

## County Improvement Plan (CIP)

County Name: Fulton

Date of Plan: 12/16/15

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):*

Sponsor Team: Jean Snyder, Deb Pheil, Christine McQuade, Stephanie Branche

Implementation Team: Crystal Long and Amy Ross – Teaming/ Retention; Karri Downes and Dusteny Cunningham, SWAN Paralegal – Pathways to Independence; and Cindy Sonne and Angela Bershatsky – Long Term View/Permanency/Stability.

### 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.)*

Fulton County Sponsor Team members utilized multiple work sessions to identify their strengths and challenges related to the outcomes that they wish to address in their County Improvement Plan. (CIP) The Team consisted of the Administrator and Management Staff as well as direct casework staff and SWAN Legal Services Initiative Paralegal. The Team also spent time identifying root causes and discussing desired future states for each outcome.

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- **Outcome # 1: Teaming/Staff Retention**

**Definition:** Staff openly and willingly communicates and shares information to ensure best practice within the agency and to form strong teams, ultimately promoting positive staff morale and the best services to families.

**Strengths:**

- Experienced and competent staff
- Staff work well in crisis.
- Agency is small- everyone knows a little about everything.
- Management is flexible with staff.
- Staff are willing to work together.
- The Administrator is involved in the “day to day” and has an Open Door policy.
- Caseworker opinions and input are valued.

**Challenges:**

- Staff does not always feel as though they can say what they need to say.
- Current processes that are in place (ex. Staff meetings) are not respected and utilized fully.
- Inconsistent expectations regarding accountability across agency.

**Root Cause:**

- Due to Civil Service, it can be difficult to discipline/terminate employees.
- Rules and expectations not applied consistently.
- Lack of case transfer policy/procedure.
- Lack of clear safe case closure guidelines/policy/procedure.

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### • Outcome # 2: Pathways to Independence

**Definition:** Staff work collaboratively and in a strengths-based, solution-focused manner to ensure positive engagement of youth and subsequently ensure successful identification of needed resources and transition planning for youth.

#### **Strengths**

- Staff works quickly from time of intake to identify youth strengths.
- The agency actively uses resources such as Family Finding, Family Group Decision Making, and SWAN units of service.
- Transition plans are consistently completed for youth.
- Services to older youth are inclusive, serving younger youth, JPO youth, and youth served with in-home GPS.
- There is an established IL Peer Group Program.

#### **Challenges:**

- Youth are often placed out of county- makes engagement and transition planning more difficult.
- Youth do not receive needed mental health, drug and alcohol or other specialized services in order to get stabilized.
- GALs are inconsistent in their work with youth.
- Lack of support and motivation on the part of the parents and youth.

#### **Root Cause:**

- There is a lack of appropriate resources, particularly mental health, drug and alcohol, and specialized services.
- There is often generational cycling and struggles with mental health and addiction issues.
- There is a lack of resource parents or placement options for youth in county.

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### • Outcome # 3: Long Term View/Stability/Permanency

**Definition:** Children successfully attain permanency in a way that is least disruptive to their overall well-being.

**Strengths:**

- The agency is invested in and committed to utilizing Family Finding and Family Group Decision Making to promote family engagement.
- Staff does a good job of tracking services for families such as Drug and Alcohol assessments.
- There is an interest and willingness on behalf of the community to support families and to create a Trauma-Informed approach to working with children, youth and families.

**Challenges:**

- Mental Health issues are very challenging for families due to a lack of resources within the community.
- Foster care providers often allow “overuse” of respite care. Children who are placed in the homes are sometimes not included in family activities.
- There is a community crisis with regard to misuse of prescription drugs that affect the families.

**Root Cause:**

- There is a lack of appropriate resources, particularly mental health, drug and alcohol, and specialized services
- There is often generational cycling and struggles with mental health and addiction issues.
- There are lack of resource parents or placement options for youth in county

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### 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.)*

#### Outcome #1: Teaming/Staff Retention

##### Goal #1: Improve retention of good casework staff.

	Action Steps	Evidence Completion	of	Person(s) Responsible	Monitoring
<b>a. Perform “stay interviews” with identified staff.</b>					
1/16	Select a stay interview model for use.	Selection of model		Director & Consultant	
2/16	Schedule and conduct stay interviews to gather information.	Information obtained from interviews.		Director & Consultant	
2/16	Utilize collected information to inform ongoing processes	Information shared as needed		Management Team	
<b>b. Staff meeting presentation by management to staff regarding expectations and accountability</b>					
3/16	Select a time and date to meet as a management team to discuss components of presentation to staff	Meeting scheduled		CWRC and Management Team	
3/16	Utilize information to create a draft agenda for the presentation to staff	Draft agenda completed		CWRC and Management Team	
4/16	Review and finalize agenda. Schedule meeting and present to staff at Staff Meeting	Presentation occurs at staff meeting		Management Team	

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### Goal #2: Formation and functioning of strong teams

	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
<b>a. Create and utilize a case transfer policy and procedure</b>				
5/16	Schedule time to discuss components of a case transfer policy and procedure	Time on calendar scheduled to discuss	Casework staff	
5/16	Identify a lead for the workgroup. Draft case transfer policy and procedure	Lead identified. Draft completed	Casework staff	
5/16	Finalize Draft policy and procedure. Present to management team for feedback.	Final draft copy of policy and procedure given to Management Team	Casework staff	
5/16	Management Team reviews draft. Makes revisions as needed. Presents final policy and procedure to staff.	Final policy and procedure presented to staff	Management team	
<b>b. Create and utilize Team Meetings to gauge the progress of families and ensure positive communication among staff.</b>				
5/16	Schedule time to discuss the creation of the Team Meeting format/agenda and the procedure associated with Team Meetings.	Meeting is scheduled	Director	
5/16	Create a Team Meeting format/agenda that allows for open sharing of information from all team members who have worked with the family.	Format/agenda is created	Management Team	
5/16	Create a procedure that clearly identifies who should	Procedure is created	Management	

