

BUTLER COUNTY CHILDREN & YOUTH AGENCY

CONTINUOUS IMPROVEMENT PLAN (CIP)

SECTION I.

SPONSOR TEAM MEMBERS:

1. Joyce Ainsworth, CYS Administrator
2. Charles Johns, CYS Assistant Director
3. Joan Tejchman, CYS Program Specialist

CONTINUOUS IMPROVEMENT TEAM MEMBERS:

1. Joan Tejchman, CYS Program Specialist
2. Cindy Wagner, CYS Program Specialist
3. Heather Kniess, CYS Caseworker
4. Kim Foust, CYS Casework Supervisor
5. Cathryn Heakins, CYS Caseworker
6. Alan McGrath, CYS Call Screener
7. Michelle Green, CYS Administrative Assistant
8. Julia Schwalm, Human Services Quality Management Coordinator

SECTION II.

Background:

Butler County C&YS volunteered to participate in Phase 1 of the Quality Services Review (QSR) in the fall of 2010. Preparations for the case reviews began in November of 2010. State and local site leads met at least 2 times per month from November, 2010 to April, 2011 to plan the logistics of the review. Since Butler County C&YS did not have dedicated quality assurance staff, much of the logistical preparation work was completed by the Assistant Director. The actual case reviews occurred during the weeks of 4-4-11 and 4-11-11. Eight cases were reviewed the first week and 7 the second week. The sample included both placement and in-home cases.

The agency's Final QSR Report was received in early July, 2011. The Next Steps meeting was held on 7-14-11 and was well-attended by approximately 50 community representatives and agency staff. The presentation highlighted many agency strengths but also focused on areas needing improvement.

A Continuous Improvement (CI) Team was formed in early July, 2011. Full-day CI Team sessions were facilitated on 8-5-11, 8-18-11, and 9-7-11 to identify the top 3 Priority Outcomes and develop the County Improvement Plan. The Sponsor Group met after each CI Team meeting and was apprised of the

progress and had opportunities to provide input and feedback. The team selected *Engagement, Teaming, and Resource Development* as the top 3 Priority Outcomes.

In addition to the 3 full-day sessions, CI team members also worked between sessions to identify QSR data supporting the need to focus on the 3 priority outcomes and to develop the strategy/action steps tables. Butler County's most recent Licensing Inspection Summary (LIS) and the American Bar Association's (ABA) Barriers to Permanency Project Action Plan were other sources of information reviewed during the development of the CI Plan. The draft CI Plan was submitted to the Sponsor Group for review on 9-7-11 and subsequently to OCYF for approval on 9-14-11.

SECTION III.

Priority Outcomes:

1. **Outcome # 1: ENGAGEMENT** – *Improve engagement with family members through identifying strengths and needs in the development and implementation of the Safety Plan, Family Service Plan and/or CPP, including collaboration on prioritizing actions, time frames, and service options.*

Discussion:

Engagement is the cornerstone for the CFSR indicators of Safety, Permanency, and Well-being because through successful engagement with families strengths and needs can be identified, appropriate and timely services can be provided and permanency can be achieved at the earliest possible time.

Engagement with families is also critical to comply with the Fostering Connections Law to locate and notify family members who can support the family and/or serve as placement resources until reunification can occur.

It was recommended as a result of the annual licensing inspection summary by OCYF that Butler County CYF focus on involving parents in developing FSP/ CPP goals and maintaining that involvement when decisions are needed regarding the family's case.

Findings Related to Outcome #1: QSR PRACTICE PERFORMANCE INDICATORS

- Indicator #1A – Engagement Efforts (Taking actions to find, engage, and build rapport with families and overcome barriers to participation)
 - Acceptable for Fathers – 82%
 - Acceptable for Mothers – 58%
- Indicator # 1B: Role & Voice (Family members are active and ongoing participants in decisions about goals, supports, and services)
 - Acceptable for Fathers – 60%
 - Acceptable for Mothers – 50%

