



Philadelphia Department of Human Services
County Improvement Plan
2012

Section I. Sponsor Team Members:

The Executive Cabinet at DHS serves as the county improvement sponsor team. Cabinet members include:

Anne Marie Ambrose, Commissioner
Rumana Ahmad, Finance
Timene Farlow, Juvenile Justice Services
Vanessa Garrett Harley, Children and Youth Division
Susan Kinnevy, Performance Management and Accountability
Paul Bottalla, Policy and Planning
Alicia Taylor, Communication
Barbara Ash, Law Department
Khalid Asad, Administration and Management
Patricia Erwin-Blue, Community Based Prevention Services
Jessica Shapiro, Chief of Staff
Brian Clapier, Chief Implementation Officer, IOC

Section II. Background:

In developing the County Improvement Plan, the sponsor team reviewed the results from the state lead Quality Service Review (QSR) as well as the results from our local QSR reviews. Through this process the team found consistencies in both areas of strength (e.g. safety of children, physical health, culturally appropriate services) and areas for continued improvement (e.g. fatherhood engagement, permanency).

The team decided to prioritize our outcomes based on the key areas that need improvement as well as on those that would have the greatest positive impact on other indicators. For example, throughout the QSR process we recognize that we engage children, mothers and substitute caregivers more readily than fathers. We also expect that better engagement of fathers will lead to higher ratings in other indicators concerning fathers (i.e. role & voice, assessment, planning). Also regarding permanency, we expect that improving our ability to connect youth with family members will lead to a decrease in the number of children aging out from our system.

Section III. Priority Outcomes:

Outcome # 1: Engaging Fathers

This overarching outcome supports partnering with families that allows DHS to maximize a child's natural support system.

Outcome # 2: Improving Permanency specific for Older Youth

This overarching outcome supports partnering with families in a way that enables our youth to establish lifelong connections.

Outcome # 3: Improving Permanency

This overarching outcome will address identified barriers to permanency

Section IV. Findings

Findings related to Outcome # 1: Engaging Fathers

Findings from the state lead QSR in December found that 25% of the cases reviewed were found to be in the acceptable range in regards to the engagement of the father. This finding is consistent with the findings from our local QSR process that found that 26% of cases reviewed rated in the acceptable range in this category. DHS views the engagement of fathers as an important first step in improving ratings regarding fathers across the other practice indicators (i.e. Role & Voice, Cultural Awareness, Assessment & Understanding, and Planning Process).

Findings related to Outcome # 2: Improving Permanency specific for Older Youth

Findings in the state lead QSR in December found that 53% of the cases reviewed received acceptable ratings in the practice performance permanency indicator. Additionally we are aware that just less than 50% of our dependent population is age 14 and over and that approximately 37% of our first time placements fall within this age range. For these reasons DHS has decided to focus special attention to permanency for older youth.

Findings related to Outcome # 3: General Permanency & Concurrent Planning

Building on the paragraph above, we have developed Outcome #3 to address general permanency. This outcomes specifically looks to improve performance around placing children in the right home early in the case process, ensuring that all kin are explored as potential permanency resources also very early in the process, and balancing the need to have foster parents mentor biological parents while at the same time providing a stable living environment that avoids disruption if reunification is ruled out.

Implementation Team(s)/ Members

Vanessa Garrett Harley, Kimberly Ali, Robin Burkert, Dell Meriwether, Aubrey Powers, Victoria Haddy,

Outcome: Engaging Fathers					
Strategies	Action Steps	Person(s) Responsible	Timeframe	Resources Needed	Status
Fatherhood Engagement Committee for the purpose of exploring how fatherhood engagement will be integrated into practice	Select the committee members which includes DHS Staff, Stakeholders, and Fatherhood Professionals	Aubrey Powers	03-30-12		
	Develop ground rules for the committee's work	Aubrey Powers	04-30-12		
	Convene first meeting	Aubrey Powers	05-31-12		
	Committee makes first formal recommendations to the DHS Executive Cabinet	Aubrey Powers	12-31-12		

Outcome: Engaging Fathers					
Strategies	Action Steps	Person(s) Responsible	Timeframe	Resources Needed	Status
Desktop guide for information collection at the Hotline	Desktop guide is developed	Aubrey Powers / Gary Williams	8-1-12		
	Communication to staff requiring the use of the desktop guide	Aubrey Powers / Gary Williams	10-31-12		
	Process to review the use of the desktop guide at the Hotline is created	Aubrey Powers / Gary Williams	9-31-12		
	Sample of calls are reviewed and usage of the desktop guide is measured	Aubrey Powers / Gary Williams	12-31-12		

Outcome: Engaging Fathers					
Strategies	Action Steps	Person(s) Responsible	Timeframe	Resources Needed	Status
Brochure regarding Engaging Fathers, rights and Responsibilities	Brochure is developed	Aubrey Powers	10-31-12		
	Staff receive an overview concerning using the brochure	Aubrey Powers / Robin Chapolini	11-30-12		
	Communication to staff requiring the use of the brochure	Aubrey Powers / Robin Chapolini	11-30-12		
	the use of the brochure is added to the current QI tools	Aubrey Powers	12-31-12		
	Sample of cases are monitored and usage of the brochure is measured	Aubrey Powers	12-31-12		

