



**Philadelphia Department of Human Services
County Improvement Plan
April 2013**

Section I. Sponsor Team Members:

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

Anne Marie Ambrose, Commissioner
Chanell Hanns, Finance
Timene Farlow, Juvenile Justice Services
Vanessa Garrett Harley, Children and Youth Division
Brian Clapier, Performance Management and Accountability
Paul Bottalla, Policy and Planning
Alicia Taylor, Communication
Barbara Ash, Law Department
Khalid Asad, Administration and Management
Jessica Shapiro, Chief of Staff
Aubrey C. Powers, Quality Improvement

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. teaming, planning and assessment).

The team decided to prioritize our outcomes based on the key areas that need improvement and are consistent with Philadelphia's planning for the Pennsylvania Child Welfare Demonstration Project. Throughout the five-year project, Philadelphia's Department of Human Services (DHS) will be implementing a cutting-edge child welfare approach, Improving Outcomes for Children (IOC). This is an exciting initiative aimed at improving safety permanency and well-being outcomes while safely maintaining children/youth in their own communities in the least restrictive settings possible.

The Pennsylvania CWDP theory of change states:

“If families are engaged as part of a team, and if children and families receive comprehensive screening and assessment to identify underlying causes and needs and assessment information is used to develop a service plan, and if that plan identifies roles for extended family members and various supports, including appropriate placement decisions and connects them to evidence-based services to address their specific needs and/or appropriate system changes, Then children, youth and families are more likely to remain engaged in and benefit from treatment, so that they can remain safely in their homes, experience fewer placement changes, experience less trauma, and experience improved functioning.”

Section III. Priority Outcomes:

Outcome # 1: Teaming

This overarching outcome supports the family team’s ability to achieve unity of effort and commonality of purpose.

Outcome # 2: Assessment

This overarching outcome supports understanding the core story, underlying issues, needs and strengths of the child/youth family

Outcome # 3: Planning

This overarching outcome supports a planning process that is fully individualized and relevant to child/youth and family needs.

Section IV. Findings

Findings related to Outcome # 1: Teaming

Findings from the state lead QSR in December found that 50% of the cases reviewed were found to be in the acceptable range in the Teaming practice performance indicator. This outcomes looks to ensure teams work effectively together to share information, plan and provide effective services.

Findings related to Outcome # 2: Assessment and Understanding

Findings in the state lead QSR in December found that 58% of the cases reviewed received acceptable ratings in the Assessment practice performance permanency indicator.

Proper assessment sets the stage for unified change efforts so that the team can plan and modify joint strategies, share resources and find what works.

Findings related to Outcome # 3: Planning

Findings in the state lead QSR in December found that 44% of the cases reviewed received acceptable rating in the Planning practice performance indicator. Building on the paragraph above, we have developed Outcome #3 to address planning. This outcome looks to support the use of ongoing assessment and understanding of the child and family situation to modify planning and intervention strategies in order for the child/youth/ and family to live safely together, achieve timely permanence and improve well being and functioning.

Connecting the Work Plan with the Identified Outcomes:

Philadelphia's work plan is aligned with the Pennsylvania Child Welfare Demonstration Project's logic model which connects engagement, teaming, assessment, planning and intervention. Because of this alignment, each of the action steps in the work plan below build towards better engagement (through the Teaming Process Teaming), better assessment (through the FAST and CANS) and better planning (through linking families to meaningful interventions). As such each the action steps work collectively towards each of the identified CIP Outcomes.

Philadelphia's Work Plan

Outcome #1: Teaming								
	STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	MONITORING/EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
1.1	<u>Selection and Contracting with Partners</u>	Request for Proposal and selection CUA 1,2		Documentation of RFP and selected CUAs	IOC Executive Leadership Team	July 2012		
		Phased implementation for CUA 1		Report on number of referrals to CUA	CUA Implementation Team	Dec 2013		
		Phased implementation for CUA 2		Report on number of referrals to CUAs	CUA Implementation Team	March 2013		
		Request for Proposal and selection CUA3,4,5		Documentation of RFP and selected CUAs	IOC Executive Leadership Team	May 2013		
		Phased implementation for CUA 3		Report on number of referral to CUA	CUA Implementation Team	Sept 2014		

