

## County Improvement Plan (CIP) Template

County Name: Washington

Date of Plan: 10/01/2012

Initial

Update  Date: 11/13/2012

### **Section I. Sponsor Team Members** *(List the members of the Sponsor Team):*

Kimberly Rogers, L.S.W. – Agency Administrator

Holly Innamorato, M.S.W. – Deputy Administrator

Marjorie Ruschel, L.S.W. – Program Specialist

Jane Zupancic, L.S.W. – Program Specialist

Jennifer Caruso, M.A. – Practice Improvement Specialist, PA Child Welfare Resource Center

### **Section II. Background:** *(Describe, in detail, the process of how you developed the plan. Who was involved in planning? How did you prioritize your outcomes? List any sources of information that helped in decision making.)*

After reviewing the data from the licensing review and the Quality Service Review, agency administration selected three priority areas for improving overall practice: enhancing assessment, engagement and teaming.

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A “Next Steps” meeting was held with OCYF and other technical assistance providers (PA Child Welfare Resource Center and SWAN) on August 2<sup>nd</sup>, 2012 to discuss the data gathered from the QSR and licensing, review the agency’s strengths and needs, and then use that data to identify priorities and define the outcomes to be achieved through our CI Plan. Although at the time of the “Next Steps” meeting the agency administrator had resigned, it was agreed that the identified areas of assessment, engagement and teaming should be the focus for improving the agency’s practices. It was hoped that by coming together to discuss the results of the QSR and licensing and develop some goals for the Agency, we could establish a clear direction forward and give our Continuous Improvement (CI) Team a vision for development of the Agency’s Continuous Improvement Plan.

By following the DAPIM model, the group used the strengths and gaps surfaced during the QSR and licensing to identify root causes and a desired future state for each focus area. Finally, the group identified desired impacts expected as a result of implementation of the improvement plan. It was also decided that the agency’s CI Plan should focus on two priority outcomes which would have the greatest impact on the agency’s performance.

Because supervisors are seen as key change agents, the CI Team is largely composed of supervisors with the addition of program specialists, and caseworker IIIs. The CI Team met approximately once a week for two months to identify strategies and action steps that would help the agency achieve the desired outcomes.

**Section III. Priority Outcomes:** *(List and describe the overarching outcomes identified by the Sponsor Team. Outcomes should be limited to approximately three to four priority areas.)*

**Outcome # 1:** Continual assessment of a family’s strengths and needs will occur throughout the case to ensure an individualized family-driven plan is developed leading to safe and timely case resolution.

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Identified strategies for achieving this outcome include:

- Ongoing, thorough assessments and critical thinking
- Quality casework visits
- Develop and implement individualized plans
- Enhance supervision and critical thinking

**Outcome # 2:** Families and agency staff members will feel valued, respected and empowered.

Identified strategies for achieving this outcome include:

- Transparency
- Accountability
- Communication planning

**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):*

Through the QSR, licensing, and “Next Steps” meeting several areas of strength have been identified, including efforts to collaborate with mandated reporters, genuine concern for the children and families served, family finding and efforts to place children with kin, placing siblings together when they cannot remain at home, use of team meetings, and engagement of foster parents.

Priority gaps identified at the next steps meeting included the following: both internal and external teams do not gather and share critical information or agree on how goals should be met; engagement is seen as a series of tools and/or services rather than a way of interacting with others; and, there is a limited, big-picture

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understanding of the underlying issues in a family that results in not identifying the services and/or supports that are needed to rectify issues.

The priority outcomes were selected based primarily on the results of the Quality Service Review and Licensing, both conducted in April 2012. The QSR instrument uses a Likert scale of 1-6 for each indicator, with a score of 1 representing “adverse” performance and a score of 6 representing “optimal” performance. The percentage of cases rated as “acceptable” and unacceptable” is calculated for each indicator, with scores between 1 and 3 representing the “unacceptable” range and scores between 4 and 6 representing the “acceptable” range. Fifteen randomly selected cases were reviewed during the QSR.

