

County Improvement Plan (CIP)

County Name: Lebanon County

Date of Plan: October 11, 2012

Initial

Update

Section I. Sponsor Team Members:

James Holtry	Executive Director
Richard Showers	Director of Social Services
Erin Moyer	Caseworker
Susan Emerich	AFCARS Coordinator

Section II. Background: Lebanon County Children and Youth Services participated in the Quality Service Review/Continuous Quality Improvement process in March 2012. During this review there were 12 groups of two who reviewed 12 cases (7 in-home and 5 placement). In addition, meetings were held with Focus groups which included Lebanon County Children and Youth's Foster Parent Association, Caseworkers, and Supervisors. Once the review was completed, the results were reviewed by the team and results were tabulated by Horby Zellers Associates. Those draft results were reviewed by the Sponsor Team along with representatives from OCYF, and Child Welfare Resource Center and changes and adjustments were made.

Once the final results were completed areas for improvement were identified as "Teaming, Training" and "Pathway to Independence". The "Next Steps" meeting was held in September 2012 which included the Sponsor Team, Private Providers, Caseworkers, and Representatives from Office of Children, Youth and Families and Child Welfare Resource Center. The purpose of this meeting was to gain input in the development of Lebanon's County Improvement Plan.

Section III. Priority Outcomes:

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Outcome # 1: TEAMING: To ensure that Lebanon County Children and Youth has an effective, collaborative working relationship with In-Home service providers, agency and family members. All partners will have a clear understanding of all goals and expectations of the case plan to ensure a unified successful approach.

Outcome # 2: TRAINING: To ensure the Agency is meeting staff's individual training needs, the Agency will provide a more diverse array of training options with input from the specific individual.

Outcome # 3: PATHWAY TO INDEPENDENCE: To ensure a more successful transition to independence, the Agency will provide a wider range of services to meet the needs of youth aging out of care.

Section IV. Findings *(Identify the findings that explain why each priority outcome was chosen. List any related findings: e.g., strength and gap trends, data, and connections to CFSR indicators of Safety, Permanency, and Well-Being and/or QSR Practice Performance indicators):*

Findings related to Outcome # 1:

The Agency did not do as well as anticipated as it relates to this Outcome. Only 58 percent of the cases reviewed were considered acceptable and reviewers frequently cited Teaming as a contributing factor of other unacceptable ratings. Teams that were formed were not as functioning well or were acting independently of the group and not sharing vital information as it relates to the case and there was also notable lack of trust in some cases.

Findings related to Outcome # 2:

During the Focus Groups with caseworkers and supervisors, training needs seemed to be a theme. Staff indicated a need for more diverse training based on their individual needs and not always to rely on training offered by the Child Welfare Resource Center. Additionally, staff indicated a desire to have more "in-house" training as it relates to on-call and outside community resources.

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Findings related to Outcome # 3:

The Agency received unacceptable ratings in several areas which may affect the pathway to independence. Although the Agency has an Independent Living Program, youth residing at home or in traditional foster care were not always offered “optimal” independent living arrangements.

Section V. Strategies and Action Steps for each Outcome

The following should guide the development of specific strategies and action steps for each of the priority outcomes.

- a. Identify existing strengths
- b. Identify existing gaps
- c. Identify the root causes for the gaps
- d. Identify potential remedies for the root causes
- e. Identify which remedies can be quick wins, midterm, and long term

The following components should be included in the plan for each priority outcome:

Strategy: *The overall approach/plan to achieve the outcome. Several strategies may be identified for each, but should all connect to the particular outcome you are trying to achieve.*

Action Steps: *Clear and specific steps to be taken to achieve the strategy. There may be several action steps identified for each particular strategy.*

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Indicators/Benchmarks: *These indicate how the strategies and action steps will impact the outcome as well as indicating how progress is measured and monitored.*

Evidence of Completion: *Evidence that verifies that each individual action step has been completed.*

Persons Responsible: *The individual who is responsible for completing each individual action step.*

Timeframe: *Expected time of completion for each individual action step.*

Resources Needed: *Resources needed to achieve the strategy or action step. May include, but is not limited to, financial resources, partnerships with technical assistance providers, and staff resources.*

Status: *Progress toward completion of each action step upon review of the County Improvement Plan.*

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Section V. Strategies and Action Steps for each Outcome

Outcome # 1: To ensure that Lebanon County Children and Youth has an effective, collaborative working relationship with In-Home service providers, agency and family members. All partners will have a clear understanding of all goals and expectations of the case plan to ensure a unified successful approach.							
STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
Improve communication between members of the team including the caseworker, provider, and the family.	At the time of referral, a copy of the Family Service Plan will be sent to the provider.	Private providers have a clear understanding of the case and circumstances necessitating the referral.	Individual supervisors will ensure compliance during the weekly supervision meetings; Individual supervisors will maintain a log of completion.	Agency Caseworkers; Agency Supervisors	Implementation will begin after finalization and approval of the Agency's County Improvement Plan but no later than January 01, 2013..	None	
To ensure that all team members have a complete understanding of the individual goals and outcomes.	The Agency caseworker will accompany the private provider at the time of the initial home visit for introductions and a review of the goals and plan.	A clearly defined and collaborative approach will be taken in resolving family issues which necessitated agency involvement.	Caseworker will clearly document in case file when this meeting occurred and the results of the meeting.	Agency Caseworkers, Private Providers, Family	Agency implementation will begin no later than January 01, 2013	None	
To enable both the provider and caseworker to offer any	At least monthly, the private provider	Same as above.	Casework Supervisor will	Agency caseworker,	Monthly following	None	

