

**Washington County
Minnesota Child and Family Service Review
Program Improvement Plan
May 24, 2012**

I. General Information

County/Tribal Agency: Washington County Community Social Services		Address: 14949 62 nd Street, Stillwater, Minnesota 55082 Telephone Number: 651-430-4146
Primary Person Responsible for PIP: Richard Backman		E-mail Address: Rick.Backman@co.washington.mn.us Telephone Number: 651-430-4146
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To be completed by DHS:	
Date of Agency/DHS PIP Meeting: 3/30/12	Date PIP Approved: 5/30/12
Due Dates for PIP Updates: Phase 1: <ul style="list-style-type: none"> • Update 1: July 15, 2012 (for April – June '12 activities) • Update 2: October 15, 2012 (for July – Sept '12) • Update 3: January 15, 2013 (for Oct – Dec '12) • Update 4: April 15, 2013 (for Jan – March '13) Phase 2: <ul style="list-style-type: none"> • Update 5: July 15, 2013 (for April – June '13) • Update 6: October 15, 2013 (for July – Sept '13) • Update 7: January 15, 2014 (for Oct – Dec '13) • Update 8: April 15, 2014 (for Jan – March '14) 	Date PIP Progress Reviews Received/Occurred: Phase 1: <ul style="list-style-type: none"> • • • • Phase 2: <ul style="list-style-type: none"> • • • •
PIP Completion Date:	

II. MnCFSR PIP Recommendations (as identified in the Exit Conference)

PIP RECOMMENDATIONS

Safety:

- Improve timeliness of initial contact with children in response to reports of child maltreatment
- Improve the consistency of ongoing risk and safety assessments for children

Permanency:

- Safely decrease the rate of foster care re-entry
- Improve foster care stability
- Improve timely adoptions for children
- Address barriers to achieving permanency for older youth and children in care for extended periods of time
- Improve relative search and placement practices

Well-being:

- Improve the consistency of locating and engaging fathers/non-resident parents
- Improve the frequency of caseworker visits with children
- Improve the consistency in completion of Children Mental Health screenings

*Washington County will address program improvement plan recommendations in two phases, over two years. PIP recommendations related to Safety, Well-being, relative search and placement practices will be addressed in year one of the PIP. The remaining PIP recommendations related to permanency will be addressed in year two of the county's PIP.

PIP Phase 1

Goal #1: Improve timely contact with children in response to maltreatment reports.						
Issues identified in the review: Less than required timely contact with children in response to maltreatment reports.						
Agency identified issues: Consistency in practice will be emphasized. Law enforcement requesting time to conduct their investigation without our intervention will continue to be a challenge.						
Baseline (Performance at the time of the review):						
<input checked="" type="checkbox"/> 2012 Case Review Data (if applicable to PIP development) Item 1: 77.8% (7/9) of cases rated as a Strength			<input checked="" type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development) Timeliness of Contact in Maltreatment Assessments & Investigations (Source: CW Data Dashboard)			
			Baseline		PIP Updates	
			Q3, '11	Q4, '11	Q1, '12	Q2, '12
			Q3, '12			Q4, '12
			SCE	86.2% (25/29)	58.6% (17/29)	
			NSCE-Inv	85.7% (18/21)	71.4% (10/14)	
			NSCE-FA	89.6% (60/67)	88.6% (62/70)	
Performance Goal/Method of Measurement:						
90% of children will have face-to-face contact within statutory timelines, using the MN CW Data Dashboard as the method of measurement.						
Action Steps (include persons responsible)			Date Completed		Updates	
a. Explore/review how track assignments are made. <ul style="list-style-type: none"> • Discussion with screeners regarding track assignment. Persons responsible: Don Pelton, Sarah Amundson • Continue to ensure investigators are available for substantial child endangerment 					1: 2: 3: 4:	

