



**Philadelphia Department of Human Services
County Improvement Plan
April 2014**

Section I. Sponsor Team Members:

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

Anne Marie Ambrose, Commissioner
Doug Robinson, 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 led 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, assessment and planning).

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) is 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:

Philadelphia's initial theory of change presented in the CWDP stated, "If families are engaged as part of a team, and if children, youth, 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."

Philadelphia County has expanded theory of change to state:

- *If* engagement and assessment are successful in determining appropriate interventions, and
- *If* the interventions are implemented with fidelity to the original model, and
- *If* the interventions are monitored for efficiency and effectiveness, and
- *If* necessary system changes keep pace with client needs,
- *Then* children and youth can remain safely in their homes, experience fewer placement changes, experience less trauma, and experience improved functioning, and
- *Then* we will meet IOC short and long term outcomes.

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 and Understanding

This overarching outcome supports understanding the core story, underlying issues, needs and strengths of the child/youth and 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 led QSR in December indicate that when Formation and Functioning scores were combined, 44% of the cases reviewed were found to be in the acceptable range in the Teaming practice performance indicator. This outcome 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 led QSR in December found that 60% of the cases reviewed received acceptable ratings in the Assessment and Understanding practice performance 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 led QSR in December found that 45% of the cases reviewed received acceptable ratings 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 (CWDP) 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), better assessment (through FAST and CANS) and better planning (through linking families to meaningful interventions). As such, each action step works collectively towards each of the identified CIP Outcomes. In December 2013, DHS entered Year Two of the implementation of the IOC initiative. CWDP. Given the magnitude of this systems change, we will align the implementation of Evidence Based Practices, in itself another significant system change, with IOC goals and objectives.

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>	Phased implementation for CUAs 6&7		Report on number of referrals to CUAs	CUA Implementation Team	August 2014		
		Phased implementation for CUA 8, 9, &10		Report on number of referrals to CUAs	CUA Implementation Team	November 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 CUAs 6&7		List of transitioning staff	Children & Youth Division	July 2014		
		Hiring Teaming Coordinators and Practice Specialists for CUAs 8, 9 &10.		List of transitioning staff	Children & Youth Division	October 2014		

		<p>Training for CUAs 6&7: 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>July 2014</p>		
		<p>Training for CUAs 8, 9&10: 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>October 2014</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>	FGDM Conferences available for referred families accepted for in-home service		Report documenting how many families eligible for conferences and how many conferences occurred.	Children & Youth Division	July 2013 Ongoing		
		FGDM available for referred 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	July 2013 Ongoing		

Outcome # 1: Teaming								
	STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	MONITORING/EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
1.4	<u>Quality Assurance</u>	PMA provides monthly reports regarding quantity and quality of Family Team Conferencing for CUA's 6&7		Monthly Reports	Performance Management & Accountability	September 2014		
		PMA provides monthly reports regarding quantity and quality of Family Team Conferencing for CUA's 8-10		Monthly Reports	Performance Management & Accountability	December 2014		
		PMA provides monthly reports regarding quantity and quality of FGDM		Monthly Reports	Performance Management & Accountability	August 2014		

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 FAST and CANS</u>	Hiring CUA Case Managers for CUAs 6&7		List of staff	CUA	July 2014		
		Training for CUAs 6&7: FAST and CANS training for CUA Case Managers Database training for CUA Case Managers		Curriculum and documentation of training participants.	DHS University	July 2014		

		Hiring CUA Case Managers for CUAs 8-10		List of staff	CUAs	October 2014		
		Training for CUAs 8-10: FAST and CANS training for CUA Case Managers Database training for CUA Case Managers		Curriculum and documentation of training participants.	DHS University	October 2014		

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>	Implementation for CUAs 6&7: FAST assessment for any family in CUAs who are accepted for in-home or placement services		Report documenting how many families eligible for FASTS and how many FASTS occurred.	Performance Management & Accountability	August 2014		
		Implementation for CUAs 8-10: FAST assessment for any family in CUAs who are accepted for in-home or placement services		Report documenting how many families eligible for FASTS and how many FASTS occurred.	Performance Management & Accountability	November 2014		

		Implementation for CUAs 6&7: CANS assessment for any child or youth in CUAs who are experiencing a placement		Report documenting how many families eligible for CANS and how many CANS occurred.	Performance Management & Accountability	August 2014		
		Implementation for CUAs 8-10: FAST assessment for any family in CUAs who are accepted for in-home or placement services		Report documenting how many families eligible for FASTS and how many FASTS occurred.	Performance Management & Accountability	November 2014		

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>	Implementation for CUA areas 6&7: Child Safety Conferences Family Support Conferences		Report documenting how many families eligible for conferences and how many conferences occurred.	Performance Management & Accountability	August 2014		
		Implementation for CUA areas 6&7: Permanency Conferences Placement Stability Conferences		Report documenting how many families eligible for conferences and how many conferences occurred.	Performance Management & Accountability	August 2014		

		Implementation for CUA areas 8-10: Child Safety Conferences Family Support Conferences		Report documenting how many families eligible for conferences and how many conferences occurred.	Performance Management & Accountability	November 2014		
		Implementation for CUA areas 8-10: Permanency Conferences Placement Stability Conferences		Report documenting how many families eligible for conferences and how many conferences occurred.	Performance Management & Accountability	November 2014		

Outcome #3: Planning								
	STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	MONITORING/EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
3.2	<u>Plans for initiating Single Case Plan</u>	Implementation for CUA areas 6&7: Single Case Plan		Monthly report documenting how many plans were developed.	Executive Cabinet	August 2014		
		Implementation for CUA areas 8-10: Single Case Plan		Monthly report documenting how many Plans were developed.	Executive Cabinet	November 2014		

Outcome #3: Planning								
	STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	MONITORING/EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
3.3	<u>Plans for initiating Evidenced Based Practice</u>	Identify Evidence Based Practice for the Child Welfare Development Plan		Documentation of selected Evidence Based Practices.	Executive Cabinet			Complete DHS has identified 3 Evidence Based Practices: <ul style="list-style-type: none"> • Parent-Child Interaction Therapy (PCIT) • Positive Parenting Program (Triple P) • Functional Family Therapy (FFT)
		Form Implementation team		List of Team members	Exec Cabinet/Project Manager	Sept. 2014		
		Development of Management Procedures/Positions/Functions		Management procedures and position functions will be available.	Exec Cabinet/Project Manager	Sept 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 Monitoring Plan</u>	IOC Executive Leadership Team charged with monitoring the CWDP Implementation plan		List of Members	Performance Management & Accountability	April 2014		
4.2	<u>Communication Plan & Strategies</u>	Monthly IOC newsletter provides updates on progress with the CWDP Implementation.		Monthly newsletters	DHS Communications Office	May 2014		
		IOC Website provides ongoing information regarding the CWDP Implementation		Website information	DHS Communications Office	May 2014		