

QSR Indicator 1: Assessment and Understanding

Strategy 1 (IIS1): Staff Development and Consensus Building

- It is the belief of Dauphin County that accurate assessments of a family’s situation are a critical component of the case planning process. A worker needs to be able to look beyond a child or family’s presenting behaviors and identify the root causes for those presenting behaviors. In order to effectively identify these root causes, workers need to be able to build consensus with the family regarding what the concerns are and identify what are the actual behaviors that are impacting child safety, well-being and permanency. Once these challenges are identified, workers can ensure that appropriate services are being provided to the family. It is the belief that if a family is receiving appropriate services that will effectuate sustainable change, placement stability, length of stay and re-entry will all be impacted in a positive manner.

<u>Action Steps</u>	<u>Indicator/ Benchmark</u>	<u>Evidence of Completion</u>	<u>Person Responsible</u>	<u>Timeframe</u>	<u>Resources Needed</u>
1. CANS/FAST assessments are reviewed during group supervision to ensure connection between these documents and the Family Service Plan	Placement Stability Length of Stay Placement Re-entry	Review of assessment consistently during group supervisions	Directors	Ongoing starting August 2014	
<u>Status Update / Notes (Date)</u>					
2. Workers are adequately prepared to present their cases during group supervision	Placement Stability Length of Stay Placement Re-entry	Consistent, thorough presentation of cases during group supervisions	Directors	Ongoing starting August 2014	
<u>Status Update / Notes (Date)</u>					
3. Workers will be asked	Placement Stability	Question is	Directors	Ongoing starting	

<p>during group supervision to articulate how the information shared during their case presentation will relate to the monthly team meeting for that family</p>	<p>Length of Stay Placement Re-entry</p>	<p>consistently asked during group supervision</p>		<p>August 2014</p>	
<p><u>Status Update / Notes (Date)</u></p>					

Strategy 2 (I1S2): Child and Adolescent Needs and Strengths (CANS) Assessment

- Dauphin County implemented the use of the CANS assessment on July 1, 2013. This assessment tool is to be completed for all children in Agency custody and for those children receiving in-home services in which a need has been identified on the Family Advocacy and Support Tool (FAST). This assessment tool is meant to identify areas of concern for which service planning should be focused. It is the belief that if the needs of children in placement are accurately assessed and the appropriate services to meet these needs are put in place, placement stability can be maintained or improved.

<u>Action Steps</u>	<u>Indicator/ Benchmark</u>	<u>Evidence of Completion</u>	<u>Person Responsible</u>	<u>Timeframe</u>	<u>Resources Needed</u>
1. All current staff will be trained and certified to administer the CANS assessment.	Placement Stability	Praed Foundation website will confirm staff completion	Caseworkers Supervisors Administration	July 2013	
<u>Status Update / Notes (Date)</u> - All staff were certified and trained in July 2013 to begin completing CANS assessments -					
2. Develop a system for ensuring that all new staff are trained and certified to administer the CANS assessment.	Placement Stability	Training and certification timeline for new staff developed	Administration	November 2014	
<u>Status Update / Notes (Date)</u> -					
3. All staff will be annually recertified in the CANS assessment.	Placement Stability	Praed Foundation website confirmation of completion	Caseworkers Supervisors Administration QA Clerical Staff	Quarterly starting August 2014	
<u>Status Update / Notes (Date)</u> -					

4. Data regarding the number of CANS assessments completed and the number of eligible children will be collected every quarter for the Demonstration Project monitoring report	Placement Stability	Submission of the Demonstration Project monitoring report	Assistant Administrator	Quarterly starting January 2014	
<u>Status Update / Notes (Date)</u> -					
5. Data will be collected during group supervision and file reviews to determine the level to which caseworkers are utilizing the results of the CANS to develop family plans	Placement Stability	Completion of the GAS chart; Completion of file reviews	Directors Supervisors QA Program Specialist	Ongoing starting August 2014	
<u>Status Update / Notes (Date)</u>					

Strategy 3 (I1S3): Family Advocacy and Support Tool (FAST)

- Dauphin County implemented the use of the FAST assessment on July 1, 2013. This assessment tool is to be completed within 30 days for all families who are accepted for services. This assessment tool is meant to identify areas of concern for which service planning should be focused. It is the belief that if the needs of the family are accurately assessed and the appropriate services to meet these needs are put in place, child safety, permanency and well-being will be improved.

<u>Action Steps</u>	<u>Indicator/ Benchmark</u>	<u>Evidence of Completion</u>	<u>Person Responsible</u>	<u>Timeframe</u>	<u>Resources Needed</u>
1. All current staff will be trained and certified to administer the FAST assessment.	Length of Stay Placement Re-entry	Praed Foundation website will confirm staff completion	Caseworkers Supervisors Administration	July 2013	
<u>Status Update / Notes (Date)</u> - All staff were certified and trained in July 2013 to begin completing FAST assessments					
2. Develop a system for ensuring that all new staff are trained and certified to administer the CANS assessment.	Length of Stay Placement Re-entry	Training and certification timeline for new staff developed	Administration	November 2014	
<u>Status Update / Notes (Date)</u>					
3. All staff will be annually recertified in the FAST assessment.	Length of Stay Placement Re-entry	Praed Foundation website confirmation of completion	Caseworkers Supervisors Administration QA Clerical Staff	Quarterly starting August 2014	
<u>Status Update / Notes (Date)</u>					

4. Data regarding the number of FAST assessments completed and the number of eligible families will be collected every quarter for the Demonstration Project monitoring report	Length of Stay Placement Re-entry	Submission of the Demonstration Project monitoring report	Assistant Administrator	Quarterly starting January 2014	
<u>Status Update / Notes (Date)</u>					
5. Data will be collected during group supervision and file reviews to determine the level to which caseworkers are utilizing the results of the FAST to develop family plans	Length of Stay Placement Re-entry	Completion of the GAS chart; Completion of file reviews	Directors Supervisors QA Program Specialist	Ongoing starting August 2014	
<u>Status Update / Notes (Date)</u>					

Strategy 4 (I1S4): Penn State TLC Clinic

- Dauphin County has partnered with the Penn State TLC clinic to provide medical and mental health treatment for children. The TLC Clinic can become a medical home for children who are currently in Agency custody and have not had consistent medical care. In regards to mental health treatment, the TLC Clinic will provide expedient comprehensive assessments to determine if a child has mental health needs and if so, make recommendations for appropriate treatment. It is the belief that if a child receives a thorough assessment, the chances of the child being linked to the appropriate services increases. It is the belief that if a child is receiving appropriate assessments and services early in placement, the child’s length of stay will be decreased.

<u>Action Steps</u>	<u>Indicator/ Benchmark</u>	<u>Evidence of Completion</u>	<u>Person Responsible</u>	<u>Timeframe</u>	<u>Resources Needed</u>
1. Staff will be made aware of the services available through the TLC Clinic and the procedure for making a referral	Length of Stay	Program information provided to staff	Administration	October 2014	
<u>Status Update / Notes (Date)</u>					
2. Develop a referral system to ensure that the most appropriate referrals are given to the TLC Clinic	Length of Stay	Referral system is developed and in place	Program Director Mental Health Program Specialist	October 2014	
<u>Status Update / Notes (Date)</u>					
3. Complete a study of all children in Agency custody who received PCIT at the TLC Clinic and their rates of re-entry	Placement Re-entry	Completion of the study	Program Director	October 2015	
<u>Status Update / Notes (Date)</u>					



Strategy 5 (IIS5): Samara Visitation Program

- The Samara Visitation Program is an intensive visitation program for families that are working towards reunification with their children. The goal of the program is to reunite families permanently. The visitation between parents and their children will occur in a setting that has been designed to model a home-like environment and allow for the learning and demonstration of skills needed for daily child care such as bathing and meal preparation. As reunification approaches, the visits will be conducted in the family home to allow for the parents to plan and prepare for the transition of caring for their children on a full time basis. The staff of the program will model these skills and provide feedback to parents. It is the belief that this model of visitation will allow parents to internalize change and increase their protective capacities which will in turn reduce the likelihood of their child(ren) re-entering Agency custody.

<u>Action Steps</u>	<u>Indicator/ Benchmark</u>	<u>Evidence of Completion</u>	<u>Person Responsible</u>	<u>Timeframe</u>	<u>Resources Needed</u>
1. Collaborate with Samara to establish program description, outcomes, referral criteria and design of the physical environment of the visitation site	Placement Re-entry	Program is ready to operate and start taking referrals	Program Director QA Program Specialist	October 1, 2014	
<u>Status Update / Notes (Date)</u>					
2. Oversight of the program will occur to ensure that the appropriate families are being referred to the program, the program is being utilized to its maximum capacity and deliverable are being adhered to	Placement Re-entry	Program is operating according to contract deliverables	Program Director QA Program Specialist	Ongoing starting October 1, 2014	
<u>Status Update / Notes (Date)</u>					

3. Conduct a study to determine the re-entry rate of the children served by the program	Placement Re-entry	Completion of the study	Program Director	October 2015	
<u>Status Update / Notes (Date)</u>					

QSR Indicator 2: Teaming

Strategy 1 (I2S1): PRIDE Training for Agency Foster Parents

- Dauphin County has recently entered into a contract with Families United Network (FUN) for the approval, training and ongoing monitoring of Agency foster parents. FUN will be utilizing the PRIDE model to provide training to foster parents. The PRIDE model is designed to strengthen the quality of foster care through the development of various competencies. Some of these competencies include being able to meet the needs of the children in Agency custody, learning how to support a child's relationship with their biological family and working as a member of a professional team. It is the belief that through the combination of the PRIDE training and increased support, foster parents will be better equipped to meet the needs of the children in Agency custody. It is the belief that if foster parents are able to manage the children in their care and be an active member of the team, placement stability will be increased by decreasing the number of placement moves.

<u>Action Steps</u>	<u>Indicator/ Benchmark</u>	<u>Evidence of Completion</u>	<u>Person Responsible</u>	<u>Timeframe</u>	<u>Resources Needed</u>
1. FUN staff and Foster Care Program Manager will be trained on and able to teach the PRIDE model	Placement Stability	Documentation of training completion	FUN staff Foster Care Program Manager	June 2014	
<u>Status Update / Notes (Date)</u>					
2. Current Agency foster parents will receive the pre-service portion of the PRIDE training	Placement Stability	Documentation of training completion in foster family file	FUN staff Foster Care Program Manager	December 31, 2014	
<u>Status Update / Notes (Date)</u>					
3. Prospective traditional and kinship foster parents will receive the pre-	Placement Stability	Documentation of training completion in	FUN staff Foster Care Program Manager	July 10, 2014 and ongoing	

service portion of the PRIDE training		foster family file			
<u>Status Update / Notes (Date)</u>					
4. Approved traditional and kinship foster parents will receive 24 hours of annual training from the in-service (CORE) portion of the PRIDE training	Placement Stability	Documentation of training completion in foster family file	FUN staff Foster Care Program Manager	July 10, 2014 and ongoing	
<u>Status Update / Notes (Date)</u>					
5. Develop a tiered payment system for Agency foster parents to reflect their level of training and competencies	Placement Stability	Completion of a tiered payment system	Foster Care Program Manager Director of Fiscal Operations Program Director	October 2014	
<u>Status Update / Notes (Date)</u>					

Strategy 2 (I2S2): Cross Systems Team Collaboration Protocol

- The Cross Systems Team Collaboration Protocol was put into effect on July 1, 2012 with the goal of providing the best services possible to individuals and families by improving collaboration and communication between the County human service agencies and Juvenile Probation. As established in the protocol, teams will work with individuals and families to determine service needs and connect individuals and families to other agencies and services systems in a coordinated way fostering cross systems communication, planning and collaboration. Depending on the needs of the individual and family, a facilitator will be identified who will then be responsible for coordinating and guiding team meetings. It is the belief that if all team members are communicating regularly and meeting on a consistent basis, the functioning of the team will improve. It is the belief that if all team members are aware of and working towards the same long term view, placement stability for the child will be increased and length of stay will be decreased.

<u>Action Steps</u>	<u>Indicator/ Benchmark</u>	<u>Evidence of Completion</u>	<u>Person Responsible</u>	<u>Timeframe</u>	<u>Resources Needed</u>
1. Cross systems meetings to which all team members are invited will be held once a month	Placement Stability Length of Stay	Meetings are documented in case file	Team facilitator	Ongoing	
<u>Status Update / Notes (Date)</u>					
2. Written agendas which include the discussion of progress and obstacles towards goals will be provided to all team members	Placement Stability Length of Stay	Meetings are documented in case file	Team facilitator	Ongoing	
<u>Status Update / Notes (Date)</u>					

3. A written summary of the meetings including action steps/tasks, person responsible and timeframes will be provided to all team members	Placement Stability Length of Stay	Meetings are documented in case file	Team facilitator Clerical Staff	Ongoing	
<u>Status Update / Notes (Date)</u>					
4. Monitoring to ensure that team meetings are occurring monthly on each case	Placement Stability Length of Stay	Meetings are documented in case file	Supervisors	Ongoing	
<u>Status Update / Notes (Date)</u>					

Strategy 3 (I2S3): Motivational Interviewing

- The premise behind Motivational Interviewing is that an individual’s motivation to change can be improved when they are able to realize reasons for change that are aligned with their own values and concerns. Dauphin County has been given the opportunity to have all direct service and program division staff be trained in this model. It is believed that staff’s engagement skills will be enhanced through this training. Staff will then be able to perform as better members of a team which will in turn improve team functioning.

<u>Action Steps</u>	<u>Indicator/ Benchmark</u>	<u>Evidence of Completion</u>	<u>Person Responsible</u>	<u>Timeframe</u>	<u>Resources Needed</u>
1. Direct service and program division staff will be trained on motivational interviewing	Length of Stay Placement Re-entry	Completion of 2 day training	Direct service staff Program division staff	September 2014	
<u>Status Update / Notes (Date)</u>					
2. Identified staff will receive training to be a motivational interviewing coach	Length of Stay Placement Re-entry	Completion of 3 day coaching training	Administration	January 2015	
<u>Status Update / Notes (Date)</u>					
3. Coaches will monitor the implementation of motivational interviewing to assess transfer of learning and provide feedback to staff to increase competency	Length of Stay Placement Re-entry	Development of monitoring system	Administration Coaches	April 2015	
<u>Status Update / Notes (Date)</u>					



QSR Indicator 3: Long Term View

Strategy 1 (I3S1): Concurrent Planning

- OCYF issued the Concurrent Planning Bulletin on 5/11/2012 with an effective date of 7/1/2013. Counties must fully implement all aspects of the bulletin by 7/1/2015. As outlined in the bulletin, Concurrent Planning is acknowledged in Adoption and Safe Families Act (ASFA) as a best practice for achieving permanency and stability for a child. Despite this acknowledgement, many Counties still practice sequential planning for children in out of home care. The bulletin outlines practices changes that Counties will need to make to ensure that concurrent planning is occurring for all children in out of home care. Dauphin County completed a self-assessment regarding the eight core elements of concurrent planning and identified areas in which improvements are needed. As a result of this assessment, an implementation plan was developed to ensure that the Agency is truly practicing concurrent planning. It is the belief that if all parties are aware of and understand the primary and concurrent permanency goals, the long term view will be shared and all parties will be working towards the same goals. As a result, a child's length of stay will decrease and permanency will be achieved faster.

<u>Action Steps</u>	<u>Indicator/ Benchmark</u>	<u>Evidence of Completion</u>	<u>Person Responsible</u>	<u>Timeframe</u>	<u>Resources Needed</u>
1. Full disclosure interviews will occur with parents, children and resource families no later than the A&D hearing when a child is placed in out of home care. This information will also be provided to these parties in writing and documented in the case file.	Length of Stay	Documentation of full disclosure interview in case dictation; copy of signature page from full disclosure document in case file	Caseworkers Supervisors	July 1, 2015	Training on Full Disclosure Interviews Development of the written Full Disclosure Documents
<u>Status Update / Notes (Date)</u>					
2. The FSP and CPP will identify the primary and	Length of Stay	Documentation of both plans in	Caseworkers Supervisors	July 1, 2015	Revised FSP and CPP

<p>concurrent permanency goals and the plans to accomplish both goals, including the steps needed to be taken by all parties to work simultaneously towards the completion of both goals</p>		<p>the FSP and CPP</p>			
<p><u>Status Update / Notes (Date)</u></p>					
<p>3. Court testimony will include the discussion of primary and concurrent permanency goals and the progress made towards both goals</p>	<p>Length of Stay</p>	<p>Revised court testimony procedure</p>	<p>Legal Unit</p>	<p>July 1, 2015</p>	<p>Training for the Court on Concurrent Planning Training for staff on revised court testimony procedures</p>
<p><u>Status Update / Notes (Date)</u></p>					