Outcome #1: Teaming								
	STRATEGIES	ACTION STEPS	INDICATOR s/ BENCHMA RKS	MONITORING/EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
1.2	<u>Staff Hiring and Training for Family Team Conferencing</u>	Hiring Teaming Coordinators and Practice Specialists for CUA 1		List of transitioning staff	Children & Youth Division	Dec 2012		
		Training for CUA 1: Training for DHS Investigation Staff Training for CUA Staff Training for Practice Specialists Training for Teaming Coordinators		Curriculum and documentation of training participants.	DHS University	Jan 2013		
		Hiring Teaming Coordinators and Practice Specialists for CUA 2		List of transitioning staff	Children & Youth Division	May 2013		

		<p>Training for CUA 2: Training for DHS Investigation Staff Training for CUA Staff Training for Practice Specialists Training for Teaming Coordinators</p>		<p>Curriculum and documentation of training participants.</p>	<p>DHS University</p>	<p>June 2013</p>		
		<p>Hiring Teaming Coordinators and Practice Specialists for CUA 3</p>		<p>List of transitioning staff</p>	<p>Children & Youth Division</p>	<p>August 2013</p>		
		<p>Training for CUA 3: Training for DHS Investigation Staff Training for CUA Staff Training for Practice Specialists Training for Teaming Coordinators</p>		<p>Curriculum and documentation of training participants.</p>	<p>DHS University</p>	<p>Sept 2013</p>		

Outcome #1: Teaming								
	STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	MONITORING/EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
1.3	<u>Family Group Decision Making</u>	Protocol for FGDM Conferences		FGDM protocol is available	Policy and Planning	June 2013		
		FGDM Conferences for families accepted for in-home service		Report documenting how many families eligible for conferences and how many conferences occurred.	Children & Youth Division	Ongoing		
		FGDM for families experiencing a child or youth with an initial placement		Report documenting how many families eligible for conferences and how many conferences occurred.	Children & Youth Division	Ongoing		

Outcome # 1: Teaming								
	STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	MONITORING/EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
1.4	<u>Data System Initiation / Modification</u>	IT Systems Development: Development of the Family Team Conferencing Database		Overview of operational database will be available.	Administration & Management	July 2013		
		IT Systems Development: FAST/CANS Database		Overview of operational database will be available.	Administration & Management	Sept 2013		
1.5	<u>Quality Assurance</u>	PMA provides monthly reports regarding quantity and quality of Family Team Conferencing		Monthly Reports	Performance Management & Accountability	On-going		
		PMA provides monthly reports regarding quantity and quality of FGDM		Monthly Reports	Performance Management & Accountability	On-going		

Outcome #2: Assessment								
	STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	MONITORING/EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
2.1	<u>Staff Hiring and Training for CANS</u>	Hiring CUA Case Managers for CUA 1		List of staff	CUA	Dec 2012		
		Training for CUA 1: CANS training for CUA Case Managers Database training for CUA Case Managers		Curriculum and documentation of training participants.	DHS University	Jan 2013		
		Hiring CUA Case Managers for CUA 2		List of staff	CUA	May 2013		
		Training for CUA 2: CANS training for CUA Case Managers Database training for CUA Case Managers		Curriculum and documentation of training participants.	DHS University	June 2013		

		Hiring CANS staff for existing in-home and foster care provider agencies		List of hired staff	In-Home and Foster Care Service Providers	August 2013		
		Training for existing in-home and foster care provider staff administering the CANS		Curriculum and documentation of training participants.	DHS University	Sept 2013		
		Hiring Teaming CUA Case Managers for CUA 3		List of transitioned staff	CUA	August 2013		
		Training for CUA 3: CANS training for CUA Case Managers Database training for CUA Case Managers		Curriculum and documentation of training participants.	DHS University	Sept 2013		

Outcome #2: Assessment								
	STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	MONITORING/EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
2.2	<u>FAST/CANS for Community Umbrella Agencies</u>	CUA Practice Guidelines are amended to include FAST/CANS		CUA Practice Guidelines will be available.	Policy & Planning	June 2013		
		Implementation for CUA 1: FAST assessment for any family in CUA who is accepted for in-home or placement services		Report documenting how many families eligible for FASTS and how many FASTS occurred.	Performance Management & Accountability	Ongoing		
		Implementation for CUA 2: FAST assessment for any family in CUA who is accepted for in-home or placement services		Report documenting how many families eligible for FASTS and how many FASTS occurred.	Performance Management & Accountability	Ongoing		

