

## County Improvement Plan (CIP)

County Name: Venango

Date of Plan: December, 2018

Initial

Update

**Instructions:** Please refer to Section XX 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):*

**Luann Hartman, Venango County CYFS Administrator**

**Valerie Zitterbart, Venango County Quality Assurance Senior Program Specialist, QSR Site Lead \***

**Courtney Hartle, Venango County CYFS Program Director, QSR Site Lead\***

**Gregory Nageotte, Venango County CYFS Intern\***

**Bethany Cloonan, Venango County CYFS Systems Manager**

**Amanda Sheffer, Venango County CYFS Ongoing Supervisor**

**Anna Shawgo, Venango County CYFS Ongoing Service Coordinator**

**Jameekia Barnett, Supervisor, WR OCYF**

**Steve Eidson, CWRC**

**Adam Garrity, CWRC**

**Cassie Kreckel, CWRC**

### 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.)*

## County Improvement Plan (CIP)

- **Outcome # 1: Teaming will occur at all levels to improve services for families, inform decision-making and to assure that team members are engaged through the life of the case.**
- **Outcome # 2: Engagement will occur with all individuals involved with a family, this includes but is not limited to the non-custodial parent, other household members, service providers, and schools involved with the family.**

### Background and Development:

The Venango County Quality Service Review (QSR) was held on 22-24 May 2018. Seven cases were reviewed during the on-site QSR, four were In-Home cases and three were Out of Home cases.

On July 18, 2018 the Next Steps meeting was held with Steve Eidson, Jameekia Barnett, Luann Hartman, Bethany Cloonan, Valerie Zitterbart, Courtney Hartle, and Jake McVay to discuss the key outcomes the county should plan for in the QSR CIP. Additionally, it was discussed how the QSR data should be presented to the Venango County staff. With Venango being a block grant, PPI, Demonstration Project and QSR County it was understood that the staff being involved in the planning was crucial to allow for better understanding of the outcomes, and to provide an opportunity for Teaming. Through analyzing the data, the key overlap areas identified through the Demonstration Project, the 2018 State Licensure with OCY, and QSR were engagement and teaming. It was decided to focus on these two areas for the County Improvement Plan. Through further discussion, it was agreed that the team to develop the CIP plan would ideally include the administrator of CYFS, the quality assurance program specialist, the systems manager, the program manager, PIC unit director, On-going, and Intake Service Coordinators and a representative from the Western Region, Office of Children Youth and Families. Steve Eidson then developed the team roster and sent out CIP team meeting invites. It was decided that the CIP development process will start with two areas and consider lessons learned from the QSR/CIP in 2014. As a group, Teaming and Engagement seemed to be the re-occurring identified areas that came up in the discussions of struggles during interviews with key stakeholders and focus groups.

On August 8, 2018 a PowerPoint of the 2018 QSR Data was revealed to the Venango County CYFS Staff by Steve Eidson from the Child Welfare Resource Center, Co Site Leads Valerie Zitterbart and Courtney Hartle, as well as Jameekia Barnett from the Western Region, Office of Children Youth and Families. Additionally, all of the QSR reviewers were extended invitations to participate in the reveal of data and to answer and offer additional feedback to aid with planning. At the conclusion of the presentation, all of the Venango County CYFS staff were asked to provide their

## County Improvement Plan (CIP)

thoughts on what should be included in the plan. During the discussion, it was brought up that service coordinators and supervisors were concerned of the small sample size selected being a global assessment of the work being performed in Venango. Steve Eidson assured the staff that the team understood that the results were not a statistically sound sample, and that one score could change the results entirely. With that being said, it was discussed that Engagement is a common outcome across all of the counties in Pennsylvania that is cause for concern. Steve then followed up stating, "Take what you are already doing and get really good at it." This statement was the foundation of the CIP planning and development.

The team re-convened on August 27, 2018 with Steve Eidson and Cassie Kreckel from the Child Welfare Resource Center met with Luann Hartman, the Administrator of Venango County Children, Youth and Family Services, Courtney Hartle Program Director, Bethany Cloonan Systems Manager, Valerie Zitterbart Quality Assurance Senior Program Specialist, Amanda Sheffer Ongoing Service Coordination Supervisor, and Anna Shawgo Ongoing Service Coordinator to develop the County Improvement Plan (CIP).

### Moving Forward

The 2018 county plans to improve Teaming and Engagement with families and other key stakeholders to ensure quality service delivery, engagement of non-custodial parents/caregivers, and promote safety, timely permanency and well-being of children and their families. This can be accomplished through fidelity models and tools that have already been established in practice and by improving communication among staff, families and providers. Focusing on increasing those efforts towards already established practice will allow staff to enhance their engagement with families and key stakeholders which increases teaming with these individuals to create a plan for inner family and self-reliance. The agency will start implementation of teaming and engagement at the "front door" with the interns that first become employed with the agency. They will be required to meet with all of the licensed foster parents to ensure that relationships are established at the beginning and expectations from the foster parents can be relayed to the new employees. This will allow for a crucial relationships to develop between the casework staff and the foster parents who play one of the most important roles in dependent children's lives. The agency has already started amending policies and procedures to aid in developing a more engaging and teaming culture. When these policies are implemented, they are being presented at staff meetings to ensure that all staff are versed in updates and are able to implement change in the field. The agency has also started having FGDM Provider meetings through Child 2 Family Connections. Implementing these meetings more often will ensure all service providers and agency are not only informed of all the necessary factors in families lives,

## County Improvement Plan (CIP)

but allows a platform for a higher level of engagement and practice with the families due to advanced teaming efforts. Additionally, in these efforts, the agency plans to become more aware of custody practices and ensure that those documents are readily available. The agency encounters custody concerns on a daily basis, and has the capability of requesting custody orders and protection from abuse orders. The Agency is putting into practice the requesting of those documents earlier in the investigation to allow more engagement of the non-custodial parents/caregivers, as well as gain knowledge that can be helpful in advocating for children. More recently, the legal LSI team has implemented a training for all new hires for Family Finding efforts. This has increased the number of non-custodial caregivers that are found and engaged, as well as making connections with family members that can be crucial if a formal placement of children should occur. The agency's newly piloted Integrated Service Coordination Team with the county's mental health system has allowed for a more holistic approach to case management. It has engaged the family as a part of a team which has allowed for a more comprehensive screening and assessment to identify underlying causes and needs. This team then implements a service plan incorporating both the CYFS' Family Service Plan and Mental Health's Treatment Plan. Feedback from this pilot has shown when service coordinators team and meet with the family together, the visits are more effective and manageable for the consumer.

### Findings from the 2018 QSR:

#### 2018 QSR Indicators with Highest Percentage of "Acceptable" Scores

QSR Indicator	Ranking	% Acceptable Scores
Living Arrangement	1	100.00 %
Early Learning & Development	2	100.00 %
Safety & Exposure to Harm	3	83.33 %
Academic Status	4	80.00 %
Permanency	5	71.43 %
Physical Health	6	71.43 %

#### 2018 QSR Indicators with Lowest Percentage of "Acceptable" Scores

QSR Indicator	Ranking	% Acceptable Scores
Engagement	13	52.38%

## County Improvement Plan (CIP)

Maintaining Family Relationships	14	50.00%
Stability	15	50.00%
Effort to Timely Permanence	16	50.00%
Parent & Caregiver Functioning	17	46.15 %
Role and Voice	18	42.86 %
Long-Term View	19	42.86 %
Child/Youth & Family Planning Process	20	36.36 %
Teaming	21	35.71%
Planning for Transition & Life Adjustments	22	28.57%

### Comparing 2018 to 2014 Results:

#### Findings from the QSR:

As noted above, there has been a great deal of effort to improve teaming and engagement through the use of various practices. In spite of those efforts there was a drop in Engagement scores from 79% in 2012 to 63% in 2014, and again in 2018 to 52.38 %. In 2014 the Teaming score was at 50%, however there was a dramatic decrease in 2018 to 35.71 %. However, it was noted on multiple occasions that the 2018 reviewers were mostly new, and were extremely critical when scoring.

The highest and lowest rankings for the 2014 QSR are listed below to compare:

#### 2014 QSR Indicators with the Highest Percentage of “Acceptable” Scores

QSR Indicator	Ranking	% Acceptable Scores
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## County Improvement Plan (CIP)

Living arrangement	1	100%
Early Learning and Development	2	100%
Safety and exposure to threats of harm	3	100%
Academic Status	4	100%
Physical health	5	100%

### 2014 QSR Indicators with the Lowest Percentage of “Acceptable” Scores

QSR Indicator	Ranking	% Acceptable Scores
Teaming	19	50%
Long term view	20	50%
Efforts to timely permanence	21	50%
Assessment and Understanding	22	45%
Planning for Transitions & Life Adjustments	23	25%

After assessing the QSR case review results as well as comments from focus group and key stakeholders, a number of problems and issues in the county were identified and considered by the CIP team:

- A. Venango County continues to struggle with the high turnover of employees. The PIC Unit has not been fully staffed in over a year and the Ongoing unit is currently at six months lacking a full complement of staff. The Recruitment and Retention Program has been instrumental in replacing staff as they obtain positions in other departments or resign from Child Welfare. This program will continue to expand and implement improvement practices but will continue to take time and strategies to develop a full complement of experienced staff. Because of the staff changes and the loss of historical continuity at the agency, there continues to be a need to develop critical thinking skills in new staff and supervisors who don't ask in depth questions to dig down, but rather address superficial issues.
- B. To improve practice and outcomes for children in care. Ice Breaker meetings were developed to mediate between resource parents and birth parents to be implemented soon after the case is opened. However,

## County Improvement Plan (CIP)

few meetings were held due to the lack of cooperation with case families. The Agency wants to re-implement these practices to aid in better Teaming and Engagement, however we now would like for the Ice Breakers to occur during the Rapid Response Team meetings and key components be incorporated in the Child Permanency Plans.

- C. With respect to engagement, the county has continued to identify Family Finding issues – breakdown likely due to inexperienced case workers. Already acknowledging that engagement was a concern voiced at OCYF Licensure, the Agency had been selected to participate in the Family Engagement Initiative. This initiative will be fully implemented by January 2, 2019, with the analysis containing Family Finding, Enhanced Legal Representation, and a Crisis/Rapid Response Team. Participating in this pilot alone will not only train the Venango staff but gain a contracted response team to enhance Family Finding efforts while significantly reducing the placement of children.  
In addition, the Diakon-Swan LSI paralegals have developed an in-house training for all new caseworkers to attend on an individual basis to gain a better understanding of the process and gain participation. This has shown to help tremendously; however, has only been implemented in the recent few months. Diakon-Swan has approved for the LSI's to create a video to also be used to aid in training, this will be developed in the next few years.
- D. As stated in A, The Protective Integrated Crisis (PIC) unit has undergone many staffing changes and those in the unit are trying to understand the roles and functions of multiple departments in the Human Services system, including Children and Youth Services, Mental Health, Intellectual Disabilities, Drug and Alcohol, Aging and Housing.
- E. There continues to be a need for community, cross-system and internal education for all staff. It was pointed out that other departments at Venango CYFS don't communicate as often as needed not only internally within Human Services but also with service providers. Focus groups and stakeholder interviews during the QSR reiterated the need for education and outreach/collaboration internally and with cross-system partners. The Agency plans to implement the use of provider meetings through FGDM to have all service providers, including CYFS be "on the same page regarding their collaborative work with families. Also, the agency's newly piloted Integrated Service Coordination Team with the county's mental health system has allowed for a more holistic approach to case management. It has engaged the family as a part of a team which has allowed for a more comprehensive screening and assessment to identify underlying causes and needs. This team then implements a service plan incorporating both the CYFS' Family Service

## County Improvement Plan (CIP)

Plan and Mental Health's Treatment Plan. Feedback from this pilot has shown when service coordinators team and meeting with the family together the visits are more effective and manageable for the consumer.

- F. Identified through interviews with key stakeholders and focus groups, was a need for more collaboration with Foster Parents. Venango Co. CYFS recognized there was not any type of training for CYS staff to understand the Agency's foster parent's roles. This year, the Agency has had a full complement of foster parents amounting to 32 licensed foster/kindship homes, which is more than the Agency has ever had. A healthy complement of foster parents and continuous turnover of CYFS staff develops additional concerns of supporting teaming while gaining understanding of roles, responsibilities and expectations.

## County Improvement Plan (CIP)

### 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.)*

- Outcome # 1: Teaming will occur at all levels to improve services for families, inform decision-making and to assure that team members are engaged through the life of the case.

