

County Improvement Plan

County Name: York

Date of Updated Plan: October 15, 2014

Section I. Team Members

Members of the York County Office of Children, Youth and Families (YCOCYF) management team served as participants in the county improvement plan development. These members include:

Kim James, Director

Tanya Almoney, Division Manager of Direct Services

Pat Neiderer, Screening Program Specialist II

Becky Wilson, Intake Manager

Cyndi Sindlinger, Education Program Specialist II

Patti Colbey, Family Support Manager

Vickie Weaver, Family Support Manager

Terry Murphy, Fiscal Officer

Jenna Meister, Quality Program Specialist II

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

York County participated in Phase 3 of the Quality Service Review (QSR) in April 2014. Fifteen cases were reviewed as a part of this QSR, including 9 in-home cases and 6 placement cases. Focus groups and stakeholder interviews were also conducted as a part of the QSR. The QSR took place over the course of two weeks. In addition to the completion of the QSR in April, the annual licensing inspection took place around the QSR. The first half of the licensing inspection took place in April, prior to the start of the QSR. The second half of the licensing inspection took place in May, after the conclusion of the QSR. The combination of the QSR and licensing reviews allowed the Agency to focus on both quality and compliance together. It is from the results of both the QSR and licensing reviews that the management team developed this County Improvement Plan. The data gathered was used to identify strengths and areas for improvement needed. On September 12, 2014, members of the management team, Pennsylvania DPW OCYF and the Child Welfare Resource Center hosted the QSR "Next Steps Meeting" with all Agency staff. This forum provided a comprehensive review of the April 2014 QSR review and findings, with a focus on improving outcomes for children and families served by YCOCYF. Caseworkers who participated in the review as reviewers and as assigned Caseworkers participated in a panel discussion about the QSR. This forum provided input on priorities for improving outcomes for children and families. Additionally, the management team met together to prioritize areas needing improvement and develop the County Improvement Plan. The team prioritized two outcome areas further discussed below.

- **Outcome # 1: Improved Father Engagement**

Engaging fathers at all levels of involvement with YCOCYF will result in better outcomes for children and youth by maximizing their natural support systems. Additionally, improvement in this outcome will directly enhance role and voice, cultural awareness, assessment and understanding, and maintenance of family connections with fathers.

- **Outcome # 2: Improved Teaming (Formation and Functioning)**

This outcome supports partnering with families, providers, stakeholders and systems to improve assessment, planning, service delivery and support to children and families. Teaming encourages families to be active participants in all phases of the case process and supports improved communication and a shared vision between all.

Outcome #1: Improved Father Engagement						
Strategy A: Increase efforts to locate and engage fathers at all levels of service.						
Resources Needed: YCOCYF Staff, staff time, Accurint, Diligent Search, FGDM staff						
Action Steps	Indicators/Benchmarks	Evidence of Completion	Person(s) Responsible	Timeframe	Status	Monitoring
1) Identify fathers for children involved with CYF at the time of the initial assessment.	All fathers will be identified and included in assessment and service planning. If whereabouts are unknown, a diligent search will be completed. Assigned Caseworker will attempt to gain any information on father whereabouts from other family members.	Documentation of father's location and/or attempts to locate father. Completed diligent search.	Caseworkers, Supervisors, Managers, Family Finding Unit, FGDM staff, Paralegals, QA team	Immediate -Ongoing	In process	Managers and QA will team to conduct ongoing quality reviews.
2) Outreach to notify fathers of CYF involvement when fathers are identified.	Caseworker will follow-up on all diligent search findings. Efforts to contact the father through in-person visits, phone calls and mail will be made. Family Finding will assist as requested by the Caseworker /Supervisor.	Documentation of follow up on all results of diligent search by Caseworker and Family Finding. Ongoing communication and contacts with father, once located. Family Finding attends team meetings, Triage Meetings and Emergency Hearings to provide support in all father engagement efforts.	Caseworkers, Supervisors, Managers, Family Finding Unit, QA team	Immediate -Ongoing	In process	Managers and QA will team to conduct ongoing quality reviews.
3) Communicate with and engage fathers in all steps of CYF involvement with the family.	Fathers will have a role and voice in decision-making, planning, services and all other levels of CYF involvement with the family.	Documentation of father engagement to develop and update FSP/PPP. Ongoing communication and contacts with father. This will include child and Caseworker visitation with fathers, including prison visits.	Caseworkers, Supervisors, Managers, Family Finding Unit, QA team	Immediate -Ongoing	In process	Managers and QA will team to conduct ongoing quality reviews.
4) Identify and engage paternal family members. Include paternal family in the Family Finding and FGDM/Family Team Meeting processes.	Paternal family will be identified through the Family Finding process. Father and paternal family are invited to and participate in Blended Perspective Meetings, Permanency Meetings, FGDM, and Family Team Meetings.	Documentation through the Family Finding and FGDM process verifying inclusion of father and paternal family members.	Caseworkers, Supervisors, Managers, Family Finding Unit, QA team	Immediate -Ongoing	In process	Managers and QA will team to conduct ongoing quality reviews.

