

County Improvement Plan (CIP)

County Name: York County

Date of Plan: September 19, 2018

Initial
 Update

Instructions: Please refer to Section XIX 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):

Terry Clark, Tanya Almone, David Mattern, Ashley Rohrbaugh, Patti Colbey, Vickie Weaver, Heather Buhl, Cyndi Sindlinger*, Melissa Messick*, Nicki Fourhman*, Shawn Myers*

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.)

The data collected from the Quality Services Review process was reviewed by the local site leads and then reviewed in detail with the senior management, as well as the Agency's CQI Council, which is made up of staff from both direct service and non-direct service staff. The data was also summarized and presented to all direct service staff. Those staff assisted in a root cause analysis to determine if the results from the QSR data correlated with what they feel are the barriers they experience in the field. In most cases, staff felt as though the data was an accurate depiction of what they feel are the struggles they face. As we discussed the barriers to determine the underlying issues, staff assisted in the decision making process to choose the final outcomes, as well as the strategies to be implemented. The information from staff was again presented to CQI Council for additional discussion. The information was again presented to senior management for review.

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The areas of Father Engagement and Teaming were chosen as the final outcomes to focus. It is believed that building on and improving these two areas, improvement will be seen in many other practice areas as well.

Many of the practice areas of concern in which the Agency scored below acceptable involved fathers specifically. It is strongly believed that part of this lack of engagement with fathers is due to a high number of new staff with little experience or skills in having the difficult conversations with mothers and other family members. It is often difficult to explain to mothers and extended family members why the Agency is diligent in seeking fathers. As we move towards a more fully trained staff, with an improved understanding of the tools available to assist them in finding and engaging fathers, the Agency believes we will see improvement in our practice surrounding fathers.

The second practice area chosen is Teaming. While the Agency has continued to implement various teaming strategies it is recognized that these strategies are not having the expected outcomes. Part of this root cause may come from stakeholders not understanding the Agency's purpose and boundaries. A large focus for this area is to improve our relationships with our schools and providers to assure a better working relationship between the professionals, leading to improved team work and better outcomes for our families.

As the outcomes of Father Engagement and Teaming were chosen, two workgroups are being developed to carry out the strategies below for each area. Each workgroup will be led by one of the QSR local site leads, each of whom are also part of the Agency's CQI team and are CQI Council members.

Outcome #1 – Father Engagement

Outcome #2 – Teaming

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.)

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Outcome # 1: FATHER ENGAGEMENT

Definition: Specific to fathers, engagement is defined as the degree to which those working with the child/youth and family are the child's/youth's father and other paternal family members who can provide support and permanency for the child/youth, focusing on the child's/youth's and family's strengths and needs, offering transportation and child care supports, to increase father and paternal family participation in planning and support efforts. Specific to fathers, role and voice is defined as the degree to which the father is an active, on-going participant in shaping decisions made about the child/youth and family.

	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
Improved Engagement & Interviewing Skills				
	<ol style="list-style-type: none"> 1. Caseworker/Supervisor led training for all direct service staff to include importance of father engagement, how to have difficult conversations with families, and what questions to ask of family members. 2. Supervisor training on Engagement Skills Tool Kit to improve supervisors' skills of mentoring staff to engage families 3. Ongoing presentations of successful family finding/father engagement attempts & outcomes at staff meetings and in Agency's newsletter. 			
Improved Use of Engagement Tools				
	<ol style="list-style-type: none"> 1. Training staff on how to use diligent searches, 			

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	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
	<p>genograms, etc to locate fathers and paternal family</p> <ol style="list-style-type: none"> 2. Communication/training around the use of the Engagement Tab in CAPS for all staff 3. Creation of a Father Engagement ToolKit to include communication/training on how to use. 4. Use promotional tools (brochures, videos, posters, etc) around the agency as well as given to families/fathers to better promote the importance of fathers to staff, community and the families. 			
	Additional Support for staff to locate paternal family members			
	<ol style="list-style-type: none"> 1. Providers to share their family finding resources and results with caseworkers. 2. Including family finding efforts and results as part of the monthly reporting meetings between providers and the Agency. 3. Increased support from the Family Connections Unit with phone calls and field visits to family 			

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	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
	members. 4. Reaching out to GALs and parent attorneys to assist in gathering information on fathers and paternal family. 5. Locating community groups that are currently working with fathers or may be willing to initiate father support groups or services geared towards fathers.			

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Outcome # 2: TEAMING

Definition: Teaming is defined as the degree to which appropriate team members have been identified and have formed into a working team that shares a common big picture understanding and long term view for the child/youth and family. Team members should have sufficient knowledge, skills and cultural awareness to work effectively together with the child/youth and family to share information and to plan, provide, and evaluate services.

	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
Improved relationships with educational providers				
	<ol style="list-style-type: none"> 1. Training for school staff on the CYF process, to include trauma informed care, confidentiality, role of parents and foster parents and the Family Empowerment Protocol. 2. Update and give to schools the Problem Situations, Immediate Actions & Expected Outcomes Guide. 3. Meet and Greet with Agency Supervisors and school nurses, guidance counselors and social work staff. 4. Have a point of contact at each school to improve communication, address barriers, assist with gathering information, etc. Have point of contacts at the school work closely with Case Aide 3s to assist both school and agency staff. 5. Hold focus groups with educational providers to 			

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	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
	learn and address the barriers that providers have when working with the Agency.			
	Improved relationships with agency providers and other partners			
	<ol style="list-style-type: none"> 1. Train Agency staff on Agency contracts, the roles of the providers, how to work with providers. 2. Hold informational sessions with providers and other community partners to explain the CYF processes, trauma informed care, and confidentiality. 3. Hold focus groups with providers to learn and address the barriers that providers have when working with the Agency. 			
	Create a culture of teaming as the practice of the agency.			
	<ol style="list-style-type: none"> 1. Update the New Hire Training Curriculum to incorporate a Team Based Learning approach. 2. Train Agency staff and provider staff on the Family Empowerment Protocol. Team with CHOY to train additional providers. 			

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1. Each workgroup will meet at least quarterly to develop action steps.
2. Workgroup Chairs will report progress and barriers to the CQI Council monthly.
3. CQI Council Chairs will report to Sponsor Team for direction.
4. Data will be examined through internal case reviews to determine both a baseline as well as monitor progress.

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

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