STRATEGIES <sup>i</sup>	ACTION STEPS <sup>ii</sup>	INDICATORS/ BENCHMARKS <sup>iii</sup>	EVIDENCE OF COMPLETION <sup>iv</sup>	PERSON(S) RESPONSIBLE <sup>v</sup>	TIMEFRAME <sup>vi</sup>	RESOURCES NEEDED <sup>vii</sup>	STATUS <sup>viii</sup>	MONITORING <sup>ix</sup>
<b>Education for CYFS on Teaming with Foster/ Kinship Parents</b>	<p>Re-Implement Foster Parent Support Group.</p> <p>Service Coordinators sign up for the meeting and interact with the Foster Parents for the first half hour.</p> <p>Create a Communication and Engagement Training.</p>	<p>By having the service coordinators meet with foster parents at the beginning of Foster Parent Support Group and implementing additional training will create more of a working relationship. This will allow for a better understanding of the intricate piece that</p>	<p>Attendance will be tracked by the unit supervisors to ensure each Service Coordinator attends at least one group a year.</p>	<p>Foster Care Program Specialist will start the Foster Parent Support Group.</p> <p>Services Coordinators will be responsible for signing up to attend the support group, this will be tracked by Unit Supervisors.</p>	<p>2/1/18 for the development of the Foster Parent Training and Implementation.</p> <p>2/1/18 for the Foster Parent Support Group to begin.</p> <p>Attendance lists will be developed by the Foster Care Supervisor for the Service Coordinators to sign up.</p>	<p>Foster Parent Support Group.</p> <p>Training Development with Training Specialist and Foster Care Specialist.</p>	<p>Support Group Implementation 3/1/19-3/1/21</p> <p>Communication Training Completed on 11/6/2018.</p>	<p>Supervisors will ensure that their staff attend one foster parent support group a year.</p> <p>New Foster Parent Training will be given at least twice a year, more or less if deemed necessary and monitored by the Foster Care</p>

**County Improvement Plan (CIP)**

		Foster Care plays in the Child Welfare System.		developed by the Foster Care Program Specialist and CYFS Trainer will be held for the service coordinators on an as need basis.				Supervisor and the Quality Assurance Training Specialist.
<b>Education of Foster/ Kinship Homes</b>	The Agency will condense the courtroom bench book to create a quick guide.  Intake, Ongoing, and Foster Care Service Coordinators will distribute the quick guide.	Educating Service Coordinators, Foster Parents, and Kinship homes on the court process will allow them to have a better understanding of the court process and how it affects the children in formalized care.	This will be documented in ICAMS through a case note by the intake, Ongoing, and Foster Care Service Coordinators.	Diakon Swan LSI Paralegals will develop the quick guide in conjunction with working with the Foster Parent Program Specialist.	This shall be completed and implemented into practice by the conclusion of the 2019 year.	The LSI Paralegals and Foster Parent Program Specialist to collaborate and create the quick guide document.	1/1/19-7/1/19	Distribution of the quick guide to the Foster/Kinship Parents will occur at least twice annually and be documented by the Foster Care Service Coordinators in ICAMS. Distribution to biological parents will be documented by the Intake, Ongoing

### County Improvement Plan (CIP)

								Service Coordinators and documentation of the distribution will be in a case note in ICAMS. This will be verified by the Casework Supervisor.
<b>Child and Family Service Coordination Team/Pilot with Foster Care Unit</b>	The Agency has been a part of the Family Service Coordination Team/Pilot. The Pilot would like to integrate Foster Care (FC) Service Coordination.	Incorporating the Foster Care Unit in the Service Coordination Team/Pilot is an essential resource in the Agency's ongoing mission to improve the overall well-being of the consumers being served.	Attendance at the Child and Family Service Coordination Team/Pilot meetings and integrated home visits.	Mental Health Administrator, CYFS Clinical Manager, Foster Care Supervisor, Service Coordinators in Mental Health, Ongoing CYFS, and Foster Care.	This would be implemented by the end of the CIP Period, the Pilot has just been implemented in the 2018 Year, which has incorporated CYFS and MH, adding the Foster Care component would take additional time.	Incorporating the Foster Care Unit in the Children and Family Service Coordination Team/Pilot meetings, and set a time frame for when implementation of integrated meetings to occur.	Implementation of the Pilot was 2018-2021	This would be monitored through team meetings as well as audit (state and internal) to ensure that all appropriate parties are involved and participating in The Service Coordination Pilot appropriately.

