

***Findings from
A Programmatic Assessment***

of the

***Office of Interstate Compact on the Placement of
Children (ICPC)***

Division of Family Services

**Vickie Johnson-Scott
Director, Division of Family Services**

Prepared by

VIA Consulting Group, LLC and Envisions Management Consulting, LLC

- Programmatic Assessment Background
 - Purpose of Assessment
 - Scope of the Assessment
 - Project Strategy
- Findings
 - from State ICPC Programmatic Assessment
 - from Key Process Review
 - from the Stakeholder Input
 - from the Best Practice Interviews
- VIA/EMC Proposed Improvement Projects
 - Summary
- Expected Outcomes with Improvement Project Implementation
- Conclusion

Purpose of Assessment

- Prepare comprehensive audit of ICPC
- Describe inputs, operations, and outcomes
- Identify key issues/concerns
- Propose improvement projects

Outcome Goal:

*With implementation of improvement projects,
enhance ICPC operations and management*

Overview of Assessment Approach

ALIGNMENT	Vision:			ALIGNMENT
	Mission:			
	Strategic Plan:			
	Inputs	Process	Outcomes/Impacts Short-term & Long-term	
	• Budget • Staff • Equipment • Information Technology • Work Space • Training • Court Orders	Organizational Structure • Current and Representative Project Change For all Key Functions/Processes • Description of work flow and organization • Availability/communication of written policies, procedures or standards • Meets customer expectations • Alignment with mission statement • Alignment with strategic plan and objectives • Alignment with standards, policies, procedures (requirements) • Recent initiatives • Customer focus/Citizen involvement	• Products & Services • Internal/External • Quality Assurance Activities • Customer Satisfaction • Listening Posts/ Feedback • Citizen Involvement	

Scope of the Assessment

- Conduct Programmatic Assessment of ICPC Program, to prepare profile of:
 - Inputs
 - Processes
 - Outcomes
- Obtain Stakeholder Input
 - Best Things About ICPC program
 - Areas for Improvement
- Conduct Best Practice Interviews, to obtain input on key topics where input is needed
 - Governing structure
 - Staffing levels/process
 - Filing systems
 - Training resources
 - Information system
 - Quality assurance

Project Strategy

- State Focused ICPC Review
 - One-on-one interviews
 - Director, Division of Family Services
 - Program Mgr, ICPC
 - All ICPC staff
 - Director, Foster Care program
 - Director, Adoption program
 - ICPC Staff Group Session
 - Document Review
- Obtain Stakeholder Input
 - Interview Virginia Local Offices
- Conduct Best Practice Interviews of 4 States
 - Maryland
 - Minnesota
 - New York
 - North Carolina

Findings from State ICPC Programmatic Assessment

Findings from State ICPC Programmatic Assessment

Policy and Procedures

- Regulations must be completed
- A formal ICPC policies and procedures manual is needed/integrated with P&P manual for Permanency Unit
- The policy and procedure manual targeted to local agencies is outdated

Business Planning

- A Business/Strategic Plan is needed

Findings from State ICPC Programmatic Assessment

Training for ICPC Staff

- There is no formal training plan
- Training requires an inordinate amount of staff effort.
 - ICPC office
 - Local DSS office staff and judges
- Training is not standardized
- Staff do not regularly attend APHSA conference
- Funding of training is unavailable

Training for Local Office Staff

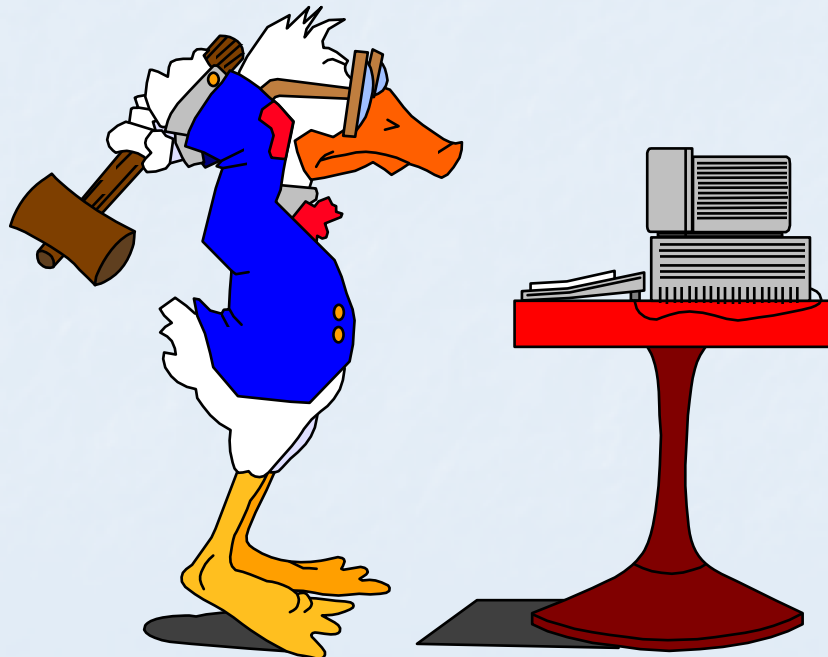
- Local office staff have not received formal training in 2 years
- The one-to-one training and technical assistance requires tremendous staff effort/resources
- One-on-one training approach leads to un-standardized interpretation/understanding of information



Findings from State ICPC Programmatic Assessment

Information Technology

- ARRIS must be enhanced/a requirements analysis is needed
- An OASIS and ARRIS interface needs to be established/utilized
- The ICPC unit should use the phone system used by the CPS/APS Hotline to track calls



Findings from State ICPC Programmatic Assessment

Reporting Requirements

- There are no formal reports to monitor workload, productivity, and quality of service
- Reports generated from ARRIS yield conflicting data—must reexamine rules behind template reports; establish rules for new reports

Customer Service

- ICPC staff must take the lead in addressing/monitoring complaints
- There is no customer feedback process

Quality Assurance/Performance Monitoring

- There is no QA plan is needed
 - Need an implementation plan to guide improvement projects
 - Needs QA performance indicators to monitor performance

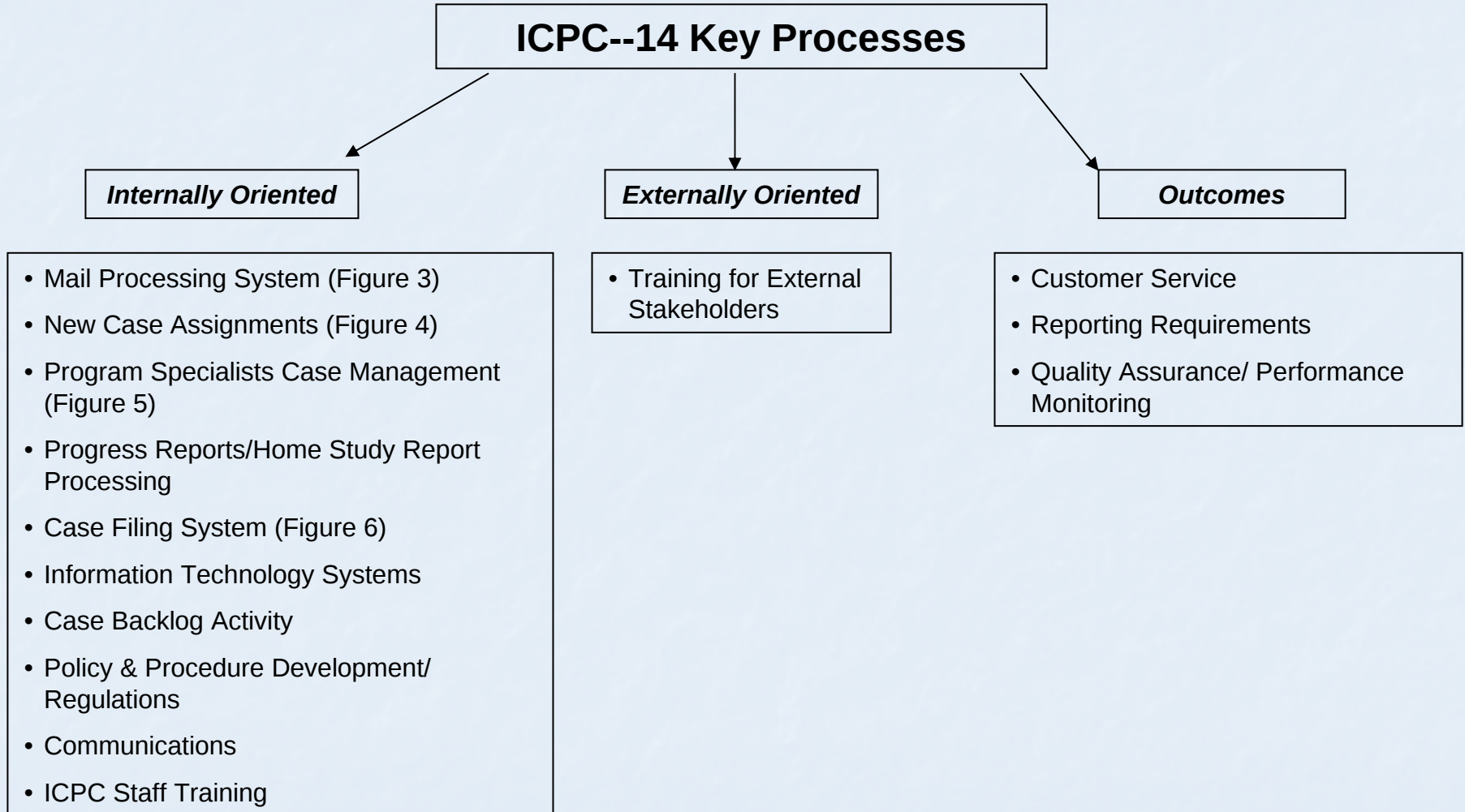


Figure 3

A Programmatic Assessment of the Interstate Compact on the Protection of Children (ICPC)

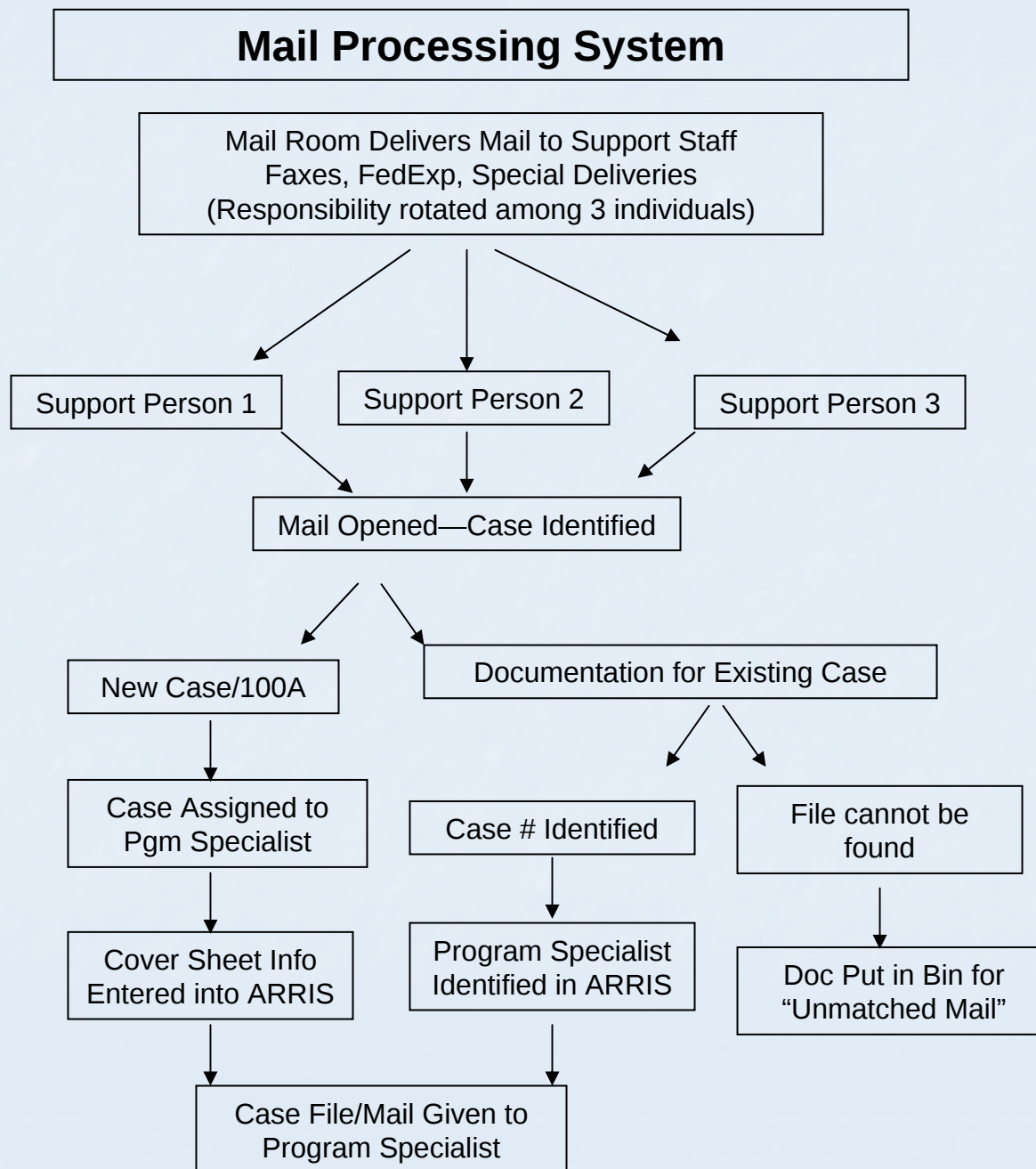
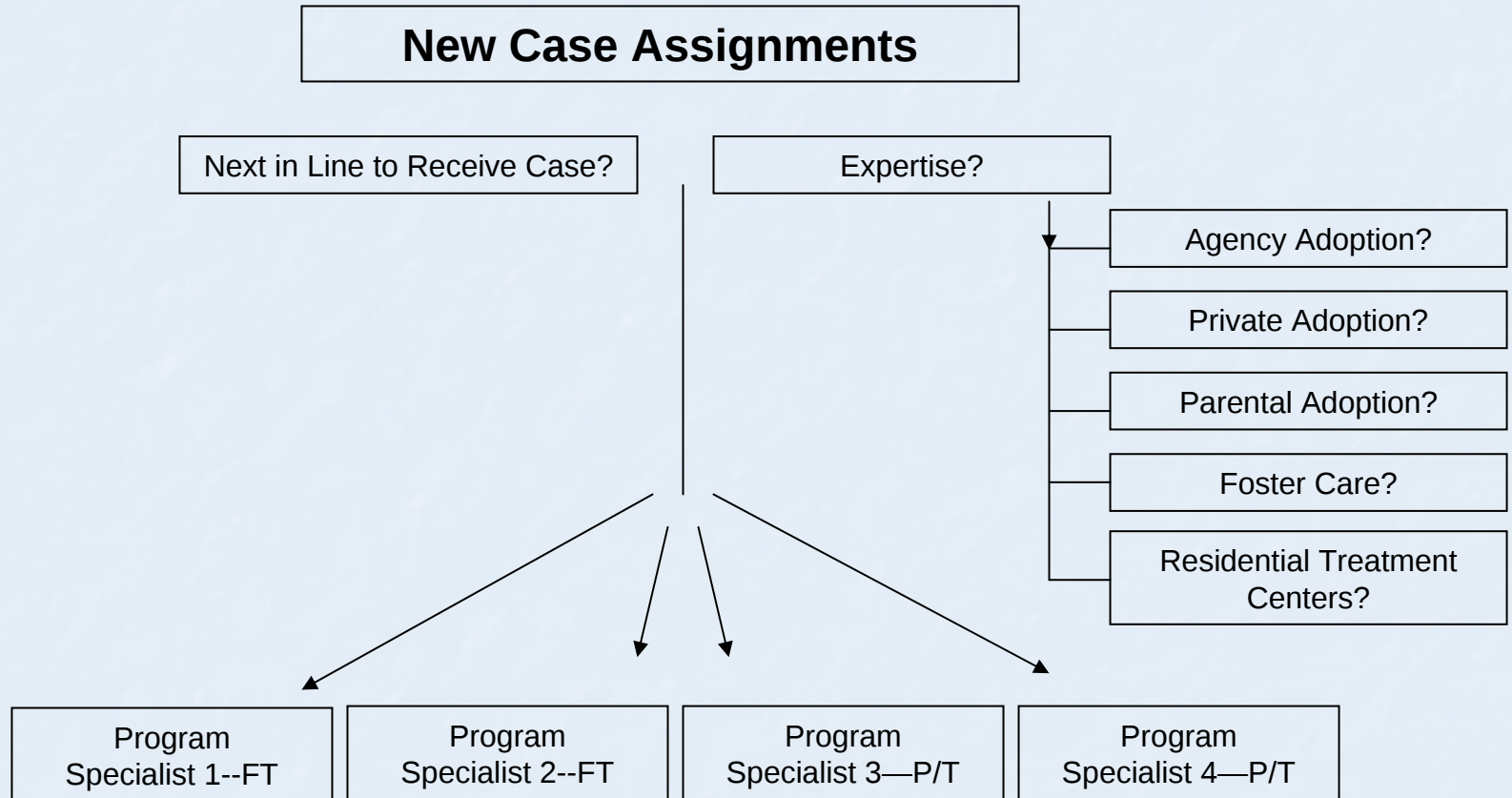


Figure 4

A Programmatic Assessment of the Interstate Compact on the Protection of Children (ICPC)



Findings: VA ICPC Key Process Issues

Case Assignment

Process Issues

- A true round robin approach to case assignment does not exist.
 - Program specialists differ in their area of expertise and are therefore targeted to receive certain types of cases.
- Part-time program specialists have an equal chance of getting a case as full-time staff. Their shorter work schedule means that they are unable to address cases on a timely basis.
- Round robin approach to case assignment does not result in equitable distribution of work. Simply counting cases does not accurately reflect the level of effort involved in a given case.

Findings: VA ICPC Key Process Issues

Case Assignment

- No system currently in place accurately measures workload and productivity.
- Staff report being overly overworked, and indicate that productivity is achieved at a cost to workers (for example, they do not have time to take breaks and they often eat lunch at their desks).
- A backlog of cases exists that specialists do not have time to address
- A staff backup plan does not exist.
- A contingency plan is needed that addresses the process for work distribution when staff are absent, on leave, or resign. In the absence of backup staff, cases continue to be assigned to individuals even when out. Workload piles up in such situations, and cases become backlogged. The current backlog is clearly further compounded.

Figure 5

A Programmatic Assessment of the Interstate Compact on the Protection of Children (ICPC)

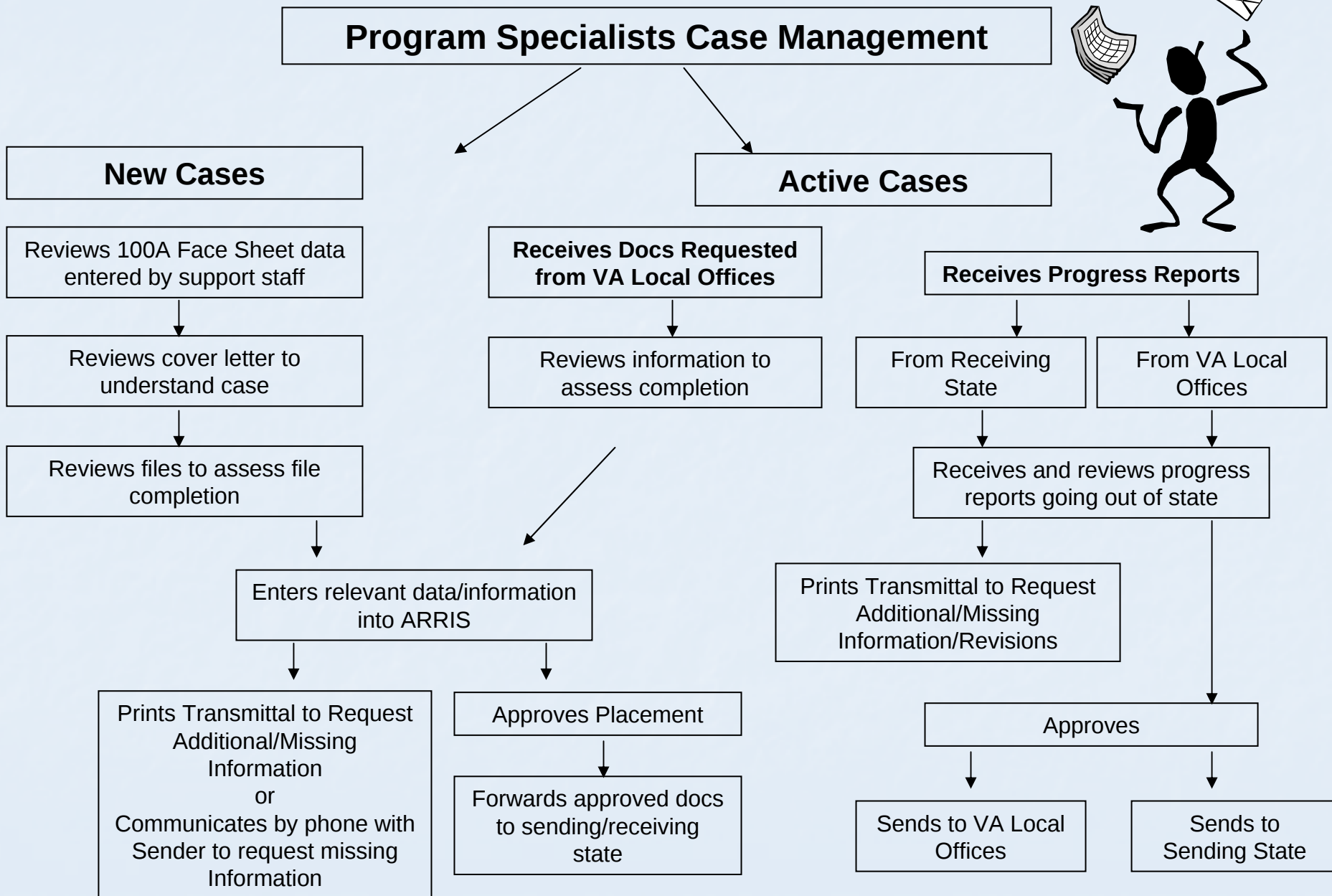
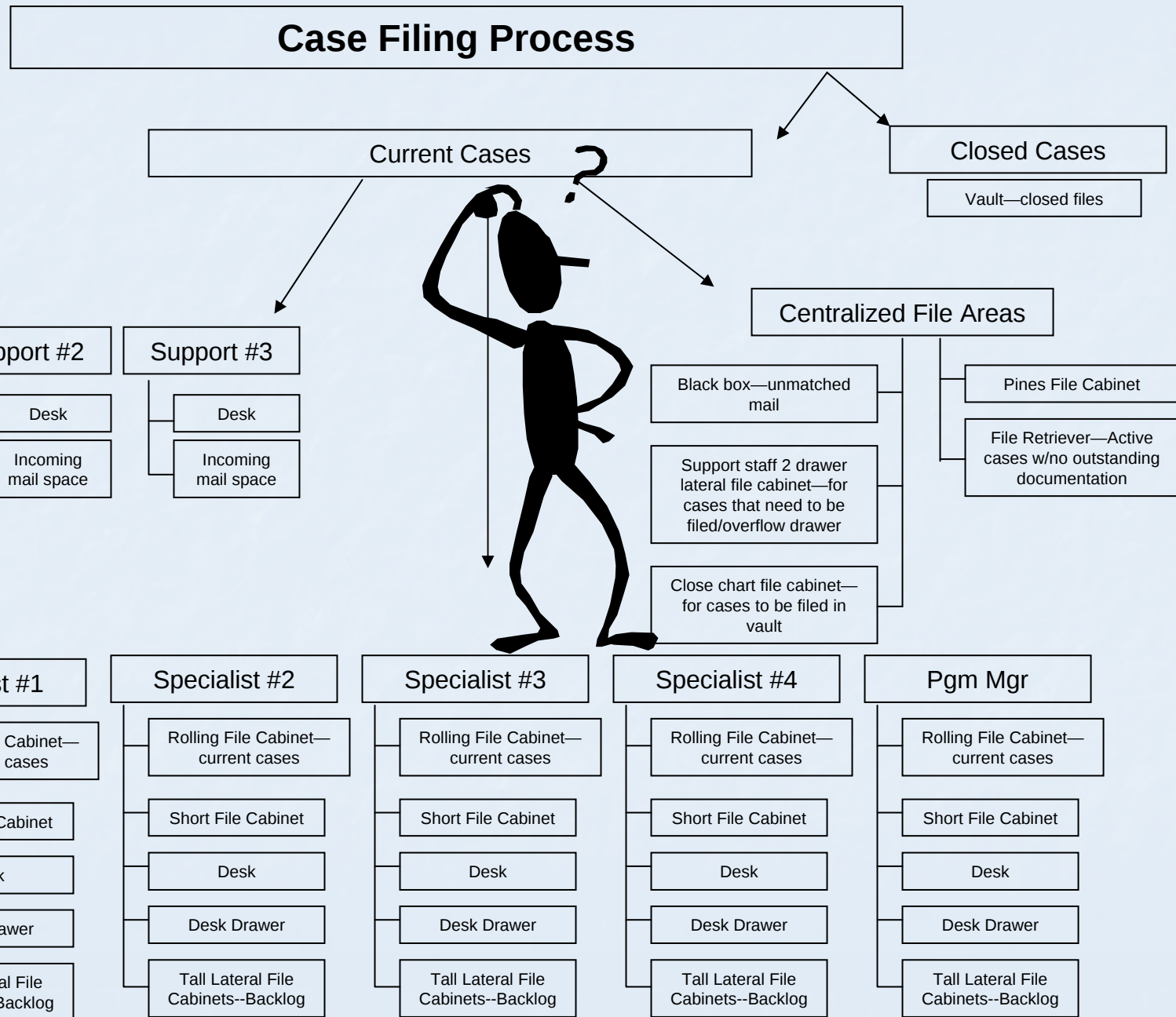


Figure 6

A Programmatic Assessment of the Interstate Compact on the Protection of Children (ICPC)



Findings from Best Practice Interviews

- Conduct Best Practice Interviews of 4 States
 - Maryland
 - Minnesota
 - New York
 - North Carolina

Summary Findings from Best Practice Interviews

- Governance--varies among State
- