



Philadelphia Department of Human Services
County Improvement Plan
April 2013

Section I. Sponsor Team Members:

The Executive Cabinet at DHS serves as the county improvement sponsor team. Cabinet members include:

Anne Marie Ambrose, Commissioner
Chanell Hanns, Finance
Timene Farlow, Juvenile Justice Services
Vanessa Garrett Harley, Children and Youth Division
Brian Clapier, Performance Management and Accountability
Paul Bottalla, Policy and Planning
Alicia Taylor, Communication
Barbara Ash, Law Department
Khalid Asad, Administration and Management
Jessica Shapiro, Chief of Staff
Aubrey C. Powers, Quality Improvement

Section II. Background:

In developing the County Improvement Plan, the sponsor team reviewed the results from the state lead Quality Service Review (QSR) as well as the results from our local QSR reviews. Through this process the team found consistencies in both areas of strength (e.g. safety of children, physical health, culturally appropriate services) and areas for continued improvement (e.g. teaming, planning and assessment).

The team decided to prioritize our outcomes based on the key areas that need improvement and are consistent with Philadelphia's planning for the Pennsylvania Child Welfare Demonstration Project. Throughout the five-year project, Philadelphia's Department of Human Services (DHS) will be implementing a cutting-edge child welfare approach, Improving Outcomes for Children (IOC). This is an exciting initiative aimed at improving safety permanency and well-being outcomes while safely maintaining children/youth in their own communities in the least restrictive settings possible.

Key to the CWDP theory of change is that families are engaged as part of a team. Children and families receive comprehensive screening and assessment to identify underlying causes and needs and assessment information is used to develop a service plan, and various supports, including appropriate placement decisions and connects them to evidence-based services to address their specific needs, then children, youth and families are more likely to remain engaged in and benefit from treatment, so that they can remain safely in their homes, experience fewer placement changes, experience less trauma, and experience improved functioning.

Section III. Priority Outcomes:

Outcome # 1: Teaming

This overarching outcome supports the family team's ability to achieve unity of effort and commonality of purpose.

Outcome # 2: Assessment

This overarching outcome supports understanding the core story, underlying issues, needs and strengths of the child/youth family

Outcome # 3: Planning

This overarching outcome supports a planning process that is fully individualized and relevant to child/youth and family needs.

Section IV. Findings

Findings related to Outcome # 1: Teaming

Findings from the state lead QSR in December found that 50% of the cases reviewed were found to be in the acceptable range in the Teaming practice performance indicator. This outcomes looks to ensure teams work effectively together to share information, plan and provide effective services.

Findings related to Outcome # 2: Assessment and Understanding

Findings in the state lead QSR in December found that 58% of the cases reviewed received acceptable ratings in the Assessment practice performance permanency indicator.

Proper assessment sets the stage for unified change efforts so that the team can plan and modify joint strategies, share resources and find what works.

Findings related to Outcome # 3: Planning

Findings in the state lead QSR in December found that 44% of the cases reviewed received acceptable rating in the Planning practice performance indicator. Building on the paragraph above, we have developed Outcome #3 to address planning. This outcome looks to support the use of ongoing assessment and understanding of the child and family situation to modify planning and intervention strategies in order for the child/youth/ and family to live safely together, achieve timely permanence and improve well being and functioning.

Philadelphia's Work Plan

	<u>Action Step</u>	Responsible Party	Began	Complete	Evidence of Completion
1.1	<u>Cost Estimates and Fiscal Decision Making</u>				

	<u>Action Step</u>	Responsible Party	Began	Complete	Evidence of Completion
1.2	<u>Selection and Contracting with Partners</u>				
	Request for Proposal and selection CUA 1,2	IOC Executive Leadership Team	March 2012	July 2012	Documentation of RFP and selected CUA
	Phased implementation for CUA 1	CUA Implementation Team	Jan 2013	Dec 2013	Report on number of referral to CUA
	Phased implementation for CUA 2	CUA Implementation Team	April 2013	March 2013	Report on number of referral to CUA
	Request for Proposal and selection CUA3,4,5	IOC Executive Leadership Team	Jan 2013	May 2013	Documentation of RFP and selected CUA
	Phased implementation for CUA 3	CUA Implementation Team	Oct 2013	Sept 2014	Report on number of referral to CUA

	<u>Action Step</u>	Responsible Party	Began	Complete	Evidence of Completion
1.3	<u>Staff Hiring and Training for CANS</u>				
	Hiring Teaming CUA Case Managers for CUA 1	CUA	Dec 2012	Dec 2012	List of transitioned staff
	Training for CUA 1: CANS training for CUA Case Managers Database training for CUA Case Managers	DHS University	Jan 2013	Jan 2013	Curriculum and documentation of training participants.
	Hiring Teaming CUA Case Managers for CUA 2	CUA	May 2013	May 2013	List of transitioned staff
	Training for CUA 2: CANS training for CUA Case Managers Database training for CUA Case Managers	DHS University	June 2013	June 2013	Curriculum and documentation of training participants.