- Indicator # 4: Assessment & Understanding (Development and understanding of what changes need made for safety, permanency, and well-being)
 - Acceptable for Fathers – 64%
 - Acceptable for Mothers – 58%
 - Indicator #6: Child/Youth Family Planning Process (The planning matches the needs of the family with strategies and services to meet planned outcomes)
 - Acceptable for fathers – 73%
 - Acceptable for mothers – 67%
2. **Outcome # 2: TEAMING** – *Improve teaming with all providers working with a family to improve communication and create a unified vision for the family's goals while minimizing family intrusiveness and duplication of services.*

Discussion:

Teaming was rated as acceptable in just 60 percent of the cases reviewed and was frequently cited in other indicators as a contributing factor for unacceptable ratings. It was noted that frequent turnover within provider agencies caused a lack of information sharing among providers working with the family. It was also found that case plan goals for the same family within different agencies varied.

Other gaps identified related to teaming: lack of knowledge regarding existing services, need for identified team leader, and provider agencies unable to pay for participation in team meetings.

It was recommended as a result of the annual licensing inspection summary by OCYF that Butler County CYF that the teaming aspect of a family's case should be explored further, with new procedures put in place to improve communication between team members in the best interest of the child and family.

Findings Related to Outcome #2: QSR PRACTICE PERFORMANCE INDICATORS

- Indicator #2: Teaming: (Formation and functional performance of family teams in achieving positive results with the child/youth and family)
 - Formation 67%
 - Functioning 53%
- Indicator #9: Intervention: Adequacy & Resource Availability (Finding adequate and available resources to meet needs of families to achieve conditions necessary for safe case closure)
 - Adequacy of Resources 73%
 - Availability of Resources 87%

- Indicator #7: Planning for Transitions & Life Adjustments (Well-coordinated efforts in assisting the child/youth through significant transitions are essential for success).
 - Acceptable 69%
 - Unacceptable 31%

3. **Outcome #3: RESOURCE DEVELOPMENT** – *Assess and identify resources needed for children and families served by Butler County Children & Youth Agency. Communicate with current public and private resource partners to address ever changing trends and consumer needs. Explore new funding avenues such as government grants or new partners in the private sector that can be used for specific constant needs such as housing, transportation, and utility assistance.*

Discussion:

Even though the ratings for Indicator # 9 were rated high at 73% and 87%, in the demographic section of the QSR, overall “insufficient income” was listed as the most identified stressor among parents/caregivers of sampled cases. Mental health problems, difficulty budgeting, inadequate housing, and lack of transportation were also identified frequently among parents/caregivers as a stressor.

The results of a recent national published study by the Annie E. Casey Foundation found a large correlation between a family’s economic factors and child welfare status. In addition, CI Team members comprised of many front-line staff that work with children and families on a daily basis, have identified the on-going lack of certain resources as a factor that contributes to increased agency involvement.

Findings Related to Outcome #3: QSR PRACTICE PERFORMANCE INDICATORS

- Indicator #9: Intervention: Adequacy & Resource Availability (Finding adequate and available resources to meet needs of families to achieve conditions necessary for safe case closure)
 - Adequacy of Resources 73%
 - Availability of Resources 87%

Outcome # 1: ENGAGEMENT – Improve engagement with family members through identifying strengths and needs in the development and implementation of the Safety Plan, Family Service Plan and CPP which would include collaboration on prioritizing actions, time frames, and service options.

STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARK	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
Take actions to find, engage, and build rapport with the families and overcome barriers using Family Group principals as best practice.	<ul style="list-style-type: none"> *Identify all immediate family members including parents and siblings. * Explore extended family members when appropriate. *Ask the family about their strengths, needs and concerns from their perspective. 	<ul style="list-style-type: none"> *No. of cases in which all immediate family members including parents/caregivers and children are identified/listed. *No. of children visiting and/or involved with relatives/extended family. *Policy developed for engaging relatives early in the case. 	<ul style="list-style-type: none"> *The relationships tab in CAPS is completed. *The ACCURINT SEARCH is completed. *Fostering Connections letters have been mailed. *Finalized written kinship care policy is complete. 	*Caseworkers/Supervisors Members of the ABA Family Outreach workgroup.	*Immediate/Ongoing In accordance with ABA time lines.	<ul style="list-style-type: none"> * CAPS *ACCURINT SEARCHES *ABA Workgroup *Identification of FGDM engagement principals. *Training of FGDM engagement. 	*In progress
Involve the family in the discussions, development, and on-going monitoring of the Safety Plan, FSP and/or CPP.	<ul style="list-style-type: none"> * Meet with the family and explain what the Safety Plan, FSP, and/or CPP plan is and what the purposes are. *Engage the family in establishing goals based on their identified strengths, needs and concerns. *Inquire of the family which services have and have not worked for them in the past. *Discuss options and barriers for intervention to match identified goals 	<ul style="list-style-type: none"> *Improved QSR ratings for <i>Engagement Efforts, Role & Voice, and Child, Youth, and Family Planning Process.</i> 	<ul style="list-style-type: none"> *2012 Quality Services Reviews. *Documentation in the case record. *Documentation on the Safety Plan, FSP and/or CPP. 	*All Butler Co. staff and other volunteers from the child and youth system.	*Upon completion of the 2012 QSR.	<ul style="list-style-type: none"> *Identified Site Leads and case reviewers. *CAPS “contacts” updates with staff training. *Identification of FGDM engagement principals. *Training of FGDM engagement. 	*In progress

Outcome # 2: TEAMING – Improve teaming with all providers working with a family to improve communication and create a unified vision for the family’s goals while minimizing family intrusiveness and duplication of services.

STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARK	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
*Identify all services/providers in a child’s/family’s life.	*Interview the family to see what services are involved. *Family to authorize collaboration with other service providers.	*Improved QSR ratings for teaming, intervention, and planning.	*Rough draft list on Intake Form. *A signed Release of Information.	*Call Screener/Intake Caseworker *Work Group	* Agency - January 1, 2012. *Casework practice - (Within 60 days).	*Updated Intake Form – front page 2. *Updated Release of Information form.	*To be determined
*Establish a communication tree with identified service providers.	*Form team including all identified family members, caseworker, and service providers.	*Improved QSR ratings for teaming, intervention, and planning.	*Scheduling and meeting of a completed service team.	*Caseworker	*Agency - January 1, 2012. *Casework practice - (Within 60 days of case transfer).	*Room space. *Unified and comprehensive strength-based team working towards common goals for the family.	*To be determined.
*Create and implement a comprehensive and individualized service plan and update as needed.	*Take the goals agreed upon from the team meeting and put into a working plan for the family with clear expectations and responsibilities of all parties involved. *Provide family members with a copy of the plan and other team members when appropriate.	*Improved QSR ratings for teaming, intervention, and planning.	*Completed plan	*Service Team	*Agency - January 1, 2012. *Casework practice - (Within 15 days after team meeting and as needed.)	*Plan Template. *Clerical availability.	*To be determined.

Outcome #3: RESOURCE DEVELOPMENT – Assess and identify resources needed for children and families served by Butler County Children & Youth Agency. Communicate with current public and private resource partners to address ever changing trends and consumer needs. Explore new funding avenues such as government grants or new partners in the private sector that can be used for specific constant needs such as housing, transportation, and utility assistance.

STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARK	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
*Assess and identify resources needed for children and families served by B.C.C.Y.A.	*Create a survey for CYS staff members as to resources needed for families. *Meet and discuss survey results to finalize the needs.	*Increase the number of resources available for families.	*Completed survey *Meeting	*Work group *Work group	*Spring 2012	*Sample survey *Survey results	*In progress *In progress
*Communicate with current resource partners to address indentified needs.	*Send survey results to current providers with identified needs to determine what they can meet. *Present findings to Butler Collaborative for Families to assess community resources.	*Increase the number of resources available for families.	*Response from providers. *Collaboration with Butler Collaborative for Families Committee.	*Work group/Joan Tejchman. *CYS representative on Butler Collaborative for Families.	*Summer 2012	*List of providers *Butler Collaborative for Families membership	*In progress *In progress
*Explore new funding avenues or resources.	*Form a work group with community partners.	*Increase the number of resources available for families.	*New resources obtained.	*Work group	*Fall 2012	*Community representatives	*In progress

