

**Winona County
Minnesota Child and Family Service Review**

Program Improvement Plan

I. General Information

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To be completed by DHS:	
Date of Agency/DHS PIP Meeting: 3/21/12 & 4/11/12	Date PIP Approved:
Due Dates for PIP Updates: <ul style="list-style-type: none"> • Update 1: July 15, 2012 (for April – June 2012) • Update 2: October 15, 2012 (for July – Sept. 2012) • Update 3: January 15, 2013 (for Oct – Dec. 2012) • Update 4: April 15, 2013 (for Jan. – March 2013) 	Date PIP Progress Reviews Received/Occurred: <ul style="list-style-type: none"> • • • •
PIP Completion Date:	

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

PIP RECOMMENDATIONS

Safety:

- Address barriers to timely contact with children in response to maltreatment reports (MnCFSR Item 1).
- Reduce repeat maltreatment
 - Assess and address training needs related to development of safety plans (MnCFSR Item 2)
 - Review agency policies for assigning reports of non-substantial child endangerment (MnCFSR Item 2).
- Improve consistency in practice related to assessing risk and managing safety, including:
 - Ensuring quality caseworker visits occur at a frequency consistent with conducting ongoing assessments of risk and safety (MnCFSR Items 4 and 19)
 - Assessing training needs related to developing safety plans sufficient for managing identified safety issues (MnCFSR Item 4)
 - Adequately assessing and addressing all identified risk and safety issues in situations where new reports are received on open cases (MnCFSR Item 4)
 - Assess training needs related to completion of SDM tools; request and access needed training through the Child Welfare Training System.

Permanency:

- Address factors that contribute to foster care re-entry, ensuring post-reunification plans are in place to support permanent reunification (MnCFSR Item 5; Federal Data Indicator C1.4).
- Address barriers to placement stability (MnCFSR Item 6, Federal Data Indicators C4.2 and C4.3).
- Ensure that frequent, quality visits occur between children in out-of-home placement and their parents and siblings placed separately. Require supervised visits only when necessary to ensure children's safety (MnCFSR Item 13).

Well-being:

- Ensure consistent efforts to assist parents in accessing needed services (MnCFSR Item 17).
- Address barriers to monthly caseworker visits with children in out-of-home placement (MnCFSR Items 4 and 19).

Systemic Factors:

- Access training and/or technical assistance specific to managing cases and opening workgroups in SSIS (Systemic factor: SSIS)
- Ensure agency staff will have adequate access to supervision that supports effective child welfare practice for achieving safety, permanency and well-being outcomes (Systemic factor: supervisor and social worker resources)
- Ensure that a process is in place for the ongoing evaluation of child welfare practices and systems, leading to program improvements (Systemic factor: Quality Assurance System).

Goal #1: Improve timely contact with children in response to maltreatment reports.

Issues identified in the review: Seeing some but not all children; early closure of investigation prior to seeing children; seeing children subsequent to adding new allegations to an already open investigation or assessment

Agency identified issues: staffing patterns/issues; parent refusing access to children; inaccurate identification and documentation of substantial child endangerment allegations; inaccurate documentation of contacts with children

Baseline (Performance at the time of the review):

2011 Case Review Data (if applicable to PIP development)

Item 1: 66.7% (4/6) of cases rated as a Strength

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	33% (1/3)	100% (2/2)				
NSCE-Inv	94.1% (16/17)	90.9% (10/11)				
NSCE-FA	83.6% (56/67)	85.1% (40/47)				

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. Child Protection Investigators/Family Assessors will meet with Supervisor to review requirements for seeing all alleged victims.		1: 2: 3: 4:
b. Supervisor will inquire about allowing staff to access social networks as a means of	5-11-12	1:

attempting to locate families.		2: 3: 4:
c. Screening/intake reviews the importance of obtaining as much up-to-date logistical information as possible to assist in locating families.		1: 2: 3: 4:
d. Review of state statues and screening criteria with staff to properly identify and document substantial vs. non-substantial maltreatment reports. Identify a screening member to review information entered by support staff into SSIS.	In process at daily screening of intakes.	1: 2: 3: 4:

Goal #2: Improve consistency in assessing risk and managing safety, and reduce repeat maltreatment

Issues identified in the review: Gaps in caseworker visits with children and/or infrequent visits with children in their residence; safety plans did not always sufficiently address identified risk and safety issues; risks identified in new report received on an already open case were not sufficiently addressed; inaccuracies in completing Structured Decision Making (SDM) tools

Agency identified issues:

Baseline (Performance at the time of the review):

