

County Name: Beaver

Date of Plan: October 2, 2012

Next Projected QSR: March 2015

Initial **X**

Update

Section I.

Sponsor Team Members

Dayna Revay, Administrator

David Treusch, Program Manager

Bonnie Marsh, Program Manager

CI Tam Members for the CIP Development (representation comes from each casework unit and the fiscal and clerical departments)

Tony Mayo

Chris Capone

Jen Ott

Scott Olsson

Dave Clark

Tina Watts

Tom Linko

Erin Clark

Ashley Battaglia

Diana Williams

Leah Bayer

Viki Zajac

Josh Edenhofer

Matt Tesca

Julie Fronzaglio

Section II. Background:

In June of 2010 Beaver County Children and Youth Services (BCCYS) embarked on an in-depth self-assessment. The assessment included implementation of the Organizational Readiness for Change©. This survey focused on organizational climate and was followed up by several focus groups and resulted in the formation of a Continuous Improvement Team. The ORC survey identified three areas for improvement: Communication, Cohesion and Autonomy. The CI team developed strategies to address these issues. Quick wins and short term remedies were identified and implemented, including a pre-placement meeting to improve coordination and collaboration among units.

After several sessions and some consideration it was determined that the primary work should be done at the Sponsor Team level regarding accountability. The Sponsor Team developed a desired future state and remedies to help them reach their goals. Work then began with supervisors to improve agency outcomes.

The self-assessment and organizational effectiveness work in BCCYS resulted in the following position statement:

Beaver County Children and Youth Services is an organization that promotes collaboration, coordination and teamwork to provide timely and high quality services to

the community. Decisions will be made based on the best interest of the child and a big picture analysis of the facts. This is accomplished by each employee having a clear understanding their job expectations and limitations, seeking additional information as appropriate. Management staff members will identify and implement professional staff development plans, provide regular feedback on job performance and model good problem solving skills that address the root causes of an issue.

Ten cases were reviewed during the QSR in May of 2012 with a sample that included 7 youth over the age of fourteen which lead to the following reasons for involvement for the sample:

- Inappropriate Parenting
- Lack of Food, Shelter or Clothing
- Parent/Child/Youth Conflict
- Substance Abuse (Parent)
- Truancy

Overall BCCYS data indicates that the top reasons for agency involvement are substance abuse and mental health of parent; housing concerns and inappropriate supervision of children and youth. QSR and subsequent licensing review confirmed that Beaver County does indeed provide good services to families. The safety, living arrangement, and the physical health of the children/youth were all found to be appropriately addressed in the majority of the cases reviewed. However, there were areas for improvement. The information was analyzed a three priority outcomes were developed (see below).

The Sponsor Team feels that addressing the areas of teaming (long term view), engaging noncustodial parents and ongoing professional development that agency staff and the families they serve will see the following outcomes:

- More consistency in assessment and planning for families.
- More coordinated services and supports to help families reach their goals
- Better communication among all team members
- Staff members will feel supported in their work by team members
- All staff members will have an opportunity to be upwardly mobile within the organization

The CI Team was reconvened to develop the CI Plan using the DAPIM™ process. They worked to develop operational measured for success related to the three outcomes, assessed the strengths and gaps and developed remedies through a combination of facilitated sessions, intersession work and a feedback loop with the units they represent. The Sponsor Team joined the group at the end of each session for a report out and to develop next steps. As the CI Team continued to meet to monitor the plan it will also develop markers that help the team look at evidence of completion. The following plan is the result of the CI team's work.

Section III. Priority Outcomes:

Outcome # 1: To increase positive outcomes for children and families by ensuring that family members, providers, child welfare staff and other key stakeholders share the same long term view for successful case closure.

Outcome # 2: To provide BCCYS staff members with up to date knowledge to enhance their skills through ongoing staff development activities, including team building.

Outcome # 3: Fathers and mothers will be treated equally when assessing, planning and implementing work with a family, making decisions based on what is best for the child

Section IV. Findings

Findings related to Outcome # 1:

In 6 of the 10 cases reviewed during the QSR the Long Term View indicator was rated as acceptable, but all of the acceptable ratings were in the 4-5 range. Cases with acceptable team formation and functioning also tended to have acceptable long-term views of the case. This may be the influence of team members who routinely discuss and work towards the same long-term permanency goals and who are continuously tracking and adjusting the case plan. However, teams were often described as a group of professionals and lacked the consistent involvement of family members. Although team members appeared to make good assessments of underlying issues, they lacked a consistent view of what it would take to safely close a case.