	Hiring CANS staff for existing in-home and foster care provider agencies	In-Home and Foster Care Service Providers	July 2013	August 2013	List of hired staff
	Training for existing in-home and foster care provider staff administering the CANS	DHS University	Sept 2013	Sept 2013	Curriculum and documentation of training participants.
	Hiring Teaming CUA Case Managers for CUA 3	CUA	August 2013	August 2013	List of transitioned staff
	Training for CUA 3: CANS training for CUA Case Managers Database training for CUA Case Managers	DHS University	Sept 2013	Sept 2013	Curriculum and documentation of training participants.

	Action Step	Responsible Party	Began	Complete	Evidence of Completion
1.3	Staff Hiring and Training for Family Team Conferencing				
	Hiring Teaming Coordinators and Practice Specialists for CUA 1	Children & Youth Division	Dec 2012	Dec 2012	List of transitioning staff
	Training for CUA 1: Training for DHS Investigation Staff Training for CUA Staff Training for Practice Specialists Training for Teaming Coordinators	DHS University	Jan 2013	Jan 2013	Curriculum and documentation of training participants.
	Hiring Teaming Coordinators and Practice Specialists for CUA 2	Children & Youth Division	May 2013	May 2013	List of transitioning staff
	Training for CUA 2: Training for DHS Investigation Staff Training for CUA Staff Training for Practice Specialists Training for Teaming Coordinators	DHS University	June 2013	June 2013	Curriculum and documentation of training participants.
	Hiring Teaming Coordinators and Practice Specialists for CUA 3	Children & Youth Division	August 2013	August 2013	List of transitioning staff
	Training for CUA 3: Training for DHS Investigation Staff Training for CUA Staff Training for Practice Specialists Training for Teaming Coordinators	DHS University	Sept 2013	Sept 2013	Curriculum and documentation of training participants.

	Action Step	Responsible Party	Began	Complete	Evidence of Completion
1.4	Developing Supervisory Coaching Plans				

	Action Step	Responsible Party	Began	Complete	Evidence of Completion
1.5	Data System Initiation / Modification				
	IT Systems Development: Development of the Family Team Conferencing Database	Administration & Management	Jan 2013	July 2013	Overview of operational database will be available.
	IT Systems Development: FAST/CANS Database	Administration & Management	Jan 2013	Sept 2013	Overview of operational database will be available.

	Action Step	Responsible Party	Began	Complete	Evidence of Completion
1.6	FAST/CANS for Community Umbrella Agencies				
	CUA Practice Guidelines are amended to include FAST/CANS	Policy & Planning	June 2013	June 2013	CUA Practice Guidelines will be available.
	Implementation for CUA 1: FAST assessment for any family in CUA who is accepted for in-home or placement services	Children & Youth Division	July 2013	Ongoing	Report documenting how many families eligible for FASTS and how many FASTS occurred.
	Implementation for CUA 1: CANS assessment for any child or youth in CUA who is experiencing a placement	Children & Youth Division	July 2013	Ongoing	Report documenting how many families eligible for CANS and how many CANS occurred.
	Implementation for CUA 2: FAST assessment for any family in CUA who is accepted for in-home or placement services	Children & Youth Division	July 2013	Ongoing	Report documenting how many families eligible for FASTS and how many FASTS occurred.
	Implementation for CUA 2: CANS assessment for any child or youth in CUA who is experiencing a placement	Children & Youth Division	July 2013	Ongoing	Report documenting how many families eligible for CANS and how many CANS occurred.
	Implementation for CUA 3: FAST assessment for any family in CUA who is accepted for in-home or placement services	Children & Youth Division	Oct 2013	Ongoing	Report documenting how many families eligible for FASTS and how many FASTS occurred.
	Implementation for CUA 3: CANS assessment for any child or youth in CUA who is experiencing a placement	Children & Youth Division	Oct 2013	Ongoing	Report documenting how many families eligible for CANS and how many CANS occurred.
	Action Step	Responsible Party	Began	Complete	Evidence of Completion

1.6	<u>FAST/CANS for Existing In-Home and Foster Care Provider Agencies</u>				
	Modification of FY '14 contracts for existing in-home and foster care service providers to administer CANS	Finance	Feb 2013	July 2013	Contracts contain necessary funding and requirements to administer CANS
	Implementation for FAST assessment for any family receiving existing in-home or foster care services at the time of accept for service	Existing In-Home and Foster Care Service Providers	Oct 2013	Ongoing	Report documenting how many families eligible for FASTS and how many FASTS occurred.
	Implementation for CANS assessment for any family receiving existing in-home or foster care services at the time of accept for service	Existing In-Home and Foster Care Service Providers	Oct 2013	Ongoing	Report documenting how many families eligible for CANS and how many CANS occurred.

	<u>Action Step</u>	Responsible Party	Began	Complete	Evidence of Completion
1.6	<u>Plans for Initiating Service Delivery for Family Team Conferencing</u>				
	CUA Practice Guidelines	Policy & Planning	July 2012	Jan 2013	CUA Practice Guidelines will be available
	Family Team Conferencing Protocol	Policy & Planning	July 2012	Jan 2013	Teaming Protocol will be available
	Implementation for CUA area 1: Child Safety Conferences Family Support Conferences	Children & Youth Division	Jan 2013	Ongoing	Report documenting how many families eligible for conferences and how many conferences occurred.
	Implementation for CUA area 1: Permanency Conferences Placement Stability Conferences	Children & Youth Division	April 2013	Ongoing	Report documenting how many families eligible for conferences and how many conferences occurred.
	Implementation for CUA area 2: Child Safety Conferences Family Support Conferences	Children & Youth Division	April 2013	Ongoing	Report documenting how many families eligible for conferences and how many conferences occurred.
	Implementation for CUA area 2: Permanency Conferences Placement Stability Conferences	Children & Youth Division	July 2013	Ongoing	Report documenting how many families eligible for conferences and how many conferences occurred.
	Implementation for CUA area 3: Child Safety Conferences	Children & Youth Division	Oct 2013	Ongoing	Report documenting how many families eligible for conferences and

	Family Support Conferences				how many conferences occurred.
	Implementation for CUA area 3: Permanency Conferences Placement Stability Conferences	Children & Youth Division	Jan 2014	Ongoing	Report documenting how many families eligible for conferences and how many conferences occurred.
	Action Step	Responsible Party	Began	Complete	Evidence of Completion
1.6	Family Group Decision Making				
	Protocol for FGDM Conferences	Paul Bottalla	June 2013	June 2013	FGDM protocol is available
	FGDM Conferences for families accepted for in-home service	Children & Youth Division	July 2013	Ongoing	Report documenting how many families eligible for conferences and how many conferences occurred.
	FGDM for families experiencing a child or youth with an initial placement	Children & Youth Division	July 2013	Ongoing	Report documenting how many families eligible for conferences and how many conferences occurred.

	Action Step	Responsible Party	Began	Complete	Evidence of Completion
1.7	Problem Solving Protocols				

	Action Step	Responsible Party	Began	Complete	Evidence of Completion
2.1	Development of Roles & Responsibilities				

	Action Step	Responsible Party	Began	Complete	Evidence of Completion
2.2	Development of Quality & Safety Standards				

	Action Step	Responsible Party	Began	Complete	Evidence of Completion
2.3	Development of Implementation Team				
	IOC Steering Committee is transitioned to serve as the CWDP Implementation Team	Performance Management & Accountability	Jan 2013	Jan 2013	
	Additional members added to the IOC Steering Committee in new role as the CWDP Implementation Team	Performance Management & Accountability	July 2013	July 2013	

	Action Step	Responsible Party	Began	Complete	Evidence of Completion
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2.4	<u>Development of Management Procedures/Positions/Functions</u>				
	Family Team Conferencing is incorporated into the CUA Guidelines	Policy & Planning	Jan 2013	Jan 2013	
	Family Team Conferencing Policy	Policy & Planning	Jan 2013	Jan 2013	
	FAST and CANS are incorporated into the CUA Guidelines	Policy & Planning	June 2013	June 2013	
	Updated expectations surrounding FGDM are documented in DHS Policy	Policy & Planning	June 2013	June 2013	
	Updated expectation surrounding FAST & CANS for existing in-home and foster care cases are documented in provider contract standards	Performance Management & Accountability	July 2013	July 2013	

	<u>Action Step</u>	Responsible Party	Began	Complete	Evidence of Completion
2.5	<u>Development of Monitoring Plan</u>				
	IOC Executive Leadership Team charged with monitoring the CWDP Implementation plan	Performance Management & Accountability	July 2013	On-going	

	<u>Action Step</u>	Responsible Party	Began	Complete	Evidence of Completion
3.0	<u>Communication Plan & Strategies</u>				
	Monthly IOC newsletter provides updates on progress with the CWDP Implementation.	DHS Communications Office	July 2013	On-going	Monthly newsletters
	IOC Website provides ongoing information regarding the CWDP Implementation	DHS Communications Office	July 2013	On-going	Website information

	<u>Action Step</u>	Responsible Party	Began	Complete	Evidence of Completion
4.0	<u>Quality Assurance</u>				
	PMA provides monthly reports regarding quantity and quality of Family Team Conferencing	Performance Management & Accountability	Aug 2013	On-going	Monthly Reports
	PMA provides monthly reports regarding	Performance	Aug 2013	On-going	Monthly Reports

	quantity and quality of FGDM	Management & Accountability			
	PMA provides monthly reports regarding quantity and quality of CANS	Performance Management & Accountability	Oct 2013	On-going	Monthly Reports
	PMA provides monthly reports regarding quantity and quality of FAST	Performance Management & Accountability	Oct 2013	On-going	Monthly Reports