Outcome: Engaging Fathers					
Strategies	Action Steps	Person(s) Responsible	Timeframe	Resources Needed	Status
Review of Department policy, standards, and regulations to ensure that fatherhood engagement is reflected	Persons are identified to conduct review	Aubrey Powers / Paul Bottalla	09-30-12		
	Review of policy, standards, and regulations begin	Aubrey Powers / Paul Bottalla	10-31-12		
	Review is complete and recommendations for policy change are made to Executive Cabinet	Aubrey Powers / Paul Bottalla	11-30-12		
	Policy and standards are updated	Aubrey Powers / Paul Bottalla	1-31-13		

Outcome: Permanency for Older Youth					
Strategies	Action Steps	Person(s) Responsible	Timeframe	Resources Needed	Status
Marketing of Family Finding through training for DHS staff, newsletter for providers, and communication with family court	All case carrying DHS staff trained in Family Finding	Khary Atif	06-30-12		
	A newsletter is created and distributed to provider agencies regarding Family Finding	Dell Meriwether	05-31-12		
	DHS will provide Judges with an overview of the family finding process and its availability for DHS involved youth.	Jessica Shapiro	08-31-12		

Outcome: Permanency for Older Youth					
Strategies	Action Steps	Person(s) Responsible	Timeframe	Resources Needed	Status
Create a process for teaming congregate care cases for the purpose of decreasing the number of youth receiving this level of intervention.	Identify and set aside staff for the purpose of conducting these reviews.	Executive Cabinet	05-31-12		
	Develop and begin the teaming process	Robin Burkert	06-1-12		
	Complete 14 Teamings monthly through the calendar year	Robin Burkert	06-15-12 and Ongoing through 2012		

Outcome: Permanency for Older Youth					
Strategies	Action Steps	Person(s) Responsible	Timeframe	Resources Needed	Status
Increase the number of Family Group Decision Making meetings through giving providers access to making referrals	Provide access to contracted providers to make FGDM referrals through DHS Central portal	Dell Meriwether	04-30-12		
	Incorporate referrals for FGDM into the P-Web system	Dell Meriwether	09-15-12		

Outcome: Permanency for Older Youth					
Strategies	Action Steps	Person(s) Responsible	Timeframe	Resources Needed	Status
Clarify through written policy and monitoring for staff in written policy cases that are required to always have a Family Finding	Family Finding policy is completed and distributed to staff	Paul Bottalla	09-15-12		
	incorporate family Finding into the Quality Improvement monitoring tools.	Aubrey Powers	12-31-12		

Outcome: Permanency & Concurrent Planning					
Strategies	Action Steps	Person(s) Responsible	Timeframe	Resources Needed	Status
Increase the likelihood that children are already in a home that can serve as an adoptive resource when reunification is not possible	Include language in the RFP for Improving Outcomes for Children initiative that requires for each approved foster home to meet SWAN benchmarks	Brian Clapier	04-15-12		
	Include language in the contract language for Improving Outcomes for Children initiative that requires for each approved foster home to meet SWAN benchmarks	Brian Clapier	12-31-12		
	With Improving Outcomes for Children, specify a family teaming within three months of placement of a child, where the appropriateness of the placement resource to serve as a permanency resource is assessed and children moved to a permanency resource when appropriate.	Brian Clapier	06-30-12		

Outcome: Permanency & Concurrent Planning					
Strategies	Action Steps	Person(s) Responsible	Timeframe	Resources Needed	Status
Increase use of concurrent planning through the development and training regarding a new "Single Case Plan."	Develop a single case plan to replace the Family Service Plan (and incorporate other significant plans) that has an emphasis on concurrent planning and builds concurrent planning into the work flow.	Brian Clapier	09-30-12		
	Roll out use of the new single case plan with IOC	Brian Clapier	12-31-12		

	and the roll out of each Community Umbrella Agency.				
Outcome: Permanency & Concurrent Planning					
Strategies	Action Steps	Person(s) Responsible	Timeframe	Resources Needed	Status
Improve Communication Between DHS, Affiliates and SWAN	Conduct quarterly meetings between DHS, Affiliates, and SWAN to identify and resolve quality and practice issues	Vicky Haddy	6-15-12 through Calendar Year 2012		
	Conduct monthly site meetings between SWAN and DHS to identify barriers and resolve system issues	Vicky Haddy	6-15-12 through Calendar Year 2012		

Outcome: Permanency & Concurrent Planning					
Strategies	Action Steps	Person(s) Responsible	Timeframe	Resources Needed	Status
Increase Submission of SWAN referrals by Affiliates	Conduct an initial planning meeting and follow up quarterly meetings between DHS, SWAN, and Affiliates to develop expanded utilization of SWAN Services	Vicky Haddy	7-15-12 and Quarterly through Calendar Year 2012		
	DHS will collaborate with SWAN to provide monthly data reports to Affiliates regarding utilization of SWAN services	Vicky Haddy	8-15-12 and Monthly through Calendar Year 2012		
	DHS to develop a written document for Affiliates to identify county expectations regarding SWAN referrals	Vicky Haddy	December 2012		