

## County Improvement Plan (CIP)

County Name: Mifflin

Date of Plan: 5/20/16

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: Mackenzie Seiler (Administrator), Nicole Patkalitsky (Assistant Administrator), Leslie Hoye (Supervisor), Ashley Baxter (Supervisor), David Smith (Supervisor), Megan Stover (Supervisor).*

*CI Team: Erin Miller (Caseworker), Rylan Bargo (Caseworker), Megan McMahon (Caseworker), Kristin Matula (Caseworker), Brenda Stayrook (Caseworker), Kyle Tudor (Caseworker).*

### 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.)*

**The Continuous Improvement (CI) and Sponsor Teams have been meeting on a regular basis to discuss priorities within the agency based upon the findings of the Quality Service Review (QSR) conducted in November, 2015. This process has been facilitated by the CWRC who will continue to provide ongoing assistance with the implementation of the plan.**

## County Improvement Plan (CIP)

After reviewing the results of the QSR, the units met individually to review the data and identify strengths and weaknesses. Each unit representative on the CI team brought the information to the table and from the information sharing, the CI team selected the target areas to focus on. Selected areas included Practice Performance Indicators #1b. Role and Voice of Fathers (Non-Custodial Parent – NCP), #10. Maintaining Family Connections with Fathers (NCP) and #4. Assessment and Understanding of Fathers (NCP).

It's important to note that the identified areas are labeled as 'Father' areas in the QSR, however we saw that in one particular case where a father was the primary custodian and the mother was the non-custodial parent, it was the mother who was rated much lower in role and voice, engagement, etc. The discussion of the team was to focus not specifically on fathers but to focus on improving engagement with the non-custodial parent.

- **Outcome # 1: There will be an increase in the ability of the casework staff to engage the non-custodial parent earlier in the life of a case as well as throughout the life of the case. (Related to Practice Performance Indicator #10- Maintaining Family Connections)**
- **Outcome # 2: Casework staff will have sufficient time and resources to engage both custodial and non-custodial parents earlier in the life of a case as well as throughout the life of the case. (Related to Practice Performance Indicator #10- Maintaining Family Connections)**
- **Outcome #3: Mifflin County Children and Youth will demonstrate an increase in the engagement of the non-custodial parent throughout the life of the case. (Related to Practice Performance Indicators #1b and #4 – Role & Voice and Assessment & Understanding)**

## County Improvement Plan (CIP)

### 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: There will be an increase in the ability of the casework staff to engage the non-custodial parent earlier in the life of a case as well as throughout the life of the case. (Practice Performance Indicator #10 – Maintaining Family Connections)**

Outcome # <u>1</u> :								
STRATEGIES <sup>i</sup>	ACTION STEPS <sup>ii</sup>	INDICATORS/ BENCHMARKS <sup>iii</sup>	EVIDENCE OF COMPLETION <sup>iv</sup>	PERSON(S) RESPONSIBLE <sup>v</sup>	TIMEFRAME <sup>vi</sup>	RESOURCES NEEDED <sup>vii</sup>	STATUS <sup>viii</sup>	MONITORING <sup>ix</sup>
<b>1. All casework staff will participate in the 'Building and Sustaining Fatherhood Engagement' training and ongoing Transfer of Learning (TOL) regarding engaging the noncustodial parent.</b>	1. Sponsor Team and CWRC will select training and TOL dates.	1a. Documentation will reflect active engagement of the NCP in the life of the case.  1b. Surveys upon case closure would reflect NCP's reporting being engaged and given the opportunity to participate in the case.	1. Each casework staff member will receive a certificate of completion and will sign in for TOL sessions.	1. Sponsor Team; CWRC and Training Staff	1. Trainings will be completed by 12/31/16; TOL sessions will continue through 2017.	1. CWRC Trainer	1. Has not yet been scheduled.	1. Agency administrator will submit training certificates to OCYF upon completion of the training as well as attendance logs for all TOL sessions.

**County Improvement Plan (CIP)**

<p><b>2. All casework staff will participate in the 'Engaging Incarcerated Parents' training and ongoing Transfer of Learning (TOL) regarding engaging parents absent from their child's life due to incarceration.</b></p>	<p>2. Sponsor Team and CWRC will select training and TOL dates.</p>	<p>2a. Documentation will reflect active engagement of the NCP in the life of the case.</p> <p>2b. Surveys upon case closure would reflect NCP's reporting being engaged and given the opportunity to participate in the case.</p>	<p>2. Each casework staff member will receive a certificate of completion and will sign in for TOL sessions.</p>	<p>2. Sponsor Team; CWRC and Training Staff</p>	<p>2. Trainings will be completed by 12/31/16; TOL sessions will continue through 2017.</p>	<p>2. CWRC Trainer</p>	<p>2. Has not yet been scheduled.</p>	<p>2. Agency administrator will submit training certificates to OCYF upon completion of the training as well as attendance logs for all TOL sessions.</p>
---	---	--	--	---	---	------------------------	---------------------------------------	---

