

**Crow Wing County/Tribe  
Minnesota Child and Family Service Review**

**Program Improvement Plan**

**I. General Information**

<b>County/Tribal Agency:</b> Crow Wing		<b>Address:</b> Box 686, Brainerd, MN 56401	
		<b>Telephone Number:</b> 218-824-1140	
<b>Primary Person Responsible for PIP:</b> Lynda Erickson		<b>E-mail Address:</b> Lynda.Erickson@crowwing.us	
		<b>Telephone Number:</b> 218-824-1187	
<b>DHS Quality Assurance Contact:</b> Steve Johnson		<b>E-mail Address:</b> steve.h.johnson@state.mn.us	
		<b>Telephone Number:</b> 651-230-2532	

<b>To be completed by DHS:</b>	
<b>Date of Agency/DHS PIP Meeting: September 28, 2012</b>	<b>Date PIP Approved: July 17, 2013</b>
<b>Due Dates for PIP Updates:</b> <ul style="list-style-type: none"> <li>• Update 1: 7/1/13 through 9/30/13 (PIP update due 10/15/13)</li> <li>• Update 2: 10/1/13 through 12/31/13 (PIP update due 1/15/14)</li> <li>• Update 3: 1/1/14 through 3/31/14 (PIP update due 4/15/14)</li> <li>• Update 4: 4/1/14 through 6/30/14 (PIP update due 7/15/14)</li> </ul>	<b>Date PIP Progress Reviews Received/Occurred:</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
<b>PIP Completion Date:</b> 7/15/14	



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

### PIP RECOMMENDATIONS

#### Safety

- Assessing and Addressing Risk and Safety
- Safely Preventing Entry and Re-entry into Foster Care

#### Permanency

- Ensure sufficient inquiries are conducted to determine eligibility for membership in an Indian tribe

#### Well-Being

- Ensure frequency and quality of caseworker visits with children is sufficient for assessing risk, safety and overall needs
  - Including ensure caseworker visits occur each and every month for children living in foster care
- Ensure Educational and Mental/Behavioral Health Needs are Assessed and Addressed

#### Systemic Factors

- Enhance existing Quality Assurance practices to monitor and measure Program Improvement Plan goal achievement

<b>Goal #1:</b> Ensure risk assessments are adequately assessed and identified safety issues are addressed.		
<b>Barriers identified in the review:</b> New reports received on already open cases were not always formally screened <b>Agency identified barriers:</b>		
<b>Baseline (Performance at the time of the review):</b>		
<input checked="" type="checkbox"/> 2012 Case Review Data 33% of the cases in Item 4 received Strength ratings <ul style="list-style-type: none"> <li>Item 4: Assessing risk and managing safety – 33% (3/9) of the cases were rated as Strength</li> </ul>	<input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)	
<b>Performance Goal/Method of Measurement:</b> All children in the client family will be seen during visits.		<b>Performance Goal/Method of Measurement:</b> Child Maltreatment Screening Timeliness(General Report Monthly) Monthly Contacts with Children in Continuous Placement(General Report monthly)Client Contact Report(General Report monthly)
<b>Action Steps (include persons responsible)</b>	<b>Date Completed</b>	<b>Updates</b>
New reports received on already open cases will be formally screened by screening team and documented in SSIS by intake worker. Expectations for follow up will be clarified and communicated to assigned staff.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>
Clarify agency expectations around social worker visits. Visits will be completed by case managers at least each month and SSIS Reports will be run monthly to monitor performance. Frequency of visits will be determined by the level of safety and risk concerns present in the family.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>
During every visit case managers will review safety, relationship and service needs. Case notes will identify that the assessment occurred and the results. Share handouts from Caseworker Visit		<b>1:</b> <b>2:</b> <b>3:</b>

VPC with staff and discuss at a scheduled Unit Meeting.		<b>4:</b>
All case managers will attend a case worker visit training/in-service in 2013 done by the CWC administrative staff.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>

**Goal #2:** Safely prevent entry and re-entry into out-of-home placement

**Issues identified in the review:** Crow Wing County children enter foster care at 2 times the statewide rate (ref: 2011 MN Child Welfare Report) Re-entry rate of children who are discharged from care and re-enter within 12 months is similar to overall State Performance.

