

County Improvement Plan (CIP)

County Name: Luzerne

Date of Plan: October 2013

Initial

Update – June 2014

Section I. Team Members

Sponsor Team:

- Joanita Salla
- Anthony Lumbis-- Agency Solicitor
- David Schwille -- County OHS Director
- Judge Rogers
- Advisory Board
- Tara Gallagher-- MH/DS
- Jim Davis -- MH/DS
- Gina Galli -- MH/DS

Implementation Team:

- Judith Omerza
- Lisa Fox
- Lisa Keegan

(The Quality Assurance Department)

Note: Additional Implementation Team members will be added as the process unfolds.

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

Luzerne County Children and Youth Services participated in phase 3 of the Quality Service Review (QSR) process in May 2013. During this review, 15 cases were reviewed and 3 focus groups were conducted. The final results of the QSR were received in June 2013. LCCYS's County Improvement Plan (CIP) was developed by the Quality Assurance Department supported by consultation with the management team and casework staff.

Outcomes were chosen based on the areas of practice that indicated the greatest percentages of "unacceptable" performance and those areas of concern which were identified through staff support meetings and focus groups.

Luzerne County Children and Youth Services utilized a number of data sources when developing this CIP. These sources include findings from the 2013 QSR; the 2013 Licensing Inspection Summary (LIS); the "Next Steps" meeting held in conjunction with the Northeast Regional Office

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of DPW and the PA Child Welfare Resource Center; and data from internal Quality Assurance focus groups held with a cross-section of staff members.

Following a review of all the information collected from the data sources, the team decided to compose this CIP using the “parallel process”. We have identified strategies which address both the practice performance areas and also a level of support provided to staff.

- **Outcome # 1: Engagement: Role and Voice**
- **Outcome # 2: Teaming**
- **Outcome # 3: Maintaining Family Relationships**

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

Outcome #1: Engagement of family members in the case planning process								
STRATEGIESⁱ	ACTION STEPSⁱⁱ	INDICATORS/ BENCHMARKSⁱⁱⁱ	EVIDENCE OF COMPLETION^{iv}	PERSON(S) RESPONSIBLE^v	TIMEFRAME^{vi}	RESOURCES NEEDED^{vii}	STATUS^{viii}	MONITORING^{ix}
1. Ensure child and family involvement in the case planning process.	1. To work in conjunction with the Child Welfare Resource Center and other available resources to identify appropriate family engagement trainings for staff to attend.	<p>-All staff are trained and understand the process of engaging family members.</p> <p>-The percentage of the acceptable ratings in the following QSR indicators will increase: *Engagement efforts: 1. Role and Voice 2. Child/Youth and Family Planning process</p> <p>-Internal QSR reviews will show an increase in the following indicators: *Engagement efforts: 1. Role and Voice 2. Child/Youth and Family Planning process</p>	Training Report	<p>-Ellen Dymond to track training hours.</p> <p>-Supervisors and Coordinators to identify appropriate trainings for their staff.</p>	Immediate and Ongoing	Child Welfare Resource Center and other available training entities	In Progress	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff.</p> <p>-Critical case reviews</p>

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	<p>2. Obtain information on all family members and other family supports for each case.</p> <p>A thorough assessment of the family's needs and strengths will be completed.</p>	<p>-All information on every family member will be collected.</p> <p>-The percentage of the acceptable ratings in the following QSR indicators will increase: *Engagement efforts: 1. Role and Voice 2. Child/Youth and Family Planning process</p> <p>-Internal QSR reviews will show an increase in the following indicators: *Engagement efforts: 1. Role and Voice 2. Child/Youth and Family Planning process</p>	<p>*Documentation in the case file</p> <p>*Fostering Connections Notification form</p> <p>*Interview will be documented on contact sheets</p> <p>*CANS/FAST assessment as appropriate</p> <p>*ASQ as appropriate</p>	<p>Caseworkers, Supervisors, Social Support Workers and Coordinators</p>	<p>Immediate and Ongoing</p>	<p>*Fostering Connections Notification Form</p> <p>*Related training</p>	<p>In Progress</p>	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff</p> <p>-Critical case reviews</p>