### County Improvement Plan (CIP)

<p><b>Child 2 Family Connection Provider Meetings</b></p>	<p>The Agency will require Service Coordinators to make referrals to Provider Meetings facilitated by Child 2 Family Connections following the Family Group Model.</p> <p>Provide a training to the CYFS Staff of the purpose of the provider meetings and the referral process.</p>	<p>The Agency will utilize these meetings to allow full disclosure of information across all systems and providers to maintain efficient management of cases.</p>	<p>The increased use of provider meetings, and a survey of the meeting effectiveness will provide useful insight on the teaming process.</p>	<p>CYFS Program Director, CYFS Supervisors, CYFS Service Coordinators, as well as C 2 Family Connections Supervisor</p>	<p>This is currently already implemented and available on a case by case basis. The Ongoing Program Director or Unit Supervisor will review the need for this service.</p> <p>Once Child 2 Family implements the new referral process, meetings will occur more regularly.</p> <p>The training on the available service will be implemented by February 2019.</p>	<p>The Agency has already met with C 2 Family Connections about utilizing these meetings more often. Child 2 Family Connections is re-constructing their referral forms to include this type of meeting to be continuously available to Service Coordinators and Service Providers to request. However, until the form is changed the Provider meetings are currently available on an as needed basis.</p>	<p>February of 2019-2021 Provider Meetings and Training will be implemented.</p>	<p>Service Coordinators will offer these meetings to the service providers and make referrals accordingly.</p> <p>The Systems Manager will track the usage/ implementation of referrals.</p> <p>The CYFS Program Director will survey the staff on the effectiveness of the provider meetings.</p>
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## County Improvement Plan (CIP)

<p><b>Discussion with Service Providers during case transitions.</b></p>	<p>Service Coordinators will be required to make phone calls to providers <u>prior</u> to case transitions; Such as opening, closing, and making referrals to the Diversion Program.</p> <p>Supervisors will be provided a guide of topics and questions to discuss during their supervision.</p> <p>During routine supervision, Supervisors will monitor that the phone calls and efforts occur and their results.</p>	<p>By making these attempts at engaging and teaming with the service provider, will allow the Agency to make more informed decisions on the status of the case.</p> <p>Additionally, reviewing this information during required supervision will provide a platform for additional problem solving with more informed decision making.</p>	<p>Service Coordinators will make the phone calls to providers, then during required supervision the Service Coordination Supervisor will ask about “Provider Feedback and Engagement” to elicit this information.</p>	<p>CYFS Service Coordinator, Service Coordination Supervisors</p> <p>Ongoing Program Manager will create the guide of topics and questions for supervisors to utilize during supervision.</p>	<p>The Agency has already put these measures into current practice. Documentation reflecting the Agency’s progress can be found currently.</p>	<p>Proper documentation displaying consistent and timely communication with Service Providers.</p>	<p>Implementation March 2019-2021.</p>	<p>CYFS Supervisors will be requesting this information during supervision with the Service Coordinators. The Program/Unit Directors will review supervision notes to ensure this is implemented into practice.</p>
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## County Improvement Plan (CIP)

<p><b>Creating a working relationship with local school districts</b></p>	<p>The PIC Unit Director currently provides annually in the local school districts.</p> <p>The Ongoing Program Director and the Educational Liaison will attend this training to be available for questions or concerns.</p>	<p>Improving and maintaining relationships with local school district employees creates a transparent and collaborative teaming opportunity to enhance the well-being of mutual consumers.</p>	<p>Strengthen collaborative efforts and relationships with our key stakeholders, evidenced by our ability to more efficiently serve our consumers.</p>	<p>CYFS Program Director, PIC Unit Director, Educational Liaison.</p>	<p>Annually, starting with the 2019-2020 school year.</p>	<p>Will be held during an ACT 80 day chosen by the local school districts.</p>	<p>Implementation will be prior to the 2019-2020 school year.</p>	<p>Annually, local school districts will be invited to CYFS all staff meetings to aid in development of working relationships.</p>
<p><b>Policies and Procedures presented to CYFS staff</b></p>	<p>The Quality Assurance Senior Program Specialist is attending unit staff meetings to present current/newly amended policies and procedures.</p>	<p>The Quality Assurance Unit is currently teaming with all of the CYFS departments to ensure staff are versed in all the CYFS policies and procedures, as well as giving the staff a voice in amending the</p>	<p>It is currently being documented when the QA Unit is present at the staff meetings, and employees are required to sign off with their agreement of</p>	<p>Quality Assurance Unit, Quality Assurance Senior Program Specialist, QA Trainer</p>	<p>Currently, the QA Senior Program Specialist is attending unit meetings on a monthly basis, this can occur more or less depending on need communicated by the CYFS Program Directors.</p>	<p>Current Policies, Procedures, and Regulations to be presented to staff on an ongoing basis to aid in their ability to be better equipped in the field.</p>	<p>6/1/18-1/1/21</p>	<p>The QA Unit staff attendance is documented on the attendance sheets. Additionally, all policies and procedures presented, an acknowledgment form is being signed</p>