		Implementation for CUA 2: CANS assessment for any child or youth in CUA who is experiencing a placement		Report documenting how many families eligible for CANS and how many CANS occurred.	Performance Management & Accountability	Ongoing		
		Implementation for CUA 3: FAST assessment for any family in CUA who is accepted for in-home or placement services		Report documenting how many families eligible for FASTS and how many FASTS occurred.	Performance Management & Accountability	Ongoing		
		Implementation for CUA 3: CANS assessment for any child or youth in CUA who is experiencing a placement		Report documenting how many families eligible for CANS and how many CANS occurred.	Performance Management & Accountability	Ongoing		

2.3	<u>FAST/CANS for Existing In-Home and Foster Care Provider Agencies</u>	Modification of FY '14 contracts for existing in-home and foster care service providers to administer CANS		Contracts contain necessary funding and requirements to administer CANS	Finance	July 2013		
		Implementation for FAST assessment for any family receiving existing in-home or foster care services at the time of accept for service		Report documenting how many families eligible for FASTS and how many FASTS occurred.	Existing In-Home and Foster Care Service Providers	Ongoing		

		Implementation for CANS assessment for any family receiving existing in-home or foster care services at the time of accept for service		Report documenting how many families eligible for CANS and how many CANS occurred.	Existing In-Home and Foster Care Service Providers	Ongoing		
2.4	<u>Data System Initiation / Modification</u>	IT Systems Development: FAST/CANS Database		Overview of operational database will be available.	Administration & Management	Sept 2013		
2.5	<u>Quality Assurance</u>	PMA provides monthly reports regarding quantity and quality of CANS		Monthly Reports	Performance Management & Accountability	On-going		
		PMA provides monthly reports regarding quantity and quality of FAST		Monthly Reports	Performance Management & Accountability	On-going		

Outcome # 3: Planning								
	STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	MONITORING/EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
3.1	<u>Plans for Initiating Service Delivery for Family Team Conferencing</u>	CUA Practice Guidelines		CUA Practice Guidelines will be available	Policy & Planning	Jan 2013		
		Family Team Conferencing Protocol		Teaming Protocol will be available	Policy & Planning	Jan 2013		
		Implementation for CUA area 1: Child Safety Conferences Family Support Conferences		Report documenting how many families eligible for conferences and how many conferences occurred.	Performance Management & Accountability	Jan 2013 - ongoing		
		Implementation for CUA area 1: Permanency Conferences Placement Stability Conferences		Report documenting how many families eligible for conferences and how many conferences occurred.	Performance Management & Accountability	May 2013		

		Implementation for CUA area 2: Child Safety Conferences Family Support Conferences		Report documenting how many families eligible for conferences and how many conferences occurred.	Performance Management & Accountability	May 2013		
		Implementation for CUA area 2: Permanency Conferences Placement Stability Conferences		Report documenting how many families eligible for conferences and how many conferences occurred.	Performance Management & Accountability	July 2013		
		Implementation for CUA area 3: Child Safety Conferences Family Support Conferences		Report documenting how many families eligible for conferences and how many conferences occurred.	Performance Management & Accountability	Oct 2013		
		Implementation for CUA area 3: Permanency Conferences Placement Stability Conferences		Report documenting how many families eligible for conferences and how many conferences occurred.	Performance Management & Accountability	Jan 2014		

Outcome # 4: All								
	STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	MONITORING/EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
4.1	<u>Development of Implementation Team</u>	IOC Steering Committee is transitioned to serve as the CWDP Implementation Team			Performance Management & Accountability	Jan 2013		
		Additional members added to the IOC Steering Committee in new role as the CWDP Implementation Team			Performance Management & Accountability	July 2013		
4.2	<u>Development of Management Procedures/Positions/Functions</u>	Family Team Conferencing is incorporated into the CUA Guidelines			Policy & Planning	Jan 2013		

		FAST and CANS are incorporated into the CUA Guidelines			Policy & Planning	June 2013		
		Updated expectations surrounding FGDM are documented in DHS Policy			Policy & Planning	June 2013		
		Updated expectation surrounding FAST & CANS for existing in-home and foster care cases are documented in provider contract standards			Performance Management & Accountability	July 2013		

Outcome # 4: All								
	STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	MONITORING/EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
4.3	<u>Development of Monitoring Plan</u>	IOC Executive Leadership Team charged with monitoring the CWDP Implementation plan			Performance Management & Accountability	On-going		
4.4	<u>Communication Plan & Strategies</u>	Monthly IOC newsletter provides updates on progress with the CWDP Implementation.		Monthly newsletters	DHS Communications Office	On-going		
		IOC Website provides ongoing information regarding the CWDP Implementation		Website information	DHS Communications Office	On-going		