



Achievement of Agency Goals

**2008-2009
Fiscal Year**

TO: All Employees & Foster Parents
FROM: Glenn J. Hillegass
DATE: August 24, 2009
SUBJECT: Achievement of Agency Goals for FY2008-2009

Enclosed, please find our Achievement of Agency Goals for Fiscal Year July 1, 2008 through June 30, 2009. 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.

GJH/jez

CORPORATE STRATEGIC PLANNING COMMITTEE
Fiscal Year 2008-2009

Committee Chair: Glenn Hillegass

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

Annual Goals

1. CONCERN will conduct a historical analysis of our expansion efforts.
2. CONCERN will identify our current approach to expansion initiatives and ideas.
3. CONCERN will define and document a purposeful research and development process.

Lead Responsibility: Corporate Team
Projected Completion: January 31, 2009

1st Quarter Report: After some discussion, it was decided that our initial focus should be on annual goal #2 (“CONCERN will identify our current approach to expansion initiatives and ideas”) under long-term Corporate goal #1. Historical analysis of our efforts was seen as being only marginally useful for making decisions going forward. In each decision, we need to define the **outcomes** we expect to see from any new program and identify the **process/protocols** we will use in making such a decision. Because “expansion” can take many forms (New offices? New geographic areas? New programs? More of the same programs we already offer?) we are not always looking at these issues the same way or even speaking the same language. The Corporate Planning Committee will continue to try to resolve this tension between each case being unique and the need for a general approach that would be documented and applicable to a broad set of research and development considerations.

2nd Quarter Report: This committee decided to look at program expansion/development efforts using two broad categories: strategic expansion (which is longer –term) and operational (tactical) expansion (which is short-term, taking advantage or responding to opportunities in a rapidly-changing environment). Recent CONCERN examples of strategic expansion include the Mother/Infant Program in Maryland, expansion of the CTUB CC facility, the Tioga County Family-Based Program, and plans for an additional LSI group home. This type of development results from strategic planning and long-term thinking. Examples of operational/tactical program development include

the 2006 Lehigh County Short-term Shelter program, response to RFPs for Time-Limited Family Reunification Services, and a request last week from Northampton County for respite services. This type of development springs from the need for quick responses to unanticipated opportunities.

There will always be opportunities of both kinds. In any event, it is CONCERN's commitment to practice thorough due diligence in assessing expansion/development opportunities.

To help meet annual goal #3 and support strategic expansion, a "Relationship Management Planning" guide has been developed. This guide focuses on the identification of local, regional, state, and national relationships that need to be established or grow in order for CONCERN to be more successful with strategic, long-term development. It categorizes and identifies specific organizations to be contacted, and suggests CONCERN staff to be involved and time frames.

3rd Quarter Report: This committee has updated the Relationship Management Guide and is ready to distribute along with an introduction and directions. The CONCERN Evidence-Based Practices Summary chart was also updated and will be distributed along with the Relationship Management Guide. This committee has concluded that there is a need for better communication with mid-level managers and directors regarding the service environment in which we operate. With this information, better suggestions and decisions would be expected. We need to formalize a communications strategy that would accomplish this. This might become an annual goal idea or simply an operational decision.

Year End Report: The Relationship Management Planner and Evidence-Based Practices Summary were updated and distributed. While the instructions indicate a need for regular updating and tracking of activity, the long-term value of these resources will depend on follow-up with site directors and others to make sure that information is being shared and activity is being documented.

- 2. Long-Term Goal** – CONCERN will establish a framework for and conduct an annual qualitative review of our service delivery model.

Annual Goals

1. CONCERN will develop an assessment tool that can help us to objectively and consistently evaluate the models we use to deliver our services.

Lead Responsibility:	Corporate Team
Projected Completion:	September 1, 2008

2. CONCERN will use the new assessment tool to review all of our programs.

Lead Responsibility: Corporate Team
Projected Completion: December 1, 2008

3. A summary report with recommendations based on the findings from goal #2 will be written, with particulars to be used in our agency business-planning and budgeting process.

Lead Responsibility: Corporate Team
Projected Completion: January 5, 2009

1st Quarter Report: The first three of the annual goals above are sequential, initiated by the development of the assessment tool. A number of different business and governmental assessment tools were reviewed for ideas to help us in developing this tool for CONCERN. It was agreed that Mike Korenich and Ginny Ysa, Quality Assurance Administrator, would develop the draft of this assessment tool. Mike and Ginny have met twice to develop a matrix-format instrument and identify qualitative measures. Given the current status of these three annual goals, the Corporate Planning Committee will be moving the Project Completion dates for these goals ahead by four months.

2nd Quarter Report: The goal to develop a tool that would help assess the health of existing programs can be realized by using tools that have been developed since this goal was adopted. We have three active, documented and measurable components to this package:

- We use a battery of existing data sources such as the Program Census, Care Days Provided vs. Budgeted, Site Caseload Charts, and Counseling Services Revenue by site and by service to make critical program assessments.
- The new Central Data File (CDF) documents referral and placement information, outcomes required by PA OCYF, other program outcomes, and client movement and discharge information.
- Program fiscal performance is tracked by sophisticated measures of program activity, line-item analysis, and detailed monthly reports.

The Central Data File was not available when this goal was adopted. The “assessment tool” that was being developed essentially duplicated the above information.

3rd Quarter Report: The Central Data File has been expanded to include discharge/disruption data. Monthly Referral Tracking reports are being generated from the office of the Quality Assurance Administrator. There is no other progress to report.

N.B. – The Corporate Planning Committee has worked on long-term goal issues that include “Corporate Support of Sites” and “Assessing Our Business Model” that are strong candidates for annual goals for the next fiscal year.

Year End Report: The Quality Assurance Committee has been established to enhance QA efforts agency wide. The first major project undertaken by this group will be establishing consistent content and quality standards for client files. Site file audits will then be conducted in the Fall of 2009 under the direction of the Quality Assurance Administrator. Other QA projects will be identified and prioritized by the QAC ongoing.

4. An assessment of the technology needs at each of our sites will be completed and a report with recommendations issued for inclusion in the business-planning and budgeting process.

Lead Responsibility:	Corporate Team
Projected Completion:	January 5, 2009

1st Quarter Report: A formal technology assessment of our Maryland Regional Office has been conducted by CITI, a D.C.-based nonprofit group. Their recommendations are being implemented in our Maryland office, and one of these recommendations for remote system access has helped CONCERN to implement this agency-wide. The Technology Committee will develop protocols for site-specific assessments, drawing upon the experience of our Maryland Regional Office.

2nd Quarter Report: The technology needs assessment (goal #4) is progressing. A site needs assessment package has been distributed to all site directors, and the results of these site assessments will be used for budget/business plans this year as well as for longer-term agency strategic planning.

3rd Quarter Report: The technology needs assessment was used successfully in the budget/business planning process. As a result, this assessment (or a modified version) will become a part of the budget/business planning packet in upcoming fiscal years. This goal has been completed.

Year End Report: The Site Technology Needs Assessment, which was developed and piloted this year, will become a regular component of site and department business plans for FY2010-11.

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

1. Building on the 2007 report of the Succession Planning Research Team, a mentoring model team will be appointed to identify and develop a formal mentoring process model that can be used at CONCERN.

Lead Responsibility: Executive Director and Mentoring Model Team
Projected Completion: November 1, 2008

1st Quarter Report: A Mentoring Model Team, comprised of Sandee Burns, Paul Rieger, and Kevin Stichter, was established to review organizational mentoring models and build on the work of the 2007 Succession Planning Project Team to identify a model for use at CONCERN. The focus of the Team's efforts was organizational modeling/mentoring efforts, not necessarily one-on-one mentoring strategies. Their recent report is being distributed separately.

