

## County Improvement Plan (CIP)

County Name: Union

Date of Plan: December 15, 2015

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 Members - Matthew Ernst (UCCYS Director), Kathleen Pino (UCCYS Program Specialist), Mark Schrode, (OCYS), Christina Fatzinger (CWRC)

Implementation Team Members - Matthew Ernst (Director), Kathleen Pino (Program Specialist), Mark Schrode, (OCYF), Christina Fatzinger (CWRC), Lisa Weinger (Supervisor), Brenda Erdley (Supervisor), Julie Spencer (Caseworker), Emelia Carpenter (Caseworker), Diane Buch (Caseworker), Alyssa Byers (Caseworker), Aimee Benfer (Caseworker), Rebecca Imgrund (Caseworker)

## County Improvement Plan (CIP)

### 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.)*

Union County participated in the DAPIM process to develop the plan. We formed a Sponsor Team and CI Team to address the following priority areas:

#### Outcome # 1: Father Engagement

**Definition:** Fathers are identified from the very beginning; notified of the agency's involvement with their child/children and meaningfully involved in all aspects of agency services and planning.

#### Strengths:

- Consistently notify fathers in the beginning
- Thorough staff who work hard to gather information
- Diligent search
- Accurint
- UJS
- CWIS
- Send plan to father with signature page
- Send letters/call dad to be involved in planning
- Call/send texts
- Judge asks us about dads
- Schedule visits with dad and child
- Dads are invited to court
- Placement has more dads involved – this may be due to court
- Work to get families to come together
- Everyone gets an FGDM brochure
- We send the “Kids Need Dads” brochure
- Placement always reaches out to paternal grandparents
- Good communication throughout the agency

#### Gaps:

- Challenge of engaging dads
- Sometimes we forget about dads
- Don't do diligent search for all families
- Personal biases about dads lack of involvement
- Busy focusing on moms home and needs, so we don't have time for dads
- May not be sending notification letters to all dads
- We don't send dads all the same info. (Parenting services, counseling, etc.) as mom
- Less or no face to face contact with dad
- May not use paternal kin to involve dad
- Focus on the custodial/primary parent

## County Improvement Plan (CIP)

- Lack of diversity in our staff
- Father's issues impact working with them and having them involved with their children

- Issues between mom and dad make it hard for us to work with both
- Stress impacts our work

### Root Cause:

- Fathers are not on our minds
- We assume mom is "telling the truth"
- We assume dads don't want to be involved
- Expectations for placement and GPS are not the same

### Outcome # 2: Enhanced Communication amongst caseworkers and supervisor to support seamless case transfer (Teaming)

**Definition:** Information regarding the family situation, identified needs and potential goals would be shared between workers and case file responsibilities would be clear.

### Strengths

- We have a protocol for work distribution
- We get the work done
- We are successful at transferring cases smoothly some of the time
- We don't discuss father status

### Gaps

- We don't always share information completely, sometimes its piecemeal
- Who is responsible to complete what paperwork is not clear "it's your job, not mine" mentality
- We get the work done, but it is not efficient

### Root Cause

- We don't have a consistent expectation/protocol for transferring cases

## County Improvement Plan (CIP)

### Outcome # 3: Working with older youth to assure a successful transition from placement

**Definition:** The Agency will increase efforts and services for older dependent youth (ages 14 to 21) to improve their outcomes (education, employment, housing, life connections).

#### Strengths

- Internal IL Coordinator and Agency IL Program
- Finances and resources for programs, helping kids get what they need
- Advisory Board received a foundation grant to meet some of the youth's normalcy needs (camps, clubs, memberships to organizations)
- Better understanding of the IL youth needs for our older population
- Aware of our resources and we network with other counties/get ideas from them
- Help youth get set up in apartments and help with college expenses
- Recently began an independent living apartment program – have tried it with one youth so far
- Use lessons learned to make changes to programs/services
- We are motivated and have a great team working with youth
- Part of the PPI that includes a solid roundtable
- We consistently hold three month review hearings for older youth
- Judge is the co-chairperson of the Transitional Youth Work Group and feels strongly about youth normalcy
- Judge is very supportive of the youth
- Have used FGDM to develop the transition plan
- We have strengthened how we work with youth

#### Gaps

- Sometimes youth just don't have the skills necessary to be independent
- 21 is really not old enough for youth to be independent
- Limited resources for youth once they age out
- Lack of enduring life connections for youth once they leave care
- Unable to meet emotional need and be lifelong connections for youth
- Lack of unpaid mentors/matches for older youth
- Lack of resource families willing to be permanent connections for youth
- We aren't preparing youth to make their own good decisions/strong decision making skills
- Difficulty finding natural supports for youth who can become lifelong connections
- Challenges in getting youth their driver's license, car insurance, vehicle, etc.

## County Improvement Plan (CIP)

- We have to place youth where there is an opening vs. finding the right match
- FGDM is under-utilized with older youth
- Youth do not have the 24/7 support that youth who are not agency involved experience
- Assessments of youth needs are not catching the actual issue that the youth is experiencing
- Misdiagnosing and over medicating of youth make it more difficult to find permanent connections

### Root Causes

- Youth have experienced so much trauma that they cannot form lasting relationships
- Youth experience re-traumatization because of the moves they experience
- Youth believe that no one wants them based on past and present experiences
- Youth have not experienced a “normal” life to support being a successful independent adult
- With the increase in kinship, there are less traditional resource homes to take older youth when there isn’t kinship
- System is not set up for youth to obtain all the skills needed to be independent prior to turning 21
- Youth do not want another person in their life who is considered “paid” vs. being a natural support/part of their family
- We don’t listen to the youth when they identify the bio family as permanent resources due to agency bias based on known history of abuse/neglect

## 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: Father Engagement

#### Goal #1: Increase effort to identify and locate fathers

	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
<b>a. Identify and locate fathers</b>				
	Develop the protocol for identifying and locating fathers	Completed protocol,	Program Specialist, Supervisors, Director	Anticipated completion by January 1, 2016
	Share the protocol with all staff	Staff meeting minutes	Director, Program Specialist	
<b>b. Gather information on father</b>				
	Interview the family, both nuclear and extended	Dictation – structured case note Full Disclosure information	Caseworkers	Included in the Concurrent Planning Implementation Plan Family Search and Engagement  Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Use the diligent search process	Completed request	Caseworkers LSI paralegal	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Add supervisor signature to diligent search request	Completed request	Supervisors	Will revise form by November 1, 2015

## County Improvement Plan (CIP)

	Complete the diligent search request on all new families within 15 days of <b>being opened</b> for services or within 7 days of placement	Completed request	Caseworkers LSI Paralegal	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings  LSI Paralegal sends reminders before the time expires
	Completed Diligent Searches will be returned to caseworkers within 15 days	Completed search	LSI Paralegal	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
<b>c. Document efforts to identify, locate and engage father</b>				
	Create a separate tab in the file for location and engagement which includes: <ul style="list-style-type: none"> <li>• Diligent search information</li> <li>• Letters</li> <li>• PFA or other legal documents requiring no contact</li> <li>• Structured case note indicating rationale for no contact</li> <li>• Include contact information of the prison in which the father resides</li> </ul>	Documents will be located in the tab	Caseworkers Clerk/Typist	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Develop a checklist/ list of topics or items to be discussed in supervision ensuring that father identity, location and engagement is included (Critical Thinking Guide for Supervisors is a resource for this)	Checklist	Program Specialist, Supervisors, Director	Anticipated completion by December 1, 2015
	Judge will be asking about Family Finding Efforts during court hearings in accordance with 1149	Documentation on court petitions and court order	LSI Paralegal, Caseworkers, Supervisors	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings

## County Improvement Plan (CIP)

### Goal #2: Increase Father Engagement

	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
<b>a. Have consistent communication with fathers</b>				
	Send letters <ul style="list-style-type: none"> <li>• Notice of involvement</li> <li>• Invitation to participate in planning</li> <li>• Copy of the plan</li> </ul>	Letters in the file	Caseworker, Supervisors	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Calls and texts to reach father	CAPS contact	Caseworker	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Visits with father (even when child does not reside with father)	CAPS contact	Caseworker	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Assess father's home if child/children spend time there	Completed safety assessment and/or structured case note	Caseworker	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Develop a form to document father's signature of receipt of information and add it to the file once case opens for services-- include Concurrent Planning information	Developed form	Director, Program Specialist, Supervisors	Anticipated completion by December 1, 2015
	Develop Family Handbook explaining our in-home services and have it translated into Spanish-- include Concurrent Planning information	Finalized Handbook in both versions	Director, Program Specialist, Supervisors	Anticipated completion by January 1, 2016



## County Improvement Plan (CIP)

	Finalize the Family Handbook for placement and have it translated into Spanish– include Concurrent Planning information	Finalized Handbook in both versions	Program Specialist, Director	Anticipated completion by January 1, 2016
	Provide father with the Family Handbook, "Kids Need Dads" brochure, FGDM brochure during the case opening/placement process	Copy of the letter attached to information sent in the mail, if given to father in person – signed paper indicating receipt of information	Caseworker	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
<b>b. Involve father in planning</b>				
	Refer to FGDM for plan development and hold a separate meeting with father and father's family if the mother/child does not want him at their meeting	FGDM referral form	Caseworker	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Provide services to fathers (this includes programs under Special Grants – FGDM, MST, Housing Initiative)	CAPS contact	Caseworker	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Ensure that service providers include fathers in the services being delivered to the family	CAPS contact, provider reports/letters	Caseworker	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Ensure that fathers receive copies of the Plan(s)	CAPS contact, documentation on FSP/PPP	Caseworker	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings

## County Improvement Plan (CIP)

### Outcome #2: Enhanced Communication amongst agency staff (Teaming)

#### Goal #1: Share information about families in a structured manner

	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
<b>a. Discuss Families/Children at Staff Meeting</b>				
	Identify children at risk of placement and hold discussion during weekly staff meeting	Staff form	Caseworkers Supervisor	Staff form has been updated, it was presented at the September 29 <sup>th</sup> staff meeting and implementation began October 1, 2015
	Identify families that we'll be opening for services and hold discussion during weekly staff meeting	Staff form	Caseworkers Supervisor	Staff form has been updated, it was presented at the September 29 <sup>th</sup> staff meeting and implementation began October 1, 2015
<b>b. Have a case consultation for every transfer of family/child between workers – connects to Concurrent Planning Implementation Plan: Teaming</b>				
	Revise the protocol for work distribution when the case transfers (protocol being submitted as a attachment to this CIP)	Completed protocol	CI Team	Protocol has been completed and implementation begins November 1, 2015
	Conduct the case consultation with the two workers and the respective supervisor within 1 week (at conclusion of staff meeting)	CAPS contact, consultation notes	Intake/GPS Supervisor	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Develop an agenda for the case consultation which includes: <ul style="list-style-type: none"> <li>• Current worker involved with the family share situation, dynamics, needs, and possible goals with the receiving worker</li> <li>• Current worker shares the status of father involvement</li> </ul>	Agenda developed	Director, Program Specialist, Supervisors	Anticipated completion by December 1, 2015

## County Improvement Plan (CIP)

	<p>and efforts to engage</p> <ul style="list-style-type: none"> <li>• Obtain agreement between workers, supported by supervisors, on who will complete what tasks/paperwork</li> <li>• Include quote or clip art to help remind everyone of the trauma informed practice</li> </ul>			
	Use agendas for case consultation	CAPS Contact, agenda, initials on the tasks that will be completed by each worker	Caseworkers Supervisor	Anticipated completion by December 1, 2015
	Develop a process for monitoring the effectiveness of the case consultations	Completed process	Director, Program Specialist, Supervisors	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Keep trauma informed practice in mind – check in with workers on how they are doing, offer support/trainings/strategies	On-going	Caseworkers Supervisors	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
<b>C. Develop methods for improving communication amongst staff</b>				
	Explore Active Listening Training, Motivational Interviewing, or other trainings to assist with communication	On-going	Program Specialist	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Explore mediation as a resource for communication training	On-going	Program Specialist	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings
	Consider a recognition/reward system for helping each other out (reference the Centre County system)	System developed	CI Team and Director	Program Specialist will conduct on-going QA activities, will discuss monthly at staff meeting, will hold quarterly CI team meetings

## County Improvement Plan (CIP)

	Finalize the process for supporting caseworker safety through communication	Completed process	CI Team and Director	Anticipated completion by December 1, 2015
--	---	-------------------	----------------------	--

## County Improvement Plan (CIP)

### Outcome # 3: Working with older youth to assure a successful transition from placement

#### Goal #1: Enhance youth experience while involved in Children and Youth and prepare them for independence

	Action Steps	Evidence of Completion	Person(s) Responsible	Monitoring
<b>a. Develop protocols and processes related to older youth</b>				
	Develop a protocol to ensure collaboration amongst county CYS agencies and private providers to address normalcy and reasonable and prudent parent standards	Protocol developed	Director, Program Specialist	Discuss at the Best Practice Group meeting
	Establish an internal process for addressing sex trafficking which will include: <ul style="list-style-type: none"> <li>○ Screening</li> <li>○ Identification</li> <li>○ Investigation</li> <li>○ Treatment</li> <li>○ Reporting</li> </ul>	Process developed	Director, Program Specialist	
	Develop a county wide protocol on identifying, reporting, and working with victims of human trafficking	Protocol developed	Director, Program Specialist	
<b>b. Increase services to older youth (age 14-21)</b>				
	Independent Living Services will be provided to youth beginning at age 14	Goals and Objectives in the CPP	Director, Foster Care Supervisor, IL Coordinator and Program Specialist	

## County Improvement Plan (CIP)

	Explore providing IL services GPS youth	FSP Case contact notes	Director, Foster Care Supervisor, IL Coordinator and Program Specialist, GPS Supervisor	
	Youth will be able to identify and invite up to two support persons to assist them during the development of their CPP and/or transition plan	Documentation that it was discussed with the youth  Support persons would be listed as a participants	Director, Foster Care Supervisor, IL Coordinator and Program Specialist	
	Youth will be encouraged to join extracurricular activities	Case contact notes FSP/ CPP plan	Director, Foster Care Supervisor, IL Coordinator and Program Specialist, Resource Parents	
	Assess existing and future dependent youth candidates to use the agency's IL apartment program	CPP, Court Summary, Case Notes and Transition Plan	Director, Foster Care Supervisor, IL Coordinator and Program Specialist	
	Conduct Transitional Planning Meetings every three months (same timing as the CPP review) to effectively monitor and adjust the youth's transition plan	Updated plan, case notes	Foster Care Supervisor, IL Coordinator and Caseworker	
	Increase use of FGDM and Family Finding to develop Transition Plan and to support the youth in developing natural supports and lifelong connections	Case notes, FGDM section in file, Court Reports, Transition Plan/ CPP	Director, Foster Care Supervisor, IL Coordinator and Program Specialist, Caseworker	
	Follow recommendations made by the state's HR 4980 work	Protocols developed	Director, Foster Care Supervisor	As we receive more information from the state work group, we will develop county

## County Improvement Plan (CIP)

	group now that HB 477 has passed		IL Coordinator and Program Specialist	specific process
	Explore connections to the local religious/church community to become natural supports for youth	Case notes	Director, Foster Care Supervisor, IL Coordinator and Program Specialist	
<b>C. Train staff and resource parents</b>				
	Staff will take the online module for the Reasonable and Prudent Parent Standards	Certificate of Completion	Director, Supervisors, IL Coordinator/ Foster care Coordinator and Program Specialist  CWRC	
	UCCYS Resource Parents (both existing and new) will be trained on Reasonable and Prudent Parent Standards by our Foster Care Coordinator	Recorded in Resource Parent File	Foster care Coordinator	Training will occur by December 31, 2015 with existing Resource Parents
	Staff will be trained on the Human Trafficking requirements		Director, Supervisors, IL Coordinator and Program Specialist  CWRC	
	Resource Parents will be trained on Human Trafficking requirements		Director, Supervisors, IL Coordinator and Program Specialist  CWRC	

## County Improvement Plan (CIP)

CI Team will meet quarterly to review and update the plan

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.*