**QSR Findings related to Outcome # 1:** Although not all results are indicated below, the listed indicators are the ones which are believed to be most related to Outcome #1: *Continual assessment of a family’s strengths and needs will occur throughout the case to ensure an individualized family-driven plan is developed leading to safe and timely case resolution.*

QSR Indicator	Washington County QSR Results	
	% Acceptable Scores	% Unacceptable Scores
Stability	35%	65%
Assessment and Understanding	53%	47%
Child, Youth, and Family Planning Process	49%	51%
Planning for Transition & Life Adjustments	31%	69%
Teaming	40%	60%
Assessment and Understanding	53%	47%
Child/Youth & Family Planning Process	49%	51%
Planning for Transition & Life Adjustments	31%	69%

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Efforts for Timely Permanency (Timeliness)	44%	56%
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**QSR Findings related to Outcome # 2:** Although not all results are indicated below, the listed indicators are the ones which are believed to be most related to Outcome #2: *Families and agency staff members will feel valued, respected and empowered.*

QSR Indicator	Washington County QSR Results	
	<i>% Acceptable Scores</i>	<i>% Unacceptable Scores</i>
Engagement Efforts	50%	50%
Role and Voice	49%	51%
Teaming	40%	60%

### **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:**

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**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.*

**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 :

**Continual assessment of a family’s strengths and needs will occur throughout the case to ensure an individualized family-driven plan is developed leading to safe and timely case resolution.**

STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS & EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
<p><b>Ongoing, Thorough Assessments &amp; Critical Thinking</b></p>	<p>Adjust agency staffing so that both full-time intake screeners will be supervised by the same person to enhance consistency of the information gathered.</p>	<ul style="list-style-type: none"> <li>• Case documentation will show complete information in all domains is gathered.</li> <li>• Decrease in the length of Agency involvement</li> <li>• The percentage of “acceptable” scores in the following QSR indicators</li> </ul>	<p style="text-align: center;">Agency Administration</p>	<p style="text-align: center;">October – December 2012</p>		<p style="text-align: center;">Complete</p>

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<p>Ongoing, Thorough Assessments &amp; Critical Thinking <i>(continued)</i></p>	<p>The intake screeners will:</p> <ul style="list-style-type: none"> <li>• Actively gather information in all domains/ fields, rather than just taking down info reported by referral source.</li> <li>• Give consideration to utilizing the enhanced screening tools in CAPS.</li> <li>• Contact the initial reporting source for reports received from ChildLine to gather more information, whenever the reporting source is known and has provided contact information.</li> <li>• Enhance their information gathering from collateral sources including routinely contacting schools and local police departments.</li> <li>• Review MCI /CIS information to determine what other services the family is receiving/has received in the State.</li> <li>• Develop screening policy/protocol</li> </ul>	<p>will increase:</p> <ul style="list-style-type: none"> <li>• Teaming</li> <li>• Safety: Exposure to Harm</li> <li>• Assessment and Understanding</li> <li>• Intervention Adequacy and Resource Availability</li> <li>• Long-Term View</li> </ul>	<p>Screening Supervisor &amp; Backup</p>	<p>April – June 2013</p>	<p>OCYF Technical Assistance regarding use of MCI #s</p>	<p>In process</p>
	<p>Document and respond to new referrals on active cases appropriately:</p> <ul style="list-style-type: none"> <li>• Referrals on active cases will be entered into CAPS as “Incidents” (except during</li> </ul>	<ul style="list-style-type: none"> <li>• Protocol for assessments will exist and is utilized consistently as reflected in the LIS and case record reviews.</li> <li>• Licensing and case documentation reflect and assessment of and services to all children in a family.</li> <li>• Caseload sizes will be reduced</li> <li>• Protocol for documentation of Team Meetings, FGDM Meetings, and family finding efforts will exist and documentation will reflect those efforts.</li> </ul>	<p>Screening Supervisor</p> <p>Supervisors</p> <p>Caseworkers</p>	<p>January – March 2013</p>	<p>In process</p>	



