

Snyder County Children and Youth Services
County Improvement Plan (CIP)

Date of Plan: 11/06/13

Initial Update

Section I. Team Members

Sponsor Team:

Rose Weir (administrator)
Angela O'Brian (supervisor)

Brian Shambach (supervisor)
Shannon Fisher (supervisor)

Natalie Chesney (program specialist)

Implementation Team:

Sean Trent (caseworker)
Matt Boop (caseworker)
Jenifer Weimer Paige (caseworker)
Jodi Reichenbach (caseworker)
Sara Mathews (caseworker)

Tammy Cramer (caseworker)
Tricia DeVine (caseworker)
Arvel Brown (caseworker)
Denise Clouser (paralegal)
Shannon Fisher (supervisor)

Joni Parker (caseworker)
Donna Shriver (social worker)
Karen Stewart (caseworker)
Natalie Chesney (program specialist)

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

Based on the Agency's QSR results, focus group feedback, and responses from the brief phone interviews with individuals identified for QSR back-up cases, the sponsor team identified the following areas to be addressed in the County Improvement Plan:

Outcome # 1: Wellbeing

Outcome # 2: Teaming

Outcome # 3: Assessment and Understanding

While there were no glaring indicators in need of improvement, the sponsor team identified these three outcome areas thinking that there was room for improvement in each, enhancements in these areas would be realistic, and that work in these areas would have long-range effects across other facets of Agency services.

All program staff were invited to participate in the development of the County Improvement Plan. The Agency's Practice Improvement Specialist from the Child Welfare Resource Center facilitated this process over a series of meetings, using the DAPIM model.

**Supervisory Team: Administrator, Program Specialist, all Casework Supervisors*

***CQI Team: Program Specialist, non-supervisory staff volunteers*

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

Outcome #1: Wellbeing

Goal: To promote the wellbeing of all children and families

Action Steps	Evidence of Completion	Person(s) Responsible	Status Update
a. Advocate for needed services in our community			
Nov. 2013	Compile and provide to Administrator a list of service gaps as identified by the CIP Team	Document created	Program Specialist
Dec. 2013	Share with the Coalition for Kids and CCBH the information compiled by the CIP Team regarding service gaps in our community	Information shared	Administrator
June 2014	Inform Agency program staff of any future plans or progress made by the Coalition for Kids and/or CCBH, as well as any additional services available in our community	Added to staff meeting agenda	Administrator
b. Assist families with accessing needed services and building connections in their communities			
June 2014	Compile and provide for program staff a list of area services, including services in neighboring counties that may be more convenient for some Snyder County families	Document created	Program Specialist
June 2014	Compile and provide for program staff a listing of trauma-informed services available in our community	Document created	Program Specialist
Sept. 2014	Consider barriers to families' participation in services (e.g. transportation issues, hours of availability) when making recommendations/ referrals for services	Increased participation in services	Supervisors Caseworkers
Sept. 2014	Develop with families the strategies to overcome barriers to their participation in services; incorporate these strategies in FSP/ CPP's	Specific tasks included in FSP/ CPP's	Supervisors Caseworkers

	Action Steps	Evidence of Completion	Person(s) Responsible	Status Update
March 2016	Consider developing a packet, Agency webpage, or other means to share information regarding local organizations and events with families	Creation of a means to share information	Supervisory Team CQI Team	
May 2016	Share information with families about local organizations and events, particularly families who are isolated or new to their community	Information shared	Supervisors Caseworkers	
c. Promote Agency staff skill-building to better engage and empower families				
March 2016	Explore alternative training needs assessments for staff	Materials gathered	Program Specialist	
May 2016	Consider using any alternative training needs assessments gathered	Discussion documented in meeting minutes	Supervisory Team	
May 2016	Complete the Strengths-Based Family Worker (formerly FDC) course and portfolio and/or CWRC's Strengths-Based Solution-Focused Interviewing workshop	Credential and/or certificate earned	Program staff, based on identified training need	
May 2016	Complete the Family Development Leadership course	Credential earned	Administrator Supervisors	
May 2016	Attend CWRC's FGDM training overview	Certificate received	All program staff	
May 2016	Attend CWRC's FGDM training series in order to learn engagement and facilitation skills	Certificate received	Program staff, based on identified training need	
Dec. 2014	Attend and participate in each worker's first Family Group Conference in order to coach workers on their engagement skills during the conference process	Supervisors' FGC attendance	Supervisors	
Dec. 2014	Participate in Leadership Academy and other training to build supervisory skills (e.g. managing change)	Training completed	Supervisors	