<input checked="" type="checkbox"/> 2011 Case Review Data (if applicable to PIP development) Item 2: Repeat Maltreatment <ul style="list-style-type: none"> 60% (3/5) of cases were rated as a Strength Item 4: Assessing Risk and Managing Safety <ul style="list-style-type: none"> 37.5% (3/8) of cases were rated as a Strength 	<input checked="" type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development) Federal Data Indicator Safety 2			
	Nat'l Standard		Winona County Performance	
		2010 (Baseline)	2011 (Baseline)	2012 (Update)
	94.6% ↑	78.6% (11/14)	82.5% (33/40)	

Performance Goal/Method of Measurement:
 80% of cases will be rated as a strength (as measured through the agency's internal case review process).

Performance Goal/Method of Measurement:
 The agency will meet the national standard as measured by the Charting and Analysis report for Safety Indicator 2.

Action Steps (include persons responsible)	Date Completed	Updates
a. Maltreatment reports will be viewed more closely to determine if Family Assessments will be a more appropriate response. A meeting was held with FI/FA staff to review this process.	4-13-12	1: 2: 3: 4:
b. Child Protection Staff will attend Signs of Safety training along with other similar training to stay current on safety planning and assessing risk, special attention will be given to chemical use. Several staff has already attended signs of safety training.		1: 2: 3: 4:

<p>c. Staff will attend SDM trainings as offered by the MN Child Welfare System.</p>		<p>1: 2: 3: 4:</p>
<p>d. Supervisor and child protection staff will develop a more formal framework for consultation on cases to help identify risk and safety issues. There has been discussion already on using the model used for Triple P's.</p>		<p>1: 2: 3: 4:</p>
<p>e. All maltreatment reports received that already have an open case will be properly screened and addressed. If appropriate, the report will be investigated or assessed according to statute /criteria guidelines. On-going workers are invited into screening teams on reports that involve their clients.</p>		<p>1: 2: 3: 4:</p>
<p>f. A new full time Social Worker position has been posted. Intake will become a specialized position.</p>		<p>1: Interviews tentatively scheduled for June 21, 2012 2: 3: 4:</p>

Goal #3: Safely reduce foster care re-entry

Issues identified in the review: Lack of transition planning; no post-reunification plan in place; lack of caseworker visits

Agency identified issues:

Baseline (Performance at the time of the review):					
<input checked="" type="checkbox"/> 2011 Case Review Data (if applicable to PIP development) Item 5: Foster care re-entry <ul style="list-style-type: none"> 50% (1/2) cases rated as a Strength 	<input checked="" type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development) Federal Measure C1.4 – Foster care re-entry	Winona Co Performance			
		Nat'l Standard	2010 (Baseline)	2011 (Baseline)	2012 (Update)
		9.9% ↓	22.9% (11/48)	52.9% (18/34)	

Performance Goal/Method of Measurement:
 90% of cases will be rated as a strength (as measured by the agency's internal review process).

Performance Goal/Method of Measurement:
 Foster care re-entry will be reduced to 22%. As measured by the Charting and Analysis report for Federal Measure C1.4.

Action Steps (include persons responsible)	Date Completed	Updates
a. Weekly staff meeting with Supervisor and ongoing caseworker will review the completion and yet to complete face to face contacts with children in their living environment.	Weekly meetings	1: 2: 3: 4:
b. Supervisor and CP staff will develop a formal process to consult on "pre-reunification" planning. Placing Social Worker will also utilize Family Group Decision Making as for reunification and post reunification planning.		1: 2: 3: 4:
c. Child and Families Unit, the Department of Corrections, and Court Administration will continue to participate in monthly permanency/out of home placement meetings.		1: 2: 3:

Additional consultation will focus on Corrections re-entry clients and what transition/in-home services may benefit the family to avoid re-entry into placement. These meetings occur monthly.

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Goal #4: Increase foster care stability

Issues identified in the review: Moves after short periods of time;

Agency identified issues:

Baseline (Performance at the time of the review):

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| <input checked="" type="checkbox"/> 2011 Case Review Data (if applicable to PIP development)
Item 6: Foster care stability <ul style="list-style-type: none"> • 60% (3/5) cases were rated as a Strength | <input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)
Federal Measures C4.2 and C4.3 |
|--|---|

	Nat'l Standard	Winona County Performance		
		2010 (Baseline)	2011 (Baseline)	2012 (Update)
C4.2 (12-24 months)	65.4% ↑	**	**	
C4.3 (> 24 months)	41.8% ↑	**	**	

<p>Performance Goal/Method of Measurement: 80% of cases will be rated as a strength (as measured by the agency's internal case review process).</p>	<p>Performance Goal/Method of Measurement: **To be determined.</p>
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Action Steps (include persons responsible)	Date Completed	Updates
a. If at all possible, the placing Social Worker will consult with a child's family to identify needs and consult with the Licensing Worker, prior to placement, regarding best possible match between foster parents and child(ren).		1: 2: 3: 4:
b. If at all possible, foster parents will have a "pre-placement" visit with the child(ren.) If appropriate, parents may also participate in the pre-visit		1: 2: 3: 4:

<p>c. Social Worker will continue to support and review the need for additional supports for the foster parents and child(ren), and offer supports when indicated/needed. Social Worker will review the support needs issue on a monthly basis or more often as needed.</p>		<p>1: 2: 3: 4:</p>
<p>d. The agency will review sample “foster care reporting” forms and implement the use of a form as soon as possible. This measure was discussed and approved by administration on 5-17-12.</p>		<p>1: 2: 3: 4:</p>

Goal #5: Children in out-of-home placement will have frequent, quality visits with their parents and siblings placed in separate foster homes/facilities		
Issues identified in the review: Supervised visits required with no clearly identified safety issue; limited agency involvement in facilitating visits between siblings placed separately; infrequent visits between parents and a child placed outside of the county		
Agency identified issues:		
Baseline (Performance at the time of the review):		
<input checked="" type="checkbox"/> Case Review Data (if applicable to PIP development) Item 13 (Visiting with parents and siblings) • 40% (2/5) of cases were rated as a Strength	<input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)	
Performance Goal/Method of Measurement: 80% of cases will be rated as a strength (as measured by the agency's internal case review process).	Performance Goal/Method of Measurement: NA	
Action Steps (include persons responsible)	Date Completed	Updates
a. During weekly case consultation meetings, the issue of visitation will be discussed. Specifically, appropriateness of supervised vs unsupervised visits, when to cease supervised visits, etc.		1: 2: 3: 4:
b. Social Worker will promote at least weekly contact between siblings placed separately, including developing "sibling visitation plans". The primary form of contact will be face to face. However, if separated siblings are placed a substantial distance apart, weekly phone contact will be arranged with effort given to face to face contact as often as reasonably possible.		1: 2: 3: 4:
c. Social Worker will assist in removing barriers to		1:

<p>visitation by identifying and offering resources to promote visitation. Contracted supervised visitation services will continue to be utilized. Gas cards and volunteer drivers are additional resources available to assist families with visitation.</p>		<p>2: 3: 4:</p>
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Goal #6: Consistent efforts will be made to assist parents in accessing services		
Issues identified in the review: Limited assistance from the agency to reduce barriers and assist parents in accomplishing identified tasks		
Agency identified issues:		
Baseline (Performance at the time of the review):		
<input checked="" type="checkbox"/> 2011 Case Review Data (if applicable to PIP development) Item 17 (Needs and Services): • 62.5% (5/8) of cases were rated as a Strength	<input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)	
Performance Goal/Method of Measurement: 90% of cases will be rated as a strength as measured by the agency's internal case review process.	Performance Goal/Method of Measurement: NA	
Action Steps (include persons responsible)	Date Completed	Updates
a. If needed, Case Worker will lend more direct assistance to clients when making referrals for services. Worker will make telephone calls, arrange for transportation, assist with paperwork, etc... Needed assistance will come from direct request from client or if no action has been taken by the client within an identified period of time.		1: 2: 3: 4:
b. Supervisor will review arrangements for client services with the Case Worker at weekly case worker staff meetings.		1: 2: 3: 4:
c. Case planning conferences and Parallel Protection Process meeting will continue to be utilized as a way to engage clients/families.		1: 2: 3: 4:

Goal #7: Improve the frequency and quality of face-to-face visits with children in out-of-home placement.