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<p>Ongoing, Thorough Assessments &amp; Critical Thinking <i>(continued)</i></p>	<p>the 60 day assessment period) and not as “new information” so the referral can be assessed appropriately.</p> <ul style="list-style-type: none"> <li>Screening supervisor to decide if referrals are to be accepted for assessment and response time before they are assigned to a unit/ caseworker.</li> </ul>	<ul style="list-style-type: none"> <li>Intake screening reports will show evidence of thorough information gathering</li> </ul>				
	<p>Unit structure to include 2 intake units and 4 ongoing services units to better ensure thorough, complete assessment are completed.</p> <ul style="list-style-type: none"> <li>Continue to examine data and trends (# of intake cases assigned) to determine if current area divisions are most appropriate (i.e. currently one intake unit covering the Valley and one unit covering the North with excess cases redistributed as necessary to balance caseloads.)</li> </ul>		<p>Agency Administration</p>	<p>October 2012</p>	<p>Reorganization Complete</p> <p>Data collection ongoing</p>	

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<p>Ongoing, Thorough Assessments &amp; Critical Thinking <i>(continued)</i></p>	<p>Explore adding an additional intake/ongoing unit to increase capacity to handle increased referrals and cases accepted.</p>		<p>Agency Administration</p>	<p>January – March 2014</p>	<p>4 Additional Caseworkers  1 clerical staff</p>	
	<p>Upon case assignment, Sup and CW to discuss and plan for initial contacts and information to be gathered during the course of the assessment (interview protocol).</p> <ul style="list-style-type: none"> <li>• Develop CPS/GPS assessment packet and/or protocol</li> <li>• Include expectation to see entire home of origin at the initial visit and then periodically throughout the case, provided it can be done safely and respectfully.</li> <li>• All family and household members are to be included in the ongoing assessment of the family.</li> </ul>		<p>Agency Administration  Supervisors  Work Team to develop an Assessment Protocol</p>	<p>October – December 2012</p>		
	<p>Provide “The Casework Process: Screening and Assessment” training for all staff.</p>		<p>Program Specialists  OCYF Program Reps.</p>	<p>January – March 2013</p>		<p>In process</p>

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<p>Ongoing, Thorough Assessments &amp; Critical Thinking <i>(continued)</i></p>	<p>Actively gather information from various sources about strengths and concerns in all domains (type of maltreatment, nature of maltreatment, adult functioning, child functioning, general parenting, &amp; discipline) at initial contact and throughout the case.</p>		<p>Caseworkers Supervisors</p>	<p>January – March 2013</p>		
	<p>In collaboration with the family and service providers/systems involved with the family, identify strengths, concerns, existing supports, and needs of parents, children, and the family to determine:</p> <ul style="list-style-type: none"> <li>• What needs to change in order for the case to be successfully closed;</li> <li>• what services/supports may be needed (Family Support List, Human Service Inventory form); and</li> <li>• the effectiveness of existing services/supports.</li> </ul>		<p>Caseworkers Supervisors Agency Administration</p>	<p>April - June 2013</p>		
	<p>All units are to accept an entire family for assessment and ongoing services (i.e. not just target child but all children). This includes</p> <ul style="list-style-type: none"> <li>• analyzing information to</li> </ul>		<p>Agency Administration Supervisors Caseworkers</p>	<p>October – December 2012</p>		<p>In process</p>

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<p>Ongoing, Thorough Assessments &amp; Critical Thinking <i>(continued)</i></p>	<p>determine its impact on each child; and</p> <ul style="list-style-type: none"> <li>assessing every child’s safety and risk of harm at every contact.</li> </ul>					
	<p>Establish “Critical Case Review” meetings to identify systemic issues, strengths, and gaps.</p> <p>Initial “Critical Case Review” meetings will occur during the assessment period to determine:</p> <ul style="list-style-type: none"> <li>If all necessary information has been gathered and assessed thoroughly (evidence of critical thinking about and analysis of information gathered);</li> <li>What info may still need to be gathered to complete a thorough assessment of the family, their issues and the root cause(s) of their difficulties;</li> <li>If the interview protocol was followed (child, siblings, non-maltreating parent, maltreating parent, others).</li> </ul>		<p>Agency Administration</p> <p>Program Specialist</p>	<p>October – December 2012</p>		<p>In Process</p>