Outcome #1: Improved Father Engagement						
Strategy B: Enhancement of staff coaching and supervision to include father engagement.						
Resources Needed: YCOCYF staff, staff time, CWRC facilitators, Enhancing Critical Thinking Guides, supervision logs						
Action Steps	Indicators/Benchmarks	Evidence of Completion	Person(s) Responsible	Timeframe	Status	Monitoring
1) Supervisors will utilize weekly supervision to mentor, coach and guide all staff on skill development, including father engagement.	All staff understands the importance of father engagement and utilizes strategies to engage fathers as it pertains to their role.	Case record and supervision logs to reflect enhancement. Ongoing quality reviews to reflect enhancement.	All direct service staff, Management team	December 4, 2014-ongoing.	In progress	Management team will monitor and discuss progress during monthly management team meetings.
2) Managers and Supervisors will participate in critical thinking sessions to enhance coaching and supervisory skills.	All staff understands the importance of father engagement and utilizes strategies to engage fathers as it pertains to their role.	Case record and supervision logs to reflect enhancement. Ongoing quality reviews to reflect enhancement.	CWRC, Supervisors, Management team	December 4, 2014-ongoing	In progress	Management team will monitor and discuss progress during monthly management team meetings.
3) Supervisors will utilize the Enhancing Critical Thinking Supervisor's Guide to facilitate constructive supervisions with Caseworkers.	All staff understands the importance of father engagement and utilizes strategies to engage fathers as it pertains to their role.	Case record and supervision logs to reflect enhancement. Ongoing quality reviews to reflect enhancement.	CWRC, Supervisors, Management team	December 4, 2014-ongoing	In progress	Management team will monitor and discuss progress during monthly management team meetings.

Outcome #2: Improved Teaming						
Strategy A: Increase the use of models, systems and protocols that support teaming.						
Resources Needed: YCOCYF staff, CWRC trainers, training materials, staff time						
Action Steps	Indicators/Benchmarks	Evidence of Completion	Person(s) Responsible	Timeframe	Status	Monitoring
1) Implement Concurrent Planning into practice.	All direct service staff will be trained on Concurrent Planning and implement all components of the Concurrent Planning Bulletin into practice.	Training report. Documentation in the case record and supervision logs.	All direct service staff, Training Specialist	2015-Ongoing	In process	Training specialist will assist with training registration and track attendance at training.
2) Utilize team meetings, including the family in place of professional meetings.	Family members (parents, youth, resource family, etc.) will be invited and included in meetings held to discuss the status of the case.	Documentation of family attendance and engagement at meetings.	Assigned Caseworker, Supervisor, Managers, QA team	Immediate -Ongoing	In process	Managers and QA will team to conduct ongoing quality reviews.
3) Utilize Triage meetings to team with other CYF staff including Family Finding, FGDM, CASSP and CYF Solicitors.	All direct service staff will schedule Triage Meetings when placement of a child/youth is imminent. Triage Meetings may also be used when a change of placement is imminent or when an emergency placement is in process.	Program Analyst will track all Triage Meetings and outcomes. Documentation of Triage meetings in the case record on Triage form.	Assigned Caseworker, Supervisor, Program Analyst	Immediate -Ongoing	In process	Manager review weekly report created by Program Analyst.
4) Increase use of Family Team Meetings and FGDM to team with families to address concerns and develop a family plan.	Family team members will have a role and voice in the case and decision-making. The family team members will be active participants in case plans, including FSP, CPP and safety plans.	Contacts/structured case notes will document how and when the family was engaged to develop the plans contained in the case file. This will include home visits, Family Team Meetings and FGDM or other contacts.	Assigned Caseworker, Supervisor, Managers, FDGM staff, QA Team	Immediate -Ongoing	In process	Managers and QA will team to conduct ongoing quality reviews.
5) Teaming with JPO staff on all shared cases.	Continuing education and development with all CYF and JPO staff about shared case responsibilities. Increased communication by email, phone or in-person between CYF and JPO about services, placements, case status and court hearings for shared cases.	Documentation of shared staff meetings between CYF and JPO staff. Monthly Working Team Meetings with CYF and JPO management staff. Documentation in the case record of all ongoing communication and collaboration between CYF and JPO.	CYF & JPO staff, CYF & JPO Management team	Immediate -Ongoing	In process	Monthly meetings with CYF and JPO. Ongoing quality reviews.

Outcome #2: Improved Teaming						
Strategy B: Enhancement of staff coaching and supervision to include teaming (formation and functioning)						
Resources Needed: YCOCYF staff, staff time, CWRC facilitators, Enhancing Critical Thinking Guides, supervision logs						
Action Steps	Indicators/Benchmarks	Evidence of Completion	Person(s) Responsible	Timeframe	Status	Monitoring
1) Supervisors will utilize weekly supervision to mentor, coach and guide all staff on skill development, including teaming.	All staff understands the importance of teaming with and for children and families. Teams are formed and work together for the child(ren) and family. All team members have a role and voice in Agency involvement.	Case record and supervision logs to reflect enhancement. Ongoing quality reviews to reflect enhancement.	All direct service staff, Management team	December 4, 2014-ongoing.	In process	Management team will monitor and discuss progress during monthly management team meetings.
2) Managers and Supervisors will participate in critical thinking sessions to enhance coaching and supervisory skills.	All staff understands the importance of teaming with and for children and families. Teams are formed and work together for the child(ren) and family. All team members have a role and voice in Agency involvement.	Case record and supervision logs to reflect enhancement. Ongoing quality reviews to reflect enhancement.	CWRC, Supervisors, Management team	December 4, 2014-ongoing.	In process	Management team will monitor and discuss progress during monthly management team meetings.
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Month and Year for the next state-supported Quality Service Review: April 2016