

**DAUPHIN COUNTY CHILDREN AND YOUTH NGA PROJECT PLAN (Logic Model)**

**PA will safely reduce foster care by 15% by 2010**

**1-30-09**

<b>Concern/Driver</b>	<b>Outcome Measures</b>	<b>Interim Measures to Assess Progress</b>	<b>Strategies</b>	<b>Timeline</b>	<b>Completion Date</b>
#1 Children and Youth has a significant vacancy rate for professional staff (25%) which leads to higher caseloads carried by inexperienced staff and significantly impacts the Agency's ability to assure for child safety. (Increase Safety)	Dauphin County will operate at 90% capacity	Percentage of staff who stay (that we want to stay).	The Agency will address via Civil Service and will have more active participation in the interviewing and hiring process by senior staff members.	Ongoing	
		Reduce monthly departure rate of less than two staff per month for the first six months.	Workforce Development Project through the University of Pittsburgh to evaluate agency functioning and workforce retention.	Beginning February 2009	
		Departure rate of less than one staff per month for the next six months.	We will be involved in regional and PCYA recruitment activities.	Ongoing	
		Three month interim Performance Reviews will be done consistently.	Reorganize our in-house orientation program for new staff.	February 2009	
		90% of Performance Reviews will be done on an annual basis by the end of 2009.	Supervisor to caseworker assessment of ongoing training needs.	July 2009	
			Address supervisory training needs.	August 2009	
			Hire CWEB interns	Ongoing	
			Continue to offer CWEL opportunities to staff.	Ongoing	
			Maximize the potential and use of MSW staff members.	August 2009	
			New Hire Orientation Process	Ongoing	

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#1 Children and Youth has a significant vacancy rate for professional staff (25%) which leads to higher caseloads carried by inexperienced staff and significantly impacts the Agency's ability to assure for child safety. (Increase Safety) (continued):	Dauphin County will operate at 90% capacity (continued):		Match staff to the best fit/ position.  Exit and stay interviews  Interim 3 month Performance Evaluations for probationary staff.  Performance Review training  Strength based Performance Evaluations.  Consistent tracking of Performance Review due dates.	Ongoing  Ongoing  Ongoing  August 2009  September 2009  March 2009	

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#1 Children and Youth has a significant vacancy rate for professional staff (25%) which leads to higher caseloads carried by inexperienced staff and significantly impacts the Agency's ability to assure for child safety. (Increase Safety)	All Children and Youth staff will be trained on and effectively using the new Safety Assessment Plan and Bulletin.	<p>Percentage of staff trained per month through June 2009.</p> <p>Percentage of staff using the assessment tool effectively.</p> <p>By December 2009 the in house QA Program Specialist will complete an assessment to determine the quality of safety assessments.</p>	<p>Establishing Safety Leads</p> <p>Establishing training dates</p> <p>Establishing and developing training.</p> <p>Providing training.</p> <p>Implementation of new Safety Assessment</p>	<p>September 2008</p> <p>November 2008</p> <p>April 2009</p> <p>June 2009</p> <p>July 2009</p>	

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#1 Children and Youth has a significant vacancy rate for professional staff (25%) which leads to higher caseloads carried by inexperienced staff and significantly impacts the Agency's ability to assure for child safety. (Increase Safety)	Children involved with child welfare living at home are safe.	Families are engaged in process of FSP or FGC Plan.  Families have achieved some of the FSP/FGC goals.  Service providers note family progress in reports to C&Y.	Review the family's goal to determine if it is appropriate.  Identify services that have been provided in the order to achieve the approved goal.  Identify any barriers to achieving the approved goal. Examples: <ul style="list-style-type: none"> <li>➤ Child's needs (specifically level of care, mental health, behavioral, physical, etc.)</li> <li>➤ Parents' needs (specify)</li> <li>➤ Lack of services (specify)</li> <li>➤ Lack of family resources (adoption/SPLC/kin)</li> </ul> The Agency will address via Civil Service and more active participation in the interviewing and hiring process by senior staff members.	February 2009 and ongoing  April 2009  April 2009  February 2009 and ongoing	

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#1 Children and Youth has a significant vacancy rate for professional staff (25%) which leads to higher caseloads carried by inexperienced staff and significantly impacts the Agency's ability to assure for child safety. (Increase Safety)	Children in out of home care are safe.	<p>Child and/or family are engaged in the process of CPP/FSP or FGC plan.</p> <p>Child/Family has achieved some of the CPP/FSP–FGC goals.</p> <p>Service providers have achieved progress on CPP/FSP-FGC goals.</p> <p>Service providers report progress in reports to C&amp;Y and court.</p>	<p>Formal team review of the child's goal to determine if it is appropriate.</p> <p>Identify services that have been provided in the Court Order to achieve the approved goal.</p> <p>Identify any barriers to achieving the approved goal. Examples:</p> <ul style="list-style-type: none"> <li>➤ Child's needs (specifically level of care, mental health, behavioral, physical, etc.)</li> <li>➤ Parents' needs (specify)</li> <li>➤ Lack of services (specify)</li> <li>➤ Lack of release resources (adoption/SPLC/kin)</li> </ul> <p>Identify if the child is an appropriate candidate for family finding (if TPR) or additional SWAN services (child prep, child specific recruitment)</p>	<p>March 2009 and ongoing</p> <p>April 2009</p> <p>April 2009</p> <p>March 2009</p>	

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<p>#2. As of 1-30-09, Dauphin County has 346 dependents in out of home care, and 223 delinquents in out of home care. (Reduce reliance on out of home care).</p>	<p>Dauphin County has 15% fewer children in out of home care.</p>	<p>Monthly placement statistics reflect a percentage reduction in out of home care.</p> <p>There are fewer Juvenile Court petitions filed by C&amp;Y/JPO.</p> <p>An increased number of Family Group Conferences.</p> <p>An increased number of three month review hearings.</p> <p>15% of families of children in out of home care will be engaged in Family Finding by the end of 2009.</p> <p>County/provider team will have attended Family Development Credentialing training by the end of February, 2009.</p> <p>By the end of 2009, Family Development Credentialing instructors will have trained 25 community agency staff members.</p> <p>By February 17, 2009, Neighborhood Reporting Center will initiate direct services to youth.</p>	<p>Increase FGC usage.</p> <p>Blue print (FFT, MST...)</p> <p>Court Improvement Project          ➤ 3 month review hearings (extended)</p> <p>Use Family Finding          ➤ Identify users          ➤ Identify protocol          ➤ Referral process          ➤ Who has oversight          ➤ Establish prioritization for use of family finding.          ➤ Formalize and use accurate          ➤ Confidentiality          ➤ Consult with AOPC and DPW regarding statutory changes to permit family contact in all cases          ➤ Develop an in-house process for parental consent or court consent to engage family finding.</p> <p>Family Development Credentialing</p> <p>"Common Screening Tool"</p> <p>Neighborhood Reporting Centers</p> <p>Review of youth in care to assure appropriate goals and services.</p>	<p>May 2009</p> <p>August 2009</p> <p>Current</p> <p>March 2009</p> <p>February 2009</p> <p>February 2009</p> <p>April 2009</p> <p>March 2009</p>	

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<p>#2. As of 1-30-09, Dauphin County has 346 dependents in out of home care, and 223 delinquents in out of home care. (Reduce reliance on out of home care). (continued):</p>	<p>Dauphin County has 15% fewer children in out of home care. (continued):</p>	<p>By July 31, 2009, we will have an initial outcome report regarding Neighborhood Reporting Center and plans for expansion.</p> <p>Identify youth in care more than 15 months and to propose a course of action to achieve permanency.</p> <p>A detention/placement alternative will be operating with at least four youth by February, 2009 and the initial outcome report by July, 2009.</p>	<p>Cross systems collaboration policy (SOC)</p> <p>“Family Solutions” (Dean Wolfe)                  ➤ Expand to C&amp;Y</p> <p>Re-think “Triage” format and increase utilization.</p> <p>More intensive family engagement (by caseworkers).</p>	<p>Currently operating (JPO)</p> <p>April 2009</p> <p>June 2009</p> <p>September 2009</p>	

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#3 Dauphin County has a high number of children entering care who did not achieve reunification within 12 months. (Improve Permanency)	Parents will achieve goals within 6-12 months	Decreased number of court custody cases.	3-month review hearings	September 2008	September 2008 and ongoing
		Increased number of court ordered protective supervision cases.	ASFA Letters <ul style="list-style-type: none"> <li>➤ Keep a list of children entering care</li> <li>➤ Automatically generate letters at time of placement w/CPP and then every two months while child is in placement</li> </ul>	February 2009	December 2008
		Increased FGC plans	<ul style="list-style-type: none"> <li>➤ Review placement letter process                             <ul style="list-style-type: none"> <li>○ Ensure clear documentation of family goals</li> <li>○ Letters must reference goals and family's progress</li> </ul> </li> </ul>	December 2008	
		Parents know goals when asked without having to look at the plan.	Computer system to automatically do reminders, generate letters/forms based on placement date <ul style="list-style-type: none"> <li>➤ Training for staff on using Outlook</li> </ul>	April 2009	December 2008
		Increase by 25% the number of cases receiving reunification services by September 2009.	Mandatory referral of families to reunification/preservation services for children 0-5	April 2009	
			Quality FSP development	March 2009	March 2009
				January 2009 and ongoing	

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<p>#3 Dauphin County has a high number of children entering care who did not achieve reunification within 12 months. (Improve Permanency) (continued):</p>	<p>Parents will achieve goals within 6-12 months (continued):</p>		<p>Use Family Finding</p> <ul style="list-style-type: none"> <li>➤ Identify users</li> <li>➤ Identify protocol</li> <li>➤ Referral process</li> <li>➤ Who has oversight</li> <li>➤ Establish prioritization for use of family finding.</li> <li>➤ Formalize and use accurate</li> <li>➤ Confidentiality</li> <li>➤ Consult with AOPC and DPW regarding statutory changes to permit family contact in all cases</li> <li>➤ Develop an in-house process for parental consent or court consent to engage family finding.</li> </ul>	<p>March 2009</p>	

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<p>#3 Dauphin County has a high number of children entering care who did not achieve reunification within 12 months. (Improve Permanency)</p>	<p>Children will achieve reunification within 12 months</p>	<p>Children are reunified</p> <p>Increased utilization of reunification services.</p> <p>Increase by 25% the number of cases receiving reunification services by September 2009.</p> <p>3% improvement of children returned home within 12 months of the latest removal from home by March 31, 2009 as measured by the Hornby Zeller Data Package issued June 2009.</p> <p>5% improvement of children returned home within 12 months of the latest removal from home by September 20, 2009, as measured by the January 2010 Hornby Zeller data package.</p>	<p>Define reunification/service description</p> <p>Review transfer procedure</p> <ul style="list-style-type: none"> <li>➤ Develop policy and procedure regarding transfer procedure</li> <li>➤ Train staff on transfer requirements</li> <li>➤ Timely transfer of families at all stages</li> </ul> <p>In home visitation</p> <ul style="list-style-type: none"> <li>➤ Review policy with staff and revise</li> <li>➤ Implement accountability</li> </ul> <p>Explore the process of foster parents as mentors</p> <p>Increase the quality of visitation and documentation</p> <ul style="list-style-type: none"> <li>➤ Unit training regarding visitation policy documentation</li> <li>➤ Enforce current visitation policy documentation</li> <li>➤ Increase parent/child interaction during visitation</li> <li>➤ Assess parent/child interaction during visitation</li> <li>➤ Work with visitation contract provider to restructure visitation program</li> </ul>	<p>February 2009</p> <p>March 2009</p> <p>April 2009</p> <p>May 2009</p> <p>June 2009</p> <p>October 2009</p> <p>September 2009</p>	



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<p>#3 Dauphin County has a high number of children entering care who did not achieve reunification within 12 months. (Improve Permanency)</p>	<p>Children will achieve adoption within 24 months</p>	<p>Children are being adopted</p>	<p>Assess utilization of SWAN units of service</p> <p>Use Family Finding</p> <ul style="list-style-type: none"> <li>➤ Identify users</li> <li>➤ Identify protocol</li> <li>➤ Referral process</li> <li>➤ Who has oversight</li> <li>➤ Establish prioritization for use of family finding.</li> <li>➤ Formalize and use accurate</li> <li>➤ Confidentiality</li> <li>➤ Consult with AOPC and DPW regarding statutory changes to permit family contact in all cases</li> <li>➤ Develop an in-house process for parental consent or court consent to engage family finding.</li> </ul>	<p>April 2009</p> <p>March 2009</p>	

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<p>#3 Dauphin County has a high number of children entering care who did not achieve reunification within 12 months. (Improve Permanency)</p>	<p>Children will achieve adoption within 24 months.</p>	<p>Identify children in care more than 15 months and propose a course of action to achieve permanency.</p>	<p>Review the child's goal to determine if it is appropriate.</p> <p>Identify services that have been provided in the order to achieve the approved goal.</p> <p>Identify any barriers to achieving the approved goal. Examples:</p> <ul style="list-style-type: none"> <li>➤ Child's needs (specifically level of care, mental health, behavioral, physical, etc.)</li> <li>➤ Parents' needs (specify)</li> <li>➤ Lack of services (specify)</li> <li>➤ Lack of release resources (adoption/SPLC/kin)</li> </ul> <p>Identify if the child is an appropriate candidate for family finding (if TPR) or additional SWAN services (child prep, child specific recruitment)</p>	<p>March 2009</p> <p>April 2009</p> <p>April 2009</p> <p>March 2009</p>	

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#3 Dauphin County has a high number of children entering care who did not achieve reunification within 12 months. (Improve Permanency)	Achieve permanent connections for older youth	<p>Less reliance on formal systems – fewer requests for assistance</p> <p>Kids employed and/or in educational programs and living independently</p> <p>Quarterly report from mentors</p>	<p>Engage in relationship with providers to recruit adult mentors</p> <p>Connect youth with church communities to establish informal supports</p> <p>Develop youth mentor program (older youth mentoring younger ones)</p> <p>Develop apprenticeships with trade unions</p> <p>Use Family Finding</p> <ul style="list-style-type: none"> <li>➤ Identify users</li> <li>➤ Identify protocol</li> <li>➤ Referral process</li> <li>➤ Who has oversight</li> <li>➤ Establish prioritization for use of family finding.</li> <li>➤ Formalize and use accurate</li> <li>➤ Confidentiality</li> <li>➤ Consult with AOPC and DPW regarding statutory changes to permit family contact in all cases</li> <li>➤ Develop an in-house process for parental consent or court consent to engage family finding.</li> </ul>	<p>January 2009</p> <p>March 2009</p> <p>June 2009</p> <p>June 2009</p> <p>March 2009</p>	

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#4 Dauphin County has a high number of children re-entering care within 12 months of reunification. (Reduce Re-Entry)	Reduce re-entry rates	2% reduction for CYS every six months (as per Hornby Zeller Data Package)	Analyze data to determine reasons for re-entry for CYS youth.	April 2009	
		5% reduction for JPO every six months (as per Hornby Zeller Data Package)	Analyze data to determine reasons for re-entry for JPO youth.	April 2009	
		25% fewer children re-enter placement	Lower intake assessments per worker per week	March 2009	
		Increased use of reunification services	Specialized focus for workers in intake	March 2009	
		Decreased placement costs	Increase the use of a closing FGC	March 2009	
		Fewer court petitions	Increased use of expedited conferences	March 2009	
			Increase frequency of visits prior to return home	January 2009 and ongoing	
			Develop aftercare services	June 2009	
			Trial home visits <ul style="list-style-type: none"> <li>➤ Define</li> <li>➤ Formalize</li> </ul>	February 2009	
	Enroll school age children in the TEN program after school	April 2009			