*Copy and complete the above table for each outcome identified in Section II.*

## County Improvement Plan (CIP)

- **Outcome # 2: Casework staff will have sufficient time and resources to engage both custodial and non-custodial parents earlier in the life of a case as well as throughout the life of the case. (Practice Performance Indicator # 10 –Maintaining Family Connections)**

Outcome # <u>2</u> :								
STRATEGIES <sup>x</sup>	ACTION STEPS <sup>xi</sup>	INDICATORS/ BENCHMARKS <sup>xii</sup>	EVIDENCE OF COMPLETION <sup>xiii</sup>	PERSON(S) RESPONSIBLE <sup>xiv</sup>	TIMEFRAME <sup>xv</sup>	RESOURCES NEEDED <sup>xvi</sup>	STATUS <sup>xvii</sup>	MONITORING <sup>xviii</sup>
<p><b>1. Agency resources will be assessed and realigned as necessary to allow staff ample time to spend with and engage both the custodial and the non-custodial parent. Agency will consider request for additional staff if determined necessary.</b></p>	<p>1. CI/OE team and Sponsor team will meet on this initially and make changes as needed based on current resources and will discuss the need for any additional resources.</p>	<p>1a. Caseload sizes will be in line with what casework staff identified as a manageable workload.</p> <p>1b. Staff feedback will indicate that they have ample time to spend with families and engage them including both custodial and non-custodial parents.</p>	<p>1a. This will be monitored on an ongoing basis by the Sponsor Team to ensure caseloads stay manageable.</p> <p>1b. Dictation will be entered into data system timely and will reflect regular and ongoing contact with both custodial and non-custodial parents.</p>	<p>1. Sponsor Team, CI Team, OE Team.</p>	<p>1. Initial assessment will occur on 5/26/16 at CI team meeting and realignment will occur by 6/30/16. Request for new staff, if needed, will be made by 8/15/16. Ongoing assessment will occur through bi-monthly OE meetings.</p>	<p>1. Potential need for increased casework positions.</p>	<p>1. Changes will go into effect by 7/1/16 with bi-monthly evaluation of the change to occur.</p>	<p>1. Agency will provide quarterly report to OCYF on monitoring this strategy regarding worker feedback and ability to keep dictation current while actively engaging both custodial and non-custodial parents.</p>

**County Improvement Plan (CIP)**

<p><b>2. Units will create a schedule of in-office days to allow for completion of dictation to occur in a timely fashion.</b></p>	<p>2. Each unit will create their own schedule of in office days as well as create “responder” days to allow for sufficient time in the office to work on dictation and paperwork completion.</p>	<p>2. Dictation will reflect active engagement of both custodial and non-custodial parents and will be in the data system in a timely manner.</p>	<p>2. Supervisors will have a copy of monthly schedules and will see that dictation is completed on time and paperwork is completed on time leading to closed cases being turned in on time.</p>	<p>2. Program Supervisors will monitor to ensure workers adhere to the schedule. Supervisors will check dictation at staffings and will maintain a log of all closed cases with due dates to monitor that closed cases are being turned in on time.</p>	<p>2. All units with have monthly schedules in place starting 6/1/16 and will continue this practice ongoing.</p>	<p>2. None.</p>	<p>2. The intake unit already has this process in place. The in-home and placement units need to develop their schedules. The monitoring pieces for closed cases are already in place.</p>	<p>2. Supervisors will monitor this and will update the administrator monthly if this practice improves on caseworkers entering dictation timely and closed cases are turned in timely.</p>
--	---	---	--	---	---	-----------------	--	---

## County Improvement Plan (CIP)

- **Outcome #3: Mifflin County Children and Youth will demonstrate an increase in the engagement of the non-custodial parent throughout the life of the case. (Practice Performance Indicators #1b and #4 – Role & Voice and Assessment & Understanding.)**

Outcome # <u>3</u> :								
STRATEGIES <sup>xix</sup>	ACTION STEPS <sup>xx</sup>	INDICATORS/ BENCHMARKS <sup>xxi</sup>	EVIDENCE OF COMPLETION <sup>xxii</sup>	PERSON(S) RESPONSIBLE <sup>xxiii</sup>	TIMEFRAME <sup>xxiv</sup>	RESOURCES NEEDED <sup>xxv</sup>	STATUS <sup>xxvi</sup>	MONITORING <sup>xxvii</sup>
<b>1. The agency will engage the NCP at the intake level and conduct an assessment of their past and current involvement with their child(ren).</b>	1a. The agency will develop a letter to be sent out to all NCP's at the intake level within the first 30 days of receiving a referral.	1a. The record will reflect the letters being sent out to NCP's and dictation will reflect NCP's talking with workers throughout the intake process.	1a. The agency will have a sample letter available for all intake workers to use and transferred and closed intakes will include copies of the letter.	1a. CI team is responsible for the creation of the letter and intake supervisors are responsible for ensuring the letter is included in dictation and in the record.	1a. Subcommittee was formed to create the document and the document will be approved by 6/30/16 for use.	1a. None	1a. The document is in draft form and will be approved for use at the 6/10/16 OE meeting.	1a. Intake supervisors will monitor this when closing out intake files and in-home supervisor will follow up on this when receiving transfer cases from intake.
	1b. Intake workers will explore with NCP's and CP's what the past and current role of the NCP is in the child's life.	1b. Dictation will reflect an engaging conversation discussing past and current roles of NCP with both custodial and NCP for comparison.	1b. Intake Supervisors will collect data on all intakes accepted for assessment to determine the statistics of how often this is occurring	1b. Intake Supervisors and caseworkers	1b. Will begin to occur and be documented by 6/30/16.	1b. CWRC training & ongoing TA on how to engage the NCP while still maintaining rapport with the custodial parent.	1b. Not yet started.	1b. Intake Supervisors will monitor dictation to ensure this is happening throughout the life of a case.