### County Improvement Plan (CIP)

		current policies to fit casework practices.	policies and procedures.					by all the staff and tracked by the QA unit on the shared drive.
<b>Participation in the Family Engagement Initiative</b>	Venango County has been selected to participate in the Family Engagement Initiative.	Participation in the Family Engagement Initiative will enhance the Agency's Family Finding efforts while developing a Rapid Response Team, and an Enhanced Legal Representation Team. All of these components will attribute to the prevention	The reduction of children entering placement would be evident once the Team is implemented and producing output.	CYFS Administrator, CYFS Supervisors, CYFS Service Coordinators, Provider Programs, and Legal/Court Team.	Full Implementation in January of 2019.	The Core and Implementation Team members have already been identified. As well as the provider program who will run the Rapid Response Team. The next steps are to submit the Agency's analysis steps of	9/1/18-1/1/21	The office of Children and Families in the Courts is monitoring the Agency's analysis plan. The Children's Roundtable is overseeing the project.

### County Improvement Plan (CIP)

		of the placement of children while strengthening the children's inner circle support system.				implementation.		
<b>Increasing Communication with Local School Districts</b>	The Agency would like to look into implementing a plan of practice to increase the communication and availability of the outreach and CYFS Service Coordinators to local school districts.	Local school districts have requested to have a concrete schedule of when outreach and CYFS Coordinators are available. The Agency would like to have a workgroup develop a plan.	The workgroup headed by the Outreach Supervisor will develop a plan and implement a plan to increase the presence of outreach service coordinators.	Outreach Supervisor, Workgroup Attendees.	August 2019-2021	The Outreach Supervisor to engage key stakeholders to develop an effective communication plan.	Implementation of completed plan by August of 2019-2021.	Monitoring of the plan and communication efforts will be documented by the Outreach Supervisor.

## County Improvement Plan (CIP)

- Outcome # 2: Outcome # 2: Engagement will occur with all individuals involved with a family, this includes but is not limited to the non-custodial parent, other household members, service providers, and schools involved with the family.

STRATEGIES	ACTION STEPS	INDICATOR/ BENCHMARKS	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS	MONITORING
<b>Training CYFS Staff on Family Finding and Engagement Methods</b>	Kevin Campbell is scheduled to come to Venango County on October 11, 12 <sup>th</sup> to administer the Family Finding Training.	This training will implement strategies on how to improve Venango County's engagement efforts as well as develop new engagement practices as a county.	A certificate of completion will be given to all employees who attend the training on October 11, and 12, 2018.	Venango County CYFS Staff to attend	10/11/18 to 10/12/18	The training is already scheduled, it would be needed for as many CYFS staff to attend as the Agency can send.	This will be a one-time event, however the practices that will be taught will be implemented and demonstrated through casework practice.	Staff certificates will be given after the training, these will be recorded with their supervisors and logged under their training records.
<b>Community Based Supervised Visitation Program</b>	Implement a Community Based supervised visitation program in Venango County.	This program will help model positive parenting behaviors while out in the community completing	The families who would benefit from this program decided by the Service Coordinator and their supervisor, can make a referral	CYFS staff would be responsible for making the referrals to the Community Based Visitation Program.	2019-2020	A contracted provider to commit to all the needed components of the program and develop a contract with this service.	Implementation in October 2019-2021	Monitoring of practice would be by follow up by CYFS Service Coordinators with the provider to ensure the service is