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	3. A Diligent or Accurint search will be completed for absent parents or unknown/unlocatable relatives. A referral will be made to Family Finding when deemed appropriate	<p>-Information obtained through the Accurint and Diligent searches will be utilized to engage family members.</p> <p>-The percentage of the acceptable ratings in the following QSR indicators will increase: *Engagement efforts: 1. Role and Voice 2. Child/Youth and Family Planning process</p> <p>-Internal QSR reviews will show an increase in the following indicators: *Engagement efforts: 1. Role and Voice 2. Child/Youth and Family Planning process</p>	<p>*Completed Accurint and Diligent search forms to be located in the file.</p> <p>*Fostering Connections Correspondence record will be completed and located in the file.</p> <p>*For placement cases, Kinship Notification letters will be sent out and copies will be placed in the file.</p> <p>*Contacts to reflect conversations with family members.</p>	Caseworkers, Supervisors, Coordinators and Social Service Support Workers	Completed during the initial assessment/investigation and then annually if the case is opened for services	<p>*Fostering Connections Correspondence Record</p> <p>*Kinship Notification Letter</p> <p>*CAPS</p> <p>*Appropriate training</p>	In progress	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff</p> <p>-Critical case reviews</p>

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	4. All children, parents, family members, and caretakers will be invited to case planning meetings and court hearings as appropriate.	<p>The percentage of the acceptable ratings in the following QSR indicators will increase: *Engagement efforts: 1. Role and Voice 2. Child/Youth and Family Planning process</p> <p>-Internal QSR reviews will show an increase in the following indicators: *Engagement efforts: 1. Role and Voice 2. Child/Youth and Family Planning process</p>	<p>*Case documentation of the invitation</p> <p>*FSP participant sheet</p> <p>*Family Team/FGDM Conference completed as appropriate</p>	<p>Caseworker, Supervisor, Coordinator, Social Service Support Worker, Clerk of Courts, LCCYS Legal staff</p>	<p>Immediate and Ongoing</p>	<p>*Clerk of Courts Office</p> <p>*LCCYS Legal staff</p> <p>*Case Information Sheet</p> <p>*Training support as needed</p> <p>*Family Team Conference/ FGDM protocol</p>	<p>In progress</p>	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff</p> <p>-Critical case reviews</p>

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	5. Home visits and case planning meetings will include a discussion with families about their strengths and needs in order to drive the FSP/ CPP objectives.	<p>-Families will be engaged in the service planning and decision making process</p> <p>- The percentage of the acceptable ratings in the following QSR indicators will increase: *Engagement efforts: 1. Role and Voice 2. Child/Youth and Family Planning process</p> <p>-Internal QSR reviews will show an increase in the following indicators: *Engagement efforts: 1. Role and Voice 2. Child/Youth and Family Planning process</p>	<p>Case Documentation</p> <p>Family Team/FGDM Conferencing as appropriate</p>	<p>Caseworkers, Supervisors, Coordinators and Social Service Support Workers</p>	<p>Immediate and Ongoing</p>	<p>*CAPS</p> <p>*Training support as necessary</p> <p>*Family Team Conferencing/ FGDM protocol</p>	<p>In progress</p>	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff</p> <p>-Critical case reviews</p>

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2. To enhance the role and voice of staff within the functioning of the agency.	1. To hold regular "staff support" groups in order for all levels of staff to offer input into shaping the functioning of the agency. Information gathered at the meetings will be relayed by the Quality Assurance team to the management team.	Staff will feel that they have a role and voice in the shaping and planning of the functioning of the agency.	Each month meetings scheduled with different departments/units on a rotating basis. *Schedule of meetings provided to all staff *Sign in sheets to show attendance	Quality Assurance Department	Immediate and Ongoing	*Staff input *Staff time and commitment	In progress	-Plan to be reviewed every 6 months and adjustments to be made if necessary -QSR focus groups -Weekly meetings with management team -Monthly meetings with staff

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Outcome #2: Teaming-Formation and Function								
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<p>1. Improve the degree to which appropriate members of all systems are identified and formed into a working team that shares a common understanding and long-term view of the child/youth and family.</p>	<p>1. The caseworker and supervisor will clearly define the team that will be responsible for the implementation of the case plan.</p> <p>Agency staff will follow the OHS Systems of Care model as it is developed.</p>	<p>-All team members will be clearly identified and documented in the case record.</p> <p>- The percentage of the acceptable ratings in the following QSR indicators will increase: *Teaming: 1. Formation 2. Function</p> <p>-Internal QSR reviews will show an increase in the following indicators: *Teaming: 1. Formation 2. Function</p>	<p>Team Chart will be documented in the case file.</p> <p>The existence of a formed and functioning team that meets regularly to discuss the strengths and needs of the family.</p>	<p>Caseworker and Supervisor</p> <p>Systems of Care stakeholder team</p>	<p>Immediate and Ongoing</p>	<p>Develop a Team Chart to be kept in the file.</p> <p>A county wide Systems of Care Model</p>	<p>In progress</p>	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff</p> <p>-Critical case reviews</p>

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	2. The caseworker, supervisor and/or coordinator, and the identified team will meet on intake cases prior to transfer to an ongoing unit, on ongoing cases prior to the formulation of the FSP, and as often as necessary to review the status of the case. This is to ensure that the team shares a common understanding of the long term view for the child/youth and family.	<p>-The team demonstrates a more effective level of functioning.</p> <p>-All members understand their role on the team.</p> <p>-The percentage of the acceptable ratings in the following QSR indicators will increase:</p> <p>*Teaming:</p> <ol style="list-style-type: none"> 1. Formation 2. Function <p>-Internal QSR reviews will show an increase in the following indicators:</p> <p>*Teaming:</p> <ol style="list-style-type: none"> 1. Formation 2. Function 	*Documentation in the record of team meetings.	Caseworkers, Supervisors, Coordinators, and Service Providers	Immediate and Ongoing	<p>-Team Chart</p> <p>-CAPS</p> <p>-Education for service providers</p>	In progress	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff</p> <p>-Critical case reviews</p>

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	3. All identified team members will be provided with a copy of the Family Service Plan and/or FTC/FGDM plan.	<p>-All team members will have a clear understanding of the goals and objectives for the family.</p> <p>-The percentage of the acceptable ratings in the following QSR indicators will increase: *Teaming: 1. Formation 2. Function</p> <p>-Internal QSR reviews will show an increase in the following indicators: *Teaming: 1. Formation 2. Function</p>	Documentation in the case record that copies were provided to all team members.	Caseworkers, Supervisors, and Clerical staff	Immediate and Ongoing	<p>Clerical staff support for each unit</p> <p>Family Team Conferencing/ FGDM protocol</p>	In progress	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff</p> <p>-Critical case reviews</p>

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2. Promote internal teamwork to create an environment that supports productivity in working toward the common goals of safety, permanency and well-being.	1. General staff meetings to be held bi-annually or as necessary	Staff will be informed of any significant changes within the agency.	Scheduling of general staff meetings	Agency Director	Immediate and Ongoing	Administration and staff time and commitment	In progress	-Plan to be reviewed every 6 months and adjustments to be made if necessary -QSR focus groups -Weekly meetings with management team -Monthly meetings with staff

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	2. Department meetings will be held quarterly and unit meetings will be held monthly.	Staff will be continually informed of policies and procedures in a consistent and uniformed manner.	Agenda and attendance sheets	Coordinators and Supervisors	Immediate and Ongoing	Staff time and commitment	In progress	-Plan to be reviewed every 6 months and adjustments to be made if necessary -QSR focus groups -Weekly meetings with management team -Monthly meetings with staff