**Agency identified issues:**

**Baseline (Performance at the time of the review):**

<input type="checkbox"/> 2012 Case Review Data (if applicable to PIP development) <ul style="list-style-type: none"> <li>Item 5: Foster care re-entry – 50% (2/4) cases were rated as a Strength</li> </ul>	<input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)								
<b>County Performance on Federal Data Indicators:</b>									
	<table border="1"> <thead> <tr> <th></th> <th>Nat'l Standard</th> <th>2011 (Baseline)</th> <th>2012 (Update)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">C1.4</td> <td style="text-align: center;">9.9%</td> <td style="text-align: center;">20% (13/65)</td> <td style="text-align: center;">30.8% (20/65)</td> </tr> </tbody> </table>		Nat'l Standard	2011 (Baseline)	2012 (Update)	C1.4	9.9%	20% (13/65)	30.8% (20/65)
	Nat'l Standard	2011 (Baseline)	2012 (Update)						
C1.4	9.9%	20% (13/65)	30.8% (20/65)						

**Performance Goal/Method of Measurement:**  
Re-entry rate will be reduced from 20% to 15%. MN Child Welfare Data Dashboard and Federal Measure C1.4 will be the method of measurement. Reports will be run quarterly.

Action Steps (include persons responsible)	Date Completed	Updates
Utilize Trial Home Visits (THV) when returning children to their home. Have face to face contact with child and provider every week during THV.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>

<p>Supervisors attend Quarterly VPC training in February 2013 regarding re-entry and share results with staff and key stakeholders.</p>		<p><b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b></p>
<p>Utilize the new Family Preservation Coordinator position to enhance Family Preservation efforts by evaluating, improving and supporting:</p> <ul style="list-style-type: none"> <li>Restorative Justice Family Circles</li> <li>Families First type in-home services</li> <li>Respite</li> <li>Parent Works</li> </ul> <p>Develop strategy to safely reduce placement entries; inquire of potential family safety plan to be implemented that could include social worker contacts, arrange services to address needs.</p>		<p><b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b></p>
<p>Engage in dialogue with counties with significantly lower placement rates. In addition, review all cases with children who re-enter placement and identify any themes or patterns and engage stakeholders in improvement strategies.</p>		<p><b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b></p>

<b>Goal #3:</b> Ensure sufficient inquiries are conducted to determine eligibility for membership in an Indian tribe		
<b>Barriers identified in the review:</b> In some cases it was unclear as to whether a sufficient inquiry had been made		
<b>Agency identified barriers:</b>		
<b>Baseline (Performance at the time of the review):</b>		
<input type="checkbox"/> 2012 Case Review Data <ul style="list-style-type: none"> <li>Item 14: Preserving Connections – 33% (2/6) of the cases were rated as a Strength</li> </ul>		<input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)
<b>Performance Goal/Method of Measurement:</b> Indian tribe membership documentation will be 100%. Supervisory review will be the method of measurement.		<b>Performance Goal/Method of Measurement:</b>
<b>Action Steps (include persons responsible)</b>	<b>Date Completed</b>	<b>Updates</b>
Intake worker will inquire about Indian heritage		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>
Case transfer checklist will include ICWA question. Ongoing worker will also inquire about American Indian Heritage.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>
CP Assessment summaries will document query regarding Indian heritage. In addition, Facilitate a discussion regarding Tribal/County Strength/Gaps. DHS will provide the technical assistance for the facilitated conversation/discussion on ICWA practice.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>

<b>Goal #4:</b> Improve the frequency and quality of caseworker face-to-face visits with children in foster care and living in the family home.					
<b>Barriers identified in the review:</b> Less than monthly contact with children in out-of-home placement; seeing some but not all children in the family; lack of visits with children in their residence.					
<b>Agency identified barriers:</b> Consistent with the above. It should be noted that at times the geographical distance creates a significant challenge to making monthly face to face contact.					
<b>Baseline (Performance at the time of the review):</b>					
<input type="checkbox"/> Case Review Data (33% of the cases were rated as a Strength for Item 19) <ul style="list-style-type: none"> <li>Item 19: Caseworker visits with children – 33% (3/9) of the cases were rated as a strength</li> </ul>			<input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development) <p>Monthly Caseworker Visits with Children in Out-of-Home Placement (Source: MN Child Welfare Data Dashboard)</p>		
<b>Baseline</b>		<b>PIP Updates</b>			
Q4 2012	Q1 2013	Q 2 2013	Q3 2013	Q4 2013	Q1 2014
73.7%	74.7%				
812/ 1102	760/ 1017				
<b>Performance Goal/Method of Measurement:</b>					
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 <a href="#">CW Data Dashboard</a> as the method of measurement.					
<b>Action Steps (include persons responsible)</b>		<b>Date Completed</b>	<b>Updates</b>		
Explore external worker options and courtesy case management options to ensure monthly face to face contacts.			<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>		
All child protection case managers will have as part of their 2013 performance plan, a training regarding monthly visits with children and parents			<b>1:</b> <b>2:</b>		

to ensure the frequency and quality of visits are tailored to client needs.		<b>3:</b> <b>4:</b>
<b>This goal will also be added to our “Managing For Results” initiative at Crow Wing County to ensure that it is a priority. Data will be pulled quarterly from the Child Welfare Data Dashboard and reviewed with staff.</b>		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>



**Goal #5:** Ensure Educational and Mental/Behavioral Health Needs are Assessed and Addressed.

**Barriers identified in the review:** Educational needs were not adequately addressed; children’s mental health screening tools were not completed as required; inconsistent oversight of psychotropic medications; delay in arranging needed mental health services for a child

**Agency identified barriers:** We have very limited access to child psychiatrists which can result in longer than desirable periods between medication reviews.

**Baseline (Performance at the time of the review):**

- |                                                                                                                                                                                                                                                                                                       |                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Case Review Data <ul style="list-style-type: none"> <li>• Item 21: Educational needs of children-71.4% (5/7) of the cases were rated as strength.</li> <li>• Item 23: Mental/behavioral health needs of children-44.4% (4/9) of the cases were rated as strength.</li> </ul> | <input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|

**Performance Goal/Method of Measurement:**

95% of all children will have their educational and mental/behavioral health needs assessed and addressed appropriately and timely.

<b>Action Steps (include persons responsible)</b>	<b>Date Completed</b>	<b>Updates</b>
Create a uniform check list for case managers to be used at the time of opening of the case, to ensure mental health, education, medical and etc. needs are addressed.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>
Review psychotropic medications at least quarterly for all children, including those in placement with parents, children, and alternative caregivers and prescribing medical professionals.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>
All case managers will attend an annual training on psychotropic medications done by a local mental health provider.		<b>1:</b> <b>2:</b> <b>3:</b>

		<b>4:</b>
Share expectation to ensure mental health screening is complete on all cases. On a quarterly basis, run Children Mental Health Screening Report and share with staff.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>

**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):** Case consultations with Supervisors occur monthly.

**Barriers:** Supervisor/Worker ratio is high.

<b>Action Steps (include persons responsible)</b>	<b>Date Completed</b>	<b>Updates</b>
<b>Establish and maintain a process that yields valid data:</b>		
<p>Complete metrics for Managing for Results Supervisors (or designee) will utilize SSIS Charting &amp; Analysis and General Reports that correspond to specific PIP strategies:</p> <ul style="list-style-type: none"> <li>■ Federal Data Indicators (Charting &amp; Analysis) (quarterly)</li> <li>■ Child Welfare Data Dashboard quarterly</li> <li>■ Child Maltreatment Screening Timeliness (General report) (monthly)</li> <li>■ Monthly Contacts with Children in Continuous Placement (General report) (monthly)</li> <li>■ CMH Screening Exemption Report (General report) (quarterly)</li> </ul>		<p><b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b></p>
<p>Complete performance plans in “Trakstar” (a web-based performance review software) and review with each staff member in January 2013. These plans will include leading indicators for the child welfare goals set by DHS.</p>		<p><b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b></p>
<b>Develop/implement a process for analyzing and learning from the data:</b>		
<p>Invite DHS for a Data Dialogue (Nan Beman presentation)</p>		<p><b>1:</b></p>

		<b>2:</b> <b>3:</b> <b>4:</b>
Review SSIS reports with staff at quarterly performance update and unit meetings. Share information from internal case reviews and analysis of SSIS reports with staff and stakeholder on a quarterly basis as a means of communicating performance results and giving opportunity to potential solutions and clarify expectations and/or provide guidance.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>
<b>Use the data to effectively implement practice and system change:</b>		
Use SSIS data to measure progress		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>
Analyze progress with CPT and CJI.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>