



# CONCERN

---

Hope. Opportunity. Change.

## **Achievement of Agency Goals**

**2010-2011  
Fiscal Year**

**TO:** All Employees & Foster Parents

**FROM:** Glenn J. Hillegass

**DATE:** August 26, 2011

**SUBJECT:** Achievement of Agency Goals for FY2010-2011

Enclosed, please find our Achievement of Agency Goals Report for Fiscal Year July 1, 2010 through June 30, 2011. I'd like to convey my congratulations to each of the strategic planning committees, as well as my personal appreciation for everyone's efforts in achieving these goals which contribute significantly in helping us accomplish our challenging work with children, youth, and families.

Please take the time to review these goals and the efforts made by so many to help achieve them.

GJH/jez

attachment

# CORPORATE STRATEGIC PLANNING COMMITTEE

## Fiscal Year 2010-2011

**Committee Chair:** Mike Korenich

1. **Long-Term Goal** – CONCERN's business model will be defined by a purposeful research and development process.

### Annual Goals

1. CONCERN will actively participate in the process of influencing the legislative and regulatory environment that impacts the agency and our delivery of services in Pennsylvania and Maryland, including compiling complete resource family email lists and developing staff competency in issue advocacy.

Lead Responsibility: Corporate Team and Development Director  
Projected Completion: June 30, 2011

**1st Quarter Report:** A template letter was developed to assist staff and foster families in writing letters to legislators in support of a timely and appropriate state budget for Pennsylvania. A letter was drafted by CONCERN's Board of Directors and submitted to PA DPW to voice concerns about the status of activity related to Title IV-E. The Development Director continues to try to work with sites in building our list of resource family email addresses; there is progress, but this continues to be a challenge.

**2nd Quarter Report:** Letters of congratulations and introduction were mailed after the November elections to state legislators representing districts in which CONCERN has a presence. These went to both newly-elected and re-elected legislators. The Development Department continues to take opportunities to collect additional resource family and staff email addresses. Art Silverman has provided guidance to individual offices regarding establishing or developing relationships with local legislators.

**3rd Quarter Report:** State budget proposals for FY2012 are released during this quarter, with budget negotiations and finalization of budgets being an activity primarily of the next quarter. During this quarter, CONCERN has made efforts in Pennsylvania and Maryland to establish relationships with newly-elected legislators and to make our budget positions known to them. Maryland staff has taken the lead with other MARFY agencies to visit legislators during this quarter to discuss budget issues. In Pennsylvania, the focus has been to join with PCCYFS in advancing regulatory reform (Act 30) and support for maintaining dollars in the Governor's budget for DPW.

**4th Quarter Report:** During the fourth quarter, CONCERN was active in a number of advocacy efforts. Corporate staff attended two Children's Services Policy Days sponsored by PCCYFS and regularly participated in monthly, statewide conference calls with PA OCYF leadership. Our Maryland Office leadership was active in numerous MARFY advocacy efforts, and our Maryland Director is on the Board of the Treatment Foster Care Coalition. CONCERN staff was active in efforts to stop increased power to the PA DPW through amendments to Act 101, but these efforts failed. CONCERN staff also attended

regional legislative breakfasts in April and May, dialoguing in person with legislators and legislative staff around issues affecting our clients and our organization. CONCERN has not been very successful in meeting the goal of compiling a complete foster family email directory that could be used to help inform and mobilize advocacy efforts. **We will need to continue this effort in the year ahead by directing Development to contact sites on a periodic basis and present updates at Regional Directors' meetings.**

2. CONCERN will contract with an outside consultant to develop a plan for electronic archiving of agency files and integrate that plan with agency operations and the FY2012 business planning process.

Lead Responsibility:           Technology Committee  
Projected Completion:       January 31, 2011

**1st Quarter Report:** An additional potential vendor of this service presented a plan for meeting this need. At this point, our intention will be to ask LANtek to present a plan, with the understanding that they would not be the vendor that we would use to implement the plan. The goal of this approach is to avoid any conflict of interest in selecting a plan vendor.

**2nd Quarter Report:** We have received additional responses from Verizon Wireless and Records Management and Archiving. We will make a decision about any electronic archiving strategy by the end of January, 2011 (per the goal), so that the cost of this plan could be considered in our FY2011-2012 budget.

**3rd Quarter Report:** After reviewing three proposals and considering available budget for this project, it was decided that CONCERN would target our Maryland Regional Office for a pilot project to electronically archive all files of discharged clients. Maryland regulations require that client files be maintained "indefinitely", and so our file storage requirements in Maryland are a serious long-term challenge. We have budgeted \$5,000 in FY2012 for this pilot project.

**Year End Report:** This goal was completed in Quarter 3. The project will be implemented in the first half of FY2012.

2. **Long-Term Goal** – CONCERN will establish a written Quality Assurance program for each CONCERN service.

### **Annual Goal**

1. The Quality Assurance Committee will develop a written internal audit        procedure for CONCERN foster care client and foster parent files.

Lead Responsibility:           Quality Assurance Committee  
Projected Completion:       June 30, 2011

**1st Quarter Report:** The Quality Assurance Administrator has completed client file audits in every foster care and residential site except for Maryland. As the Maryland requirements are different, a separate audit template is being developed. The next step will be an audit template for the foster parent files.

**2nd Quarter Report:** The plan for a separate internal audit template for Maryland has been reviewed and is being reconsidered. We might revert to using existing materials (without a Maryland version) to achieve this goal. Work on the foster family file template will commence in the second half of the fiscal year. As a side note, the EPSDT tracking program (an essential requirement for both PA and MD) will be completed and rolled out in January, 2011.

**3rd Quarter Report:** The second round of site client file audits was completed by QA Administrator Ginny Ysa. One result of this is that the client file audit process is being adjusted. A written report/summary for each site is being produced. The EPSDT data base has been expanded and renamed "Health Information Data Base" and it will be activated when the Medical Services Coordinator returns to the office. The foster parent file audit template is still targeted for Quarter 4 of FY2011.

**Year End Report:** The Health Information Data Base has been completed. It will not be activated for agency-wide use until after training is completed. The anticipated date for this is August 1, 2011. The Foster Parent File Audit template has not been completed. The Quality Assurance Administrator will complete this project by the end of the first quarter of FY2011 (September 30, 2011).

- 3. Long-Term Goal – CONCERN** will identify a formal mentoring process which can be employed agency-wide for the purposes of staff development and succession planning.

#### **Annual Goal**

No annual goal identified for this fiscal year, but the long-term goal is still seen as valuable to future planning.

**Implementation of this goal remains on hold.**

- 4. Long-Term Goal – CONCERN** will develop a process for evaluating and optimizing the support provided to the agency by the Corporate Office.

#### **Annual Goals**

1. The Corporate Team will develop and implement a written action plan in response to the Corporate Support of Sites report of 2010.

Lead Responsibility: Corporate Team  
Projected Completion: December 31, 2010

**1st Quarter Report:** A written action plan in response to the Corporate Support of Sites report was approved by the Corporate Planning Committee in July, 2010. Some of the steps have been completed, while others are in process. It is the responsibility of the Corporate Strategic Planning Committee to regularly review progress toward the completion of the action plan. An update to the agency will be developed and distributed after the next review is concluded – we are trying to be certain that staff agency-wide are aware of our response to their feedback.

**2nd Quarter Report:** The action plan was developed as above and has all but been completed. The CSS workgroup (Ginny Ysa, Mary Beth Hughes, and Mike Korenich) will produce the communication to the broader agency about the results of the action plan.

**3rd Quarter Report:** The action plan was reviewed periodically by the Corporate Management Group, and was shared with employees at a Corporate office meeting in January. The action plan was published in the Agency Daily Report in March as an agency-wide update.

**Year End Report:** The action plan resulting from the 2010 survey has been completed. The results will be compared with the responses to the 2011 Corporate Support of Sites Survey in order to measure improvement.

2. A corporate work group will develop a revised version of the Corporate Support of Sites questionnaire for use in the third quarter of FY2011.

Lead Responsibility: Corporate Support of Sites Work Group  
Projected Completion: December 31, 2010

**1st Quarter Report:** Mary Beth Hughes, Ginny Ysa, and Mike Korenich have comprised the work group for this goal. Two meetings have been held thus far. The revised version of the questionnaire (in 2011) will include a revision of last year's items, a focus on strengths and weaknesses, and the addition of a process to solicit feedback from Corporate staff about Corporate support.

**2nd Quarter Report:** The CSS workgroup has been working on the 2011 version of the questionnaire, including the version for soliciting input from Corporate staff. The 2011 questionnaire will be distributed on March 14, 2011 and is to be returned by April 15, 2011, to give sites enough time to meet and develop written responses.

**3rd Quarter Report:** The 2011 version of the CSS questionnaire was distributed to sites, including CCS program sites, in March. A separate Corporate version of the CSS was developed by the workgroup and will be distributed to Corporate staff in April.

**Year End Report:** The Corporate Support of Sites Survey workgroup has tabulated the results of the 2011 surveys (site and Corporate versions), and also has created a summary of written comments so that these could be used to assess responses, using a "strengths and needs" approach. A new action plan has been drafted and will be presented to Corporate leadership for review and approval. Future versions of the Corporate Support of Sites Survey will be distributed annually in March-April of the year, and this will be followed by a review and an action plan. With this in place going forward, this goal has been successfully completed.

# CONCERN COUNSELING SERVICES STRATEGIC PLANNING COMMITTEE

## Fiscal Year 2010-2011

**Committee Chair:** Linda Messner

**Corporate Consultant:** Paul Rieger

- 1. Long-Term Goal:** CONCERN will insure that the internal processes within Counseling Services are running effectively and efficiently as possible

### Annual Goals

1. CONCERN will implement a workgroup of Counseling Services supervisors and directors in order to address internal processes and individual program structures.

Lead Responsibility: Director of Behavioral Health Services

Projected Completion: December 31, 2010

**1st Quarter Report:** CONCERN supervisors and directors have implemented a Work Group that is addressing internal processes and program structure. This group is currently addressing issues that relate to the Behavioral Health Rehabilitation Services programs that exist in each of our counseling sites. Members of this work group have also been involved and instrumental in the implementation of CONCERN's web-based training for CONCERN Counseling staff members.

**2nd Quarter Report:** The Work Group continues to address issues that relate to the Behavioral Health Rehabilitation Services Programs, specifically, meeting a targeted minimum percentage of delivered services per case. Protocols and procedures for staff and supervisors are being rolled out in January, 2011. Other areas that this Work Group is addressing include the Credible Behavioral Health Software configuration of medical records and the implementation of the CCS reorganization. The implementation of the Work Group has been completed. The subsequent reports for this fiscal year will include updates on topics and progress of the Work Group.

**3rd Quarter Report:** The major focus during the Third Quarter is the implementation of the Credible software for CONCERN's Counseling Services Programs. The progress on this project continues to move at an acceptable pace and the go-live date is May 1, 2011. There has been extensive work done by the Workgroup, members of the Business Office, and various members of each CCS site to insure the success of this project.

The CCS reorganization was implemented during this quarter. Terry Drake was announced as the North Central Region Director and Linda Messner as the Eastern Region Director.

**Year End Report:** Supervisors and Directors in CONCERN Counseling Services addressed the following operational issues during the 2010-2011 Fiscal Year: web-based training for CONCERN Counseling staff members, targeted productivity goals in the

Behavioral Health Rehabilitation Services Program, the development and implementation of the CREDIBLE Behavioral Health Software, and the CCS reorganization. The CCS reorganization was completed and implemented during the first quarter of 2011. As of May 1, 2011, the CREDIBLE software for CONCERN Counseling Services program has been implemented. This software provides full electronic medical records and billing services for all of CONCERN Counseling Services. The productivity in Behavioral Health Rehabilitation Services will be further defined in a new goal for fiscal year 2011-2012.

CONCERN will document all operations for the new programs in Counseling Services. These programs are the Summer Therapeutic Activities Program, the Partial Hospitalization Program and the Telephone Crisis Program.

Lead Responsibility: Director of Community-Based Services, Wellsboro  
Administrative Manager, Selected Staff  
Projected Completion: December 31, 2010

**1st Quarter Report:** The Summer Therapeutic Activities Program which ran this last summer and the Partial Hospitalization Program which recently completed its annual licensing inspection from the Department of Public Welfare are both in the process of having their operations and procedures documented. The Telephone Crisis Program, along with the newly-licensed Mobile and Walk-In Crisis Programs in Bradford County will be addressed next.

**2nd Quarter Report:** Operational Procedures have been documented for the Summer Therapeutic Activities Programs and the Partial Hospitalization Program. Procedures for the Telephone, Mobile and Walk-In Crisis Programs are being documented by the Wellsboro Office. The Projected Completion Date of this goal will be changed to March 15, 2011.

**3rd Quarter Report:** Procedures for the Telephone Crisis Program have been documented. The Mobile and Walk-In Crisis Program continue to be in an initial implementation stage and the procedures for these programs will be updated as necessary.

**Year End Report:** During the fiscal year 2010-2011, operations for all the new counseling services programs have been documented. This includes the Summer Therapeutic Activities Program, Partial Hospitalization Program, Telephone Crisis Program, as well as the Mobile and Walk-In Crisis Program. In addition, CONCERN has developed a Telepsychiatry Service and operationalized the CREDIBLE software Program.

- 2. Long-Term Goal Statement –** CONCERN Counseling will provide a continuum of quality mental health services that meet the needs of the communities that we serve.

### **Annual Goal**

1. CONCERN will implement the Community Residential Rehabilitation (CRR) model in the Wellsboro and Northeast Regional offices.

Lead Responsibility: Director of Behavioral Health, CRR Supervisor,  
Director of Community-Based Services/Wellsboro,  
Northeast Regional Director

Projected Completion: December 31, 2010

**1st Quarter Report:** The CRR Program in the Wellsboro Office is being operationalized. Currently there are seven families in the approval process which are being dually licensed as CRR and Treatment Foster Care homes. It is anticipated that the program will be open for referrals during the second quarter of the 2010-2011 fiscal year.

The CRR Program in the Northeast Regional Office has completed the licensing process and has currently applied for billing. It is waiting to receive certification from the State so that they can open this program for referrals. There have been eight families identified which have begun the approval process. All of these families are currently CONCERN foster families. Staff is being interviewed and hired for the program. It is anticipated that this program will also open for referrals during the second quarter of 2010-2011.