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input as to the success of the services including any additional services which may be needed.	and caseworker will discuss, and review the status of the case.		ensure compliance during weekly supervisory meetings.	private provider and casework supervisor.	implementation which will occur no later than January 01, 2013		
To offer a unified team approach to the case with greater family input.	Quarterly, the caseworker, provider and family members will meet to review the status of the case. This can occur during the caseworker's regular monthly home visit.	Demonstrates a more effective team approach with input from all appropriate parties while engaging the family. Families actively engaged in the plan may result in earlier case closure.	Case documentation and verification during supervisory meetings.	Agency Caseworkers, Private Providers, Family	Quarterly following implementation which will occur no later than January 01, 2013	None	
To ensure consistency in preparation for court as it relates to testimony.	Prior to any court action, the private provider and caseworker will meet in person or via phone to discuss the details of the case.	Unified team approach when presenting the case to the Courts.	Supervisor will verify this meeting occurred and caseworker will clearly document this meeting in the case record.	Supervisor, caseworker and private provider.	When necessary.	None	

Note: *If Counties already have documents or plans that connect to the outcome, that plan should be noted in the table above.*

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Improvement Team(s)/ Members *(List the members of the Implementation Team and identify co-chairs with an asterisk if applicable):*

Outcome # 2: During the Focus Groups with caseworkers and supervisor, training needs seemed to be a theme. Staff indicated a need for more diverse training based on their individual needs and not always to rely on training offered by the Child Welfare Resource Center. Additionally, staff indicated a desire to have more “in-house” training as it relates to on-call and outside community resources.

STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
To ensure staff have an understanding of community resources available to the Agency and the services they offer.	Invite community agencies and programs to staff meetings for overviews of their programs.	Improved community awareness which educate our staff and improve their ability to offer services to clients.	The Agency has already started this process on September 12, 2012 and will continue to do so the third Wednesday of the month or every other month.	James Holtry	Immediate	None	
Offer webinar training for staff which should provide a more diverse array of training opportunities.	Secure information pertaining to various available webinar training as it relates to	Improved training opportunities for staff at little to no cost to the Agency,	Already started and will continue to do so as the Agency receives notices about various	James Holtry Rick Showers	Immediate and on-going.	Information regarding available and upcoming webinar trainings.	

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	child welfare practices.		webinar trainings.				
To more adequately address staffs individual training needs.	Supervisors will meet with their individual units or meet individually with each caseworker to determine their needs and interest. The Director of Social Services will do the same with the supervisors.	Provide training that meets with wishes and desires of staff to improve their work performance.	Director of Social Services will provide the Executive Director a listing of training needs at the beginning of every year.	Agency Administrative Staff.	January 2013	None at this time but could change if the Agency needs assistance in locating specific training.	
To more adequately prepare and update staff with On-call responsibilities	Director of Social Services will provide quarterly to bi- annual on-call training in addition to the individual on-call	Staff will be better prepared to fulfill the responsibilities of On-call.	A training log will be maintained.	Director of Social Services	With the beginning of implementing our County Improvement Plan no later than January 01, 2013	None	

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	training already provided.						
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Improvement Team(s)/ Members *(List the members of the Implementation Team and identify co-chairs with an asterisk if applicable):*

Outcome # 3: To ensure a more successful transition to independence, the Agency will provide a wider range of services to meet the needs of youth aging out of care.							
STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS	EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
Improve Independent Living Skills Class by making it more relevant to the needs of today's youth.	Reach out to former IL youths, and/or Child Welfare Resource Center Youth Ambassadors to provide feedback on the current Independent Living Skills Class	Feedback sessions.	Feedback gathered from former and current IL youth.	Independent Living coordinator.	Next Independent Living Skills Class	Child Welfare Resource Center, Youth Ambassadors will be needed if former Lebanon County IL youth are unavailable.	
	Develop and utilize surveys/evaluations to gather feedback	Improved satisfaction and quality of	Upon completion of the Skills	Independent Living	Next Independent Living Class	None	

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	from youth participating in IL skills group.	the Independent Living Skills Class	Class, youth will complete an evaluation to determine the effectiveness and relevance of the Class.	Coordinator will collect and analyze the results of the evaluations.			
	Utilize evaluations in planning future IL Skills Groups.	Priority areas for IL Skills group will be identified by the youth who are given an increased role and voice in identifying their needs.	Future IL Skills groups will be reflective of topics identified by youth.	Independent Living Coordinator	Next IL Skills Group	None	
Assure that intellectually disabled youth are being connected to available IL Services.	Refer any child/youth who was in placement on or after their 16 th birthday, and is intellectually limited, to MH/MR for services.	All youth in care on or after their 16 th birthday are offered IL services appropriate to their needs.	Periodically the IL Coordinator will review caseloads to determine if appropriate IL referrals have been made.	Youth Caseworker will contact MH/ MR.	Implementation will occur no later than January 01, 2013	None	

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	The C&Y caseworker will discuss with the MH/MR caseworker what services are available and appropriate for when the youth is in care as well as when he/she leaves care.	Contact between CYS and MH/MR will occur to assure that the appropriate services are being provided to meet the needs of the applicable youth.	During supervision, supervisors will discuss with caseworkers the results of the referrals to MH/MR. Meetings will be noted in case record.	Children and Youth caseworker and MH/MR caseworker	Implementation will occur no later than January 01, 2013.	None	
Provide in-house training to caseworkers to ensure that they can inform youth of IL services and available resources.	Provide in-house training on IL services. New caseworkers will receive such training as part of their agency orientation.	Increased knowledge of IL services and resources.	Completion of Agency orientation checklist.	Independent Living Coordinator	Training will occur no later than January 01, 2013 and on-going.	None	

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