



State of Utah

JON M.
HUNTSMAN, JR.
Governor

GARY R. HERBERT
Lieutenant Governor

Department of Human Services

LISA-MICHELLE CHURCH
Executive Director

Division of Child & Family Services

Duane Betournay
Department Director

Western Region Response to Decline in Long-term View Performance April 2009

As noted in the Office of Services Review (OSR) report of the Western Region Qualitative Case Review (QCR) report of April 2009, there was a marked decline in the Long-term View domain. The Office of Services Review requires the following when there is a marked decline in a domain:

- **If data collected in the CPR and QCR demonstrate a marked decline in performance or if there is material increase in caseloads, DHS shall provide an appropriate response to the marked decline in writing, which shall be available on the DHS website.**

The Division of Child and Family Services/Western Region and the Office of Services Review have analyzed information and data regarding the LTV domain to determine which factors contributed to the marked decline in performance in the Long-term View. The analysis included review of case stories, analysis at the regional and state office level and discussions with the Program Improvement Team. Based on the analysis of the information and data, the following

Factors Identified:

1. The pilot project for Long-term View which was implemented by Western Region and the Program Improvement Team in 2008 appeared to be unclear in the minds of some staff and was not clearly understood by some reviewers. The project was to exclude the written LTV from the plan and to assure there was ample discussion at team meetings so that all parties to the case were clear on the LTV for the child and family.
2. It is clear from the analysis that there were insufficient discussion and planning at child and family team meetings regarding the LTV.
3. With some teams there was not a shared view of the case and teams were incomplete, lacking key individuals that could have assisted in exploring options that could have improved the possibilities for successful outcomes.
4. Some teams appear to have become complacent in discussing and planning for LTV with teaming becoming routine, missing key issues and lacking depth in the analysis part of assessment, thereby missing essential elements in addressing the LTV.
5. With some teams there were elements of good LTV's, in that everyone knew what the end goal was supposed to be. The problem was no one knew how to get there. In essence, "no road maps."
6. So teams only addressed the short term goals, others all knew the long term view/goal but felt like it was not achievable, while others had not changed the LTV from the beginning of a very long case and the LTV had changed.
7. Western Region is down 7.5 FTE's since 7/1/08. This includes 4 RIF & 3.5 through attrition. In that same time period out of home cases increased by 83.

Western Region response is summarized in the following plan for fiscal year 2010:

Western Region

Action Plan for Decline in Long Term View Performance

Contributing Factor	Action Item	Responsible Party	Target Date for Completion
Timeliness and Regularity of LTV Review	Finishing Touches reviews will be done a <u>minimum</u> of 1 per worker per month.	Program Managers will submit completed reviews to their CWA who will submit to Administration at the end of each month. Adm. Assistant will create a spreadsheet to track completed hard copies of Finishing Touches forms. Discussions with CWA's at Admin. Meetings. Program Managers will follow up with staff on info-needed-cases with caseworkers & report to CWA. This will be reviewed monthly in Management Meetings.	Ongoing
Quality of Assessments and General Practice Improvement	Cases open over 12 months will be reviewed at least annually or as otherwise needed. Other areas identified as needing improvement includes: child first seen, making priority time frames, and reducing over-dues in CPS. Monthly home visits and documentation will be a focus of home based services.	Program Managers will select cases to be reviewed from the initial and follow-up Child & Family plans from a SAFE Report. Assessment, Teaming & Long-Term View will also be reviewed at this point.	Ongoing
General Practice Improvement	Supervisors monitoring casemanager's practice by using SAFE Reports	Beverly Hart will facilitate training and ensure Program Managers knowledge in running reports. Reports will be used in conjunction with the Finishing Touches Reports to help improve practice.	July 9, 2009
Quality of Long Term View Assessments	Casemanager Practice Improvement	Linda Wininger's team will train & interact with all the permanency teams in the region. Region Administration to coordinate	Begin in August Ongoing
General Practice Improvement	Home visits will be documented in a timely manner; logs need be entered in to SAFE by the 10th of the following month.	Supervisors & Casemanagers. Administration will track monthly and review in monthly Management Meetings.	Ongoing