**2nd Quarter Report:** The CRR Program in the Wellsboro Office continues to work on approving families. The CRR Program in the Northeast Regional Office is licensed with the Department of Public Welfare and credentialed with Community Care Behavioral Health for the Counties of Luzerne, Susquehanna, Wyoming and Lackawanna. There have been five foster homes which have been converted to CRR Host Homes. There are two staff members in place to initiate the program and there are several referrals being assessed.

**3rd Quarter Report:** The CRR Program in the Northeast Regional Office opened for referrals beginning in January, 2011. Currently there are 3 placements in the program. A fourth placement will be admitted in mid-April and there are several other referrals pending. The CRR Program in the Wellsboro Office is developing a Quarterly Action Plan to work on approving families. This is also occurring in the Wyomissing and Northeast Regional Office CRR Programs.

**Year End Report:** The CONCERN Community Residential Rehabilitation Programs have been implemented in both the Wellsboro and Northeast Regional Offices. Both sites are licensed programs for 14 CRR beds. The Northeast Office has placed a total of 8 children in this program. The Wellsboro Program has approved several CRR host homes and is anticipating their first placement in early fiscal year 2011-2012.

2. CONCERN will document and implement research-based programming for autistic youth in both the Behavioral Health Rehabilitation Services and Summer Therapeutic Activities Program.

Lead Responsibility: Director of Community-Based Services/Wellsboro,  
TSS Supervisor, Susquehanna Valley Regional  
Office, Selected Workgroup

Projected Completion: March 15, 2011

**1st Quarter Report:** CONCERN is currently gathering information on research programming for autistic youth. There were several tools utilized during this year's Summer Therapeutic Activities Program that are being evaluated for continued use.

**2nd Quarter Report:** There has been no activity on this goal during the Second Quarter.

**3rd Quarter Report:** CONCERN is preparing for the 2011 Summer Therapeutic Activities Programs in Wellsboro and Lewisburg. Enhancements to the treatment that the autistic youth receive in this program are being evaluated and program descriptions will be adjusted accordingly. CONCERN Counseling will also be exploring with Community Care Behavioral Health the need for a CRR Program specialized for autistic youth.

**Year End Report:** CONCERN Counseling has enhanced the autism programming in the Counseling Services Programs during this fiscal year. There was an increase in the volume of autistic spectrum youth admitted to the Behavioral Health Rehabilitation Services programs, the Summer Therapeutic Activities Programs, as well as the Community Residential Rehabilitation Host Home Program. CONCERN Counseling has also explored with Community Care Behavioral Health the possibility of providing more specific treatment to this population in these programs. This goal will be further defined and reframed for fiscal year 2011-2012.

**3. Long-Term Goal Statement – CONCERN Counseling Services will develop private funded programs.**

**Annual Goals**

1. CONCERN will develop a comprehensive guide to the private insurances currently accepted by Counseling Services.

Lead Responsibility: Administrative Manager, Director of Community-Based Services/Greater Berks

Projected Completion: December 31, 2010

**1st Quarter Report:** The Administrative Manager for CONCERN Counseling Services has developed a comprehensive guide to private insurances currently accepted by the Counseling Services Program. This guide will be helpful as CONCERN Counseling Services is in the process of implementing a webbased computer system that will include billing, scheduling and electronic medical records.

**2nd Quarter Report:** This goal was completed during the first quarter and no subsequent reports will follow.

**3rd Quarter Report:** This goal was completed during the first quarter.

**Year End Report:** The Administrative Manager for CONCERN Counseling Services has developed a comprehensive guide to private insurances currently accepted by Counseling Services Program. This guide will be helpful as CONCERN Counseling is in the process of implementing the CREDIBLE Behavioral Health Medical Records System.

4. **Long-Term Goal Statement:** CONCERN Counseling Services will develop meaningful relationships with county, state and private agencies.

**Annual Goals**

1. Concern will implement the relationship planning matrix at each CONCERN Counseling site.

Lead Responsibility: Director of Community-Based Services, Greater Berks and Wellsboro Director of Outpatient Programs, and Clinical Supervisors, Lehigh Valley and Susquehanna Valley  
Projected Completion: December 31, 2010

**1st Quarter Report:** CONCERN Counseling sites will report on their implementation of the relationship planning matrix during the second quarter of fiscal year 2010-2011.

**2nd Quarter Report:** CONCERN Counseling sites reported on the relationship planning matrix for the period 7/1/10 to 12/31/10. The completed matrixes will be forwarded to the Director of Administration.

**3rd Quarter Report:** No activity during this quarter.

**Year End Report:** CONCERN Counseling sites report on the relationship planning matrix on a bi-annual basis. Each CONCERN Counseling site submits the report to the Director of Behavioral Health Services.

# DEVELOPMENT, FUNDRAISING, MARKETING, AND PUBLIC POLICY

## Fiscal Year 2010-11

**Committee Chair:** Art Silverman

**Corporate Consultant:** Mike Korenich

1. **Long Term Goal** - CONCERN will initiate specific programs to enhance marketing, volunteer involvement, regionally based fundraising, and participation in public policy activities.

### Annual Goals

1. CONCERN sites will explore and based upon findings implement new fundraising programs and/or better utilize existing programs to enhance fundraising goals at the agency. Programs including, but not limited to, Amazon.com, GoodSearch, Cartridges for Kids, supermarket programs, etc. will be considered.

**Lead Responsibility:** Fundraising, Marketing, and Public Policy Workgroup and selected agency members including staff and foster parents

**Projected Completion:** December 31, 2010

**1st Quarter Report:** This portion of the goal has yet to be completed.

**2nd Quarter Report:** The Development Department will continue promoting the programs we have in place through our newsletters, appeal letters, e-mail blasts, the ADR, and through site visits. These methods of promotion include articles, display type ads, and flyers. The group was also asked to consider organizations that may wish to donate to the Cartridges for Kids program like Penske Corporation currently does. The group was also asked to consider any other promotional ideas as well as any other fundraising programs and to forward suggestions to Art prior to the next meeting.

**3rd Quarter Report:** This goal has been completed with the above process in place as well as distributing promotional materials to the sites to solicit areas companies to assist our fundraising programs.

**Year-end Report:** This goal has been completed.

2. CONCERN will seek to enhance employee giving to include personal giving as well as develop a plan for furthering CONCERN's name recognition in the community with community outreach efforts.

### *Employee Giving*

**Lead Responsibility:** Site Directors and Development Department

**Projected Completion:** September 30, 2010

**1st Quarter Report:** plan to accomplish this phase of the goal includes suggestions of:

- having the Development Director address staff at his scheduled site visits;

- creating a DVD presentation about employee giving using not just words, but images of how past dollars have been spent (e.g., photos from site summer picnics, holiday parties, etc.) that can be used in-between Development Director's visits and for use at site staff meetings;
- regular posts on Facebook;
- have a healthy competition among sites in terms of amount of dollars raised;
- include in the new hire process (was once included, but eliminated to reduce paperwork burden);
- Development Department to issue "welcome" to all new staff with employee giving information included;
- periodic e-mail blasts to staff and include periodically on the Agency Daily Report.

In order to make progress with this goal, the group felt that staff should continue to feel appreciated by supervisors for their efforts. This appreciation would lead to a more pleasant and productive work environment and a satisfied employee. In turn, these good feelings have a better chance of translating into donations to CONCERN.

**2nd Quarter Report:** This goal has been completed with the group agreeing to the following steps that would recognize CONCERN as a charity, building a fund balance, and creating both affiliations and friendly competition among sites.

- Art Silverman will continue to address staff meetings at our sites at least once per year to promote employee giving.
- Development Department will create a promotional flier that sites can use to promote the program.
- Try to use the annual "Open Enrollment" period as another time to promote employee giving.
- Develop a script and timetable for an occasional promotional e-mail blast.
- Our goal will be to aim for 100% participation among full-time employees.

**3rd Quarter Report:** This goal has been completed with the above steps in place.

**Year End Report:** This goal has been completed.

#### *Community Outreach*

Lead Responsibility: Fundraising, Marketing, and Public Policy Workgroup and selected agency members including staff and foster parents  
 Projected Completion: December 31, 2010

**1st Quarter Report:** This portion of the goal has yet to be completed.

**2nd Quarter Report:** The question of whether there may be any liability ramifications regarding CONCERN staff forming teams at charity events such as Relay for Life still exists, so Sandee Burns has been consulted and she will speak with our insurance agents about this matter. The group also felt that protocols need to be set for these types of activities. Once the liability issue is resolved, Art Silverman will draft a set of protocols for the group to review.

**3rd Quarter Report:** This goal has been completed with the creation of the "Community Outreach Protocols" and a revision to the CONCERN Photo/Video Release Form to include recordings as well as writing in plainer English, thus making the form more user

friendly.

**Year End Report:** This goal has been completed.

3. CONCERN will better promote ourselves as a charity from within our individual sites by making each service site more “CONCERN/charity/child friendly” by enhancing the appearance in the public areas in each of our sites.

Lead Responsibility: Site Directors and Development Department

Projected Completion: December 31, 2010

**1<sup>st</sup> Quarter Report:** This goal has yet to be completed.

**2<sup>nd</sup> Quarter Report:** This goal has been presented at both Regional and Residential Directors meetings. Individual sites have already posted photos, artwork, awards, etc. and have begun to create the appearance this goal suggests. However, to ensure completion of this goal, it was suggested that service site supervisors, Mary Beth Hughes, Paul Rieger, and Kevin Stichter, oversee the completion of this effort. Art Silverman will discuss with these individuals.

**3<sup>rd</sup> Quarter Report:** This goal has been completed. Mary Beth Hughes, Paul Rieger, and Kevin Stichter will continue to oversee the completion of this effort and the Development Department has provided fresh public relations materials and display holders for site reception areas.

**Year End Report:** This goal has been completed.

4. CONCERN will explore the feasibility of offering CONCERN related merchandise on-line for both public relations and as a means of promoting contributions.

Lead Responsibility: Fundraising, Marketing, and Public Policy Workgroup and Development Department

Projected Completion: September 30, 2010

**1<sup>st</sup> Quarter Report:** To minimize CONCERN involvement in terms of time and resources as well as the potential of paying sales tax and unrelated business income tax, the most efficient way to accomplish this goal is to have a third party administer the program. In this case, we have consulted with TSI Zone, our promotional products vendor, and they have a program in place that meets the needs of nonprofits by offering logoed clothing (e.g., polo shirts, sweatshirts, hoodies, long-sleeved oxford shirts, etc.) with a direct link from our website to their website. If any orders are placed, they will handle all aspects of the sale, including customer service, and potential returns. They would send us a check on a periodic basis with any “profits” from the sales.

We have also inquired with Zettlemyer Digital Impressions to provide with us “hard goods” (e.g., paperweights, mugs, etc.). Zettlemyer Digital Impressions would be able to provide us with both custom items as well as having a no minimum quantity order policy. In addition, Zettlemyer Digital Impressions is willing to sell CONCERN products such as children’s note cards and greeting cards through their website. Finally, by

utilizing a resource such as Zettleoyer Digital Impressions, we do not have to pay the average monthly fees of between \$20 and \$60 to host our own on-line store.

**2<sup>nd</sup> Quarter Report:** After reviewing comments and suggestions from the Corporate Management Group, it was decided not to pursue on-line sales of CONCERN merchandise. The questions asked to the group was whether consumers, including donors, would wear CONCERN logoed merchandise and would it be cost effective to pursue such a strategy? The answer was not likely, but it was decided that CONCERN logoed merchandise could still be available internally for staff and foster parents on an on-demand order basis. This approach would meet our goal of not having any financial burden or excess inventory.

Art Silverman will develop a brief survey to gauge the interest of staff and foster parents with staff receiving by e-mail and foster parents receiving along with their monthly stubs. It was also suggested that CONCERN note cards be available on our website since they have universal appeal and could serve as another public relations tool. This will be discussed with the Corporate Management Group.

**3<sup>rd</sup> Quarter Report:** This goal has been completed. A sales flyer/brochure was produced by the Development Department and will be sent to staff via an e-mail blast and foster parents will receive their copy via a *Matters of CONCERN* insert.

**Year End Report:** This goal has been completed.

# FOSTER CARE AND ADOPTION STRATEGIC PLANNING COMMITTEE

## Fiscal Year 2010-2011

**Committee Co-Chairs:** Cindy O'Neil and Diane Devlin

**Corporate Consultant:** Mary Beth Hughes

1. **Long Term Goal** - CONCERN will strive for a standard of excellence in placement services, working to become a provider of choice for placing agencies.

### Annual Goals

1. CONCERN will adopt a strengths based approach in working with children and their families; staff and resource families will be trained to implement the approach.

Lead Responsibility: Selected Workgroup/Training Administrator/Regional Directors/  
Adoption Supervisor

Projected Completion: June 30, 2011

**1st Quarter Report:** The workgroup developed an information sheet on the principles of the strengths based perspective which was presented at each regional office's staff meeting to assess knowledge and experience with this approach. An assessment form has been developed to gather information about the strengths and needs in specific categories; this form will be completed by each regional office.

**2nd Quarter Report:** The workgroup is working with the Development Director and the Director of Administration to possibly convene a conference in the fall of 2011 on the strengths based perspective for professional staff within and outside of the agency. The workgroup is also reviewing agency documents, e.g. Individual Service Plan for the purpose of incorporating strengths based language. Other training resources are also being explored for staff and resource families as enrichment trainings.

**3rd Quarter Report:** The workgroup in collaboration with the Development Director and the Director of Administration have confirmed our plan to convene a conference on November 15, 2011 at Alvernia University in Reading, Pennsylvania. The presenter will be Dr. Terri Pease and the title of the conference is *Building a Strengths-Based Culture: A Framework for Agency Practice*. The workgroup will serve as the conference committee. The Development Director will pursue sponsorships and other funding. The workgroup has also organized day long training at two locations (Fleetwood and Williamsport area) with June Fisher from the Child Welfare Training Center for caseworkers, case managers, permanency specialists and supervisors. The topic of this training is *Strengths Based/ Solution Focused Practice*.

The workgroup has made recommended changes to the *Individual Service Plan* outline to include more strengths based language and they are currently working on the *Family Profile* outline.

**4th Quarter Report:** Two, day long trainings occurred on June 2, 2011 and

June 29, 2011 with June Fisher from the Child Welfare Training Center on the topic: Strengths Based/Solution Focused Practice.

The workgroup continues to collaborate with the Development Director to plan the November 15, 2011 training at Alvernia University. Sponsorship packets will be mailed by July 15, 2011. A mailing list is being developed. Electronic and hard copy invitations will be mailed by August 26, 2011.

The workgroup has nearly completed modifications to the Family Profile outline to include strengths based language.

**Year End Report:** This goal has not been completed and will be rolled over to the next fiscal year goals.

2. CONCERN will complete an analysis of placement services critiquing strengths, weaknesses, obstacles and threats and modify business practices according to the outcomes of the analysis.

Lead Responsibility: Selected Workgroup/Regional Directors  
Projected Completion: December 30, 2010

**1st Quarter Report:** Each regional office is in the process of completing a SWOT analysis for their site based on input from staff and resource families.

**2nd Quarter Report:** All regional offices have completed their SWOT analysis. These analyses will be reviewed for general themes during the third quarter.

**3rd Quarter Report:** The regional directors will review each SWOT analysis and discuss general themes at the May regional director meeting.

**Year End Report:** The SWOT analysis discussion has been completed. The conclusions drawn from this project will be used in business planning and strategic planning in FY 2012-2013.

2. **Long Term Goal** - CONCERN will improve safety, permanency, and well being outcomes for children and youth in our care.

### **Annual Goals**

1. CONCERN will partner with referring counties to find innovative ways to assess, monitor and increase safety, stability and well-being for children and youth while placed in out of home care.

Lead Responsibility: Regional Directors  
Projected Completion: June 30, 2011

**1st Quarter Report:** The regional directors agreed to address this goal at which time Pennsylvania counties initiate the *Out of Home Safety Assessment* model statewide.

**2nd Quarter Report:** Statewide training on the *Out of Home Safety Assessment* model

is scheduled for January and February 2011 at the various training centers. Supervisory staff from each Pennsylvania office will attend with the expectation that they will train their staff prior to implementation in July 2011.

**3rd Quarter Report:** "Safety Leads" have been identified for each Pennsylvania regional office and they have received the training necessary to train casework staff on the Out of Home Safety Assessment tool. These trainings will take place in May and June with the expectation that county agencies will begin implementation on July 1, 2011. Modifications to our safety assessment document will be made prior to implementation of the model.

**4th Quarter Report:** "Safety Leads" provided training on the Out of Home Safety Assessment tool in each regional office. Modifications were made to placement reports and CONCERN's Safety Assessment document. "Safety Leads" met on June 29, 2011 in preparation to begin implementation of the Out of Home Safety Assessment process on July 1, 2011.

**Year End Report:** This goal has been completed

2. CONCERN will offer enrichment trainings to prepare resource families for working with specialized populations thus increasing placements and decreasing placement disruptions.

Lead Responsibility: Training Administrator/Selected Workgroup/Adoption Supervisor

Projected Completion: June 30, 2011

**1st Quarter Report:** The workgroup obtained statistics from the database regarding the types of referrals that are rejected by each site and the types of behaviors/issues that most frequently cause placement disruptions. Based on this information the group has decided to focus on researching enrichment training resources for the following behaviors/issues: accommodating medical disabilities, sexual behaviors/issues/history, mother/baby and aggressive/defiant behaviors. The Development Department has applied for a grant to assist with purchasing materials on these topics. SVRO received a grant to purchase training materials from Boy's Town press geared to assisting foster parents deal with aggressive/defiant behaviors. These materials were shared with all regional sites.

**2nd Quarter Report:** The workgroup continues to work with the Development Director to secure grant monies for the purpose of purchasing training materials that will focus on the aforementioned behaviors/issues. This group also met with the Medical Services Coordinator regarding additional training opportunities for families interested in working with children with medical disabilities. Setting up a community training through the local community college will be explored.

**3rd Quarter Report:** The workgroup continues to work with the Development Director to secure monies for the purpose of purchasing training materials that will focus on the aforementioned behaviors/issues. The Development Director is currently seeking a grant from Colonial Oaks Foundation.

**4th Quarter Report:** On June 22, 2011 training materials were purchased for foster

parent training on the topics: sexual behaviors/issues/history, aggressive and/or defiant behavior and working with children with disabilities/health issues. These topics were identified as the most critical areas for which training was needed in order to increase placements and decrease disruptions. The cost of the training materials will be shared by regional offices as grant monies could not be secured.

**Year End Report:** This goal has not been completed and will be rolled over to next fiscal year goals.

3. CONCERN will develop a mediation training to enhance staff and resource families' skills in handling difficult behaviors.

Lead Responsibility: Training Administrator/Selected Workgroup/Regional Directors  
Projected Completion: June 30, 2011

**1st Quarter Report:** The workgroup is in the process of reviewing a copy of a Basic Mediation Training Manual from Good Shepherd. The group is also researching other resources on this topic.

**2nd Quarter Report:** The Basic Mediation Training Manual from Good Shepherd has been posted on the shared drive and the group is reviewing this manual. The workgroup is also searching for other mediation training materials.

**3rd Quarter Report:** The workgroup is in the process of developing a training curriculum for CONCERN staff based on the information reviewed from Good Shepherd.

**4th Quarter Report:** The workgroup is developing a mediation training curriculum for CONCERN staff and foster parents. A first draft outline has been submitted for review.

**Year End Report:** This goal has not been completed and will be rolled over to next fiscal year goals.

4. CONCERN will decrease the number of incidents and abuse allegations by 10% through planned monitoring and proactive interventions during home visits.

Lead Responsibility: Regional Directors  
Projected Completion: June 30, 2011

**1st Quarter Report:** The regional directors are gathering information about the number of abuse response and incident reports for a selected period of time to establish a baseline for future assessment.

**2nd Quarter Report:** The regional directors have gathered information about the number of abuse response and incident reports for January through July 1, 2010. This data will be used as the baseline figure for comparing future data. Information on incidents for January through July 2011 will be segregated by office and type of incident.

**3rd Quarter Report:** No new activity. Data continues to be collected.

**4th Quarter Report:** *Data continues to be collected. A baseline has been established*

*for future assessment.*

**Year End Report:** This goal has been completed.

5. Through quality casework visits, CONCERN will enhance the well being and quality of life for children in our care by monitoring timely access to education, behavioral health, medical and dental care, as well as extra-curricular activities and community involvement.

Lead Responsibility: Regional Directors  
Projected Completion: March 30, 2010

**1st Quarter Report:** The regional directors are generating a comprehensive list of important items to address during casework visits to assist with creating a guide manual.

**2nd Quarter Report:** The regional directors are generating a comprehensive list of important items to address during casework visits to assist with creating a guide manual.

**3rd Quarter Report:** No new activity.

**4th Quarter Report:** No new activity during the quarter.

**Year End Report:** This goal has not been completed and will be rolled over to next fiscal year goals.

3. **Long Term Goal** - CONCERN will recruit and retain sufficient resource families to meet the diverse needs of children referred for placement services with particular emphasis on increasing the capacity to care for children with medical needs.

### **Annual Goals**

1. CONCERN will identify areas for targeted recruitment by evaluating the reasons for rejected referrals as well as placement disruptions.

Lead Responsibility: Regional Directors/Adoption Supervisor/ Medical Services Coordinator  
Projected Completion: December 30, 2010

**1st Quarter Report:** This workgroup is working with the same information from the database as the training workgroup and they are currently dialoging about targeted recruitment strategies for Medical Levels Foster Care and Mother/Baby Foster Care.