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	Action Steps	Evidence Completion	of	Person(s) Responsible	Monitoring
	participate in Team Meetings and when in the life of a case Team Meetings should occur.			Team	
5/16	Present format/agenda and procedure to staff with clear expectation as to when use of the format/agenda should begin.	Information is provided at Staff Meeting		Management Team	

### Outcome #2: Pathways to Independence

#### Goal #1: Older youth receive the services that they need to be successful.

	Action Steps	Evidence Completion	of	Person(s) Responsible	Monitoring
<b>a. Create an agency IL protocol and procedure that outlines where, when and how IL related activities should occur.</b>					
2/16	Identify who should participate in the creation of the protocol and schedule a meeting with those participants	Meeting scheduled		IL Coordinator (with support of Transitional Youth Roundtable Team)	
2/16	At the scheduled meeting, create an IL "flow chart" and accompanying protocol and procedure.	Flow chart, protocol, and procedure created.		IL Coordinator (with support of Transitional Youth Roundtable Team)	
6/16	Schedule time at a Staff Meeting and present flow chart, protocol and procedure to staff	Staff Meeting presentation occurs		IL Coordinator (with support of Transitional Youth Roundtable)	

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	Action Steps	Evidence Completion	of	Person(s) Responsible	Monitoring
				Team)	
<b>b. Use of Family Group Decision Making and Family Finding are expanded.</b>					
1/16	Schedule time to have a discussion with FGDM providers about how the conferences are going	Meeting scheduled		Director, Supervisors, SWAN paralegal, FGDM providers, CWRC Family Engagement Staff	
2/16	Schedule meeting with FGDM providers to discuss the following: <ul style="list-style-type: none"> <li>• ways in which FGDM has successfully been utilized for older youth</li> <li>• ways in which FGDM can be expanded for use with older youth</li> <li>• barriers to utilization of FGDM and suggested solutions to those barriers</li> <li>• can Family Finding be more actively integrated into the process?</li> </ul>	Meeting resulting minutes	occurs with meeting	Director, Supervisors, SWAN paralegal, FGDM providers, CWRC Family Engagement Staff	
2/16	Utilize Meeting minutes/information to brainstorm/plan ways to increase successful utilization of FGDM and Family Finding for older youth	Ideas are captured in a format to be shared with staff		Director, Supervisors, SWAN paralegal, FGDM providers, CWRC Family Engagement Staff	



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	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
TBD	Information is shared with Staff at Staff Meeting	Presentation at Staff Meeting	TBD	

### Outcome #3: Long Term View/Stability/Permanency

**Goal #1: Engage in practice that is trauma-informed and adheres to the philosophy of being strength-based and solution focused.**

	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
<b>a. The agency will begin to utilize trauma-based assessments.</b>				
1/16	Schedule meeting to discuss use of trauma-based assessments	Meeting is scheduled	Director & Supervisors	
2/16	At meeting, identify trauma based assessment to be utilized and outline plan for obtaining training and support for using the assessment as well as how use of the assessment will occur within the agency	Assessment and subsequent process for training, support, and use is identified in a written plan	Director, Supervisors, other providers as identified	
No later than 6/16	When the plan is finalized, it will be presented to Staff at Staff Meeting.	Presentation occurs	Director, Supervisors, other providers as identified	
<b>b. The agency will create a protocol for safe case closure.</b>				
5/16	A staff person will be identified to be lead on identifying existing protocols for safe case closure to share with	A person is identified, (preferably same lead	Casework staff	

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	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
	management.	utilized for Case Transfer Policy work)		
9/16	A meeting will be scheduled to discuss a protocol for safe case closure.	Meeting is scheduled.	Casework staff	
9/16	At the scheduled meeting, the lead will present to the team the examples of protocols for safe case closure. The team will discuss and decide on criteria for the agency's own protocol.	Criteria for the agency's safe case closure protocol is determined and put into a written format.	Casework staff	
9/16	The recommended safe case closure draft protocol is shared with the Management Team for review and approval. An implementation date is identified by the Management Team and communicated to the staff.	Management Team reviews and sanctions protocol identifies implementation date and communicates it to staff.	Management Team	
<b>C. The agency will continue to utilize SWAN units of service.</b>				
5/16	At a Staff meeting, staff will share the ways in which they have utilized the SWAN units of service, including ways that may be unconventional for the county's use so far.	Discussion occurs at staff meeting	Ongoing Supervisor, Regional SWAN TA, all staff	
5/16	The Agency's SWAN Contact works with their SWAN Regional TA to schedule a time for them to come in to Staff Meeting to discuss the ways in which SWAN units of service can be utilized that expands the county's current use of the units.	SWAN presentation at staff meeting occurs.	Ongoing Supervisor, Regional SWAN TA, all staff	

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	Action Steps	Evidence Completion	of Person(s) Responsible	Monitoring
d.	The agency will continue to utilize Team Meetings to inform their case practice decisions and recommendations.			
	SEE Goal #2b.			

**Month and Year for the next state-supported Quality Service Review:      May 2018**  
*State-supported QSRs must occur at least every 3 years, but frequency cannot occur more than once every year.*

