

# County Improvement Plan (CIP)

County Name: Delaware County's **Initial Plan**

Date of Plan: September 5, 2014

## Section I. Team Members

### ***Sponsor Team Members:***

- Deirdre Gordon- Administrator
- Beth Prodoehl- Deputy Administrator
- Gretchen Sidler –Placement Administrator
- Nicole Glover - SCOH Administrator
- Debra Plummer – Intake Administrator
- Terri Rhodes-Williams – Resources Administrator

### ***Continuous Improvement Team Members:***

- Gretchen Sidler- Placement Administrator
- Nicole Glover- SCOH Administrator
- Molly Thompson- Intake Manager
- Laura Dunn –Placement Manager
- Ken Kelly – SCOH Manager
- Brittany Goodson – Placement Caseworker
- Lana Fails – Social Services Aide
- Megan Ward – Social Services Aide
- Amy Bannister – SCOH Caseworker
- Leonard Thompson Jr. – Intake Caseworker
- Denise Stone –Resources Supervisor
- Tamere Brown - SCOH Supervisor
- Kimberly Greenberg – Intake Supervisor
- Rhonda Ostrander –Placement Supervisor
- Dawn Berkley – Resources Caseworker
- Megan Fulton – Legal Administrator

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

In April 2014 Delaware County Children and Youth Services conducted the Quality Service Review (QSR) process. This process was completed over 6 days and was comprised of 141 interviews, averaging 9 interviews per case.

Fifteen cases were reviewed during the QSR in April of 2014 with a sample that included 9 cases (60 percent in-home) and 6 cases (40 percent out-of-home) which were randomly selected from the list of open cases as of December 31, 2013.

The safety, living arrangement, and the early learning and development 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 and four priority outcomes were developed (see below).

The Sponsor Team believes that by addressing the areas of teaming (formation & functioning) and role and voice within the family (including the older youth) they serve, the following outcomes will be seen:

- Increased role and voice within the family's case planning and service delivery
- Increased role and voice with older youth served in regards to their case planning, service delivery and transitional needs
- Enhanced teaming with Juvenile Probation, Legal Partners and other key stakeholders
- Enhanced communication and collaboration among all team members

The Continuous Improvement (CI) Team developed the County Improvement Plan through a combination of facilitated sessions, intersession work and a feedback loop with the units they represent. They worked to develop the four outcomes, assessed the strengths and gaps, identified root causes and developed remedies. The Sponsor Team has been routinely informed of the CI Team's progress. As the CI Team continues 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.

- **Outcome # 1:** The family's voice will be active from the beginning of the case. The family and any additional supports will be identified, located, and engaged immediately upon the family's involvement with Delaware County Children and Youth Services. The Family Service Plan will be developed with the family and identified supports will be present. A discussion will occur around identified goals and objectives with input from all parties. An array of services will be available for all family members and reflect the family's current situation.

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- **Outcome # 2:** The Role and Voice of the Older Youth will be a key component to his/her successful engagement during the case process and necessary support throughout their service delivery. Older Youth will be included in all phases of his/her casework process including: visitation, placement input and feedback, court, and Family Service Plan development. Through Independent Living programming that meets the needs of youth, Older Youth will be connected to their peers, and workers will spend time understanding youth needs and will incorporate this into transition plan development.
- **Outcome # 3:** Delaware County Children and Youth Services will continuously collaborate and communicate timely with its agency partners/contracted vendors. Children and Youth Services will engage its agency partners/contracted vendors, including the Juvenile Probation Office, in collaborative case discussions and case planning. Children and Youth Services will promote understanding and respect of each other's roles in an effort to provide well-coordinated services to children, youth and families.
- **Outcome # 4:** Children and Youth Services will review practice protocols and processes to address teaming throughout the agency, to include realistic guidelines for case transfer and assurance that there is clarity about case direction and planning that is communicated by a primary caseworker. Children and Youth Services will explore and promote teaming among all agency departments, in order to provide well-coordinated, timely, family-specific service delivery.

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### Section III. Plan Strategies and Action Steps to be Implemented and Monitored

<b>Outcome # 1: The family's voice will be active from the beginning of the case. The family and any additional supports will be identified, located, and engaged immediately upon the family's involvement with Delaware County Children and Youth Services. The Family Service Plan will be developed with the family and identified supports will be present. A discussion will occur around identified goals and objectives with input from all parties. An array of services will be available for all family members and reflect the family's current situation.</b>								
STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS	MONITORING
Engage all family members and relevant team members in active participation in the development of the Family Service Plan (FSP) and in the periodic review of the FSP.	Family Service Plan meetings will be held in-person with mothers, fathers, other guardians, youth, children and involved private provider staff.	CYS will develop a policy and procedure that supports active engagement and participation of all team members	CAPS Documentation Review	FSP Policy and Procedure Team	May 2015			
	CYS staff will engage family members in active participation in developing the initial FSP and in the periodic review of the FSP.	CAPS contacts will show that there is a team meeting to develop the Family Service Plan and Revision	Case File Review	Supervisors and Caseworkers	May 2015			

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	The agency will provide training and support for caseworkers and supervisors in family engagement methods, related to case planning.	Training on the use of the new electronic FSP will be provided to all direct service caseworker staff by May 2015	Training Sign-In Sheets	Family Service Plan Policy and Procedure Team and Staff Development	May 2015	Family Engagement Training  Electronic FSP Training		
	Staff will engage families in discussion about FSP objectives and tasks during regular contacts.	CAPs notes and supervision notes will reflect discussions with families about their FSP objectives and tasks	Further Information is Forthcoming	Caseworkers, Supervisors and Upper Management Team	August 2015	Tablets		
	The FSP will be revised as family circumstances change. Input of the family will be sought.	FSP and GPS policies will be reviewed and revised to include training on when FSPs should be revised.	CAPS Documentation Review	Caseworkers, Supervisors and Upper Management Team	August 2015			

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<p>CYS procedures in regard to the legal process will be evaluated and revised to make them more efficient and streamlined, in order to minimize worker time and stress and to maximize family and youth voice in the court process while promoting meaningful case review by the court.</p>	<p>Current court procedures will be evaluated and revised.</p>	<p>A Focus Group will be held with all levels of CYS staff to discuss the prioritization of continuances, court time, pre-court discussions between staff and legal, and the use of Paralegals.</p>	<p>Revised Court Procedures</p>	<p>Legal Administrator Service Administrators Clerical Administrator</p>	<p>September 2015</p>			
	<p>Use of Paralegals will be maximized to reduce caseworker time spent on legal documents.</p>	<p>A Focus Group will be held with all levels of CYS staff to discuss the prioritization of continuances, court time, pre-court discussions between staff and legal, and the use of Paralegals.</p>	<p>Maximized use of Paralegals</p>	<p>Legal Administrator Service Administrators Clerical Administrator</p>	<p>September 2015</p>			
	<p>Use of computers in the courtroom will be piloted so that families receive an immediate court order.</p>	<p>Case participants will receive immediate orders in Judge Hearings</p>	<p>Further Information is Forthcoming</p>	<p>Legal Administrator</p>	<p>January 2015</p>			

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	Number of children and youth meeting with GAL, Master and Judge will be increased.	The "Present in the Courtroom" sheet and the court order will reflect if youth were present or spoke with their GAL prior to court.	Further Information is Forthcoming	Legal Administrator and Court Reps	January 2015			
	Updated Legal training will be provided to staff on the Juvenile Act, preparation of documents and testimony, courtroom demeanor and dress.	Training provided to all service staff by 12/31/15	Further Information is Forthcoming	Legal Administrator, Court Reps and paralegals	September 2015			
	Use of mediation time available prior to hearings in order to hold collaborative family-focused conversations prior to court will be explored.	Exploration with all court system partners will occur to identify necessary resources and evaluate the investment of the system partners.	Further Information is Forthcoming	Legal Administrator and Upper Management Team	January 2016			

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	<p>CYS will continue advocacy for additional court time to promote the opportunity for all children and families to have a voice in court with the expectation that all parties are present and have an opportunity to address the court.</p>	<p>Judge and Master Court time will increase.</p>	<p>Further Information is Forthcoming</p>	<p>Legal Administrator and Agency Director</p>	<p>January 2015</p>			
	<p>The Foster Parent's right to be heard will be encouraged and supported.</p>	<p>Increase in the number of Foster Parents who are in the courtroom and have a chance to address the court</p>	<p>Further Information is Forthcoming</p>	<p>Legal Administrator, Court Reps, Caseworkers and Supervisors</p>	<p>March 2015</p>			
	<p>CYS will continue to participate in dependency stakeholders meetings and will propose agendas that support family role and voice and teaming.</p>	<p>CYS staff will attend the meeting and ensure that the some of the agenda items reflect content around teaming and the family's role and voice.</p>	<p>Further Information is Forthcoming</p>	<p>Agency Director and Placement Administrator</p>	<p>November 2014</p>			