**2nd Quarter Report:** This workgroup is discussing a way to recruit families for the Medical Levels and Mother/Baby Foster Care programs who are already affiliated with CONCERN but working with other populations. Information, education and training are the focus of their discussions.

**3rd Quarter Report:** This workgroup continues to review site specific reasons for disruptions. Mediation training has been discussed as a potentially useful tool for decreasing disruptions. The workgroup has also recommended that arrangements are

made to have the Medical Services Coordinator meet with current foster families to internally market the Medical Levels Program.

**4th Quarter Report:** The group recently sent out a survey to all foster families in regard to disruptions. We were looking for ways to prevent disruptions by asking for feedback from resource families. The majority of responses stated that there wasn't anything that could be done to prevent a disruption. Most felt that as an agency CONCERN is very supportive when it comes to placement disruptions. There was also a question regarding areas of training that might be helpful and several families suggested some sort of de-escalation training other than SCM.

**Year End Report:** The outcome of this goal and goal 3:2 will be combined for next year's plan, this goal as it stands will be eliminated.

2. CONCERN will evaluate which recruitment strategies have been most effective in each region and will utilize the Recruitment and Retention Meetings to eliminate ineffective strategies and maximize resources allocated toward the more effective strategies.

Lead Responsibility: Agencywide Recruitment and Retention Committee  
Projected Completion: December 30, 2010

**1st Quarter Report:** The Agencywide Recruitment and Retention workgroup is reviewing foster parent inquiry and approval information for the 2009-2010 fiscal year to assist with the identification and evaluation of the most effective recruitment strategies.

**2nd Quarter Report:** The Agencywide Recruitment and Retention workgroup has compiled specific information from each regional office regarding inquiries and approvals. A chart has been developed to represent the information provided. These charts are in the process of being reviewed by the Director of Administration and regional directors and their staff. The final report is anticipated for the end of January.

**3rd Quarter Report:** No new activity. Final report has been delayed due to absence of Medical Services Coordinator. Report will be issued in fourth quarter.

**4th Quarter Report:** The final report with information from each regional office regarding foster parent inquiries and approvals was submitted. The workgroup has begun compiling information for the period, July 1, 2010 - June 30, 2011 to be available by November 1, 2011 for business planning purposes.

**Year End Report:** This goal has not been completed and will be rolled over to next fiscal year goals.

3. CONCERN will pilot the Resource Family Mentoring Program in the Lehigh Valley Office and evaluate it's effectiveness within six months. The Mentoring Program will then be implemented in all offices.

Lead Responsibility: Lehigh Valley Staff and Mentoring Workgroup; All CONCERN Regional Offices  
Projected Completion: June 30, 2011

**1st Quarter Report:** The Lehigh Valley Regional Office is in the process of identifying potential mentor families who will be invited to become a part of the Resource Family Mentoring Program pilot.

**2nd Quarter Report:** The Lehigh Valley Regional Office has trained three mentor families. They are now working on assigning newly approved families to these mentor families.

**3rd Quarter Report:** The Lehigh Valley Regional Office is currently in the process of assessing and training new mentor families as only one of the three families initially trained is still involved.

**4th Quarter Report:** The Lehigh Valley Regional Office put this goal on hold due to lack of available staff.

**Year End Report:** This goal will not be rolled over to the next fiscal year.

4. CONCERN will evaluate the Pre-Service and Tiered Trainings to determine the need for changes in the curriculum and to implement increase accessibility for resource families.

Lead Responsibility: Training Administrator/Selected Workgroup/Adoption Supervisor

Projected Completion: June 30, 2011

**1st Quarter Report:** The workgroup has created Adoption Modules that contain supplemental information for foster parents who have completed the Module Preservice training and who now wish to adopt. Transfer of Learning (TOL) forms have been created for all preservice training sessions. The ASFA training now includes information about Fostering Connections. Core and specialized trainings for staff have been made available through the agency website.

**2nd Quarter Report:** The roll out dates for training being offered to resource families on line has been delayed. It is anticipated that it will be accessible through the website in February 2011. The Development Department staff is setting up a separate area on the website which will be specifically for resource family training. The following trainings for resource families have been modified and converted to Flash to be uploaded to the website: Driver Safety, Child Passenger Safety, Bloodborne Pathogens, The Importance of Lifebooks, Child Discipline, Sexual Safety and Confidentiality.

The Adoption Department is nearly finished updating the 21 hour preservice training that is presented at Greater Berks and Lehigh Valley Offices.

The BHRS Services and Common Diagnoses training done by Linda Messner has been videotaped for staff and is in the process of being videotaped for foster parents using a CCS student intern.

The workgroup will review the foster parent PowerPoint trainings as they are modified for the agency website.

**3rd Quarter Report:** Trainings are now available for CONCERN foster parents on the

website. The following trainings have been updated, converted to Flash and uploaded to the website for foster parents: *Bloodborne Pathogens, Child Passenger Safety, Child Discipline, Confidentiality for Foster Parents, Driver Safety, the Importance of Lifebooks and Bridging the Gap for Foster Parents/Birthparents and Sexual Safety Plans.*

The twenty-one hour Pre-Service training has been updated and the Training Administrator is reviewing the associated PowerPoints, Trainer's Guide and Handouts for alignment.

The Training Administrator is working with CCS staff to put together PowerPoint training on *BHRS/CCS Services* and one on *Psychopharmacology* that will be converted to Flash and uploaded to the website.

**4th Quarter Report:** The PowerPoints, Trainer's Guide and handouts for pre-service training have been updated. The trainings: Psychopharmacology and CCS Services and Common Diagnosis have been uploaded to the website for foster parents. The Medication Administration training is nearly complete and will be available on the website August 2011. Safe Crisis Management for foster parents is now referred to as SCM (De-Escalation). SCM trainers have submitted all training materials for review.

**Year End Report:** This goal has been completed.

4. **Long Term Goal** - CONCERN will ensure that all clients will receive sufficient support, resources, and life connections to successfully make life transitions.

### **Annual Goals**

1. CONCERN will train staff and resource families to adequately prepare children who are facing transitions (adoption, independence, and reunification).

Lead Responsibility: Selected Workgroup/Adoption Supervisor  
Projected Completion: June 30, 2011

**1st Quarter Report:** This workgroup is in the process of reviewing child preparation materials provided by adoption staff as well as the Fostering Connections Act.

**2nd Quarter Report:** The workgroup is currently reviewing several trainings that have been developed on transitioning.

**3rd Quarter Report:** The workgroup is currently in the process of developing a PowerPoint training for staff and foster parents.

**4th Quarter Report:** The workgroup has developed a PowerPoint training for staff and foster parents. A first draft will be submitted for review in July 2011.

**Year End Report:** This goal has not been completed and will be rolled over to next fiscal year goals.

2. CONCERN will ensure that each client has cross system supports and services in place at time of transition that are appropriate and specific to that client's needs.

Lead Responsibility: Regional Directors  
Projected Completion: June 30, 2011

**1st Quarter Report:** Regional directors are in the process of accessing transition plan documents from several primary counties. These plans are required as part of the Fostering Connections Act requirements.

**2nd Quarter Report:** The regional directors are reviewing transition plan documents received from several Pennsylvania counties and Maryland.