2nd Quarter Report: The Corporate Planning Committee has agreed to try to implement the "organizational mentoring" model including the following ideas:

- We will identify all the components of the program, understanding that these will include discussions with employees resulting from the New Hire Packet, consideration of our Operating Principles, some sort of pre-post test, and other resources.
- Objectives for the program will include that each employee will demonstrate an understanding of our agency culture, value personal and professional development, and understand CONCERN's view of succession planning.
- We see the three-month introductory period as an opportunity to review the above with newer staff, and a special questionnaire for this purpose (a draft version has been developed) will be available.
- We are exploring the possibility of organizing all of the relevant materials on a reviewable training/information disk.
- We would like to pilot the documented mentoring program at some CONCERN site and critically review the results before taking it agency-wide.

The Corporate Planning Committee will need to change the due date for this annual goal to March 31, 2009, in order to follow through on the above activities.

3rd Quarter Report: An updated version of the New Hire Packet was developed and deployed agency wide, with attendant trainings at sites. There is no other progress to report.

Year End Report: This year, a mentoring plan subcommittee developed a framework for mentoring to be promoted at CONCERN. Some details were added by the Corporate Planning Committee, including an immediate focus on revisions to the New Hire Packet to meet some immediate agency needs. These revisions were deployed agency-wide with training and follow-up. The Southeast Regional Office was chosen as the pilot site for CONCERN's mentoring program, beginning in the first quarter of FY2009-2010. This pilot will be reviewed and any necessary revisions made prior to agency wide implementation.

CONCERN COUNSELING SERVICES STRATEGIC PLANNING COMMITTEE
Fiscal Year 2008-2009

Committee Chair: Linda Messner

Corporate Consultant: Paul Rieger

1. **Long-Term Goal** – CONCERN Counseling Services will have an appropriate overall structure to support the management and service delivery for all programs.

Annual Goals

1. CONCERN will conduct an assessment of the current organizational structure of Counseling Services

Lead Responsibility: Director of Behavioral Health and
Selected Workgroup

Projected Completion: September 1, 2008

1st Quarter Report: An assessment of the current organizational structure of Counseling Services was done. The year-end financials, organizational charts and interviews with the directors and supervisors in the Counseling Services Program were completed in order to complete this assessment. A summary report, including detailed recommendations for reorganization and other identified needs will follow.

2. A report will be written that will detail recommendations for reorganization and other needs identified in the assessment. This will be used in the business planning/budgeting process.

Lead Responsibility: Director of Behavioral Health

Projected Completion: November 15, 2008

2nd Quarter Report: The recommendations for the reorganization will be finalized and included in the budget for CONCERN's Counseling Program. This report is being included in the budget process due to the fiscal implications and job responsibility changes that impact the CCS Programs. Specifically, the supervisory and administrative personnel's job responsibilities have been re-evaluated. Changes will be reflected in the business plan that streamline supervision and insure adequate administrative support for these programs. This goal will be completed as of February 1, 2009.

3rd Quarter Report: Recommendations for the reorganization were included in the budget for CONCERN's Counseling program. The first phase of activities will take place at the end of this budget year where programs are realigned and job responsibilities defined. Due to the complexity of the economic environment and the continuous growth of CONCERN's counseling programs, the second phase is planned to be implemented by late spring, early summer to further solidify the CONCERN counseling structure. The responsibility of the implementation of this plan will be the Director of Behavioral Health Services in direct consultation with the Executive Director, Business Office Manager and other identified staff. The responsibility for this goal will be transferred to this group of staff. Other considerations for annual goals and the above long-term goal statement will be considered during the 4th quarter with the CONCERN Counseling Strategic Planning group.

Year End Report: This goal has been completed. Long term goal #1 will be combined with Long term goal #2 to create a more succinct operations goal for the 2009-2010 Concern Counseling Services Strategic Plan. Areas identified to work on include addressing reorganization and program structure issues as the behavioral health continuum continues to expand and completing a written cost benefit analysis for electronic record keeping/dictation services.

2. **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 review the Counseling Services Manual and update as necessary.

Lead Responsibility:	Director of Outpatient Programs and Director of Community-Based Services
Projected Completion:	December 1, 2008

1st Quarter Report: Corporate Secretary, Administrative Manager for Counseling Services, Director of Outpatient Programs, Director of Community Based Services and Director of Behavioral Health Services have reviewed the Counseling Services manual and completed updates. This product is in a draft form and will be finalized over the next few months. This group would like to move the projected completion date for this goal to December 1, 2008 if needed.

2nd Quarter Report: The Counseling Services Manual was updated for the Outpatient and Behavioral Health Rehabilitation Services. This portion of the manual was completed by the Corporate Secretary, Administrative Manager for Counseling, Director for Outpatient Programs, Director of

Community Based Services and the Director of Behavioral Health Services during the second Quarter of 2008-09. The new programs that were started in CONCERN Counseling over the past year need to be added to this manual. They include the Summer Therapeutic Activities Program, the Family-Based Mental Health Services Program, the Community Residential Rehabilitation Program, and a section for the outpatient services provided at the Berks and Lehigh County Detention Centers. These sections of the manual will be added during the third quarter of 2008-2009.

3rd Quarter Report: The CONCERN Counseling Manual is in process of being completed. During the 4th Quarter the Summer Therapeutic Activities Program and Community Residential Rehabilitation Program sections of the manual need to be completed. It is the expectation of the group that the manual will be fully completed by the end of the fiscal year.

Year End Report: The CONCERN counseling manuals are updated. The Community Residential Rehabilitation program has a separate manual. That manual is being completed this summer as program operations are finalized.

2. An assessment of the administrative tasks will be completed and written recommendations will be compiled

Lead Responsibility:	Administrative Manager and Selected Workgroup
Projected Completion:	July 1, 2009

1st Quarter Report: The Administrative Manager and Selected Workgroup have begun the assessment of the administrative tasks. All administrative tasks are documented and differentiated by site.

2nd Quarter Report: The Administrative Manager for Counseling Services, along with the secretaries in the Counseling Services Program, completed a review and assessment of the administrative tasks throughout the Counseling Services Program. During this process forms and procedures were refined to streamline daily secretarial work. With the addition of several new programs at multiple sites, additional secretarial time is needed at some sites in order to address coverage issues and the large volume of clients, paperwork and case management. Recommendations for reorganization of staff and resources will be included in the Counseling Services Business Plan.

3rd Quarter Report: During the 3rd Quarter, the Administrative Manager for Counseling Services spent a week with the Wellsboro Counseling team. During this time, the process and procedures for this office were streamlined and defined. In addition to this, the original recommendations for some reorganization of staff and added resources in the Counseling Services Business Plan for the secretarial work.

Year End Report: This goal has been completed. Secretarial tasks are differentiated by site as documented. There is an ongoing responsibility of the Administrative Manager, as program changes occur, to make adjustments.

3. Procedures and protocols for supplemental staff/out of the office staff will be reviewed. A written report will identify needs and recommendations to improve efficiencies around training, communication, confidentiality and other areas identified.

Lead Responsibility:	Director of Community-Based Services and Clinical Supervisors
Projected Completion:	October 15, 2008

1st Quarter Report: This goal has been completed. A meeting and follow up written report were developed by the Director of Community-Based Services and Clinical Supervisors. This report does include needs and recommendations in the areas of training, communications and hiring/retention. Issues of confidentiality were overlaid into the communication summary. This report will be used in the business plan in the areas of hiring/retention and training. Also, it will be incorporated in goal 1.2.

2nd Quarter Report: The report written by the Director of Community Based Services in conjunction with the clinical supervisors was reviewed. The following improvements in the area of training have been completed: Core and Specialized Trainings are available on disc. It was previously noted that there were not enough discs available and this situation has been resolved. Currently, trainings are being videotaped at the Greater Berks CCS Office and shared with staff that is unable to attend. A library of DVDs has been accumulated and can be shared with the CCS Programs throughout the agency. Clinicians and Supervisors have attended trainings that are specific to population or program. They have then presented the trainings to other clinicians at staff meetings. During the second quarter of 2008-2009, it was a State-implemented requirement for providers of Behavioral Health Rehabilitation Services to have staff trained in Functional Behavioral Assessment. Each site developed a process to have staff attend trainings. All sites participated in the process and CONCERN currently has staff trained at each site and several staff members have attended the “train the trainer” workshop.

This group also raised questions regarding the hiring and retention of supplemental staff. Two specific issues were addressed. Multiple sets of reference questions and the response by supplemental staff on exit interviews. The reference questions have been streamlined into one set of questions and supervisors are now getting any information on exit interviews that Human Resources receives. In addition, the revised process that the Human

Resources Department has developed for hiring staff is being rolled out during the first quarter of 2009. CCS Supervisors will meet with Human Resources in order to review and implement this streamlined process.

3rd Quarter Report: During the 3rd Quarter the Human Resource Office implemented training and significant upgrade in the new hire paperwork. CONCERN Counseling offices are working with Human Resources with the goal of bringing on new staff as efficiently as and quickly as possible.

Year End Report: This goal was completed. The Concern Counseling staff continues to work with Human Resources to bring on new staff as efficiently as possible.

- 2. Long-Term Goal** – 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 Counseling Services will identify potential program development and expansion opportunities. A work plan will be formulated to pursue these opportunities.

Lead Responsibility: Director of Behavioral Health and Selected Workgroup

Projected Completion: December 1, 2008

1st Quarter Report: The CONCERN Counseling Services supervisors will be meeting in the second quarter of this fiscal year to discuss potential program development and expansion opportunities and develop a follow up work plan. Currently the following programs are being developed during this fiscal year in Counseling Services:

A Summer Therapeutic Activities Program was implemented at two sites in Tioga County (40 Clients) this past July and August.

A Family-Based License has been obtained for the Wellsboro Office and the managed care organization (CCBH) in the north central region will inform CONCERN when CONCERN can implement this service.

The Community Residential Rehabilitation (CRR) license has been received through the Department of Public Welfare for Berks County (September 1, 2008 effective date. This program will be administered from the Wyomissing office. A per diem rate is currently being negotiated with Community Care Behavioral Health. The capacity for this program is twenty-one (21).

2. CONCERN Counseling will also be starting an Outpatient Clinic in the Lehigh County Detention Center. CONCERN has added this site to its Outpatient License and has received an addendum to the Lehigh County contract providing funding. A projected start date is October 20, 2008.

2nd Quarter Report: The Wellsboro Counseling program received the go-ahead to provide Family-Based Mental Health Services in Tioga County through Community Care Behavioral Health on 10-21-08. On December 12, 2008, the first two families were open to this program and the third and fourth families have been opened since then. The staff attended orientation to the Family Based Mental Health Training Program by the Philadelphia Child and Family Therapy Center on 12-8 and thus began the three-year training program provided to them. The Department of Public Welfare Regional Mental Health Program surveyed the office on December 10, 2008, and found it to be in full compliance with regulations. A certificate of compliance was issued and the license continued to be effective from December 5, 2008, through December 5, 2009.

The CONCERN Counseling Community Residential Rehabilitation (CRR) Program out of the Wyomissing Counseling Services Office is scheduled to begin during the first quarter of 2009. To date the program has become licensed and received the preliminary paperwork from the Department of Public Welfare to start the program. A billing location from the Department of Public Welfare and negotiations with Community Care Behavioral Health for a daily rate are currently being completed. This program is licensed for up to 21 children and adolescents with mental health and emotional disturbances in host home setting. A Supervisor for this program is currently being recruited.

Also in October, 2008, the CONCERN Counseling Services at the Lehigh Valley Office obtained a certificate of compliance to provide outpatient mental health services at the Lehigh County Detention Center. A contract with Lehigh County Children & Youth was initiated in order to pay for a portion of these services. On October 20, 2008, the services to juveniles detained at the center began. During the past two months over 60 clients have been seen for a variety of clinical services including individual therapy, family therapy, medication management, psychological and psychiatric evaluations.

CONCERN Counseling Services in Berks County has been contacted by the Health Choices and Children & Youth Office and have begun discussions about possibly providing Functional Family Therapy programs. The Wellsboro Counseling Office has also been contacted by the County mental health program and the Health Choices program in that area to begin discussions in early 2009 about the possibility of a partial hospitalization program in the county.

3rd Quarter Report: As of March 18, 2009, there is one Family-Based Mental Health Team actively serving clients in Tioga County. At a February 27th meeting with Sam Greene (Tioga County Department of Human Services Mental Health/Mental Retardation Administrator) the need for a second Family-Based team to be provided by CONCERN was assessed and discussed. At this time, it seems highly probable that a second team will be added in mid-to-late summer of 2009. The plan continues to be that this team will operate at a full capacity of eight (8) families, and then develop a waiting list to demonstrate the need for a second team. The Family-Based staff and supervisor have attended three (3) trainings through the Philadelphia Child and Therapy Training Center in Scranton, Pennsylvania. These trainings provide guidance in Eco-Systemic Structural Family Therapy and provide the staff with support and a chance to network with other agencies and programs throughout Northeast Pennsylvania. These trainings offer staff educational credits and upon completion of the three-year curriculum they are eligible to become licensed marriage and family therapists.

During the summer of 2008 Wellsboro offered a very successful Summer Therapeutic Program at two sites. The plan for the summer of 2009 is to offer three (3) camps, one in Elkland, one in Blossburg and a third program in Wellsboro that will be designed for children from ages 4-12 who have a current mental health diagnosis. The Autism Spectrum Disorder Summer Therapeutic Activities Program will serve a population of children on the autism spectrum who are currently unable to attend other summer programs because they need more specialized treatment interventions and a higher staff-to-client ratio. The design for this Autism Spectrum Disorder Program has included consultation with the Blast Intermediate Unit-17 Autism Specialist and the Pennsylvania Bureau of Autism. The program last year not only served as a valuable and enjoyable experience, but also initiated the possibility for expansion of the Wellsboro CCS office to continue to develop a much-needed continuum of quality treatment for children, youth and families in Tioga County. To date, the two programs in Elkland and Blossburg have been approved by the State, as well as additional two Summer Therapeutic programs that will be run in Northumberland County out of the Lewisburg CCS office. This will equal a total of four Summer Therapeutic Activities Programs between these two offices. The Autistic Spectrum Disorder Summer Therapeutic Activities Program has been submitted to the State and is under consideration for approval and implementation this summer as well. All contacts indicate that this program will be approved shortly and planning is underway to run the Autistic Spectrum Disorders Program in Wellsboro this summer. These five summer camps will equal the opportunity for 90 children in Northumberland and Tioga Counties to attend Summer Therapeutic Activities Program camps.

On February 26, a meeting was held with the Northern Tioga School District and the special education service personnel from the Blast Intermediate Unit-

17. The School District has asked CONCERN to consider providing a licensed partial hospitalization program in conjunction with the elementary and middle schools in Tioga County. This would be a cooperative venture in which the school district would provide classroom space and special education teachers, while CONCERN would provide mental health therapy, psychiatric services and classroom support. The program is duly approved by the Office of Mental Health and the Pennsylvania Department of Education. CONCERN is researching the possibility of developing this program for the 2009-2010 academic year.

CONCERN has now provided a full fiscal quarter of treatment at the Lehigh County Detention Center in Allentown. The staff consists of one full-time clinical coordinator, one supplemental therapist, and contract psychologist and psychiatrist time. To date, 148 clients have been treated since the inception of the program on October 20, 2008. Systems and protocols are continuing to be developed. A positive relationship has developed with Detention Center staff, Juvenile Probation staff and the Lehigh County Court systems.

On February 19, 2009, CONCERN staff met with Pathways School staff to plan mental health services at their school location in the Lehigh Valley. The Pathways School provides specialized education services for elementary and middle school students in the Bethlehem School District. CONCERN will immediately begin providing Behavioral Health Rehabilitation Services (BHRS) for needy students at the school. In the future, outpatient services and psychiatric services will be considered. Services were scheduled to begin in school on April 2, 2009. The Lehigh Valley CCS staff is currently hiring new and coordinating with existing staff to work on this project.

Since the previous update on the Community Residential Rehabilitation Host Home Program, a full license has been issued, a billing location code has been received and a daily rate per client has been approved through Community Care Behavioral Health. A Director for this program has been hired. Activities for April and May, 2009, include recruiting host home families, hiring mental health staff members, and opening programs for referrals.

Year End Report: This goal has been completed. The following program initiatives have been addressed during 2008-2009:

Wellsboro

- Family-Based Program – operational (expansion request sent to the county to add a second team)
- Three Summer Therapeutic Activities Programs – operational (including one for Autistic clients)
- Application for partial Hospitalization program – being reviewed at the state level

Lewisburg

- Two Summer Therapeutic Activities Programs – operational
- School Based Behavioral Health Services (Milton School District) – will start 9/1/09

Lehigh Valley

- Lehigh County Detention Center Outpatient Services – operational
- Pathways Charter School (Bethlehem School District) Mental Health Services - Operational

Greater Berks

- Community Residential Rehabilitation Services Program – licensed-fully operational by 9/1/09.

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

Annual Goals

1. Research regarding EAP Programs will be conducted and recommendations whether or not and how to proceed will be formulated into a written report.

Lead Responsibility:	Director of Behavioral Health and Director of Outpatient Programs
Projected Completion:	March 15, 2009

1st Quarter Report: Research regarding EAP Programs has been initiated. CONCERN had the opportunity to send in proposals for EA Programs this past summer at Wachovia Bank and Yuasa Battery. Further research on this area will be done and formulated into a written report by the projected completion date.

3rd Quarter Report: Research regarding an EAP Program has not been a priority this past quarter due to development of new programs and current inability to meet the service needs that are already presented in each of our CCS offices. Further, statement and investigation in whether to proceed and how to proceed will be formulated during the 4th Quarter.

Year End Report: This goal has not been completed. The goal will be carried over to the 2009-2010 Strategic Plan.

2. Current private insurance opportunities will be reviewed and recommendations on how to expand service to them will be provided in a written report.

Lead Responsibility: Administrative Manager and Selected Workgroup
Projected Completion: November 15, 2008

1st Quarter Report: Private insurance opportunities are being investigated by the Administrative Manager for Counseling Services. Currently implementation of Blue Cross and Highmark Blue Shield behavioral health services in the Lehigh Valley Outpatient Program is being researched.

2nd Quarter Report: The Administrative Manager for CCS, along with several secretaries and the CCS supervisor at the Lehigh Valley Office completed a written report with recommendations on how to proceed with private insurance companies. Recommendations include pursuing Keystone Health Plan Central for the Greater Berks Office and Capital Blue Cross for the Lehigh Valley Offices. Other insurances to consider include: Aetna and Medicare A. During the 2nd quarter of 2008-2009 the Administrative Manager and the Director of Behavioral Health Services met with a representative from Capital Blue Cross to begin the process to implement this insurance carrier at the Lehigh Valley Office.

3rd Quarter Report: While CONCERN Counseling recognizes the need to diversify and hopefully obtain more work with private insurance companies, the current environment necessitates a focus on the extensive amount of referrals and work that we already have.

Year End Report: CONCERN is currently contracting with several private insurance agencies (including Highmark, Blue Cross, Cigna, Aetna) in order to provide services to autistic children. This is response to a federal mandate as of July 1, 2009. CONCERN will continue to develop these services and develop other private insurance contracts in 2009-2010.

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

Annual Goals

1. CONCERN Counseling Services will develop a process to communicate with county/state/payor mental health offices in a consistent annual manner to develop meaningful relationships and assess business opportunities.

Lead Responsibility: Director of Community-Based Services,
Director of Outpatient Programs, and
Clinical Supervisors
Projected Completion: December 1, 2008

1st Quarter Report: The Director of Community-Based Services and Outpatient Programs will address goal 5.1 during the second quarter of the fiscal year 2008-09.

2nd Quarter Report: The Director of Community-Based Services and Outpatient Programs are continuing to develop a complete list of how the counseling services programs communicate with County, State and Payor mental health offices. As this is completed, an assessment will be done to see if this is the most efficient way to do this or if there are other recommendations.

The Workgroup would like to extend the projected completion date of this goal to March 1, 2009.

3rd Quarter Report: The Strategic Plan Committee for Counseling has reviewed the relationship matrix work that Corporate Strategic Planning Group has done and will use this to guide their interactions with relative government and payor officials. In addition to that, CONCERN Counseling staff continue to seek out opportunities to develop meaningful relationships in all areas. Some examples of current work in this area include: the Director of Outpatient Programs serving on the CAASP Advisory Board in Berks County, and the Clinical Supervisor at the Lehigh Valley Office joining the Board of the Marvine Family Center in Bethlehem. The workgroup will make a comment in the year-end final report as to how this goal will be defined moving forward.

Year End Report: This goal has been completed. The Concern Counseling staff will utilize the relationship planning matrix developed by the Corporate Strategic Planning Group to institutionalize this goal.

- 2, CONCERN Counseling Services will develop a written plan to expand relationships with colleges and universities to further develop internships, research and other possible opportunities. A written work plan will be completed and implemented.

Lead Responsibility: Director of Behavioral Health
Projected Completion: March 1, 2009

1st Quarter Report: Information is being gathered from each site on their current use and protocols for interns.

3rd Quarter Report: The current status of interns across all regional sites is 30 interns from various undergrad and graduate programs. A goal for the 4th quarter and year-end report is to have a written plan completed with action steps and dates going forward to further document, evaluate and promote the intern program at CONCERN.

Year End Report: This goal has not been completed. It will be addressed during the 1st quarter of 2009-2010 and relevant documents will be provided to all sites with interns.

**DEVELOPMENT, FUNDRAISING, AND PUBLIC POLICY STRATEGIC
PLANNING COMMITTEE
Fiscal Year 2008-2009**

Committee Chair: Art Silverman

Corporate Consultant: Mike Korenich

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

Annual Goals

1. CONCERN will initiate an organized volunteer program. The first phase will be to establish written protocols for volunteer activities throughout the agency. The next phase will be for sites to identify volunteer opportunities to best meet the needs of that site.

Lead Responsibility: Development Department, Human Resources Department, and Site Directors and/or their designees

Projected Completion: March 31, 2009

1st Quarter Report: This goal was written into two phases – one being establishing written protocols and the other being for sites to identify volunteer opportunities to best meet the needs of their respective sites. These two phases have essentially been rolled into a single phase as comprehensive written protocols currently exist from previous volunteer program establishment efforts. These documents include the “Volunteer Handbook” (guidelines for staff) and “Volunteer Orientation Handbook” (introduction, guidelines, and protocols for the volunteer). [With a substantial amount of information in place, there was no need to start from scratch.]

This information has been presented at both site and residential directors meetings as well as forwarded to each of the CONCERN Counseling Services sites asking for the input of their staffs. These means of communications were preferable to convening a group as it not only saves time, but also we can conceivably receive maximum input. Feedback is expected by the end of October. Once feedback is received and summarized, Mike, Sandee, and I will discuss the needs of the sites and how to implement those needs.

In addition, Mike and I met with Eda Cofield and Heather Berger of the Greater Berks office to get the perspective from a regional office. We discussed the barriers as well as the advantages of having a volunteer program. The barriers included confidentiality issues and clearances if volunteers wanted to have direct involvement with clients. We also discussed where to recruit volunteers with suggestions from our website to community websites to local high schools and colleges to local businesses and the United Way.

2nd Quarter Report: With basic guidelines already established through the “Volunteer Handbook” (guidelines for staff with volunteer descriptions detailed for office support, fundraising, and tutoring) and the “Volunteer Orientation Handbook” (introduction, guidelines, and protocols for the volunteer), site directors, residential directors, and CONCERN Counseling Services were asked to evaluate the materials for their relevancy as we proceed with the establishment of a volunteer program.

The overall consensus was the documents were thorough, but should have more references to residential sites. In addition to the aforementioned volunteer descriptions, there were suggestions that a mentoring description be added as well. Barriers that were discussed included HIPAA issues, clearances and physical exams (in terms of who would need them, who would pay for them, and would they preclude participation), and who would supervise the volunteer(s) once onboard.

The next steps in the process will be to have

- Sandee review the documents to gain a human resources perspective and suggest resolution for the barriers;
- Art attend site staff meetings and have site directors discuss issue directly with staff as to the appropriate duties for potential volunteers;
- the Development Department develop materials to publicize and explain volunteering at CONCERN;
- the Development Department assist sites with identifying community resources to recruit volunteers.

[Based on the work that still lies ahead, it is requested the completion date be moved to June 30, 2009.]

3rd Quarter Report: The “Volunteer Handbook” and the “Volunteer Orientation Handbook” have been reviewed by Sandee Burns. Finalized versions of these documents should be ready by the end of May. Several community volunteer organizations have been identified and will continue to ask sites for any information they may have. Publicity materials are also in the process of being written as well and should be ready by the end of the fiscal year.

Year End Report: This goal has been completed. The “Volunteer Program Guidelines” (formerly known as “Volunteer Handbook”) and the “Volunteer Orientation Handbook” have been finalized and are ready for distribution. The “Volunteer Program Guidelines” has been written for staff use, while the “Volunteer Orientation Handbook” is intended for the volunteer upon orientation. Also included is a “Volunteer Application” form.

2. Each CONCERN regional office will budget for/reorganize staff resources for a part-time/supplemental fundraiser to assist with the site’s fundraising needs.

Lead Responsibility: Regional Directors/Director of Human Resources/Development Director
Projected Completion: January 2009

1st Quarter Report: After further contemplation of this goal, please consider the following recommendation. Hiring part-time/supplemental fundraisers based on geography rather than per site may make more sense from a fiscal as well as practical standpoint as salaries could be allocated per site. The rationale behind this approach is there may not always be funding needs identified by sites or funding opportunities available/applicable deadlines. This plan would have a person responsible for a particular region with the potential breakdown as follows:

Greater Berks region: Corporate, GBRO, Wyomissing, and York
Southeast region: SERO and CTUB II
Northeast region: NERO, LVO, and CTUB I
Susquehanna Valley region: SVO, Williamsport, and Wellsboro
Maryland region: MDRO

2nd Quarter Report: This goal has been discussed with regional directors in the context of having each site hire their own fundraiser. In view of budgetary considerations, other options have also been discussed including utilizing the dollars to hire an additional fundraiser to work directly in the Development Department and hiring regional fundraisers as follows:

Greater Berks region: Corporate, GBRO, Wyomissing, and York
Southeast region: SERO and CTUB II
Northeast region: NERO, LVO, and CTUB I
Susquehanna Valley region: SVO, Williamsport, and Wellsboro
Maryland region: MDRO

The only clear consensus is site budgets cannot support individual fundraisers at this time. The other two options have had mixed reviews with the sites feeling they may not receive equal attention for the dollars committed (for the regional approach) and if a local fundraiser can be effective from a distance (for the Development Department fundraiser approach).

With the business planning and budget process looming, Art will attend the next regional and residential directors meetings with the expectation being that by no later than January 20, 2009 a definitive answer will be given as to the status of this goal.

The due date of this goal was that it would coincide with the budgeting and business planning processes. Therefore, no formal action has taken place to date.

3rd Quarter Report: This goal has been completed for this year whereas each regional office as considered the hiring of a part-time/supplemental fundraiser, but due to budgetary constraints, they are unable to at time. Discussions have been held with both regional and residential directors to again consider this goal when formulating business plans for fiscal year 2011.

Year End Report: As previously noted, this goal has been completed.

3. CONCERN will create a purposeful written program to engage staff, resource parents, Board of Directors, donors, and the general public in public policy formation at all levels of government, as warranted by the current environment.

Lead Responsibility: Development Director
Projected Completion: December 31, 2008

1st Quarter Report: The first step in creating a written plan was to assess the materials that have been produced over the past several years and the manner in which they have been disseminated. These have included:

- an advocacy training designed and presented to Leadership Council;
- a public policy committee with representation from all sites was formed, but meetings have proved to be difficult to maintain on a regular basis;
- legislative contact lists have been made available and updated;
- PCCYFS sponsored annual legislative breakfasts have been regularly attended;
- letter writing campaigns have taken place as needed;
- the Local Economic Impact Report has been produced and updated annually and sent to legislators;
- legislative contact forms were established and legislative visits were to have taken place, but these visits have been sporadic;
- an advocacy script was written and distributed that described how best to contact a member of the legislature, so the aforementioned visits would be more manageable; and
- letters of congratulation have been sent yearly to re-elected members of the legislature and to those newly elected.

At the present, we are seeking to streamline this process so participation would be easier and more meaningful. The following is currently being done to meet this goal:

- legislative contact lists, Local Economic Impact Reports, and legislative contact forms are proposed to remain in place;
- the annual PCCYFS legislative breakfasts will remain a priority with the hopes of continuing being a host site;
- advocacy trainings will be continue to be made available as needed;
- the CONCERN Public Policy Committee membership list will be updated and members will be kept informed through regular correspondence, particularly after PCCFYS Public Policy meetings;
- using these committee members to coordinate letter writing campaigns as well as visits to legislators, including having resource parents as part of this process;
- “how to” pocket guides are in the process of being designed by Joni Conrad so individuals will have easy-to-use, handy information when they need a quick reference;
- pocket guides will include how to handle personal visits, letters, and telephone calls as well as how bills become laws, the budgeting process and others;
- Joni and I have discussed creating a “Legislative Corner” as part of the newsletters to have staff, resource parents, Board members, and donors aware of current happenings.

The next step is to create a written plan of action utilizing the above action steps as well as strategies and talking points as presented by PCCYFS.

2nd Quarter Report: All of the elements of a written plan are in place with the Development Director taking the lead in accessing the

Required Activities (including, but not limited to)

Activities are to include being kept informed of the current legislative and budget environments in Pennsylvania, attending legislative breakfasts and county Needs Based Budget hearings, participating in and seeking support for others to participate in letter writing campaigns and/or legislative visits, sending periodic correspondence to legislators, completing appropriate follow-up paperwork, etc.

Dates for Required Activities - Dates will be provided as to the above activities in a timely and in an advanced manner.

Materials Available - The following materials will be made available (including, but not limited to)

- CONCERN Local Economic Impact Report
- Advocacy Training
- Advocacy Script
- “The Do’s and Don’ts of Contacting Legislators”
- Updated Legislative Contact Lists
- Legislative Contact Form
- Regular Public Policy Updates

Responsible Parties - The Development Director will be responsible for providing the information and materials to engage staff, resource parents, Board of Directors, donors, and the general public in public policy process. Site Directors are expected to assist with facilitating communication to staff and foster parents (if applicable) and to provide e-mail addresses for foster parents (if available).

3rd Quarter Report: This goal has been completed. “CONCERN Public Policy Protocols” have been established as well a “Public Policy Calendar.” These documents have been previously distributed. In addition, e-mail distribution lists have been established to include CONCERN’s Board of Directors, Fund Development Committee, Corporate Management Team, Public Policy Committee, and select foster parents who have opted-in to receive e-mail public policy updates. [Please note if all staff should be needed to respond to an issue, we can send a broadcast e-mail.]

Year End Report: As previously noted, this goal has been completed.

FOSTER CARE AND ADOPTION STRATEGIC PLANNING COMMITTEE
Fiscal Year 2008-2009

Committee Co-Chairs: Wayne Miller and Cindy O'Neil

Corporate Consultant: Mary Beth Hughes

1. **Long Term Goal** – CONCERN will recruit sufficient resource families to meet the diverse needs of children referred for placement services.
2. **Long Term Goal** – CONCERN will purposefully identify and work toward the removal of barriers within the approval/reapproval process using a self-assessment instrument.
3. **Long Term Goal** – CONCERN will assume a leadership role in creating innovative approaches to recruitment strategies.

Annual Goals

1. CONCERN will direct each regional office to form a “think tank” of resource families for assisting with recruitment efforts.

Lead Responsibility: Regional Directors
Projected Completion: December 31, 2008

1st Quarter Report: Each regional office has identified a “think tank” of resource families for assisting with their recruitment efforts. All regional offices have held at least one meeting. The “think tank” families are as follows:

GBRO – Berger, Erdman, Reinert, Halye, Broadhurst, Keller, Moyer, McMullin/Dougherty

LVO – Hein, Chaikowsky, DelValle, R. Lopez, Kulp, Campbell, M. Caraballo

SEO – Grumm, Emmons/Bullock, Terebecki, Malaczewski, Powers/Berg, Muse, Whiteside/Hubert, Trevisani, Villanova, Horner

NEO – Banks, Gaugler, Modleski, Stankevitch, Stevens, Szuch, Usher

SVO – Fisher, Houseknecht, Lutz, Fowler, Fluke

Wellsboro – Jackson, Westby/Gibson, Gile, Paris

MDO – Blake, Freeman, Hemsley, Savoy, Sellman, Thomas

2nd Quarter Report: Families are very enthusiastic about their involvement with this effort. Areas discussed thus far include topics such as recruitment - obstacles and ideas, more active resource family involvement in the recruitment process, the approval process, areas for visitation, relief/respice, mentoring, the referral process, including information shared, ideas for retention and better use of technology, e.g. forms on agency website.

3rd Quarter Report: Regional offices have continued to meet with think tank families during this quarter. Recommendations for creating a mechanism for sharing ideas between regional offices were discussed at the March regional directors meeting. The primary mechanisms recommended were the creation of a folder on the share drive and purposeful sharing of information at the agency wide recruitment/retention meetings. Regional directors were directed to discuss idea implementation specific to their locale with their corporate supervisor for endorsement. Ideas with more of an agency wide application would be brought to the corporate team by the corporate supervisor for discussion and approval.

Year End Report: Regional offices have continued to meet with think tank families during this quarter. The Maryland Regional Office has organized a foster family and youth forum as another means to generate ideas.

2. CONCERN will budget for/reorganize staff resources so that recruitment staff can specialize in this area and make it their total focus.

Lead Responsibility:	Corporate Staff/Regional Directors
Projected Completion:	February 1, 2009

1st Quarter Report: Regional directors have added this goal to the regional directors' agendas for initial discussion/brainstorming about how to operationalize this goal for the 2008-2009 budget/business plan process. Each regional director will speak directly to their ability to fiscally achieve this goal in the business plan due in February, 2009.

2nd Quarter Report: Discussion has continued at regional directors meetings.

3rd Quarter Report: Given the current economic climate, regional directors have decided that it is not fiscally realistic to designate additional resources at this time.

Year End Report: No change since last quarter.

4. **Long Term Goal** – CONCERN will retain sufficient resource families to meet the diverse needs of children referred for placement services.

Annual Goals

1. CONCERN will direct each regional office to form a “think tank” of resource families for identifying and assisting with agency wide issues that may impact retention of resource families.

Lead Responsibility: Regional Directors
Projected Completion: December 31, 2008

Same as other “think tank” goal.

2. CONCERN will streamline processes for our resource families through better use of technology and by providing additional supports as needed.

Lead Responsibility: Technology Committee/Training
Administrator/Training Coordinators
Projected Completion: June 30, 2009 (Research and
Recommendations)

1st Quarter Report: Pam Berg, Training Administrator and Ginny Ysa, Quality Assurance Administrator has tested GTM software with a volunteer group of resource families and staff from different offices. As a result of this successful test, CONCERN has subscribed to GTM for one year, and there are plans to use this software to connect resource families to CONCERN training and each other.

2nd Quarter Report: In addition to the GTM activity, Erin Slack of the Greater Berks Regional Office will be piloting a Yahoo-based on-line foster parent support and information group during the first six months of 2009. This project will be critically reviewed by Erin and Mike Korenich, Director of Administration who will then produce a report to help assess the value of extending this approach to a wider audience of resource families.

3rd Quarter Report: Ginny Ysa, Quality Assurance Administrator has used the GTM software twice to train site staff on the use of the central data file. GBRO staff (Marcia Moll and Cindy O’Neil) is working with Pam Berg, Training Administrator to do foster parent training.

The on-line foster parent group has grown to include approximately eighteen families – a formal report from Erin and Mike is due in June.

Year End Report: GBRO Caseworker/Foster Home Developer, Erin Slack has continued to moderate an on-line CONCERN foster parent group, using the “Yahoo” group platform. At its maximum, the group has operated with 26 registered members, including five CONCERN staff. She and Mike Korenich,

Director of Administration produced a report in July, 2009 assessing this experience which was largely positive. This report also suggested ways to enhance the activity level and value to the site, including expanding it to other CONCERN offices and/or opening it to the public as a marketing tool. Broader discussion about any next steps will need to occur.

3. CONCERN will formalize mentoring as an additional support to resource families.

Lead Responsibility:	Regional Directors/Selected Work Group
Projected Completion:	June 30, 2009

1st Quarter Report: A selected work group joined by regional directors has been identified by regional offices. It is as follows:

GBRO – Jodie Glossick/Eda Cofield
LVRO – Janice Johnson/Tonya Klemmer
SERO – Teri Dakuginow
NERO – Mary Lou Cantafio/Joe Monczewski
SVRO – Jillian Benelli/Wayne Miller

2nd Quarter Report: Tonya Klemmer scheduled their first meeting for 10/16/08 at which time two facilitators were identified – Jodie Glossick (GBRO) and Janice Johnson (LVO). A subsequent meeting was held on 12/11/08. The work group generally discussed the mentoring concept, parameters for identifying families and ways it could support retention.

2nd Quarter Report: The work group’s discussions have focused on the need to provide ample support to new families not only through a mentoring but also through reinstituting support groups. The group has begun to identify criteria for selecting a mentor family, development of a “strengths based training” for mentor families, length of time the mentor relationship would be in place, and incentives for becoming a mentor family. Regional directors may approach their think tank families for additional ideas.

3rd Quarter Report: The work group submitted a program proposal to the corporate group for consideration.

5. **Long Term Goal** – CONCERN will ensure that each client served is provided with effective transition services as they age out of foster care.
6. **Long Term Goal** – CONCERN will evaluate its current practices for all foster care populations served in preparing youth for post placement living situations.

7. **Long Term Goal** – CONCERN will strive to implement best practice models for clients aging out of foster care.
8. **Long Term Goal** – CONCERN will explore pre and post discharge services based on realistic goals and individualized client needs.

Annual Goal

1. CONCERN will explore best practice models for clients aging out of foster care.

Lead Responsibility: Regional Directors/Selected Work Group
 Projected Completion: June 30, 2009

1st Quarter Report: A selected work group joined by regional directors has been identified by regional offices. It is as follows:

GBRO – Christine Kopanski/Becky Keller/Eda Cofield
 LVRO – Colleen Ward/Tonya Klemmer
 SERO – Stephen Legault/Teri Dakuginow
 NERO – John Bershefsky/Joe Monczewski
 SVRO – Greg Wilt/Wayne Miller
 MDO – Bambi Harmon

2nd Quarter Report: Joe Monczewski scheduled their first meeting at which time two facilitators were identified – Greg Wilt (SVO) and Becky Keller (GBRO). The work group discussed the need to identify examples of successful independent living programs and a curriculum for older foster children who will be discharged into the community at age eighteen.

3rd Quarter Report: The work group has decided to focus their efforts on developing a resource guide format for children close to aging out of foster care. The purpose of the resource guide would be to provide a reference for the child who is living on their own about how to access various identified services/agencies within their immediate community.

Year End Report: The work group is finalizing the “Community Resource Directory” which would be provided to foster children who are around the age of seventeen and might possibly age out of the system when they turn eighteen or complete their schooling.

9. **Long Term Goal** – CONCERN will find innovative ways to honor the involvement of legal families in their children’s lives during placement.

10. Long Term Goal – CONCERN will research literature regarding meaningful legal family involvement in lives of children while in foster care.

11. Long Term Goal – CONCERN will implement best practice regarding visitation.

Annual Goal

1. CONCERN will evaluate current visitation practices.

Lead Responsibility: Regional Directors/Selected Work Group
Projected Completion: June 30, 2009

1st Quarter Report: A selected work group joined by regional directors has been identified by regional offices. It is as follows:

GBRO – Joe Pratt/Eda Cofield
LVRO – Narcissa Williams/Tonya Klemmer
SERO – Teri Dakuginow
NERO – Cathy Sheridan/Joe Monczewski
SVRO – Kate Benion/Wayne Miller
MDO – Carrie Knebel

2nd Quarter Report: Eda Cofield scheduled their first meeting on October 13, 2008 at which time two facilitators were identified – Kate Benion (SVO) and Cathy Sheridan (NEO). A subsequent meeting was held on 11/11/08. Future meetings, beginning in January, 2009 will be held on the second Tuesday of each month until July, 2009. The work group discussed some of the obstacles that prevent biological families from having quality visitation time with their children placed in foster care, the stigmas that are sometimes attached to biological families and the impersonal relationships that sometimes exist between biological families and foster families. The group also discussed county expectations, the emergence of visitation centers that are home-based and more personal, e.g. possibly providing a meal during the visit. The group also discussed the possibility of researching/creating a training session that could help teach our foster parents how to reach out to and be more accepting of biological families.

3rd Quarter Report: The work group continues to research methods used by counties and states to aid with foster parents and birth parents working together. The PA Family Support Alliance was identified as a resource in this regard and their executive director may be joining a future meeting to talk about their training curriculum that stresses the importance of families working together. There has been some discussion about involving birth parents in CONCERN's parenting trainings, e.g. Love and Logic. Convening a group of birth parents for additional ideas and perspectives

was also discussed. The work group also acknowledged the importance of familiarizing themselves with the new Foster Connections Act of 2008 as part of their research in working with families.

Year End Report: The work group has arranged for the PA Family Support Alliance to convene training on the importance of foster parents and birth parents working together. Each regional office will be represented at the training which is scheduled for September, 2009. Each office will be expected to implement this training, which will possibly be co-lead by experienced foster parents at their respective sites.

MARYLAND PROGRAMS STRATEGIC PLANNING COMMITTEE
Fiscal Year 2008-2009

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. CONCERN's Maryland Regional Office will seek to implement an evidence-based program that would address the needs of youth in transition to independence.

Lead Responsibility:	Regional Director/Assistant Regional Director/Corporate
Projected Completion:	June 30, 2009

1st Quarter Report: This goal has not been directly addressed to date.

2nd Quarter Report: There has not been any activity on this goal. There is still momentum at the state level and the Maryland office will continue to look at the state's focus. At this time we do not know how the initiative will look.

3rd Quarter Report: The strategic planning committee met on March 16 and on April 1 to discuss the status of the current goals as well as to plan for the next year. The group generated a number of ideas regarding youth transitioning into independence. It was determined that this goal should be carried over to the next year.

Year End Report: Information was gathered from two different trainings conducted by Rusty Clark, PhD at the Systems of Care Conference. The workshop presented TIP (the Transition to Independence Process system). The TIP model is an evidence-supported system. This research provides a starting point for the Maryland office's research. The Maryland office also wants to explore how the use of SPIN video can be utilized with this population.

2. The Maryland Regional Office will undertake a Foster Parent Recruitment campaign that targets families best suited to meet the diverse needs of the children being referred.

Lead Responsibility:	Intake/Training Coordinator
Projected Completion:	June 30, 2009

1st Quarter Report: The MD Office determined that it would be beneficial to focus on churches located in the different counties. Letters are being drafted to be sent out with response cards.

2nd Quarter Report: Letters and flyers are being finalized. After think tank meetings with eight foster parents living in three different counties it was determined that churches with active foster parent presence should be targeted first. The parents also felt that select places of employment as well as neighborhood associations should be areas of focus. The parents volunteered to host, bridge connections and participate on panels if and when appropriate. One presentation a month will be scheduled.

3rd Quarter Report: We have had one church presentation with a second one scheduled for May. Both churches are located in Calvert County, an area identified in the business plan as an identified area of expansion. We have certified five families from our first orientation of this year. Seven to nine other families are expected to be certified from this orientation group as well. It is important to note that all these families heard about CONCERN from individuals affiliated with CONCERN. The second orientation group scheduled for April 15th, has 29 people signed up to attend. A number of these individuals came from foster parents participating on the Think Tank. The group is meeting monthly and generating a lot of ideas and interest in the Maryland Office. The strategic planning group determined that this goal should be carried over to the next year because momentum is just beginning. The group feels that the certification of foster parents is an ongoing goal but one that needs a lot of attention at this time.

Year End Report: The second church presentation took place and one family expressed an interest in becoming a foster parent. They arranged a meeting with the Training Coordinator but cancelled and have yet to reschedule. We have identified Montgomery County as the next area we wish to target. A Prince George's County DSS worker suggested her church because it has four different locations and caters to very culturally diverse populations. The Training Coordinator has written a letter to the pastor and provided flyers and brochures. A new foster family that is in the final stages of certification lives in Montgomery County as well. They have offered to provide an introduction to their church as well. The second orientation group provided 14 potential new resources. We have scheduled a third orientation group for the beginning of September because we have 22 people already signed up for the class. The Think Tank is scheduled to host the first Forum bridging communication between the foster parents and the youth. Staff has volunteered to assist with this meeting and the meeting is scheduled for Monday, July 27th. The swim party/cook-out is a result of the Think Tank as well. The party is scheduled for Monday, August 10th.

3. The Maryland Regional Office will seek to partner with public agencies in Prince George's County to develop a Runaway/Homeless Youth Program.

Lead Responsibility: Regional Director
Projected Completion: June 30, 2009

1st Quarter Report: On 8/25/08 representatives from the Department of Family Services, Department of Juvenile Justice, Prince George's County Police, and CONCERN reconvened to continue to focus on developing the grant for FY'09. The representative from Prince Georges County Department of Social Services was not able to attend but will attend future meetings. The meeting scheduled for 9/18/08 was cancelled and is in the process of being rescheduled.

2nd Quarter Report: There is concern that we may lose another year with this initiative. CONCERN has attended meetings/trainings regarding Runaway/Homeless youth and shared the information. CONCERN has kept in contact with the county representatives in an attempt to keep the focus on this grant. It appears that this is not a priority for the county at this time. When the grant is released the short period of time to respond may prove to be difficult to be met by all parties involved.

3rd Quarter Report: Carol Roe became very sick and missed 3-6 weeks of work. It was during this time that the grant was released. The group did not respond and efforts have stopped regarding this goal.

Year End Report: Carol Roe contacted CONCERN and shared that the grant was issued later and invited us to sit at the table to respond to the grant. CONCERN was unable to be present at the meeting and internally determined this is not an area that we wish to pursue at this time. An Independent Living Program decided to take the lead and respond to the grant. They were given contact information for CONCERN if they wish to partner with us. They have not responded at this time.

RESIDENTIAL PLACEMENT STRATEGIC PLANNING
Fiscal Year 2008-2009

Committee Chair: Jane M. Longazel

Corporate Consultant: Kevin E. Stichter

1. **Long-Term Goal** – CONCERN will continue to position itself to respond to Department of Public Welfare’s request for restraint reduction.

Annual Goal

1. Review and establish treatment modalities that are strength based in their approach.

Lead Responsibility:	Residential Site Directors and Selected Workgroup
Projected Completion:	December 31, 2008 (Requesting extended this date to June 30, 2009)

1st Quarter Report: Residential Directors will be meeting in October to discuss this area.

2nd Quarter Report: Residential sites reviewed strength based modalities and took a closer look at our programs to identify our strength and weaknesses related to strength based modality definitions.

Modalities that are strength based center on a rehabilitative versus punitive approach. Evaluations, chips, points, treatment plans and individual service plans are typically based on weaknesses and areas needing improvement.

To successfully achieve a strength based program, philosophy needs to be supported from the top down. Confrontation needs to be focused on the positives. Developing strength based goals include the child, the family and the community.

3rd Quarter Report: CTUB-LC reported on their strength based modalities. They include:

- a. Token Economy
- b. Behavior Contracts
- c. Employment
- d. Lions Community Service Recognition
- e. Good Behavior Trips
- f. Program Completion Award

CTUB-CC reports their modalities as:

- a. Evaluations: Free time, Weekend Chips, Behavior Contracts
- b. Weekend/ Home Pass
- c. Employment
- d. Education
- e. Token Economy
- f. Group Activities/Off Grounds
- g. Individual Activities/Off Grounds
- h. Privileges
- i. Buddy System

Life Skills modalities include:

- a. Strength based comments
- b. Employing positive talk when client shuts down
- c. Offering feeling of empowerment to own behavior
- d. Building clients up with positive comments
- e. Negating issues once consequences served
- f. Consistent recognition for jobs well done
- g. Communicating positively with clients

Residential programs will consciously identify and concentrate on client strengths as documented in the ISP.

4th Quarter Report - A conscious effort will be made to include strength-based goals into Individual Service Plans for all youth. Residential programs presently use numerous strength-based modalities in their programs and they will continue to enhance strength-based ideology as it relates to restraint reduction. Residential sites continue to be aware of the Department of Public Welfare's initiatives to eliminate/reduce restraints and through continued training with staff CONCERN residential sites keep restraint reduction awareness as a priority.

2. **Long-Term Goal** – CONCERN will explore the establishment of a Training Center for the employees of the residential programs.

Annual Goals

1. Evaluate the fiscal impact of a separate training site versus traveling trainers.

Lead Responsibility:	Residential Site Directors and Selected Workgroup
Projected Completion:	October 31, 2008 (Requesting extending this date to May 15, 2009)

1st Quarter Report: Review of this topic has found there are different approaches to state required trainings at each residential site. This issue will need to be addressed before moving forward with this area.

2nd Quarter Report: The following chart indicates the fiscal impact of trainings that require a trainer:

	CTUB-LEHIGHTON	CTUB-COATESVILLE	LIFE SKILLS INST COMM LIVING SER
ORIENTATION Without computer training	3 hours	3 hours	3 hours
SAFE CRISIS MGT	216 hours annually	216 hours annually	216 hours annually
FIRST AID	3 hours (1 re-cert) \$6/person, mileage/salary	1 hour \$45 per person	3 hours \$45 per person
CPR	4 hours (1 re-cert) Cost shared with FA	1 hour Cost shared with FA	3 hours Cost shared with FA
MED ADMIN	23 hours annually	23 hours annually	23 hours annually

Further discussion will be needed on this area and input from business office is needed.

3rd Quarter Report: In these fiscally challenging times, discussion continues to determine the most cost effective way to approach training in the residential programs.

Year End Report: During this time of economic uncertainty, the establishment of an actual training center does not appear fiscally viable. Discussion revolving around a single trainer for all residential sites occurred but again it was felt that this additional position could not be fiscally supported by the residential programs at this time. Presently, the immediacy to train newly hired staff to get them working as soon as possible is handled by each site and their staff and a single trainer might impede this process as scheduling time might present difficult. Also site staff have a better handle on the program specifics that help acclimate newly hired staff to the program.

2. Evaluation results will be presented to the Corporate Group for review.

Lead Responsibility: Residential Site Directors and Selected Workgroup
 Projected Completion: January 1, 2009 (**Requesting extending this date to June 15, 2009**)

1st Quarter Report: Once all residential sites are approaching trainings with a similar style further work can be done to address comparison of site training versus traveling trainers.

2nd Quarter Report: Further work is needed before presenting to the Corporate Group.

3rd Quarter Report: Work continues to determine fiscal impact.

Year End Report: Due to the determination of the first annual goal, information was not presented to the Corporate Group for review. It was felt at this time that it would be premature to present any proposal due to the economic climate and that all training will continue to be handled by individual residential sites.

- 3. Long-Term Goal – CONCERN** will seek to develop shorter term programs in the residential environment.

Annual Goal

1. Identify program strengths that can be consolidated to meet the needs of counties for short term placements.

Lead Responsibility:	Residential Site Directors and Selected Workgroup
Projected Completion:	December 31, 2008

1st Quarter Report: This topic has not yet been addressed.

2nd Quarter Report Drug and Alcohol services seem to be the greatest impediment to meeting the goal of shorter program time for clients.

CTUB-CC has been working closely with Delaware County in an attempt to have sex offenders step down back into their homes. The residential programs describe the request for shorter programs as seldom, but these requests when they do occur are able to be accommodated.

Clients need to earn their level of participation in the program. Certain goals are disposed of, especially if the client is showing mastery of the skills. Medical insurance is another issue to contend with when dealing with a short term placement. Psychiatric services are also a delay in moving a client through at a faster pace. Seeking short term employment is also another area that can work against the program.

3rd Quarter Report: Initiative, creativity and flexibility remains the greatest strengths the Residential programs utilize when meeting the request of counties to shorten placements. A recent request to develop a 30 day placement resulted in looking closely at the child's needs and developing high impact goals for his service plan. Although not placed, the unit was prepared to meet the request of the county. **Completed.**

Year End Report: Residential sites continue to be open to a flexible time frame for placement. Although an average length of stay may be referenced, each youth, with support from the placing agency determines what is necessary for successful discharge from the program. Residential sites continue to work with placing agencies requesting unique and shorter length of programming.

4. **Long-Term Goal** – Incentives for clients in residential placements will be enhanced.

Annual Goals

1. Create surveys to collect information on what motivates the clients.

Lead Responsibility: Residential Site Directors and Selected Workgroup
Projected Completion: July 31, 2008

1st Quarter Report: Surveys have been developed. **Completed**

2. Clients will be surveyed on what motivates clients to achieve their goals.

Lead Responsibility: Residential Site Directors and Selected Workgroup
Projected Completion: August 31, 2008

1st Quarter Report: Surveys have been distributed for use with our clients. **Completed.**

2nd Quarter Report: Results were collected. **Completed.**

3. Results will be reviewed by Residential Site Directors and Selected Workgroup to identify the incentives that are possible.

Lead Responsibility: Residential Site Directors and Selected Workgroup
Projected Completion: October 31, 2008

1st Quarter Report: Results have yet to be collected.

2nd Quarter Report: Results from the surveys include:

Family time: We talked about the possibility to have more frequent visits, more incoming call time, longer day visits with families and more home passes. The monetary impact of additional visits home would need to be considered. Longer day visits and longer incoming calls would not present any fiscal impact at all.

More off ground activities: Suggestions included auto shows, concerts and sporting events. Cost of these would need to be considered in annual budgets. No cost or low cost suggestions included local fairs and festivals, farmer market trips, free local concerts, and library trips.

More positive interactions with staff: Possible private meal time with one on ones, fishing trips with a counselor and their assigned clients, daily positive reports from one on ones to be publically posted were ideas shared.

3rd Quarter Report: Each site took these suggestions into consideration. **Completed.**

4. Incentives identified will be added to the program budget requests, if necessary.

Lead Responsibility:	Residential Site Directors
Projected Completion:	December 31, 2008

1st Quarter Report: Results have yet to be collected.

2nd Quarter Report: Ideas adopted by each site will need to be included in the annual budget. **Completed.**

3rd Quarter Report: Incentives needing fiscal resources were reviewed and included in each site's budget as needed. **Completed.**

Year End Report: As the goals in this area required consecutive action to move forward, they have been completed. Residential directors have used the information gathered from surveys to implement incentives into their specific programs. Incentives requiring minimal fiscal resources continue to be prioritized for program implementation.