**County Improvement Plan (CIP)**

<p><b>2. The agency will continue to engage the NCP at the in-home level by including both parents in the family engagement meeting and by developing an in-home parent handbook to be given to both custodial parents and NCP's.</b></p>	<p>2a. The agency will invite both the custodial parent and the NCP to participate in the family engagement meeting to develop the FSP and FSP Reviews.</p>	<p>2a. NCP's will report feeling that they have a voice in their team meetings when surveyed upon case closure and will actively participate in the development of the FSP as documented in casenotes and by signing off on the finalized FSP document.</p>	<p>2a. Data will show an increase in NCP's participating in the family engagement meetings and FSP meetings.</p>	<p>2a. Intake and In-Home caseworkers and supervisors. AA and Administrator regarding data piece.</p>	<p>2a. This will begin to occur by 6/30/16 and will continue to occur.</p>	<p>2a. CWRC training &amp; ongoing TA on how to engage the NCP while still maintaining rapport with the custodial parent.</p>	<p>2a. Not yet started regarding training.</p>	<p>2a. In-Home Supervisor will review records to ensure NCP is being invited to participate in family engagement meeting and will ensure NCP signs off on FSP. Administrator will monitor data and will share at bi-monthly OE meetings.</p>
---	---	---	--	---	--	---	--	--



**County Improvement Plan (CIP)**

	<p>2b. The in-home caseworker will give the custodial parent and the NCP a copy of the in-home parent handbook and review it with both parties and have them both sign off on receipt of the handbook.</p>	<p>2b. Custodial and NCP's will verbalize a better understanding of what an in-home service case means when surveyed upon case closure. Both parties will have something to reference when meeting with the in-home worker monthly to discuss planning for their child.</p>	<p>2b. The agency will have final copies of the handbooks to share with all parties and will have a form available for each parent to sign off on when receiving their handbook.</p>	<p>2b. In-Home caseworkers and In-Home supervisor will create the handbook and will share with the OE team for approval.</p>	<p>2b. Handbook will be completed and ready for use by 6/30/16.</p>	<p>2b. None.</p>	<p>2b. In-Home Unit already has a rough draft of the handbook completed and final approval will occur by the 6/10/16 OE meeting.</p>	<p>2b. In-Home Supervisor will ensure signature pages are in the agency files and AA will inquire if handbook was received when conducting CQI follow up calls on cases.</p>
--	--	---	--	--	---	------------------	--	--

**County Improvement Plan (CIP)**

<p><b>3. The agency will continue to engage the NCP at the placement level by offering equal opportunities toward reunification to both the custodial parent and the NCP.</b></p>	<p>3a. Agency will offer equal visitation opportunities for both the custodial parent and non-custodial parent.</p> <p>3b. The placement caseworker will meet monthly with the NCP as well as with the custodial parent to review the CPP and what is necessary to successfully achieve reunification.</p>	<p>3a. The dictation and monthly case review paperwork will show that both parents are receiving equal opportunity for visitation including time, place, etc.</p> <p>3b. Dictation will reflect that both custodial parents and NCP's are visited monthly by the caseworker.</p>	<p>3a. Dictation will reflect both parents' opportunities with their child.</p> <p>3b. Both parents will sign off on the signature page monthly that they were met with and reviewed the CPP.</p>	<p>3. Placement caseworkers and supervisors. FICS reunification team.</p>	<p>3. This will begin to occur by 6/30/16 and will continue to occur.</p>	<p>3. Potential for additional placement caseworker.</p>	<p>3. Not started yet.</p>	<p>3. Placement Supervisor will ensure equal opportunity during monthly case reviews. AA will conduct CQI surveys upon case closure to gather feedback in these areas.</p>
---	--	--	---	---	---	--	----------------------------	--

## County Improvement Plan (CIP)

**Month and Year for the next state-supported Quality Service Review:** November, 2018

*State-supported QSRs must occur at least every 3 years, but frequency cannot occur more than once every year.*

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

x **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.

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

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

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

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

xv **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.

xvi **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.

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

xviii **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:

## County Improvement Plan (CIP)

---

- 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