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	3. Management staff will model a cohesive unified team approach in providing direction to staff.	-All staff will receive uniformed direction. -Technical assistance will be received from Child Welfare Resource Center on organizational effectiveness within the agency.	All staff will have a clear understanding of performance expectations.	Management staff and Administrators	Immediate and Ongoing	*Commitment by the management staff to become a cohesive team *Team building trainings *Child Welfare Resource Center and other available training entities	In progress	-Plan to be reviewed every 6 months and adjustments to be made if necessary -QSR focus groups -Weekly meetings with management team -Monthly meetings with staff

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	4. Provide outreach and training across all staff so that everyone has a working understanding of the common goal of the agency.	All staff will have a mutual understanding of all departmental roles and how each impacts the functioning of the agency.	Participation in trainings and monthly meetings	All staff	Immediate and Ongoing	Child Welfare Resource Center and other available training entities	In progress	<ul style="list-style-type: none"> -Plan to be reviewed every 6 months and adjustments to be made if necessary -QSR focus groups -Weekly meetings with management team -Monthly meetings with staff

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Outcome #3: Maintaining Family Relationships								
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1. Improve the quality of relationships between the child and his/her family members and/or significant other people in the child's life.	1. Assemble a team of Supervisors, Caseworkers, Management staff, Social Service Support Workers, Time Limited Family Reunification Staff, and Guardians Ad Litem to define quality visitation and to develop a "Progression of Visitation" protocol and other evidence based visitation protocol.	<p>-A team will be developed.</p> <p>-The percentage of acceptable ratings in the following QSR indicators will increase:</p> <ol style="list-style-type: none"> 1. Engagement efforts 2. Maintaining family relationships <p>-Internal QSR reviews will show an increase in the following indicators:</p> <ol style="list-style-type: none"> 1. Engagement efforts 2. Maintaining family relationships 	<p>*Quality Visitation will be defined.</p> <p>*A "Progression of Visitation" protocol will be developed.</p>	Quality Visitation team	Immediate	<p>*Staff participation in the team</p> <p>*Pennsylvania Dependency Benchbook and Resource Companion</p> <p>*Various on-line resources</p>	In progress	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff</p> <p>-Critical case reviews</p>

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	2. Upon implementation of the Visitation protocol, education will be provided to agency staff and court personnel.	<p>-All agency staff and Court personnel will have a clearly defined understanding of the "Progression of Visitation" protocol and other evidence-based visitation programs.</p> <p>-The percentage of acceptable ratings in the following QSR indicators will increase:</p> <ol style="list-style-type: none"> 1. Engagement efforts 2. Maintaining family relationships <p>-Internal QSR reviews will show an increase in the following indicators:</p> <ol style="list-style-type: none"> 1. Engagement efforts 2. Maintaining family relationships 	Records of training attendance	Quality Visitation team	Immediate and Ongoing	Child Welfare Resource Center and other available training entities	In progress	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff</p> <p>-Critical case reviews</p>

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	3. Educate Staff and court personnel on the definition and practice of quality visitation, Family Finding protocol, and the Fostering Connections Act.	<p>-Agency staff and court personnel will have a working knowledge of the practice of quality visitation, the Family Finding protocol and the Fostering Connections Act.</p> <p>-The percentage of acceptable ratings in the following QSR indicators will increase:</p> <ol style="list-style-type: none"> 1. Engagement efforts 2. Maintaining family relationships <p>-Internal QSR reviews will show an increase in the following indicators:</p> <ol style="list-style-type: none"> 1. Engagement efforts 2. Maintaining family relationships 	Records of training attendance	Quality Visitation team, Quality Assurance Department, and the Management team	Immediate and Ongoing	Child Welfare Resource Center and other available training entities	In progress	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff</p> <p>-Critical case reviews</p>