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Ongoing, Thorough Assessments & Critical Thinking <i>(continued)</i>	If cases are later accepted for ongoing services, a follow-up Critical Case Review meeting will be conducted following the development of a Family Service Plan to determine if the Plan's identified objectives, services, and supports are based on the information gathered during the family assessment.					
	Document/include family supports and the results of family finding efforts in case record. Develop a protocol for documenting: <ul style="list-style-type: none"> <li>• Team Meetings</li> <li>• FGDM</li> <li>• Family Finding efforts</li> </ul>		Work Team to develop protocol  Program Specialists  FGDM Coordinators	April – June 2013		

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STRATEGY	ACTION STEPS	INDICATORS/ BENCHMARKS & EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
<p style="text-align: center;"><b>Quality Casework Visits</b></p>	<p>At each visit caseworkers will talk with and gather information about all family and household members to assess their interpersonal relationships, impact of the information on family functioning, child safety and the potential risk of harm, and the supports and services needed by the child(ren)/family.</p>	<ul style="list-style-type: none"> <li>• The percentage of “acceptable” scores in the following QSR indicators will increase:                             <ul style="list-style-type: none"> <li>• Teaming</li> <li>• Assessment and Understanding</li> <li>• Long-Term View</li> <li>• Engagement Efforts</li> <li>• Role and Voice</li> </ul> </li> </ul>	<p style="text-align: center;">Supervisors  Caseworkers</p>	<p style="text-align: center;">October – December 2012</p>		
	<p>At each contact caseworkers will work in collaboration with the family and service providers to identify strengths, concerns, existing supports, and needs of parents, children, and the family to determine</p> <ul style="list-style-type: none"> <li>• What needs to change in order for the case to be successfully closed;</li> <li>• what services/supports may be needed (Family Support List, Human Service Inventory form); and</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced length of stay</li> <li>• Reduced re-entry rates</li> <li>• Decreased length of agency involvement</li> <li>• Casework documentation and supervisory notes/logs will reflect that quality casework visits are occurring.</li> </ul>	<p style="text-align: center;">Supervisors  Caseworkers</p>	<p style="text-align: center;">October – December 2012</p>		

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Quality Casework Visits <i>(continued)</i>	<ul style="list-style-type: none"> <li>the effectiveness of existing services/supports.</li> </ul>					
	Caseworkers will regularly include children, families and all team members in ongoing assessments and discussions about case planning and decision making.		Agency administration Supervisors Caseworkers Program Specialist	October – December 2012		
	Caseworkers will prepare for each visit to include: <ul style="list-style-type: none"> <li>Planning for and arranging adequate time for face-to-face contact with families to accomplish purpose of visit. Consider the information to be gathered, planned interactions, number of interviews, information or documents to be developed, discussed or reviewed, etc.</li> <li>Prepare any documents to be reviewed or shared with the family (releases, letters FSP/CPP, etc.)</li> </ul>		Agency administration Supervisors Caseworkers	October – December 2012		

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STRATEGY	ACTION STEPS	INDICATORS/ BENCHMARKS & EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
<p style="text-align: center;"><b>Develop and Implement Individualized Plans</b></p>	<p>Caseworkers will regularly include children, families and all team members in ongoing assessments and discussions about case planning and decision making. The family and caseworker must define who the family’s team members are.</p>	<ul style="list-style-type: none"> <li>• The percentage of “acceptable” scores in the following QSR indicators will increase:                             <ul style="list-style-type: none"> <li>• Teaming</li> <li>• Tracking and Adjusting</li> <li>• Long-Term View</li> <li>• Engagement Efforts</li> <li>• Role and Voice</li> <li>• Intervention Adequacy</li> <li>• Maintaining family relationships</li> </ul> </li> <li>• Decreased length of Agency involvement</li> <li>• Decreased placements</li> <li>• Decreased days of care</li> <li>• Increased number of team meetings that result in plans</li> <li>• Increased number of FGDM meetings that result in family plans</li> </ul>	<p style="text-align: center;">Supervisors Caseworkers</p>	<p style="text-align: center;">April – June 2014</p>		
	<p>Service Plans (including FGDM/ Teaming Plans) are reviewed monthly with the family and regularly with other team members and adjusted based on continual assessment of progress and continuing needs. Determine:</p> <ul style="list-style-type: none"> <li>• If the services that are in place continue to be effective and are appropriate based on the family’s current needs;</li> <li>• If any additional services or supports are needed;</li> <li>• Can any gaps be filled by informal/existing supports? Can informal supports replace existing services?</li> </ul>		<p style="text-align: center;">Supervisors Caseworkers</p>	<p style="text-align: center;">July – September 2013</p>		



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Develop and Implement Individualized Plans <i>(continued)</i>	<ul style="list-style-type: none"> <li>Is there any duplication of services or services that are no longer needed based on the current assessment information?</li> </ul>	<ul style="list-style-type: none"> <li>FSP objectives will reflect desired outcome(s).</li> <li>Individualized visitation plans will be documented in the case records.</li> <li>Record reviews will show evidence that Individualized Service Plans are created based on the needs of the child(ren) and family.</li> <li>Supervisory logs/notes will reflect that services are geared to alleviating circumstances which led to agency involvement.</li> <li>Length and intensity of services provided by paid providers</li> <li>Random administrative and QA reviews of FSPs/CPPs will</li> <li>Family Satisfaction Survey scores will increase</li> </ul>				
	Family Service Plan objectives will be developed which are measurable/observable and define the change that must be made as identified through the ongoing assessment process. For example, objectives should be based on answers to the following: <ul style="list-style-type: none"> <li>What does the family need to accomplish;</li> <li>what needs to change in order for the case to be successfully closed; or</li> <li>What is the desired outcome?</li> </ul>		Agency Administration  Supervisors  Caseworkers	October – December 2014	Training &/or Technical Assistance regarding development of outcome-based service plans	
	Prior to the development of the Family Service Plan / Child Permanency Plan, the Supervisor and Caseworker will develop the objective(s) based on the ongoing assessment information and the input of the family and other team		Agency Administration  Supervisors  Caseworkers	January – March 2014	Training	

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Develop and Implement Individualized Plans <i>(continued)</i>	members.	<ul style="list-style-type: none"> <li>• Caseload sizes will decrease</li> <li>• Reduced length of stay</li> <li>• Reduced re-entry rates</li> <li>• Reduced length of agency involvement</li> <li>• Increased reunification rates</li> </ul>				
	The caseworker, family, and their team will jointly develop action steps that identify tasks to be accomplished that will result in the desired outcome/ achievement of the objective.		Supervisors  Caseworkers	April – June 2014		
	Explore informal supports who can assist family in completion of action steps (ex. transportation, visit supervision, cleaning, etc.) FGDM and Team Plans will be incorporated into Service Plans.		Agency Administration  Supervisors  Caseworkers	October – December 2013  Visitation Policy developed September 2012		Policy Completed
Develop and adjust plans for family and/or sibling visits during out-of-home placement that are as frequent as possible to maintain family relationships, individualized to meet the needs of the child(ren) and family, and only as restrictive as necessary to ensure safety (supervision, location, etc.). <ul style="list-style-type: none"> <li>• Develop policy on family</li> </ul>						

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Develop and Implement Individualized Plans <i>(continued)</i>	visitation.					
	Explore possibilities of piloting “Visit Coaching” using existing staff and resources.		Agency Administration	October – December 2013		
	“The Practice and Process of Casework: Ongoing Services” training will be provided for administration, casework and supervisory staff.		Program Specialists  OCYF Program Representatives  Administration  Supervisors  Caseworkers	April – June 2013	Training materials	

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STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS & EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
<b>Enhance Supervision and Critical Thinking</b>	<p>A format for structured supervision notes will be developed to guide critical thinking and to prompt discussion between the caseworker and supervisor. Supervision notes will be put into CAPS.</p>	<ul style="list-style-type: none"> <li>• Case documentation will reflect that regular supervision is occurring</li> <li>• Caseworkers will feel more supported as evidenced by ORC survey results.</li> </ul>	Agency Administration  Supervisors	October – December 2013		In process
	<p>Develop protocol/guidelines for frequency of supervision for ongoing cases and a schedule for supervisory review of dictation and case records.</p>					
	<p>Supervisors will review a sample of casework dictation on a weekly basis to ensure quality visits are occurring and that information is being gathered from all domains to inform decision making.</p>	<ul style="list-style-type: none"> <li>• Assessment and Understanding</li> <li>• Tracking and Adjusting</li> <li>• Long-Term View</li> <li>• Planning for Transitions</li> <li>• Effort to Timely Permanence</li> </ul>	Agency Administration  Supervisors	October – December 2013		
	<p>Supervisors will review sample of case records on a regular basis to ensure work is completed on a timely manner and as required by regulations.</p>	<ul style="list-style-type: none"> <li>• Supervision guidelines will exist.</li> <li>• Records will reflect key</li> </ul>	Agency Administration  Supervisors	October – December 2013		

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Enhance Supervision and Critical Thinking <i>(continued)</i>	Management meetings will be structured so they include a clinical/educational component for supervisors.	decisions made and rationale for those decisions. <ul style="list-style-type: none"> <li>• Caseworkers will be prepared for court as reported by agency attorney</li> <li>• Decrease in continuances due to lack of agency preparation</li> </ul>	Agency Administration  Program Specialists	July – September 2013		
	Supervisors will regularly review a sample of casework dictation and administrators will regularly review a sample of supervisory notes and provide feedback and education designed to improve practice.					

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Outcome #   2   :  
**Family and agency staff members feel respected, valued and empowered.**

STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS & EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
<b>Transparency</b>	<p>All meeting discussions/decisions are documented, disseminated and recorded by a designated person in CAPS.                      Documentation to include:</p> <ul style="list-style-type: none"> <li>• the purpose of the meeting,</li> <li>• participants</li> <li>• the decision that needs to be made,</li> <li>• options considered,</li> <li>• the final decision, and rationale for the decision.</li> </ul> <p>This includes all case related meetings, including FGDM and Team Meetings.</p>	<ul style="list-style-type: none"> <li>• Staff will be able to articulate the purpose of actions/activities/ meetings</li> <li>• Staff will be more confident and competent in their skills because they understand why things are done</li> <li>• The percentage of “acceptable” QSR scores will increase in the Engagement indicator</li> </ul>	Agency Administration  Supervisors  Caseworkers  Meeting Leader	January – March 2013		
	<p>Clarify and share purpose, decisions to be made, etc. for existing and future meetings.</p>		Agency Administration  Meeting Leader	January – March 2013		
	<p>Monitor effectiveness/purpose of meetings to determine if they meet the needs, adjust as necessary.</p>		Agency Administration  Meeting Leader	October – December 2014		

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Transparency <i>(continued)</i>	Review and revise agency’s orientation and mentoring policy as written to allow new supervisors, new staff, and transferred staff to all receive the same information and needed support to effectively transition into their new position.		Agency Administration  Program Specialist  Work Team	April – June 2014			
	Review and revise the “Quick Reference Guide” to facilitate consistency.		Program Specialist  Work Team	July – September 2013			
	The OE model of inclusiveness will be used in decision making providing a rationale for decision making that is included in a communication plan.		Agency Administration  Supervisors	October – December 2013	CWRC Technical Assistance regarding Organizational Effectiveness		
	Those who may be impacted by a problem or impacted by a decision must be included in discussions and allowed to provide input and feedback before a decision is made (nothing about us without us).		Agency Administration  Supervisors  Caseworkers	April – June 2013			

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STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS & EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
<b>Accountability</b>	<p>Conflict is not avoided, issues are addressed directly. Consider bringing in a third party when necessary to facilitate or mediate the discussion (a Supervisor, Deputy Administrator, or Administrator)</p> <ul style="list-style-type: none"> <li>• Present and focus on facts (what occurred, agency policies, procedures and practices, concerns) with goal of reaching consensus</li> <li>• No shaming or blaming</li> </ul>	<ul style="list-style-type: none"> <li>• Higher staff retention</li> <li>• Teamwork will increase as defined by the QSR</li> <li>• Increased staff morale as measured by the ORC survey.</li> </ul>	All staff members	October – December 2014		
	<p>Ensure policies and procedures are consistently followed by using</p> <ul style="list-style-type: none"> <li>• quality assurance/record reviews;</li> <li>• supervision;</li> <li>• discussions at meetings related to implementation</li> </ul>		Agency Administration Supervisors	July – September 2013		
	<p>Problems/issues will be approached with an eye toward identifying solutions, building on individual and agency strengths.</p>		All Staff	January – March 2014		



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Accountability <i>(continued)</i>	Human resources policies and procedures are equitably applied for both positive and negative work		Agency Administration  Supervisors	October – December 2014		
	The OE model of inclusiveness will be followed when planning and implementing policies/procedures/practices. Information and data will be used in decision making, considering impact on entire system.		Agency Administration	October – December 2013	Technical Assistance	
	Management Meetings should: <ul style="list-style-type: none"> <li>• Be time limited;</li> <li>• Documented with notes disseminated to all members of management team;</li> <li>• Have an agenda</li> <li>• Identify any “action steps” that need to be taken (by whom and by when);</li> <li>• Review action steps from previous meetings for progress/completion</li> <li>• Include development of a “Communication Plan” so consistent messages are shared with staff and others.</li> </ul>		Agency Administration	April – June 2013		

## County Improvement Plan (CIP) Template

STRATEGIES	ACTION STEPS	INDICATORS/ BENCHMARKS & EVIDENCE OF COMPLETION	PERSON(S) RESPONSIBLE	TIMEFRAME	RESOURCES NEEDED	STATUS
<b>Communication Planning</b>	The OE model of inclusiveness will be used in decision making providing a rationale for the decision that is included in a communication plan to all key stakeholders.	<ul style="list-style-type: none"> <li>• Staff will report feeling more positive about their job as measured by the ORC survey</li>   <li>• The percentage of “acceptable” scores in the following QSR indicators will increase:                             <ul style="list-style-type: none"> <li>• Long term view</li> <li>• Engagement</li> <li>• Teaming</li> </ul> </li> </ul>	Agency Administration Supervisors	April – June 2013	Technical Assistance	
	Monitor communication plan to determine if it is effective. Ensure all key stakeholders receive the same key messages.		Agency Administration Supervisors	April – June 2013		
	Management meetings will conclude with a communication plan which will be written and disseminated to all management team members by one person so that key messages are shared consistently with all staff and other stakeholders.		Agency Administration	April – June 2013		
	Communication will be a parallel process –families and other key stakeholders (service providers, caseworkers, supervisors, etc.) will have input and be included in the decision making process and will receive information about the		Agency Administration Supervisors Caseworkers	July – September 2014		

## County Improvement Plan (CIP) Template

<b>Communication Planning</b> <i>(continued)</i>	decision made and rationale.					
	When decisions are made related to policies/procedures/practice they will be disseminated via a chain of command (i.e. supervisor to supervisee at every level)		Agency Administration Supervisors	October – December 2014		
	In emergency situations back-up supervisors will brief appropriate people (regular supervisor/caseworker) when case is turned over.		Agency Administration Supervisors			
	Case Transfer Policy will be developed to ensure information is thoroughly and accurately reflected in the case record.		Agency Administration Program Specialist	October – December 2012		Complete

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

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

Members of the Agency’s CI Team included:

- \*Jane Zupancic, program specialist
- \*Marjorie Ruschel, program specialist
- Michelle Lober, supervisor
- Rebekah Sheraskey, supervisor
- Sally Mox, supervisor

- Jody Saint, supervisor
- Maureen Griffin, caseworker
- Bernadette Saylor, caseworker
- Michael McClure, program specialist
- Caroline Prince, supervisor