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	<p>CYS will advocate for work space for CYS staff that are waiting for Delinquency Court Hearings.</p>	<p>Available workspace for up to three (3) Children and Youth Services staff each day</p>	<p>Workspace is identified and available</p>	<p>Placement Administrator</p>	<p>Done</p>				
	<p>CYS will explore possibility of having hearings for dependent and delinquent SCR youth clustered on one day to provide better continuity of planning for youth and families and to assist families and CYS staff with time management.</p>	<p>Meeting will occur between the CYS Placement Administrator, the JPO Administrator and the Judge</p>	<p>Dependency/Delinquency Hearings will occur on the same day</p>	<p>Legal Administrator, Agency Director and Assistant Director</p>	<p>January 2017</p>				

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<b>Outcome # 2: The Role and Voice of the Older Youth will be a key component to his/her successful engagement during the case process and necessary support throughout their service delivery. Older Youth will be included in all phases of his/her casework process including: visitation, placement input and feedback, court, and Family Service Plan development. Through Independent Living programming that meets the needs of youth, Older Youth will be connected to their peers, and workers will spend time understanding youth needs and will incorporate this into transition plan development.</b>								
STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS	MONITORING
Engage Older Youth with the development and delivery of youth-specific services throughout the case process	CYS will explore shifting responsibility for development and monitoring of transition plans to private provider staff for youth who are placed with a private provider.	Through a workgroup, a policy will be developed outlining the expectations of the Private Provider which includes the Transition Plan's development and monitoring	Older Youth Transition Plans are developed and monitored through the Private Provider Agency	IL Coordinator and Resources Administrator	January 2016			
	CYS will implement a new contract amendment which provides aftercare services and work preparation to IL youth.	Aftercare Services will be provided by Valley Youth House  Work Preparation will be provided by Valley Youth House to identified Older Youth throughout the year	All youth eligible to receive aftercare services and/or work preparation should be notified of their eligibility and provided a seamless transition	IL Coordinator and Valley Youth House	Done			

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	<p>Explore at the State Level the necessity for multiple plans for Older Youth and the ability to condense necessary information into a Single Case Plan</p>	<p>Delaware County's Youth Advisory Board is utilized to advocate for a Single Case Plan for Older Youth</p> <p>Required plans for Older Youth are identified</p> <p>Required plan components are reformatted into a Single Case Plan</p>	<p>Revised Older Youth Case Plan</p>	<p>Delaware County's Youth Advisory Board</p>	<p>January 2017</p>				
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<b>Outcome # 3: Delaware County Children and Youth Services will continuously collaborate and communicate timely with its agency partners/contracted vendors. Children and Youth Services will engage its agency partners/contracted vendors, including the Juvenile Probation Office, in collaborative case discussions and case planning. Children and Youth Services will promote understanding and respect of each other's roles in an effort to provide well-coordinated services to children, youth and families.</b>								
STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS	MONITORING
CYS staff will maximize teaming with private provider staff in order to coordinate services, increase efficiency and deliver quality services to children, youth and families.	CYS will review program descriptions for all providers and will request revisions of programs based upon child, youth and family needs and organization needs identified by staff.	Caseworkers will provide feedback regarding Vendor Agencies prior to contract renewal  Staff whom are familiar with each vendor and the families served will be at the table when program descriptions are reviewed	Clear Program Descriptions	Placement Administrator, Resources Administrator and Manager and SCOH Administrator, Supervisors and Caseworkers	March 2015			
	Program descriptions will include expectations about transportation, communication, team meetings and reports.	Vendor Agency program descriptions will be reviewed by identified staff prior to the establishment of Vendor Agency responsibilities  Caseworkers will provide feedback regarding Vendor Agencies prior to contract renewal	Program Descriptions include expectations about transportation, communication, team meetings and reports	Placement Administrator, Resources Administrator and Manager and SCOH Administrator, Supervisors and Caseworkers	March 2015			

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	<p>Program descriptions for all contracted service providers will be easily accessible by CYS staff and staff will be trained about how to monitor fidelity of services to the program descriptions.</p>	<p>Responsibilities of each Vendor Agency will be identified and shared with staff</p> <p>Vendor contracts will include a program monitoring/ accountability component</p>	<p>Program Descriptions for all contracted service providers will be located on Delaware County's Internal Network</p> <p>Staff Training</p>	<p>Placement Administrator, Resources Administrator and Manager and SCOH Administrator</p>	<p>March 2016</p>			
	<p>CYS will continue with provider case review of all placement private providers and with quarterly administrative reviews of major providers.</p>	<p>Staff at all levels within CYS is familiar with vendor contracts. Staff familiarization with vendor contracts will include vendor expectations and placement types</p>	<p>Further Information is Forthcoming</p>	<p>Placement Administrator, Resources Administrator and Manager and SCOH Administrator, Quality Assurance Staff, Supervisors and Caseworkers</p>	<p>September 2015</p>			

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	<p>CYS will explore shifting of child and youth reunification work from the agency to the private providers, who are providing placement services to the child/ren and will pilot initial efforts with selected providers.</p>	<p>Meetings will occur to explore the potential for two private providers to pilot these services. There will also be exploration of how other counties utilize these services.</p>	<p>Further Information is Forthcoming</p>	<p>Placement Administrator and Manager</p>	<p>January 2017</p>			
<p>CYS staff will engage system partners (Juvenile Probation, Behavioral Health, OID, Housing, Education, Substance Abuse Treatment</p>	<p>All involved system partners will attend and participate in team meetings.</p>	<p>CAPs notes will indicate that team meetings are occurring, who was invited and who attended.</p>	<p>Further Information is Forthcoming</p>	<p>Caseworkers, Supervisors and Upper Management Team</p>	<p>September 2015</p>			

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providers) in team meetings to coordinate services, share the workload, and, increase child safety, permanency and well-being	CYS will provide training and support for staff on identification of mental health and substance abuse issues, how to access related services.	Training Occurred and will be provided as needed	Training Sign-In Sheets	Health Choices Supervisor	Done	N/A		
	CYS will provide staff training on how to form teams, identify a team leader, and identify team goals, how to lead teams and how to be a good team member.	Training will be developed and implemented	Training Sign-In Sheets	Staff Development and Upper Management Team	September 2015	Yes		
	All children open with CYC who are eligible for OID services, will be referred to OID within 30 days of the accept for service date or within one week of the caseworker learning that the child is eligible,	CAPs notes will reflect that referral process is occurring for OID children	CAPS Report	Caseworkers, Supervisors, Health Choices Supervisor	June 2015			

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	if this occurs after the accept for service date.							
	CYS staff will be provided with training about OID services and how to access them.	Training will be developed and implemented	Training Sign-In Sheets	Health Choices Supervisor and Staff Development	June 2015			
	Team meetings will be held with OID and the family for all cases that are open with OID, at least annually or more frequently if the situation indicates a need.	CAPs notes will reflect annual meetings	CAPS Documentation	Caseworkers, Supervisors and Health Choices Staff	December 2015			
CYS and JP will continue to review and revise the SCR policy with a goal of providing collaborative services that meet the needs of the family and the youth,	Team meetings will be held with all parties to discuss cases	CAPs notes will reflect that team meetings were held with JPO, parents, CYS and all involved systems to coordinate a plan for the family.	Further Information is Forthcoming	Caseworkers, Supervisors and Upper Management Team	September 2015			



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and that furthers the missions of both agencies.	CYS will provide tracking and oversight of all cases with an SCR order and/or with a potential for an SCR order to ensure that CYS staff have support, guidance and solicitor consultation.	Only youth meeting dependency criteria will have SCR orders	Further Information is Forthcoming	SCR Liaisons	January 2015			
	CYS will provide training for JP staff on IL services available for SCR youth.	Training has occurred and will occur in the future as necessary	Training Sign-In Sheets	Independent Living Coordinator and Resources Administrator	January 2016			
	Exploration of joint CYS and JP supervisor meetings occurring in order to provide cross training and build collaborative relationships.	SCR work group will review during policy revision	Further Information is Forthcoming	SCR Workgroup	September 2015			

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	CYS and JP staff will be provided training on SCR refresher curriculum.	Training will occur on revision of the SCR policy	Training Sign-In Sheets	SCR Workgroup and Staff Development	September 2015			
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<b>Outcome # 4: Children and Youth Services will review practice protocols and processes to address teaming throughout the agency, to include realistic guidelines for case transfer and assurance that there is clarity about case direction and planning that is communicated by a primary caseworker. Children and Youth Services will explore and promote teaming among all agency departments, in order to provide well-coordinated, timely, family-specific service delivery.</b>								
STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS	MONITORING
Delaware County Children and Youth Services' staff will team within the agency to coordinate services, share the workload, and, increase child safety, permanency and well-being.	Revisit the Case Transfer Policy to review and identify expectations versus best practice.	Case Transfer Policy will be revised	Revised Case Transfer Policy	Upper Management Team and a workgroup developed from multi-level staff	January 2016			
	Review all current policies in order to receive input from staff at all levels	Policies will be reviewed and revised if necessary  Policies will be communicated, implemented, and staff will be held accountable consistently amongst all units within CYS	Revised Case Planning and Service Delivery Policies	Upper Management Team and a workgroup developed from multi-level staff	January 2016			

**Month and Year for the next state-supported Quality Service Review: April 2017**