**3rd Quarter Report:** A draft document to guide transition planning is currently under review by the Regional directors.

**4th Quarter Report:** The transition plan was reviewed by the Regional Directors as well as the corporate team. Several minor revisions to format and spelling were suggested and revised. It was recommended that the tool be utilized only for youth aged 16 and older.

**Year End Report:** The tool will be implemented and this goal is to be considered completed.

3. CONCERN will complete the *Casey Agency Self Assessment* to evaluate effectiveness in providing independent living supports and will implement changes based on the outcome of the assessment.

Lead Responsibility: Selected Workgroup  
Projected Completion: June 30, 2011

**1st Quarter Report:** Regional directors are in the process of completing these assessments for their sites.

**2nd Quarter Report:** Regional directors are in the process of completing these assessments for their sites.

**3rd Quarter Report:** Regional directors are still in the process of completing these assessments for their sites; SEO, SVO and NEO have been completed.

**4th Quarter Report:** Regional Directors will decide how to best utilize the information gathered to make program changes or improvements through subsequent business planning process.

**Year End Report:** This goal has been completed.

5. **Long Term Goal** - CONCERN will utilize innovative approaches to create opportunities for the meaningful involvement of legal families in their children's lives during placement.

### Annual Goals

1. CONCERN will increase the opportunities for legal families to participate with their

children in school, athletic or community functions.

Lead Responsibility: Regional Directors/Selected Workgroup  
Projected Completion: June 30, 2011

**1st Quarter Report:** No activity during this quarter

**2nd Quarter Report:** No activity during this quarter

**3rd Quarter Report:** No activity during this quarter

**4th Quarter Report:** No activity during this quarter.

**Year End Report:** Due to the increasing demands and fiscal constraints, this goal will be discontinued for the following year.

2. CONCERN will develop an assessment tool to be administered to clients and legal families to evaluate our current visitation practices.

Lead Responsibility: Selected Workgroup  
Projected Completion: June 30, 2011

**1st Quarter Report:** This workgroup is in the process of developing a Legal Family Questionnaire/Survey and a Supervised Visit Assessment Form.

**2nd Quarter Report:** This workgroup completed the Legal Family Visit Assessment Form for review by the regional offices.

**3rd Quarter Report:** Regional directors reviewed the Legal Family Visit Assessment Form and recommended several changes. Utilization will begin next quarter.

**4th Quarter Report:** The Legal Family Visit Assessment Form was implemented, feedback to be evaluated on a regional level.

**Year End Report:** This goal has been completed.

3. CONCERN will identify and adopt a training curriculum regarding quality visitation practices.

Lead Responsibility: Selected Workgroup/Training Administrator  
Projected Completion: June 30, 2011

**1st Quarter Report:** No activity during this quarter

**2nd Quarter Report:** No activity during this quarter

**3rd Quarter Report:** The workgroup in collaboration with the Training Administrator is reviewing the Visitation Curriculum developed by Pennsylvania. This resource as well as other resources will be used to develop a curriculum for CONCERN.

**4th Quarter Report:** No activity this quarter.

**Year End Report:** This goal will be carried over to the next year strategic plan with recommendations that the selected workgroup be changed. It is recommended that Casework Supervisors participate in this workgroup in order to implement the carry over to the direct line staff.

4. CONCERN will develop a Legal Family Advisory Group at each regional site.

Lead Responsibility: Regional Directors

Projected Completion: June 30, 2011

**1st Quarter Report:** Regional directors discussed development of a framework for this group – roles and responsibilities.

**2nd Quarter Report:** No activity during this quarter

**3rd Quarter Report:** No activity during this quarter

**4th Quarter Report:** No activity during this quarter

**Year End Report:** This goal will not be rolled over to next fiscal year.

**MARYLAND PROGRAMS STRATEGIC PLANNING COMMITTEE**  
**Fiscal Year 2010-2011**

**Committee Chair:** Carrie Knebel

**Corporate Consultant:** Mary Beth Hughes

1. **Long Term Goal** – CONCERN will expand its array of services to ensure the long-term health of the Maryland Regional Office.

**Annual Goals**

1. The Maryland Regional Office will develop and implement a program that will address the needs of youth in transition to independence utilizing the Ansell-Casey Life Skills Assessment Tool.

Lead Responsibility: Assistant Regional Director/ Supervisors/ Caseworkers/ Foster Home Developer

Projected Completion: June 30, 2011

**1st Quarter Report:** Seventy percent of the supervisors and caseworkers have received on the Ansell-Casey Life Skills Assessment Tool. Staff with youth ages fourteen and older have been instructed to acquire the results of the Ansell-Casey from the local DSS or administer the tool. Goals related to independence will be included in the youth's quarterly reports. In an attempt to enhance the focus on independent and life skills a section of the youth's file has been labeled accordingly. The training manual for Operation Hope (the financial training tool for youth) is in the final stages of development. It should be completed by 11/30/10.

**2nd Quarter Report:** The CONCERN financial training tool based upon The Operation Hope Curriculum Banking on our future was not completed by 11/30/10. The staff met with Percy's Felder, Director of TEFCU (a credit union) on 11/30/10. The staff arranged to partner with TEFCU so that CONCERN youth would have the opportunity to complete several identified banking tasks in a structured environment on a practice basis.

**3rd Quarter Report:** Foster parents were informed about the financial training tool at the mandatory general session on 3/3/11. The ten youth that were selected to participate in the first eleven week session received a letter inviting them to the information meeting for the youth on 3/3/11. The program is scheduled to begin on 4/28/11. Kau Queegly, caseworker, and Morgan Moore, relief counselor/driver will be co-leading the first eleven week program. The goal is to offer the financial training quarterly to the youth.

**Year End Report:** The first Financial Literacy program was completed on 6/30/11. Six youth successfully completed the program and were awarded certificates of participation. The HEW Federal Credit Union came to the office and spoke to the youth as well as provided a field trip opportunity for the youth. The youth found the program very valuable and offered to mentor the next group of youth that participate.

2. The Maryland Regional Office will continue to strive towards increased cultural competency, both with staff and foster parents, to meet the needs of the increasingly diverse referrals.

Lead Responsibility: Regional Director/ Assistant Regional Director/ Foster Home Developer

Projected Completion: June 30, 2011

**1st Quarter Report:** There has been no formal training scheduled however, there is ongoing, open dialogue based on the referrals. These discussions occur in staff meetings, individual supervision, in the bi-monthly peer-supervision groups, and foster parent trainings. The current focus is on meeting the needs of a hearing impaired youth.

**2nd Quarter Report:** Training is continuing to take place on an informal basis. These discussions continue to occur in staff meetings, individual supervision, in the bi-monthly peer-supervision groups and foster parent trainings.

**3rd Quarter Report:** An in-service training, "Seasons and Love Languages" was provided to staff on 3/22/11 by Dr. Bruce McClure. The training allowed staff to identify their own style of communication as well as the styles of their colleagues. The training encourages individuals to adjust their own communication style to meet the needs of the individuals they are communicating with. This skill allows the staff to better respond to the needs of the youth taking into account their diverse backgrounds and communication styles.