### County Improvement Plan (CIP)

		<p>visitation. This program will provide transportation for parents and non-custodial caregivers to their visitation with their children, while the provider service also demonstrates real-life parenting strategies. This program will also be offered to families who do not have a court requirement of supervised visitation, but could benefit from additional assistance with parenting techniques, and constructive</p>	<p>to the provider. The provider will then issue the family a date of completion upon no longer needing the service and successful completion.</p>			<p>Implementation of the program would then be needed by the provider.</p> <p>Desirably, two current programs provide components of this service, the need is for their full committal to providing all the components.</p>	<p>fulfilling the desired needs.</p> <p>Any concern with the program can be reported to the System's Manager who monitors contracted programs.</p>
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### County Improvement Plan (CIP)

		behavioral modification while out in the community.						
<b>Foster/ Kinship Parent Support Group</b>	The Agency would like to re-introduce the Foster Parent Support Group in a structured manner to ensure successful outcomes.	Re-Implementing this group will provide the needed support and peer mentoring for the Agency's Kindship and Foster Parents. The Agency would also like to see that Caseworkers and Supervisors attend periodically to help bridge the relationship between the staff and Foster Parents. In addition, the	The meetings will be held quarterly, however can be held more or less depending on the expressed need by the parties.	Foster Care Supervisor, Foster Care Program Specialist, CYFS Supervisors, and Service Coordinators	March 2019	A structured agenda and a strong facilitator of the meetings would need to be developed to ensure that all topics are discussed in an effective manner to ensure desired outcomes are met.	Implementation March 2019-2021	The meetings will be held and monitored by the Foster Care Department of CYFS. Documentation of the meetings will be through agendas and meeting minutes.

### County Improvement Plan (CIP)

		IL Department wanted to offer for alumni IL kids to attend to provide insight.						
<b>Engagement of the Non-Custodial Parents/Caregivers' Policy, and Forms</b>	The Agency has amended the prior Policy for Engaging the Non-Custodial Caregivers to adhere to the additional need for engagement .	By amending the previous policy, it allowed for engagement efforts to be assigned to Service Coordinators and gain a better understanding in their role of Family Finding and the necessity	Evidence of engagement of the non-custodians will show during Venango County's internal monitoring and LIS with OCYF showing outcomes of prevented placements. This can be found in case	Quality Assurance, Ongoing Program Director Supervisors, and Service Coordinators	8/7/18-8/2021	The additional training held by Kevin Campbell held in October 2018 will aid in the understanding of the importance of Family Finding and engagement.	Implementation Completed 8/7/18	The Ongoing Program Director monitors cases monthly for the County's 2018 LIS from OCY. In addition to this, the Agency would like to monitor the engagement of non-custodial caregivers in this practice.

### County Improvement Plan (CIP)

		for engaging Non-custodians. Additionally, the CRT form used to review intake cases, now contains a checkbox as a reminder to discuss engagement of the non-custodial parents. The desired outcome is to engage these individuals earlier in the case/investigation to prevent placements, and to re-connect individuals with their family.	documentation of engagement efforts and family finding to prevent placement.					This will be monitored through the Program Director's monthly compliance checks and documented.
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### County Improvement Plan (CIP)

<p><b>Improve standards of practice in regards to child custody and PFA's</b></p>	<p>The Agency is making it standard practice for the Diakon Swan LSI's to obtain all Custody Orders and Protection from Abuse Orders (PFA's) that pertain to individuals involved in cases.</p> <p>Add tracking of PFA's on the ongoing service coordinator spreadsheet .</p>	<p>Uploading these documents will allow not only Supervisors to make more informed decisions, but will give Service Coordinators the ability to implement safety plans easier knowing this information.</p>	<p>These documents will be tracked through the intake checklist when cases are opening to ongoing, and will appear on the ongoing case spreadsheet, where the dates of when the documents are obtained will be reflected.</p>	<p>Ongoing Casework Supervisors The Service Coordinators in PIC and in the Ongoing Units. Diakon-Swan LSI's.</p>	<p>September 2018- September 2020 to become best practice</p>	<p>Once the case is opened these documents will be tracked on the Ongoing Service Coordinator Spreadsheet.</p>	<p>Implementation 1/1/19-2021</p>	<p>This will be monitored by the PIC Unit Supervisors during case opening process, and will continue to be tracked in the Ongoing Service Coordinator Spreadsheet while the case is open.</p>
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### County Improvement Plan (CIP)