Findings related to Outcome # 2:

Although the QSR roll up sheet data indicates that resource availability and adequacy is good, the focus groups indicated that the resources do not always meet the needs of the clients. The majority of parents, especially mothers, were found to have lower levels of caregiver functioning which may impact the success of services, but also indicates the need for staff members to have a broader knowledge base to address the many issues they are presented with.

According to focus groups there has not been consistent evaluation of staff to provide feedback and develop plans for professional improvement. Caseworkers also specified that the layout/structure of the units needs to be re-evaluated to enhance better communication and collaboration.

Findings related to Outcome # 3:

Only 50% of fathers were rated as being engaged and having sufficient role and voice in the case and were suitably involved in the planning process. The county performed better at maintaining connections among the children/youth's mothers and siblings, but did worse at maintaining family connections with fathers. In most of the cases where connections with the father were not being maintained, the father lived a great distance away from the child/youth.

In every area where there was an opportunity to rate fathers the scores were significantly lower than those of other caregivers. Caseworkers attribute this to mother and extended family's resistance to father involvement; staff not wanting to alienate mothers, the judicial systems treatment of fathers and the father's own lack of desire to be involved.

Section V. Strategies and Action Steps for each Outcome

Outcome # 1: To increase positive outcomes for children and families by ensuring that family members, providers, child welfare staff and other key stakeholders share the same long term view for successful case closure.						
STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
The agency will implement a clear decision making protocol	The chain of command will be understood and followed: Caseworker- Unit Supervisor- Case Manager – Director	Placement meetings and other decision making meetings will run more smoothly.	All	Immediately	Realign/reassign existing resources	
	Caseworkers and supervisors will come to meeting prepared to discuss pertinent information. Follow up will be provided to supervisors by case managers.	Agency documentation will clearly reflect the rationale for decision making; meeting. Those notes along with supervisory review notes will be uploaded to CAPS.	Supervisors are responsible for scheduling case reviews with Program Manager	December 2012	(Quick Win: Paralegal and Legal Secretary note takers and disseminators)	
	At decision making meetings a staff person will document and disseminate key points of discussion, decisions that are made and who is responsible/timeframes. These decisions will be reviewed at the end of the meeting with signatures of most senior person verifying decisions	Staff will be confident and competent in their ability to make decisions regarding cases	Paralegal and Legal Secretary	December 2012		
There will be a clear process to follow for safe case closure	A workgroup will be formed to consider criteria for safe case closure to be used as a guide in decision making	Agency documentation will clearly reflect objectives, steps taken, home visit agendas and progress. Those notes along with	CI Team will develop work team charter	January 2013	Critical thinking Guide for Supervisors	(NOTE: minimal standards differ by age group, therefore instead of blanket statements the Sp. Tm requests consideration of existing risk and safety tools)
	The FSP will reflect		Caseworkers and	March 2013	Rapid Risk Assessment Training and	

	goals that are realistic and obtainable and answer the question "When will we be done"	supervisory review notes will be uploaded to CAPS.	Supervisors		Technical Assistance	
	Caseworkers will help to identify and model the use of formal and informal supports to stabilize and sustain families.	There will be fewer reentries into care	Caseworkers	March 2013		
	Home visits will include a review of FSP/ CPP objectives and their status and end with a plan for next steps to move the family forward.	There will be fewer referrals on closed cases.	Caseworkers and families	March 2014		
	The original referral will be resolved and through ongoing assessment other areas of safety and risk issues will be addressed		Caseworkers and supervisors	March 2013		
	In-home cases open at least 9 months will be reviewed as a team to discuss options and case closure		Caseworkers, supervisors and Program Managers as appropriate	June 2013		
Improved teaming with key stakeholders and families	Case specific team meetings with providers and families as needed to assess, plan and implement decisions.	Average length of stay in out of home placement will decrease	Caseworkers and supervisors will work with providers to coordinate	July 2014	FGDM Referral Process	
	Use FGDM more frequently for ongoing case planning by following up with initial referrals.	Average length of involvement with CYS will decrease	Caseworkers	July 2014	Critical thinking Guide for Supervisors	
	Develop a protocol for regular ongoing communication/progress	Improved QSR scores for team formation and	Supervisors and Contract Monitor	June 2013	QSR Teaming protocol	

	reporting with providers between meetings to decrease the need for Wednesday morning meetings.	functioning Increase in number of MDT-like and FGDM meetings being held				
	Caseworkers will have input/feedback regarding effectiveness of providers and choosing a family's team.	Improved participation in Wednesday morning meeting with providers		June 2013		