**Year End Report:** Carrie Knebel and Katerina Evans, art therapy intern, provided Trauma Training to Foster Parents on April 6, 2011 and to staff on May 11, 2011. The training allowed both groups to understand trauma from a neurological perspective. The training explained behaviors from a different vantage point. The importance of this goal is ongoing and occurs in traditional and non-traditional venues on an ongoing basis.

3. The Maryland Regional Office will explore the opportunity to provide parenting education in Prince George's County.

Lead Responsibility: Regional Director/ Assistant Regional Director

Projected Completion: December 31, 2011

**1st Quarter Report:** The Regional Director is identifying the appropriate person in Prince George's County to dialogue with. A meeting is being scheduled with the newly appointed Quality Assurance and Compliance Deputy Director, Kai Boggess. Ms. Boggess left the private provider community and approached CONCERN for a meeting. CONCERN will attempt to schedule the meeting by 11-30-10.

**2nd Quarter Report:** Ms. Boggess and Carrie Knebel continue to play phone tag. CONCERN will continue to try and schedule a meeting with Ms. Boggess as well as identify other persons that would be appropriate to speak with regarding CONCERN providing parenting education.

**3rd Quarter Report:** Ms. Boggess was not the appropriate person to speak with regarding this issue. At the time of this writing I am waiting for MS. Boggess to identify he

appropriate resource.

**Year End Report:** It was determined that this goal would not be carried over to the next fiscal year. Upon reflection it was determined that the appropriate parties were not identified within Prince George's County and that more could have been done if we did not limit ourselves to only Prince George's County.

# RESIDENTIAL PLACEMENT STRATEGIC PLANNING COMMITTEE

## Fiscal Year 2010-2011

**Committee Chair:** Kevin E. Stichter

1. **Long-Term Goal** – CONCERN residential programs will respond and adapt to the needs of the counties by being creative and flexible in this competitive market.

### Annual Goals

1. Numerous state initiatives will require continuous evaluation of residential program needs. (This includes, but is not limited to the Youth Level of Service (YLS) Case Management Inventory, the Quality Improvement Initiative (Qii), Family Involvement as detailed in the Models of Change monograph, DPW Bulletins, “Strategies and Practices to Eliminate the Use of Unnecessary Restraints,” and “Prone Restraints in Children’s Facilities,” which both support the Alternatives to Coercive Techniques (ACT) Competencies issued by DPW, recommendations from the recently released report from the Interbranch Commission on Juvenile Justice, and the continued push in the state through the National Governors Association (NGA) to reduce out of home placements.)

CONCERN will monitor these state initiatives and create training opportunities for our residential program staff.

Lead Responsibility: Director of Residential Services/Residential Directors and  
CONCERN Training Administrator

Projected Completion: June 30, 2011

**1<sup>st</sup> Quarterly Report:** CONCERN will monitor these state initiatives and create training opportunities for our residential program staff.

On September 16, 2010, Kevin Stichter attended the PA Council of Chief Juvenile Probation Officers/Service Provider Meeting at State College. The agenda for this meeting was Youth Level of Service (YLS) Case Management Inventory presentation. At this meeting, we received the most updated information on the implementation of the Youth Level of Services Case Management Inventory in the State of Pennsylvania. Piloted in ten counties last year it expanded with an additional 16 counties this year and they are planning to expand it into ten more counties next year. As counties continue to implement the YLS Case Management Inventory service provider expectations will include an understanding of the YLS assessment and service providers will be expected to address targeted interventions specific to the individual assessment needs. Also, during this quarter, CONCERN applied to the National Center of Juvenile Justice for participation in the Quality Improvement Initiative (Qii). Both applications for the CTUB-Lehighton Campus and CTUB-Coatesville Campus were approved and initial training began on September 28, 2010, at CTUB-Coatesville Campus, and, on September 29, 2010, at CTUB-Lehighton Campus. The approximate timeframe for this Quality Improvement Initiative process will take us through June 2011. Also, during this quarter, preliminary discussions have begun with CONCERN’s training administrator to look at the strategies and practices to eliminate the use of unnecessary restraints and prone

restraints in children's facilities which support the alternatives to coercive techniques to begin thinking about a process to create a training for residential program staff.

**2<sup>nd</sup> Quarterly Report:** In November 2010 at the annual PA Juvenile Justice Conference, the new concept of the Juvenile Justice System Enhancement Strategy (JJSES) was introduced. This is the new "buzz" as the McArthur Foundation Models of Change funding ends on December 31, 2010. This transition from Models of Change to JJSES is the next direction for juvenile justice in the state of Pennsylvania. On December 21, 2010, Kevin Stichter participated in the initial teleconference regarding JJSES and the provider community, which is chaired by Keith Snyder from JCJC and Mike Pennington from PPCD. CONCERN will continue to have a presence on this work group.

CONCERN Treatment Unit for Boys – Coatesville Campus and Lehighon Campus both participated in initial trainings by National Center for Juvenile Justice (NCJJ) staff on the Qii. This training occurred on September 28 at CTUB-Coatesville Campus and September 29 at CTUB-Lehighon Campus with continued facilitation from Kevin Stichter and Ginny Ysa. Both sites continue to advance their individual Qii plans as related to the specific interventions that they are evaluating.

**3<sup>rd</sup> Quarter report:** With the introduction of the JJSES a provider workgroup has been convened, and CONCERN is part of this workgroup. JJSES has three main principles: to employ evidence based practices at every stage of the Juvenile Justice process; to collect and analyze the data to measure results; and to improve the quality of decisions, services and programs. The goal for JJSES over the next 3-5 years is to transform into a comprehensive strategy which employs evidence based practices. CONCERN will continue to participate on the JJSES provider workgroup.

The CTUB programs continue to participate in numerous trainings from NCJJ as related to the Qii. This process will continue throughout calendar year 2011, and possibly extend into 2012.

**4<sup>th</sup> Quarter/End of Year Report:** As Pennsylvania moves forward over the next three to five years to transform into a comprehensive strategy referred to as the Juvenile Justice System Enhancement Strategy, CONCERN will maintain active participation with the JJSES provider workgroup. As trainings are formulated for probation departments and service providers, CONCERN will inform and train its staff as this strategy proceeds. CONCERN CTUB Programs will continue with the Qii process through Fiscal Year 2011-2012.

2. CONCERN Residential Programs will research and possibly implement program alternatives.

Each residential site will explore possible program alternatives/initiatives that would be supported by their referring counties.

Lead Responsibility: Director of Residential Services/Residential Directors  
Projected Completion: June 30, 2011

**1<sup>st</sup> Quarterly Report:** The Community Life Skills program staff are exploring with referring counties the possibilities of direct foster care referrals into their mentor homes

program.

**2<sup>nd</sup> Quarterly Report:** CLS program staff continue to explore the possibility of implementing treatment foster care services supervised by their administrative staff.

CTUB–Lehighon Campus has begun to research in-home services with local counties and possible mentor homes for youth leaving the program.

**3<sup>rd</sup> Quarter report:** CLS program staff are directing their administrative resources to recruit additional mentor families at this time. Exploring options related to treatment foster care homes has been put on hold.

CTUB - Lehighon Campus is coordinating efforts with CONCERN LVO to recruit foster families in close proximity to the CTUB LC facility.

**4<sup>th</sup> Quarter Report/End of Year Report:** Residential programs continue to look at staffing options and implement those options within their programs. Residential programs will continue to explore program alternatives and propose fiscally prudent options to enhance operating efficiencies.