	Action Steps	Evidence of Completion	Person(s) Responsible	Status Update
Dec. 2015	Learn about the parallel process; identify how it impacts our staff and the families we serve	Information presented or training attended	All program staff	
March 2015	Review “Enhancing Critical Thinking: A Supervisor’s Guide” and consider how to incorporate it into supervision	Discussion documented in meeting minutes	Supervisory Team	
June 2015	During monthly individual meetings with supervisors, model critical thinking skills and ask probing questions that go beyond tasks and surface issues	Monthly meetings held Supervisors’ critical thinking skills improved	Administrator	
June 2015	During case reviews, model critical thinking skills and ask probing questions that go beyond tasks and surface issues	Case reviews held Caseworkers’ critical thinking skills improved	Supervisors	
Dec. 2014	Consider the Agency’s mission, vision, and values when completing Employee Performance Reviews	Comments in evaluations reflect mission, vision, & values	Supervisors	
May 2016	Provide clear and specific feedback, both constructive and positive, to supervisees at least monthly about their job performance	Feedback provided	Administrator Supervisors	
May 2016	At least monthly, provide coaching on application of knowledge gained through training and experience, identify training needs, and check in with staff about their own wellbeing	Caseworkers’ skills improved Caseworkers’ individual needs identified	Supervisors	

Outcome #2: Teaming

Goal: To use an organized team approach in all facets of the Agency’s functions and services

Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
a. Clarify what “teaming” means for our Agency			
June 2014	Create a clear vision of “teaming” and expectations for when/how it will be used within the Agency and by all staff	Written statement	Supervisory Team
June 2014	Share our vision and expectations for teaming with all staff, families, and community partners	Documentation in meeting minutes and/or running dictation	Supervisory Team
b. Ensure all team members (Agency staff, family, resource parents, providers) are prepared to effectively participate in team meetings			
March 2016	Learn how to help other team members prepare for meetings and how to support other team members during meetings	Information presented and/or training completed	All program staff Workers: Families: Resource parents: Providers:
March 2016	Provide coaching on group dynamics, how to voice views/concerns effectively, and managing conflict	Information presented and/or documented	All program staff Workers: Families: Resource parents: Providers:
March 2016	Consider alternative means for participants to share their views in meetings (e.g. in writing in advance)	Discussion documented in meeting minutes	Supervisory Team Program staff, as applicable
c. Ensure that Agency staff possess the skills to effectively facilitate team meetings			
May 2016	Explore training opportunities for how to effectively facilitate team meetings and manage difficult issues/dynamics	List compiled	Program specialist
May 2016	Participate in training to learn how to effectively facilitate a team meeting and manage difficult issues/dynamics	Training completed	Supervisory Team Program staff, as applicable

	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
May 2016	Clearly outline the roles and responsibilities of all team members prior to/at the start of each meeting	Form completed	Supervisory Team Program staff, as applicable	
May 2016	Consider designating a neutral facilitator for team meetings	Discussion documented in meeting minutes	Supervisory Team	
d. Use and promote teaming for all cases				
Dec. 2014	Identify alternatives to our current distribution of workload to increase efficiency and quality of services; develop a list of pros and cons for each and provide to the Supervisory Team for consideration	Information/list compiled	CQI Team	
Dec. 2014	Identify alternative locations for team meetings to promote family participation and minimize their travel	List of locations compiled	CQI Team	
March 2014	Explore alternative means for participation in team meetings (e.g. conference call, video conferencing, WebEx, GoToMeeting)	Discussion documented in meeting minutes	Supervisory Team CQI Team	
Dec. 2013	Supervisors will help workers to prioritize when scheduling conflicts arise and work together to provide coverage	Communication occurring	Casework supervisors	
e. Improve the formation/functioning of existing teams of professionals and community partners				
Dec. 2013	Keep staff informed of existing teams in the community, their purpose, efforts made, and opportunities for involvement (e.g. Children's Roundtable, Coalition for Kids, Integrated Family Services Council)	Included in every staff meeting agenda	Administrator	
March 2014	Invite the CASSP Coordinator to attend an Agency staff meeting and share information about CASSP	Presentation completed	Administrator	
June 2014	Explore opportunities to increase and improve our use of CASSP	Increase in CASSP referrals	Supervisory Team	

	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
June 2014	Gather information regarding other county agencies' MDIT's	Information from other counties received	Program Specialist	
June 2014	With the District Attorney, develop an MDIT policy and procedure	Completed P&P	Supervisory Team	
June 2014	Review the current MDT participant/invitation list and revise it as needed	Discussion documented in meeting minutes	Supervisory Team	
June 2014	Gather feedback from current MDT members to assess how meetings might be improved	Receipt of information	Supervisory Team	
June 2014	Consistently follow up with required reporters and providers at the conclusion of the investigation/assessment to notify of the status determination/case decision	Follow-up occurring consistently	All program staff	
f. Improve the formation and functioning of family/case teams -				
June 2014	Consider our use of FGC vs Family Team meetings, identifying pros and cons for each	Discussion documented in meeting minutes	Supervisory Team CQI Team	<i>*also included in Concurrent Planning Implementation Plan (principle 3)</i>
June 2014	Create a brochure for family members that will outline the FGC meeting purpose/format and their role	Completed brochure	CQI Team FGC Supervisor FGC Coordinator	
June 2014	Provide a sample plan or plan outline to FGC participants in advance, as part of their preparation for the meeting	Written information prepared for sharing	CQI Team FGC Supervisor FGC Coordinator	
June 2014	Assess timeframes of the FGC process (meeting purpose/format, role, logistics) to ensure sufficient preparation of all family members prior to each FGC	Participants arrive prepared FGC meetings expedited Improved FGC plans	FGC Supervisor FGC Coordinator	

	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
June 2014	Develop a family friendly method for securing consents at the conclusion of an FGC for the Agency to speak with all responsible persons in the family's plan	Form/method created	FGC Supervisor FGC Coordinator	
June 2014	Consider including a clause in all FGC plans for responsible persons to notify the Agency if the plan is not being followed	FGC Supervisor report to Supervisory Team	FGC Supervisor FGC Coordinator	
June 2014	Ensure a clear contingency plan for each FGC plan	Contingency plan included in FGC plan	FGC Supervisor FGC Coordinator	
Dec. 2014	To protect confidentiality, consider alternatives to sharing the entire FSP with families, providers, and community partners	Discussion documented in meeting minutes	Supervisory Team CQI Team	
June 2014	Review our current FGC P&P and make revisions as needed to make it more efficient	Discussion documented in meeting minutes	Supervisory Team	

Outcome #3: Assessment and Understanding

Goal: To ensure quality assessments are completed for children and families

Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
a. Identify the assessment methods/tools to be used by Agency staff			
March 2015	Identify all assessment methods/tools that are currently being used	List compiled	CQI Team
March 2015	Research and review additional assessment methods/tools; develop recommendations for which ones to use, when, and how	Materials received Recommendations developed	CQI Team
June 2015	Consider which assessment methods/tools will be used by Agency staff, when they will be used, and how they will be used	Discussion documented in meeting minutes	Supervisory Team
June 2015	Share chosen assessment methods/tools with all program staff and provide training on when/how they will be used	Information/materials shared Instruction provided	Supervisory Team
b. Use assessment methods/tools to identify root causes to family issues			
Dec. 2015	Use the identified assessment methods/tools to determine root causes and facilitate change in families	Tools completed and/or method documented	All program staff
Dec. 2015	Provide coaching and support to caseworkers as they implement the chosen assessment methods/tools	Observation and communication	Supervisors
Dec. 2013	Hold monthly unit meetings to review difficult cases and provide added support and learning opportunities	Meetings held	Supervisors
Sept. 2015	Create a method for periodically reviewing completed assessments for quality and consistency	Plan developed Review tool established	Supervisory Team
c. Develop family plans that are clear and understandable			

	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
Sept. 2014	Use family-friendly language when writing FSP/ CPP's	Language is family-friendly	All program staff	
Sept. 2014	Ensure that FSP/ CPP objectives and tasks are realistic, measurable, and achievable	Service plans are measurable and achievable	All program staff	
Sept. 2014	Ensure that FSP objectives and tasks clearly outline the steps families need to take in order for their case to be closed	Service plans address SAW & RA	All program staff	
Sept. 2014	Ensure that CPP objectives and tasks clearly outline the steps families must take in order for their child to return home	Service plans address SAW & RA	All program staff	
Sept. 2014	Create a method for periodically reviewing FSP/ CPP's for quality and consistency	Plan developed Review tool established	Supervisory Team	
Sept. 2014	Develop a means to provide visual, concrete feedback to families regarding their progress toward FSP objectives and tasks	Document/method created	Supervisory Team CQI Team	
Sept. 2014	Ensure that FSP/ CPP's are revised as families' circumstances/needs change	Service plans address current SAW & RA	All program staff	

The Agency's next state-supported Quality Service Review will be held in: 2016