Issues identified in the review: Less than monthly contact with children in out-of-home placement; some significant gaps

Agency identified issues:

Baseline (Performance at the time of the review):

2011 Case Review Data (if applicable to PIP development)

Item 4 (Assessing risk and managing safety):

- 37.5% (3/8) of cases rated as a Strength

Item 19 (Caseworker visits with children):

- 62.5% (5/8) of cases rated as a Strength

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, 2011	Q4, 2011	Q1, 2012	Q2, 2012	Q3, 2012	Q4, 2012
43.6% (24/55)	56.1% (32/57)				

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. A permanent supervisor is now available to oversee and monitor staff performance. Supervisor will review the Data Dashboard as well as addressing requirement of monthly contacts with case workers at weekly staff meetings.	April 30th	1: 2: 3: 4:
b. Previous Supervisor discussed requirements and expectations regarding monthly caseworker visits. Strategies were developed to better manage and comply with face to face contact requirements. Additional training through the MN Child Welfare System is also available to Case Workers to keep current on best practice		1: 2: 3: 4:

and statute requirements.		
c. New Supervisor and Director will discuss the requirement for monthly face-to-face contacts with children in placement.		1: 2: 3: 4:
d. Placements will be tracked, reports run monthly and reviewed by the Supervisor and caseworkers (including the SSIS general report: Monthly Caseworker Visits with Children in Continuous Placement), and percentages of face to face contacts will be separated by Human Service and DOC placements.		1: 2: 3: 4:

SYSTEMIC FACTOR

Goal #8: Access training and/or technical assistance specific to managing cases and opening workgroups in SSIS

Issues identified in the review: In one case, an Adoption/Guardianship workgroup had been open for more than two years; however, parental rights were not terminated, and the youth was not free for adoption; In two cases, child protection workgroups were opened with no maltreatment allegations, assessments or investigations that preceded the workgroup opening; In one case, a child welfare workgroup was opened when a case was transferred to the agency from another county for child protection services

Agency identified issues:

Action Steps (include persons responsible)	Date Completed	Updates
a. Met with SSIS Mentor to ask for input on SSIS improvement recommendations. Supervisor will review and implement appropriate improvements strategies.	5-8-12	1: 2: 3: 4:
b. New Supervisor will assess staff needs and require SSIS refresher training for CP staff where indicated.	5-9-12	1: 2: 3: 4:
c. Mentor to provide periodic SSIS intake training sessions. Intake duties will be a more specialized function of the agency.		1: 2: 3: 4:
d. SSIS Mentors will be communicating with other Counties in regards to questions pertaining to practice and procedures.		1: 2: 3: 4:

SYSTEMIC FACTOR

Goal #9: Ensure staff have adequate access to supervision that supports effective child welfare practice for achieving safety, permanency and well-being outcomes

Issues identified in the review: Vacancies in all administrative positions providing oversight to child welfare cases, and significant loss of front line staff

Agency identified issues:

Action Steps (include persons responsible)	Date Completed	Updates
a. A new director was hired and has begun employment at the agency.	3-19-12	1: 2: 3: 4:
b. A new permanent supervisor has been hired.	4-30-12	1: 2: 3: 4:
c. Child Protection Staff has met with the County Administrator to better identify department needs and discuss process improvements.	Jan. – Feb. 2012	1: 2: 3: 4:
d. A new full time Social Worker position will be posted in the very near future. In all likelihood it will be posted the first week of May 2012. Intake will become a specialized position and this new, full time position will be posted along with the child protection position.	Positions are currently posted	1: 2: 3: 4:

SYSTEMIC FACTOR

Goal #10: 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): Quality reviews

Barriers: Time constraints for thorough review of cases.

Action Steps (include persons responsible)	Date Completed	Updates
Establish and maintain a process that yields valid data:		
a. Quality Assurance reviews will resume. Support staff member is in the process of scheduling reviews. CP staff has had a discussion and all agree that the QA process needs to revert back to the initial process which allowed for very thorough reviews of cases. Between 6-8 cases will be reviewed per quarter.		1: First review completed on 5-23-12 2: 3: 4:
b. Weekly staff meetings for on-going child protection Social Workers will include a framework for conducting case reviews. The new supervisor has already developed a framework for weekly cp on-going case reviews.	May 11, 2012	1: 2: 3: 4:
Develop/implement a process for analyzing and learning from the data:		
c. The agency supervisor or (designee) will generate SSIS and Charting and Analysis reports to monitor performance areas addressed in PIP, including: SSIS General Reports (monthly), <ul style="list-style-type: none"> • Monthly contacts with children in continuous placement. Charting and Analysis Report (semi-annually): <ul style="list-style-type: none"> • Federal Measure C1.4 (re-entry) 		1: 2: 3: 4:
d. Results of case reviews will be discussed during		1:

unit staff meeting to identify common strengths and barriers.		2: 3: 4:
Use the data to effectively implement practice and system change:		
e. Data reports will be shared with staff during unit meetings to identify common strengths and barrier, and utilized during individual consults to review completion instruments and discuss practice.		1: 2: 3: 4:
f. Following the identification of strengths and barriers agency staff will develop strategies for improving and maintaining quality performance.		1: 2: 3: 4: