (IL) Program</p>	<p>Agency staff will be educated on the array of older youth services available to support case planning and permanency efforts.</p>	<p>Annual staff training will be conducted around older youth needs and available services through the IL Program.</p>	<p>Independent Living Unit</p>	<p>Annually</p>	<p>CWRC Older Youth Program Specialist, Practice Improvement Specialist and Older Youth Quality Improvement Specialist</p>	<p>Ongoing</p>	<p>Annual Independent Living Site Visit.</p>
<p>Family Group Decision Making</p>	<p>Expansion of Family Group Decision Making (FGDM) services – These services have been expanded with providers It Takes a Village (ITAV) and JusticeWorks.</p>	<p>Agency will utilize FGDM in at least 50% of the truancy cases actively receiving services at the Intake and Family Support levels.</p>	<p>Provider measures the Family Group Conference (FGC) purpose achieved 3, 6, 12, 18, and 24 months post-FGC. It also measures re-entry into the CYA/JPO systems, new allegations of abuse, father involvement pre/post FGC, and number of moves.</p>	<p>Agency administration Assigned Contract liaison</p>	<p>Through 2022</p>	<p>Contracted Services</p>	<p>On-going</p>	<p>Program Evaluation/quarterly and annual reporting</p>

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<p>Engage incarcerated parents</p>	<p>Incarcerated Parenting Group – This group is facilitated by Agency staff at Lancaster County Prison. The goal of the program is to provide engagement opportunities for parents with active child welfare cases. The group focuses parents’ skills to build or enhance connections with their child while in prison. Participants receive instruction on types of interactions and communication.</p>	<p>75% of the participants will complete all 5 sessions of the group.</p> <p>Workgroup will develop best practice strategies for engaging incarcerated parents and develop resources for all staff to utilize.</p>	<p>50 % of those participating in the group when surveyed will report an increase in how to engage with their child.</p> <p>Formal best practice guidelines will be developed.</p>	<p>Incarcerating Parenting Work group</p>	<p>Through 2022</p>	<p>Staffing</p>	<p>On-going</p>	<p>Client surveying</p>
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<p>Reduce placement of adolescents</p>	<p>Justice Works Programming Use of Just Care STOPP, and WhyTry (truancy) – These programs provide supportive services designed to prevent out of home placement among adolescents. MST Services will provide therapeutic intervention to enhance family functioning.</p> <p>Continued referral and use of the PULSE Program – This program provides supportive services to youth remaining in</p>	<p>Reduced use of congregate care placement settings</p>	<p>Reduce first time placement episodes among youth ages 14-17 by 10% through 2021</p>	<p>Placement Review Committee</p> <p>Assigned Program Liaison</p>	<p>Through 2022</p>	<p>Contracted Services</p>	<p>On-going</p>	<p>Program Evaluation</p>
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	<p>the community through evening and weekend programming.</p> <p>Provide Motivational Interviewing training to all staff who have not previously received training. Provide a refresher training to previously trained staff.</p>							
<p>Engage Independent Living (IL) Youth</p>	<p>IL Groups – IL staff will continue to offer groups to IL youth to encourage support and learning opportunities as they age out of care</p>	<p>All eligible youth will receive an invitation to participate in an IL group.</p>	<p>Number of youth age out of care with a permanent connection, job and housing will increase by 10%</p>	<p>Director of Permanency Services/IL Supervisor</p>	<p>Through 2022</p>	<p>IL Grant</p>	<p>On-going</p>	<p>Pre/post client surveying NYTD</p>

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Engage IL Youth	IL Survey Completion	100% of all identified youth will complete the IL Survey	Number of youth age out of care with a permanent connection, job and housing will increase by 10%	Director of Permanency Services/IL Supervisor	Through 2022	IL Grant	On-going	Pre/post client surveying NYTD
Reduced Intake Case loads – increased staffing	New casework and supervisory positions – The additional supervisor positions to the staff complement will reduce supervisor to caseworker ratio and lead to more direct supervision time and staff training.	Reduced number of casework vacancies	Intake caseworkers will increase the frequency in which they conduct face to face visits with clients and number of collateral contacts during investigation	Agency administration CQI	Through 2022	NBB Increased staffing request	On-going	Compliance and documentation reviews

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Outcome # 2 : Assessment and Understanding								
Strategies	Action steps	Indicators/ Benchmarks	Evidence of completion	Person(s) responsible	Timeframe	Resources needed	Status	Monitoring
To engage and understand family needs	<p>Motivational Interviewing/Staff Training will be provided to staff</p> <p>Trauma training will be provided to all staff</p> <p>Psychosocial history referrals to provider will continue to be used in an effort to understand and assess family and individual levels of functioning. Follow up referrals can be tailored based on identified issues.</p> <p>Drug and Alcohol Evaluation and testing – Services will continue to focus on families identified with substance abuse</p>	<p>Family Service Plan Development and Family Involvement</p> <p>Risk and Safety Assessment Tools</p>	Family Service plans will be tailored to family's needs and only contain applicable goals	<p>Agency Administration</p> <p>CQI</p>	Through 2022	Funding and resources for training/services	On-going	<p>Compliance sampling</p> <p>Internal QSR</p>