cases requiring contact within 24 hours. Person responsible: Don Pelton		
b. Pilot "Team" investigators. Cases will continue to be assigned to an individual investigator; however, primary investigator will be teamed with another investigator who could provide coverage/make the initial contact with the child if needed. Person responsible: Don Pelton		1: 2: 3: 4:
c. Procedure will be created for cases requiring face-to-face contact within 5 days, face-to-face contact will be made by day 3. Persons responsible: Don Pelton and Sarah Amundson		1: 2: 3: 4:
d. Supervisors will continue to monitor performance through review of SSIS "Time to Initial Contact with Victim" report. The expectation is all alleged victims will be seen regarding the alleged maltreatment within the family in 24 hours or the five day requirement. Persons responsible: Don Pelton and Sarah Amundson		1: 2: 3: 4:
e. Clarify time to contact coding in SSIS with Staff. Persons responsible: Don Pelton and Sarah Amundson	4/30/2012	

Goal #2: Improve relative search and placement practices.		
Issues identified in the review: Comprehensive searches for one side of the family but not the other; not renewed relative search efforts when children became free for adoption; accepting parents' representations regarding the availability or appropriateness of relatives without conducting an independent search or assessment		
Agency identified issues: The tools are in place. Consistency in practice will be emphasized.		
Baseline (Performance at the time of the review):		
<input checked="" type="checkbox"/> 2012 Case Review Data (if applicable to PIP development) Item 15: Relative placement • 66.7% (4/6) of cases were rated as a Strength	<input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)	
Performance Goal/Method of Measurement: Completion of action steps (a-c). Monitor item 15 in our Internal QA reviews over the next two years.	Performance Goal/Method of Measurement: NA	
Action Steps (include persons responsible)	Date Completed	Updates
a. Pilot relative search at EPC hearings. With a target goal of 6 completed cases by December 31, 2012. Person responsible: Lisa Hanson		1: 2: 3: 4:
b. Explore opportunities/options for resource unit staff to assist in conducting aspects of relative search by September 30, 2012. Person responsible: Suzanne Pollack.		1: 2: 3: 4:
c. Review and update relative search letters with the County Attorney's office to ensure practice stays current and relatives have an opportunity to be engaged in searches by August 31, 2012. Person responsible: Lisa Hanson		1: 2: 3: 4:

Goal #3: Improve the consistency of locating and engaging fathers/non-resident parents		
Issues identified in the review: Insufficient efforts to locate or contact non-resident parents		
Agency identified issues: The tools have been developed. Consistency in practice will be emphasized.		
Baseline (Performance at the time of the review):		
<input checked="" type="checkbox"/> 2012 Case Review Data (if applicable to PIP development) Item 17: Assessing needs and providing services <ul style="list-style-type: none"> 50% (6/12) of cases were rated as a Strength Item 18: Engagement in case planning <ul style="list-style-type: none"> 66.7% (8/12) of cases were rated as a Strength Item 20: Worker visits with parents <ul style="list-style-type: none"> 63.6% (7/11) of cases were rated as a Strength 	<input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)	
Performance Goal/Method of Measurement: Completion of Actions steps (a-e). Measures for Items 17, 18, and 20 will be reviewed during internal QA reviews.		Performance Goal/Method of Measurement: NA
Action Steps (include persons responsible)	Date Completed	Updates
a. Revisit/review resources available through child support <ul style="list-style-type: none"> Review Bulletin 12-75-01 Identify contact person for child support information (Linda Bixby, Division Manager). Person Responsible: Rick Backman 	5/01/2012	1: 2: 3: 4:
b. Provide staff education through supervisory consults/and modeling behavior. <ul style="list-style-type: none"> Coaching and tips for having a meaningful conversation about involving a non-resident parent with a resident parent. Coaching and tips for having a meaningful conversation with the non-resident parent. Persons responsible: Don Pelton, Sarah		1: 2: 3: 4:

<p>Amundson, Lisa Hanson, John Nalezny and Suzanne Pollack</p> <ul style="list-style-type: none"> The implementation and review of our non-resident parents' procedure and engaging relatives will be a Standing agenda item at the Monthly Child Supervisor's meeting. Persons responsible: Rick Backman, Lisa Hanson, Sarah Amundson, John Nalezny, Don Pelton and Suzanne Pollack 		
<p>c. A presentation to the Child Division regarding engaging non-resident parents in case planning will be provided to staff June 20, 2012. Persons responsible: Don Pelton and John Nalezny</p>	<p>Planned for Joint Unit Meeting 6/20/2012</p>	<p>1: 2: 3: 4:</p>
<p>d. Placement of a brochure rack in the Juvenile court rooms area with "Parents" and "Fathers" brochures will be requested. To be completed by July 31, 2012. Person responsible: Lisa Hanson</p>	<p>5/23/2012</p>	<p>1: Placed a supply also in the CG Service Center lobby 2: 3: 4:</p>
<p>e. Distribute Non-resident parent procedure to staff and have unit discussion on distributing flyers and having engagement discussion with custodial parent. Persons responsible: Don Pelton, Sarah Amundson, Lisa Hanson, John Nalezny and Katie Pape.</p>	<p>Planned for Joint Unit Meeting 6/20/2012</p>	<p>1: 2: 3: 4:</p>

Goal #4: Improve the frequency of face-to-face visits with children					
Issues identified in the review: Less than monthly contact with children in out-of-home placement, Gaps between caseworker visits; gaps at critical points in a case.					
Agency identified issues: Communication with supervisor prior to a failed visit so that other arrangements can be made if the worker can't fit it into their schedule will be emphasized with staff.					
Baseline (Performance at the time of the review):					
<input checked="" type="checkbox"/> 2012 Case Review Data (if applicable to PIP development) Item 4: Assessing risk and managing safety <ul style="list-style-type: none"> 58.3% (7/12) of cases rated as a Strength Item 19: Caseworker visits with children <ul style="list-style-type: none"> 58.3% (7/12) of cases rated as a Strength 			<input checked="" type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development) Monthly Caseworker Visits with Children in Out-of-Home Placement (Source: MN Child Welfare Data Dashboard)		
		Baseline		PIP Updates	
		Q3, '11	Q4, '11	Q1, '12	Q2, '12
		75.5% (83/110)	75.9% (82/108)		
Performance Goal/Method of Measurement:					
90% of all children in out-of-home placement will have a face-to-face visit with a caseworker each and every month they are in placement, using the MN CW Data Dashboard as the method of measurement.					
Action Steps (include persons responsible)		Date Completed	Updates		
a. Monthly reminder of children needing face to face contact will be communicated to the Children's Division staff by the 20 th of each month. Person responsible: Jerry Lukkonen		April 20, 2012 (and ongoing)	1: 2: 3: 4:		
b. Face to Face with every child every month message will be drafted and be communicated to staff regarding face to face contact by June 20, 2012. Person responsible: John Nalezny			1: 2: 3: 4:		
c. Every month each supervisor (or their			1:		

<p>designee) will generate the SSIS General Report "Monthly Visits with Children in Continuous Placement". Reports will be shared with staff and barriers to monthly contact will be discussed. Persons responsible: Sarah Amundson, Lisa Hanson and John Nalezny</p>		<p>2: 3: 4:</p>
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Goal #5: Complete children’s mental health screenings within 30 days of case management case opening		
Issues identified in the review: CMH screenings were not completed or not completed within 30 days of case opening Agency identified issues: Consistency in practice will be emphasized.		
Baseline (Performance at the time of the review):		
<input checked="" type="checkbox"/> 2012 Case Review Data (if applicable to PIP development) Item 23: Relative placement <ul style="list-style-type: none"> 58.3% (7/12) of cases were rated as a Strength 	<input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)	
Performance Goal/Method of Measurement: Completion of Action Step a. Monitor general report in SSIS on a quarterly basis.		Performance Goal/Method of Measurement:
Action Steps (include persons responsible)	Date Completed	Updates
a. Supervisors will attach appropriate CMH screening tool to hard file to remind staff to complete CMH screen. Persons responsible: Lisa Hanson, Sarah Amundson and John Nalezny.	May 1, 2012 and ongoing.	1: 2: 3: 4:

SYSTEMIC FACTOR

Goal #6: Develop, enhance, and/or maintain an internal process for the ongoing evaluation of child welfare practices and systems, leading to program improvements.

Current process/practice(s): We have an internal process for reviewing our practice. Which includes reviewing our practice of addressing Safety, Permanency and Well-Being items 1-23 in addition to monitoring data from the DHS dashboard and SSIS charting and analysis.

Barriers: Due to special projects and the state reviewing our practice every two years, our reviews have occurred less frequently than quarterly. Over the past two years we have reviewed our practice three (3) times a year for a total of six (6) reviews. Targeted reviews addressing ANI will be considered.

Action Steps (include persons responsible)	Date Completed	Updates
Establish and maintain a process that yields valid data:		
a. We will complete at least two more quality reviews for the year 2012. Responsible person: John Nalezny (and assigned staff).		1: 2: 3: 4:
b. We will complete at least three Quality Assurance reviews for the year 2013. Responsible person: John Nalezny (and assigned staff).		1: 2: 3: 4:
c. Data reports will continue to be pulled from SSIS charting and the DHS dashboard to coincide with our internal QA reviews. Person responsible: John Nalezny or designee(s)		1: 2: 3: 4:
Develop/implement a process for analyzing and learning from the data:		
d. After each internal QA review completed a summary report with action steps will be completed and sent to the Director, Division manager and DHS Quality Assurance consultant. Responsible person: John Nalezny		1: 2: 3: 4:
e. Supervisor and Manager to review pulled		1:

<p>reports mentioned above in 'c' and develop actions steps if appropriate. Responsible persons: John Nalezny and Rick Backman</p>		<p>2: 3: 4:</p>
<p>Use the data to effectively implement practice and system change:</p>		
<p>f. At least two subsequent action steps will be implemented to address identified ANI from our completed QA reviews starting July, 2012. Responsible persons: John Nalezny or designee(s).</p>		<p>1: 2: 3: 4:</p>
<p>g. At least one action step will be implemented based on data pulled from SSIS charting and the DHS dashboard. Responsible person: John Nalezny or designee.</p>		<p>1: 2: 3: 4:</p>

PIP Phase 2

Goal #7: Safely reduce foster care re-entry			
<p>Issues identified in the review: Short-term placement of children not in response to safety, but rather to parent/child conflict. Certain shelter placements (that may have been diverted from placement) of youth placed by law enforcement may not be significantly affected by this department.</p> <p>Agency identified issues: DHS staff and our Citizen Review Panel have been invited to join us in identifying, exploring and implementing new procedures to address how to safety reduce re-entry to less than 20%.</p>			
Baseline (Performance at the time of the review):			
<input type="checkbox"/> 2012 Case Review Data (if applicable to PIP development)		<input checked="" type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)	
Federal Measure C1.4 – Foster care re-entry			
Nat'l Standard		Washington Co Performance	
		2011	2012
9.9% ↓		28.8% (23/80)	2013
Performance Goal/Method of Measurement: NA		Performance Goal/Method of Measurement: Completion of Action steps (a-c) and Monitoring of action step (d).	
Action Steps (include persons responsible)	Date Completed	Updates	
a. Pilot offering FGDM and/or intensive in-home therapy to families of children experiencing first-time short-term emergency placements by June 2013. Persons responsible: John Nalezny and Suzanne Pollack.		5: 6: 7: 8:	
b. Review finding from CRP review of re-entry into foster care cases and implement at least one action step suggested by June 2013. Person responsible: John Nalezny		5: 6: 7: 8:	
c. Review six (6) re entry into foster care cases		5:	

<p>during a QA review by April 2013. Person responsible: John Nalezny</p>		<p>6: 7: 8:</p>
<p>d. Monitor SSIS charting report regarding re-entry to coincide with our QA review. Person Responsible: John Nalezny</p>		<p>5: 6: 7: 8:</p>

Goal #8: Increase foster care stability			
Issues identified in the review: Requests from parents and/or placement providers to move children because providers unable to meet children's special emotional/behavioral needs			
Agency identified issues: Provide support to foster parents in various ways to reduce unnecessary moves for children.			
Baseline (Performance at the time of the review):			
<input checked="" type="checkbox"/> 2012 Case Review Data (if applicable to PIP development) Item 6: Foster care stability <ul style="list-style-type: none"> 75% (6/8) cases were rated as a Strength 		<input checked="" type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development) Federal Measures C4.2 and C4.3	
	Nat'l Standard	Washington Co Performance	
		2011	2012
C4.2 (12-24 months)	65.4% ↑	TBA	
C4.3 (> 24 months)	41.8% ↑	TBA	
Performance Goal/Method of Measurement: Completion of action steps a. and b. and 85 to 90% of the cases reviewed internally have a goal of item 6 being rated as 'strength'.		Performance Goal/Method of Measurement:	
Action Steps (include persons responsible)	Date Completed	Updates	
a. Resource unit training for foster parents will be planned to address the importance of placement stability by November 2013 or sooner. Responsible person: Suzanne Pollack		5: 6: 7: 8:	
b. Provide therapeutic support to foster parents for emergency placements. This resource and action step will be piloted with 3 emergency placements by June 2013 or sooner. Responsible persons: Suzanne Pollack, John Nalezny and Don Pelton		5: 6: 7: 8:	

Goal #9: Increase timely adoptions		
Issues identified in the review: NA		
Agency identified issues: See below		
Baseline (Performance at the time of the review):		
<input type="checkbox"/> 2012 Case Review Data (if applicable to PIP development)	<input checked="" type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)	
Performance on Federal Measures:		
	Nat'l Standard	Washington Co Performance
		2011 2012 2013
C2.1	36.6% ↑	25% (2/8)
C2.2	27.3 ↓	29.25 months
C2.4	10.9% ↑	0% (0/15)
C2.5	53.% ↑	33.3% (2/6)
Performance Goal/Method of Measurement: NA		Performance Goal/Method of Measurement: Completion of Action Steps a and b. Monitor the above Federal Measures C2.1, C2.2, C2.3 and C2.5 in conjunction with our internal QA reviews.
Action Steps (include persons responsible)	Date Completed	Updates
a. Provide an overview of the adoption process (post TPR) to the Juvenile Operation Group (JOG) by March 31, 2013. Responsible person is Lisa Hanson.		5: 6: 7: 8:
b. Will attend legislative update training and any additional DHS sponsored training regarding the changes in adoption. Responsible person: Lisa Hanson		5: 6: 7: 8:

Goal #10: Address barriers to achieving permanency for older youth and children in foster care for extended periods of time				
Issues identified in the review: NA				
Agency identified issues: See below				
Baseline (Performance at the time of the review):				
<input type="checkbox"/> 2012 Case Review Data (if applicable to PIP development)		<input checked="" type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)		
	Nat'l Standard	Washington Co Performance		
		2011	2012	2013
C3.1	29.1% ↑	21.1% (4/19)		
C3.3	37.5% ↓	41.7% (5/12)		
Performance Goal/Method of Measurement: NA		Performance Goal/Method of Measurement: Completion of Action Step a and monitoring above National standards C3.1 and C3.3 in conjunction with our internal QA reviews.		
Action Steps (include persons responsible)		Date Completed	Updates	
a. Provide FG conferencing for five (5) youth, age 15 and older in out of home placement to address permanency options by March 31, 2013. Persons responsible: John Nalezny and Katie Pape.			5: 6: 7: 8:	