

## County PIP Reduction Strategies and Action Steps document

County : Philadelphia

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### GOALS

1. Increase Safety
2. Reduce Reliance on Out of Home Care
3. Improve Permanency
4. Reduce Re-Entry

### STRATEGIES

1. Strategic decision-making

1. Hotline Guided Decision Making

3. Investigation process based on the safety model of practice

4. Safety Assessment Tool and Safety Model of Practice

6. Develop Concurrent planning strategy and timeframes for permanency

10. Broad data dissemination

2. Family group decision making (inclusive of concurrent planning)

2. Family Group Decision Making

3. Family finding

2. Family Group Decision Making

4. Service array

- 5. Alternative Response Services (ARS) program model and an In-Home Protective Services (IHPS) model
- 8. Develop targeted adoption strategies for older youth to increase adoptions
- 9. Eliminate the use of out-of-region placements
- 11. Implement performance-based management for Treatment Foster Care and Group Home Care

**5. Partnership with courts**

- 7 Expand collaboration with Family Court of Philadelphia to address barriers to permanence and timely delivery of services.

## Strategy 1: Hotline Guided Decision Making

Action Steps and timeline:

Implement a standardized series of questions in the hotline which are based upon safety assessment protocol. The series of questions will provide guidance in selecting the investigation response level.

<b><i>Initiative</i></b>	<b><i>Goal</i></b>	<b><i>Critical Partners</i></b>	<b><i>Milestones/ Target Completion Dates</i></b>	<b><i>DHS Lead:</i></b>	<b><i>Related Outcomes or Benchmark:</i></b>
Develop a series of questions asked to callers based upon the safety protocol which will guide the selection of response time for investigation	<b>Increase Safety</b>	DHS		Darlene Adams, Brian Clapier, Gary Williams	Accept only IHPS referrals that have safety concerns  Divert non safety cases to ARS

## Strategy 2: Family Group Decision Making

Action Steps and timeline:

Developed the Family Group Decision Making (FGDM) practice model to be used at key decision making points throughout the life of a case and started FGDM meetings.

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Achieve full implementation of Family Group Decision Making (FGDM) to increase family engagement and team decision-making.	<p>Increase Safety</p> <p>Reduce Reliance on Out of Home Care</p> <p>Improve Permanency</p> <p>Reduce Re-Entry</p>	<p>Contract Agency Partners, Courts, Advocates, Youth, Families</p>	<p>May 2008: First FGDM meeting held.</p> <p>October 2008, January 2009 &amp; March 2009: Additional regions trained and use model.</p>	Pamela Mayo	<p>Reduce the number of children placed.</p> <p>Increase the number of children reunified.</p> <p>Decrease the number of children who experience a placement disruption.</p>

### Strategy 3: Investigation process based on the safety model of practice

Action Steps and timeline:

<b>Initiative</b>	<b>Goal</b>	<b>Critical Partners</b>	<b>Milestones/ Target Completion Dates</b>	<b>DHS Lead:</b>	<b>Related Outcomes or Benchmark:</b>
<p>Re-engineer investigation process based on the safety model of practice. Implement structured case notes and CPS investigation guide.</p>	<p>Increase Safety</p> <p>Reduce Reliance on Out of Home Care</p> <p>Improve Permanency</p> <p>Reduce Re-Entry</p>	<p>DHS</p>	<p>June 2008: Pilot begins with three units.</p> <p>October 2008: Entire Intake division uses paper version.</p> <p>January 2009: Forms are converted to web-based version.</p>	<p>Brian Clapier, Gary Williams</p>	<p>Reduce the number of children placed in out-of-home care.</p> <p>Reduce the number of fatalities in families active with DHS.</p> <p>Reduce the number of families accepted for service with DHS.</p> <p>Eliminate the number of investigations open beyond statutory timeframes.</p>

## Strategy 4: Implementation of a Safety Assessment Tool and Safety Model of Practice

Action Steps and timeline:

Collaborated with the Pennsylvania Department of Public Welfare (DPW) to finalize a safety assessment tool used for children living in their own homes and used during the investigation process. Developed safety visit guidelines that workers use for all visits to children in placement until the DPW placement tool is issued.

Engaged in and continue to conduct extensive quality assurance and transfer of learning activities

<b>Initiative</b>	<b>Goal</b>	<b>Critical Partners</b>	<b>Milestones/ Target Completion Dates</b>	<b>DHS Lead:</b>	<b>Related Outcomes or Benchmark:</b>
Implement a Safety Assessment Tool and Safety Model of Practice to ensure that all services and interventions are focused on child safety. Conduct ongoing quality assurance and transfer of learning.	<p><b>Increase Safety</b></p> <p><b>Reduce Reliance on Out of Home Care</b></p> <p><b>Improve Permanency</b></p> <p><b>Reduce Re-Entry</b></p>	DHS, DPW	<p>February 2008: Intake staff starts using tool.</p> <p>May 2008: Quality Assurance and Transfer of Learning activities begin.</p> <p>August 2008: Staff training completed.</p> <p>October 2008: State placement safety tool issued. services.</p>	Brian Clapier	<p>Reduce the number of children who experience repeat maltreatment.</p> <p>Reduce the number of children placed in out-of-home care.</p> <p>Reduce the number of fatalities in families active with DHS.</p> <p>Reduce the number of families accepted for service with DHS.</p> <p>Increase the number of families who receive community-based February 2008: Staff training begins.</p>

**Strategy 5: Developed an Alternative Response Services (ARS) program model and an In-Home Protective Services (IHPS) model and released a Request for Proposals. ARS and IHPS services will commence in January 2009.**

Action Steps and timeline:

<b><i>Initiative</i></b>	<b><i>Goal</i></b>	<b><i>Critical Partners</i></b>	<b><i>Milestones/Target Completion Dates</i></b>	<b><i>DHS Lead:</i></b>	<b><i>Related Outcomes or Benchmark:</i></b>
Re-engineer investigation process based on the safety model of practice. Implement structured case notes and CPS investigation guide.	<p><b>Increase Safety</b></p> <p><b>Reduce Reliance on Out of Home Care</b></p> <p><b>Improve Permanency</b></p> <p><b>Reduce Re-Entry</b></p>	Action for Child Protection	<p>June 2008: Pilot begins with three units.</p> <p>October 2008: Entire Intake division uses paper version.</p> <p>January 2009: Forms are converted to web-based</p>	Brian Clapier, Gary Williams	<p>Reduce the number of children placed in out-of-home care.</p> <p>Reduce the number of fatalities in families active with DHS.</p> <p>Reduce the number of families accepted for service with DHS.</p> <p>Eliminate the number of investigations open beyond statutory timeframes.</p>

<p>Create a program to serve families who are not formally accepted for service to address specific, identified needs.</p>		<p>Action for Child Protection , Center for the Support of Families</p>	<p>version.  Spring 2008: Alternative Response Service Model designed.   July 2008: RFP issued.   October 2008: Contract agencies selected.   January 2009: Services commence.</p>	<p>Gary Williams</p>	<p>Reduce the number of families accepted for service with DHS.   Increase the number of families that receive community-based services.</p>
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**Strategy 6: Develop Concurrent planning strategy and timeframes for permanency**

Action Steps and timeline

<b>Initiative</b>	<b>Goal</b>	<b>Critical Partners</b>	<b>Milestones/Target Completion Dates</b>	<b>DHS Lead:</b>	<b>Related Outcomes or Benchmark:</b>
Utilize the Concurrent planning strategy to ensure that Permanency Goals are reached in a timely manner	<p><b>Reduce Reliance on Out of Home Care</b></p> <p><b>Improve Permanency</b></p> <p><b>Reduce Re-Entry</b></p>	<p><i>OCYF training, ABA training</i></p>	<p><i>Ongoing beginning Nov '08</i></p>		<p><i>Ensure that all staff have completed a series of concurrent planning training</i></p>

**Strategy 7: Expand collaboration with Family Court of Philadelphia to address barriers to permanence and timely delivery of services.**

Action Steps and timeline:

<b><i>Initiative</i></b>	<b><i>Goal</i></b>	<b><i>Critical Partners</i></b>	<b><i>Milestones/Target Completion Dates</i></b>	<b><i>DHS Lead:</i></b>	<b><i>Related Outcomes or Benchmark:</i></b>
Expand collaboration with Family Court of Philadelphia to address barriers to permanence and timely delivery of services.	<p>Increase Safety</p> <p>Reduce Reliance on Out of Home Care</p> <p>Improve Permanency</p> <p>Reduce Re-Entry</p>	Court, Probation, Law Department	<p>Ongoing: Monthly meetings are held and data shared.</p> <p>Ongoing: Recommendations issued and implemented.</p>	Dell Meriwether	<p>Identify performance issues in court</p> <p>Implement Recommendations to increase permanency through reunification, adoption and PLC.</p>
Re-establish Children's Roundtables to improve permanency outcomes		Court, Probation, Law Department	November 2008	Anne Marie Ambrose	Increase number of children who achieve permanency (reunification, adoption, permanent legal custodianship).

**Strategy 8 : Develop targeted adoption strategies for older youth to increase adoptions**

Action Steps and timeline:

<b><i>Initiative</i></b>	<b><i>Goal</i></b>	<b><i>Critical Partners</i></b>	<b><i>Milestones/Target Completion Dates</i></b>	<b><i>DHS Lead:</i></b>	<b><i>Related Outcomes or Benchmark:</i></b>
Develop targeted adoption strategies for older youth to increase adoptions (permanency) for older youth. Re-engineer adoption strategies (including infrastructure) and prioritize concurrent planning to increase permanency by adoption by ten percent.	<p><b>Improve Permanency</b></p> <p><b>Reduce Re-Entry</b></p>	Contract Agency Partners, National Adoption Center, Law Department, DPW	<p>November 2008: Strategies developed.</p> <p>December 2008: Strategies implemented.</p> <p>December 2008: Additional staff hired.</p> <p>December 2008: Adoption tracking database developed.</p>	Pamela Mayo, Vicki Haddy	Increase number of children who achieve permanency (reunification, adoption, permanent legal custodianship).

**Strategy 9: Eliminate the use of out-of-region placements**

Action Steps and timeline:

<b><i>Initiative</i></b>	<b><i>Goal</i></b>	<b><i>Critical Partners</i></b>	<b><i>Milestones/Target Completion Dates</i></b>	<b><i>DHS Lead:</i></b>	<b><i>Related Outcomes or Benchmark:</i></b>
<p>Decrease the use of out of state placements.</p> <p>Increase the identification and accessibility of provider within Pennsylvania</p>	<p>Increase Safety</p> <p>Improve Permanency</p> <p>Reduce Re-Entry</p>	<p><i>DHS, BHS, DPW</i></p>		<p>Timine Farlow</p>	<p>Manage the flow of out of state placements by teaming with BHS.</p> <p><i>Reduce the number of dependent and delinquent youth placed out of state</i></p>

**Strategy 10: Broad data dissemination**

Action Steps and timeline:

<b><i>Initiative</i></b>	<b><i>Goal</i></b>	<b><i>Critical Partners</i></b>	<b><i>Milestones/Target Completion Dates</i></b>	<b><i>DHS Lead:</i></b>	<b><i>Related Outcomes or Benchmark:</i></b>
<p>Establish processes to ensure broad data dissemination and utilization to improve outcomes.</p> <p>Expand internal monitoring of performance to pinpoint units with problematic practice and show success in achieving key indicators.</p>	<p>Increase Safety</p> <p>Reduce Reliance on Out of Home Care</p> <p>Improve Permanency</p> <p>Reduce Re-Entry</p>	<p>Jerry Lee Center/UPENN , Division of Accountability</p>	<p>September 2007: Strategy developed.</p> <p>November 2008: Additional DHS sections added to monitoring.</p> <p>December 2008: Data sharing with internal staff increased.</p>	<p>Dell Meriwether, Thomas Mudrick, Division of Accountability</p>	<p>Provide access to aggregate level data to managers and direct line staff</p> <p>Identify logically driven outcomes to achieve increased permanency (more and faster reunification/ adoption and PLC</p>

<p>Create a division of performance management which encompasses data management, quality assurance, and program evaluation.</p>			<p>November 2008: Division deputy hired and existing staff shifted to new division.</p>	<p>Dana Wilson</p>	<p>Benchmark: Division is created, with established roles and responsibilities as well as functions.</p>
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**Strategy: 11. Implement performance-based management for Treatment Foster Care and Group Home Care**

Action Steps and timeline:

<b><i>Initiative</i></b>	<b><i>Goal</i></b>	<b><i>Critical Partners</i></b>	<b><i>Milestones/Target Completion Dates</i></b>	<b><i>DHS Lead:</i></b>	<b><i>Related Outcomes or Benchmark:</i></b>
Implement performance-based management for Treatment Foster Care and Group Home Care to ensure that services are focused on permanency.	<p>Increase Safety</p> <p>Reduce Reliance on Out of Home Care</p> <p>Improve Permanency</p> <p>Reduce Re-Entry</p>	Contract Agency Partners, Advocates	<p>November 2008: Design and development begins.</p> <p>July 2009: PBC contracts for TFC issued.</p> <p>January 2010: PBC contracts for GHC issued.</p>	Joe Cronauer	<p>Increase number of children who achieve permanency (reunification, adoption, permanent legal custodianship).</p> <p>Increase number of children placed with siblings in out-of-home care.</p> <p>Increase number of children placed in out-of-care in close geographic proximity to their family of origin.</p>