

County Improvement Plan (CIP)

County Name: **Montgomery**

Date of Plan: **7/10/13**

Initial

Update

Instructions: Please refer to Section XIX 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):

Sponsor Team :

Montgomery County Office of Children and Youth Administrative Team (Admin Team) will function as the Sponsor Team.

- Laurie O'Connor, Director
- Marilou Doughty, Director of Social Services
- Sandie Beren, Quality Assurance (QA) Administrator
- Michele Kristofco, Administrative Officer
- Kerry Greene, Ongoing Services Division Administrator
- Elizabeth Socki, Intake Services Division Administrator
- Peter Spengeman, Placement Resources Division Administrator
- Frank DiDomizio, Child Financial and Information Officer
- Vacant, Continuous Quality Improvement (CQI) Specialist

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Implementation Team:

The Implementation Team will be led by the Continuous Quality Improvement Specialist. Membership will include staff representing all functional responsibilities of agency. Stakeholders, provider agencies and consumers of services will provide input and recommendations through specialized subcommittees of the team.

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

(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.)

The findings of the QSR, including the focus group data, were presented to the Administrative Team, agency's Citizens Advisory Committee (CAC), OCY's two (2) Child Abuse Multi-Disciplinary teams, the Human Services Cabinet and the County's Systems of Care Leadership Team. Findings were also reviewed with all agency staff. All members of the Admin Team attended QSR training and six (6) participated in a county QSR to prepare for Montgomery County's review. The Admin Team committed a significant number of hours organizing and supporting the QSR and attended daily report outs during the review.

Following the QSR, the Admin Team spent several days, including a full day focused retreat to review findings, evaluate the data collected and to identify priority indicators that have become the basis of this County Improvement Plan. Strengths were analyzed in order to expand good practice on many indicators. Indicators that require improvement were also scrutinized and plans for practice improvements were established. Notes from the four (4) focus groups (i.e. supervisors, caseworkers, foster and kinship parents and youth) were reviewed and information appraised. Several themes were identified and used to support outcomes, goals and strategies identified in this plan. The Social Service Administrators met to determine a relevant outcome measure that supports a recurring issue across the four (4) focus groups. The established outcome centers on improving court processes and internal procedures and policies (see outcome below).

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Strengths identified in the QSR findings were noted and reviewed by the Admin Team so that we continue to maintain a high level of compliance in these critical areas and can apply effective practice to areas where growth is needed. In particular, county strengths that will be highlighted as examples where best practice is firmly in place, and to which we aspire to develop to a comparable level, include the following status indicators:

- Safety With No Exposure To Threats Of Harm In All Settings
- Stable and Appropriate Living Arrangements
- Permanency for Children
- Academic Status
- Safety : Risk to Self and Others
- Living Arrangement (all settings)
- Physical Health
- Emotional Well –being
- Early Learning and Development
- Caregiver Functioning (non-parent)

Among the Performance Indicators, noted strengths included as best practice benchmarks include:

- Assessment and Understanding
- Long Term View
- Intervention Adequacy and Resource Availability
- Planning for Transitions and Life Adjustments
- Engagement Efforts
- Teaming
- Child/Youth Family Planning Process
- Efforts to Timely Permanence

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- **Role and voice**

We have examined practice, policy and procedure that contributed to excellent practice in these areas and improvements planned employ strategies that have contributed to success on these indicators.

Lastly, areas where improvement could occur were reviewed and again recurring themes were identified. Several QSR indicators were identified where improvements are needed in engaging fathers, paternal relatives, and non-custodial parents and are the following:

- **Engagement Efforts (fathers)**
- **Role and Voice (fathers)**
- **Cultural Awareness (fathers)**
- **Child and Youth Family Planning Process (fathers)**
- **Assessment and Understanding (fathers)**

We note that questions arose during the QSR regarding the validity of the tool and conclude that the tool did not adequately measure good practice associated with efforts undertaken by casework staff in some of the cases reviewed. However, we concur that efforts to locate and engage fathers, paternal relatives and non-custodial parents can be improved without compromising engagement and inclusion of mothers, maternal relatives and custodial parents.

Below are practice improvement outcomes established from the QSR findings for next 3 years:

- **Outcome # 1: Increase the percentage of fathers and paternal relatives identified and located on all open cases from 46% to 61 % during the next QSR.**

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- **Outcome # 2: Increase the involvement of fathers and paternal relatives in case planning for their children from 31% to 50% during the next QSR.**
- **Outcome #3: Increase parental and family role and voice through inclusion in case and permanency planning from 38% to 50% during the next QSR.**
- **Outcome #4: Streamline court processes for OCY caseworkers, service providers and resource families.**

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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.)

See 2nd document for this data on each outcome measure.

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
<i>Copy and complete the above table for each outcome identified in Section II.</i>								

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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Month and Year for the next state-supported Quality Service Review: 3/2016
State-supported QSRs must occur at least every 3 years, but frequency cannot occur more than once every year.