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	4. Develop and implement a policy and procedure regarding exclusionary criteria for kin.	<p>-Agency staff will have a clear understanding of kinship exclusionary criteria</p> <p>-The percentage of acceptable ratings in the "Maintaining Family Relationship" QSR indicator will increase</p> <p>-Internal QSR reviews will show an increase in the following indicators: 1. Engagement efforts 2. Maintaining family relationships</p>	The development of the agency policy and procedure	Quality Assurance Department and the Policy and Procedure Committee	Immediate and Ongoing	Policy and Procedure Committee	In progress	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff</p> <p>-Critical case reviews</p>

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	5. A "family connections plan" will be developed and implemented for each case.	<p>-All children being served by the agency will have family connections identified.</p> <p>-The percentage of acceptable ratings in the following QSR indicators will increase:</p> <ol style="list-style-type: none"> 1. Engagement efforts 2. Maintaining family relationships <p>-Internal QSR reviews will show an increase in the following indicators:</p> <ol style="list-style-type: none"> 1. Engagement efforts 2. Maintaining family relationships 	Documentation in the case file	Caseworkers, Supervisors, and Coordinators	Immediate and Ongoing	<p>*Family Group Decision Making</p> <p>*Family Finding</p> <p>*Diligent Search</p> <p>*Accurint Search</p>	In progress	<p>-Plan to be reviewed every 6 months and adjustments to be made if necessary.</p> <p>-Quality Assurance Department to conduct regular record reviews and internal QSR reviews.</p> <p>-QSR review</p> <p>-Weekly meetings with management team, monthly meetings with staff</p> <p>-Critical case reviews</p>

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2. To provide staff with opportunities for positive interactions that are emotionally supportive and mutually beneficial.	1. A staff recognition event will be held annually.	Staff will feel recognized and appreciated.	Event will be held.	Agency Director and Events Committee	Ongoing	*Venue for event *Financial Support *Staff time and commitment	In progress	-Plan to be reviewed every 6 months and adjustments to be made if necessary -QSR focus groups -Weekly meetings with management team -Monthly meetings with staff

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	2. The Events Committee will organize and plan several activities for all staff throughout the year.	Staff will experience activities that will enhance morale and provide a sense of connectedness.	Events will be held.	Events Committee	Immediate and Ongoing	*Administrative support *Fundraising Capabilities	In progress	-Plan to be reviewed every 6 months and adjustments to be made if necessary -QSR focus groups -Weekly meetings with management team -Monthly meetings with staff

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	3. Develop and utilize an intranet system on which all staff can disseminate and share information.	All staff will have the ability to submit and view information that will make them feel personally and professionally supported.	The intranet service will be created and functional.	IT Department and Quality Assurance	Immediate and Ongoing	*Computer Access *Internet Capability	In progress	-Plan to be reviewed every 6 months and adjustments to be made if necessary -QSR focus groups -Weekly meetings with management team -Monthly meetings with staff

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Month and Year for the next state-supported Quality Service Review: 5/2016

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- i **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.
- ii **Action Steps:** Clear and specific steps to be taken to achieve the strategy. There may be several action steps identified for each particular strategy.
- iii **Indicators/Benchmarks:** These indicate how the strategies and action steps will impact the outcome as well as indicating how progress is measured.
- iv **Evidence of Completion:** Evidence that verifies that each individual action step has been completed.
- v **Persons Responsible:** The individual who is responsible for completing each individual action step.
- vi **Timeframe:** Expected time of completion for each individual action step. Consider Quick Wins (completed in 30 days), mid-term improvements (completed in 6 months); and longer-term planning and continuous improvement goals.
- vii **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.
- viii **Status:** Progress toward completion of each action step upon review of the County Improvement Plan.
- ix **Monitoring:** Although monitoring occurs after implementation, how a plan is to be monitored is actually established during the development of a plan. After the written plan is developed, the continuous improvement team takes increasing ownership of the improvement efforts. Continuous improvement teams should outline how they will monitor progress and communicate monitoring methods to staff and key stakeholders. Examples of monitoring:
- Implementation Reviews: Measure accomplishments
 - Impact Reviews: Measure actual vs. expected impact
 - Lessons Learned Review: Address new and emerging questions
 - After Action Reviews: What worked, What did not work, What to do differently