Outcome # 2: To provide BCCYS staff members with up to date knowledge to enhance their skills through ongoing staff development activities, including team building.						
STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	PERSON(S) RESPONSIBLE	TIMEFRAME (TO BEGIN WORK)	RESOURCES NEEDED	STATUS
Develop a Resource Guide for staff that includes both procedural steps and resources	Work Team to be developed	Staff will be confident and competent in their skills and have the resources necessary to supplement their work	CI Team and Administration	March 2014	Work team charter Staff time Existing resource guides at agency	
Staff development plans will enhance the skills of staff members	<i>Onsite training to meet staff needs, investigate alternative training to meet needs of individual workers and explore online training. Resource library, hard copies, DVD's, Audio Books and electronic documents protocol and get feedback</i>	<i>Training opportunities will be sent to all supervisors All evaluations will be completed by anniversary date and will be on file Annual staff development plan for individuals and agency</i>	Training Liaison and clerical staff person	March 2013	Child Welfare Resource Center Listserves TA Providers Video clips from Laura Borish and NPR Training/technical assistance	
	<i>Use work groups to communicate about and implement new initiatives</i>		Administration	ongoing		
	<i>Use staff meetings to introduce new procedures,</i>		Administration and workgroups	June 2013		

	initiatives and other work providing an opportunity for staff feedback.					
	<i>Reinstate joint evaluation to give and provide feedback</i>		Supervisors and Administrators	Oct 2013		
	Include videos and other educational information about best practices to educate staff during staff meeting.		Administration and Workgroups	January 2014		This will start at Staff Retreat on September 26th
Increased teaming within Beaver County CYS	Management team decisions will be disseminated to staff in a coordinated and consistent manner.	More cohesive approach to casework More involvement in Community Activities	Administration	December 2012	Space and furniture for break room Staff commitment	
	Quarterly luncheons/pot lucks to get together and celebrate successes	More caseworker and supervisor lead activities involving multiple units	Workgroup/Social committee	ongoing	Professional Development funds	Staff are able to plan pot lucks at any time. Staff break room is in progress.
	Continued Staff retreats and picnics to encourage teaming	Increased participation in meetings	Administration and Social Committee			
	Break room to foster staff interaction		Administration			

	Ropes course or other team activities with entire agency		Social Committee with approval of Administration			
	Maximize Advisory Board to engage and honor staff		Social Committee and Administration			
	Retreat/team building activity with providers to develop relationships		Contract Monitor/Program Specialist	June 2013		
Develop an orientation/mentoring program for new hires and ongoing mentoring for seasoned staff	Work team to be developed	Staff will be confident and competent in their skills	CI Team and Administration	June 2015	Work team charter Staff time	
Review agency structure to determine if it is maximizing resources	Look at case flow from the family's perspective		Work team to be formed	January 2015	Agency Data	
	Review data including, but not limited to, number of intakes, number of cases accepted for service, number of children in kinship and foster care, age range of children entering the system, recidivism				Work team charter Staff time	
	Research other strictures/agency organizations			January 2015		
	Include					

	discussion about maximizing clerical staff					
	Consider marketing via BCCYS website			June 2015		There is a committee that will be working on a website with IT consultants

Outcome # 3: Fathers and mothers will be treated equally when assessing, planning and implementing work with a family, making decisions based on what is best for the child.

Key stakeholders in this process are the LSI paralegal, caseworkers, supervisors, call screeners, Promoting Responsible Fatherhood Program and a FGDM Coordinator. A workgroup will be formed with these representatives to accomplish the tasks outlined below. (NOTE: Timelines may differ due to work of this group)

STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
Diligent searches will be completed to identify and locate noncustodial parents	Acurit and Family Finding will be followed up with contacts from staff members	Contact name will be added to letters to vet calls Children will be in least restrictive placement settings Greater placement stability	Legal Secretary Program Specialists	December 2012	Letter to potential resources HZA Data Diligent Search Packet	Two Program Specialists will be assigned to do follow up with families in support of caseworkers.
	Interviews with children and extended family members will be done to identify/locate noncustodial parents	Caseworker documentation and information in CAPS Children will be in least restrictive placement settings Greater placement stability	Caseworkers	December 2012	CAPS HZA Data Training/technical assistance	
	Non-custodial parents will be notified when a	Caseworker documentation and information in	Caseworkers and Legal Secretary	December 2012	CAPS HZA Data	

	case is opened concerning their children	<p>CAPS</p> <p>Children will be in least restrictive placement settings</p> <p>Greater placement Stability</p>				
Casework practice will include regular efforts to reach out to and engage noncustodial parents	Both parents will receive the same notifications by telephone and by mail regardless of level of involvement in the case	<p>Caseworker documentation and information in CAPS</p> <p>Children will be in least restrictive placement settings</p> <p>Greater placement Stability</p>	Caseworkers and Legal Secretary	December 2012 (regulatory)		
	Caseworkers will work with noncustodial parent to be included in an individualized plan, including flexibility in location and hours for contact	<p>Caseworker documentation and information in CAPS</p> <p>Children will be in least restrictive placement settings</p> <p>Greater placement Stability</p> <p>Increased placements with kin, when</p>	Caseworkers and Supervisors	July 2013	FGDM	

		placement is necessary				
		Increase in number of FGDM Conferences being held				
	Caseworkers will continue to engage noncustodial parents at a minimum once a month to provide updates in the case	<p>Caseworker documentation and information in CAPS</p> <p>Children will be in least restrictive placement settings</p> <p>Greater placement Stability</p> <p>There will be involvement of maternal and paternal kin</p>	Caseworkers and Supervisors	July 2013	Training and Technical Assistance	
	Incarcerated parents will be contacted to assess their needs/ability to participate	<p>Caseworker documentation and information in CAPS</p> <p>Children will be in least restrictive placement settings</p> <p>Greater placement Stability</p>	Caseworkers, Supervisors, LSI Paralegal	December 2012 (regulatory)	<p>Information from LSI Program regarding services in correctional facilities across the state</p> <p>AOPC Engaging Incarcerated parents report</p>	
	Develop Dad's outings and other	Children will be in least restrictive	Promoting Responsible	October 2013	PRF Grant	

	activities to encourage socialization	placement settings Greater placement Stability	Fatherhood Program			
	Supervisory protocol will include prompting questions regarding noncustodial parents	Children will be in least restrictive placement settings Greater placement Stability Increase in number of FGDM Conferences held	Supervisors	December 2012	Critical Thinking Guide for Supervisors FGDM	
	Parent Handbook will be created explaining the law and agency procedures.	Role and voice of parents will score higher on QSR	CI Team and Administration to commission workgroup	January 2014	Sample handbooks for Washington and Allegheny Counties Printing	
	The Judge's Roundtable will have a Fatherhood subcommittee to address systemic issues that create barriers to involvement	There will be fewer legal barriers that impede involvement on noncustodial parents Role and voice of parents will score higher on QSR Maternal and paternal kin will be considered as	Judge and Agency Administrator	October 2013	AOPC Engaging Incarcerated parents report AOPC Bench Book PRF Grant	

		resources				
Staff will be reeducated about the importance of engaging noncustodial parents	Staff will share success stories about their work with fathers/noncustodial parents	The number of cases documenting involvement of maternal and paternal resources will increase	Caseworkers	September 2012		Staff volunteers to share at September 26 th staff meeting
	Education will be provided about the law; rights of noncustodial parents; Fostering Connections and about current literature/research supporting the importance of having noncustodial parent or father involved in child's life	Annual agency training and TA Plan Documentation in CAPS related to policies and procedures that uphold the law Staff will be able to explain policies and procedures to families and other key stakeholders	Training Liaison/Administration	January 2013	TA Collaborative PA Child Welfare Resource Center	
	Education of community/partners about the research – contracted services, Community in general, court	Increase in number of FGDM Conferences Increased score in team formation and functioning in QSR Increase score for role and voice in QSR	Administration and PRF Program	November 2012 (National fatherhood training) December 2014	AOPC Grant for community training National fatherhood Initiative Training/technical assistance	
	Cultural competence training/support	Annual agency training and TA Plan	Training Liaison/Administration	January 2015	TA Collaborative PA Child Welfare	

	related to fatherhood and other cultural issues that impact practice	Documentation in CAPS related to policies and procedures that uphold the law Increase score of Cultural Appropriateness in QSR			Resource Center	
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