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	and addiction issues. This includes testing and on-going case management through contracts with Gaudenzia and through the partnership with the RASE Project. Utilize the Seeking Safety Program (COBYS) for parents with history of trauma and D&A histories.							
Family Finding	Staff training opportunities at the department and unit level will occur regarding family identification and documentation efforts Expansion of kinship home evaluators – An additional PT Kinship Home	Review of family finding referral stats and outcomes	Use of Kinship homes will increase by 10% through 2023	Agency Administration ITAV/JusticeWorks Program liaisons	Through 2022	Staffing NBB funding for contract expansion	On-going	Compliance sampling Internal QSR

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	<p>evaluator was added in FY 2019.</p> <p>Expansion of Family Finding contract – Contract expansion with ITAV.</p> <p>Revision and enhancement of family finding and engagement polices for the Agency</p>							
Staff engagement	<p>Supervision plans – The development of supervision plans by the CQI team. The document is jointly developed by the supervisor and employee. This is completed at all staffing levels.</p>	<p>Supervision plans will identify areas of support, training and day to day management. Plans will be reviewed annually with all employees.</p>	<p>100% of staff will have a Supervision plan within 6 months of hire.</p>	<p>Agency Administration</p> <p>CQI team</p>	<p>Through 2022</p>	<p>Staffing</p>	<p>On-going</p>	<p>Stay interviews</p> <p>Exit interviews</p>

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Outcome # 3 : Child/Youth & Family Planning Process								
Strategies	Action steps	Indicators/ benchmarks	Evidence of completion	Person(s) responsible	Timeframe	Resources needed	Status	Monitoring
Reduce Congregate Care	<p>Develop and maintain alternatives to placement, including in-home services for adolescents</p> <p>Educate staff on resources to prevent placement and/or enhance timeliness of reunification. Outreach to providers regarding program development for at-risk populations</p> <p>Train resource parents on older youth needs and services available.</p>	<p>Focusing on prevention services will reduce the number of children entering out of home care.</p> <p>Resource parents will be educated on the needs of older youth and have realistic expectations around supporting them.</p> <p>An increased number of traditional resource parent homes</p>	<p>Reduction of congregate care by 5% through 2021</p> <p>Annual training will be provided to Resource Parents on this topic.</p>	<p>Placement Review Committee</p> <p>Permanency Planning Committee</p> <p>Agency Administration</p>	Through 2022	Continued funding for in-home and placement prevention services	On-going	<p>Review of quarterly placement statistics</p> <p>Program Evaluation and contract monitoring</p> <p>Agency Sponsor and CQI Teams</p>

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	Recruit and retain traditional resource parents for youth ages 14 and older.	that will care for older youth will reduce the number of youth placed in congregate care settings.						
Court Activities	<p>Staff training on presentation skills and testifying in court.</p> <p>Improve documentation shared with Court through the enhancement of the agency court report.</p> <p>Agency Administration will have</p>	<p>Staff will become more confident and knowledgeable while providing professional court testimony.</p> <p>Staff will know what is expected of them with regards to case facts.</p> <p>Amend existing court report template to provide more detail and clarification on the information that is needed.</p>	Revised Court Report template will be developed.	CQI Team	January 2020	Existing Court Report Template	Ongoing	Agency Sponsor and CQI Teams.

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	<p>quarterly meetings with the dependency court Judges and participate in the local roundtable.</p> <p>Participate with JPO in developing and implementing the Dual Youth initiative.</p>							
Improvement of Case Documentation	<p>Case sampling and use of a documentation review tool</p> <p>CAPS Training for new and existing staff will be provided. This will include some advances training as needs are identified.</p>	<p>Documentation tool will be in use by Feb 2020.</p> <p>Compliance sampling will continue through the time period</p>	90% of case entries will be completed within policy time frames.	<p>Agency administration</p> <p>Casework Supervisors</p> <p>Quality Assurance (QA) Unit</p>	Through 2022	<p>QA staffing</p> <p>Casework Supervisors</p>	On-going	<p>Compliance sampling</p> <p>Supervisor Documentation Review Tool</p>

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	Case documentation training will continue to be provided as part of New Staff Orientation.							
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Month and Year for the next state-supported Quality Service Review: March 2022
State-supported QSRs must occur at least every 3 years, but frequency cannot occur more than once every year.