<p><b>Connect IL Youth placed outside of Venango County to Corresponding County IL Programming.</b></p>	<p>The IL Program in Venango will reach out to other counties about their programming and provide it to Venango IL Youth to increase participation.</p>	<p>Connecting youth who reside outside Venango County in IL meetings and activities will provide the opportunity for additional growth and development in a crucial time of transition in their lives.</p>	<p>Venango County IL Service Coordinators will obtain documentation of attendance from the corresponding county where the IL Youth is residing. Contact with these counties will be required quarterly.</p>	<p>IL Service Coordinator, IL Program Supervisor.</p>	<p>March 2019-2021</p>	<p>Venango County IL Program is to reach out to counties where IL Youth currently reside and request for the IL youth to be able to attend the various county meetings and activities.</p>	<p>Implementation in March 2019-2021.</p>	<p>IL Service Coordination Supervisor will monitor contacts to other counties regarding meetings and activities, as well as documentation regarding IL youth attendance.</p>
<p><b>Engagement of eligible IL Youth at different times of transition.</b></p>	<p>The IL Program is required to engage youth at age 14 when they meet criteria. Venango IL Program would like to engage youth who decline the program every six months to</p>	<p>Periodically, youth become eligible for the program and decline. However, at different points in the youth's development they may decide the program would benefit them due to different circumstance</p>	<p>Documentation in the case record of engagement efforts by the IL Service Coordinators every six months.</p>	<p>IL Service Coordinators, IL Program Supervisor.</p>	<p>March 2019-2021</p>	<p>The IL Program Supervisor and team to track eligible youth, and engage them every six months on participation in the program.</p>	<p>March 2019-2021</p>	<p>Monitoring of practice would be completed by the IL Program Supervisor reviewing documentation of efforts in the case record.</p>

### County Improvement Plan (CIP)

	try to illustrate the important program components	and Venango wants to ensure the IL program is there to support them. IL services can/will be offered to new youth with the aid of Veteran IL youth when the setting is appropriate.						
<b>Tracking of IL Youth Eligibility</b>	Venango would like for the Diakon Swan LSI Paralegals to develop a spreadsheet to track when youth become eligible for IL Services. Additionally, IL Services to be offered and discussed at Family Service	Youth who become eligible for IL Services due to out of home placement need to have services implemented on a consistent basis. The LSI Paralegals already track the number of dependent youth, the Agency would	IL youth will be offered services by the Venango IL Program earlier due to tracking. The tracking will be made available to the IL Program Supervisor to closely monitor.	Diakon Swan LSI Paralegals, IL Program Supervisor.	March 2019-2021	Tracking to be added to dependency spreadsheet and shared with the IL Program Supervisor.	Implementation in March 2019-2021.	Monitoring of the tracking spreadsheet will be completed by the IL Program Supervisor.

### County Improvement Plan (CIP)

	Plan and Child Permanency Plan Meetings.	like to have a tracking component added to the dependency spreadsheet to more accurately track IL eligibility. As a result of this practice IL youth will become engaged in IL services earlier.						
<b>The Training Specialist will continue to develop tools to aid in Service Coordinator Development</b>	Venango County's Training Specialist has and continues to develop quick tools for commonly used forms. The Training Specialist will continue to develop these tools	With Venango County having a large turnover of staff in recent years, the Training Specialist has developed a method of helping staff learn to master the paperwork requirements by providing quick guides	Once all of the commonly used forms have "quick guides" they will all be laminated, and made into a booklet of guides available to all CYFS staff.	Venango County CYFS Training Specialist, CYFS Supervisors and Management.	2019-2021	All commonly used forms to be made into mainstream "quick guides" by the Training Specialist, and distributed to all CYFS Staff.	Implementation started as of 10/1/2018 -2021	Monitoring of the completion of the common forms will be completed by CYFS Supervisors and Management.

### County Improvement Plan (CIP)

	for all commonly used forms and create a “quick guide” for all Service Coordinators to have readily available.	of commonly used forms. This will help the staff become more efficient in completing paperwork that can be difficult and time consuming.						
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*Copy and complete the above table for each outcome identified in Section II.*

**Month and Year for the next state-supported Quality Service Review: 2021**

*State-supported QSRs must occur at least every 3 years, but frequency cannot occur more than once every year.*

## County Improvement Plan (CIP)

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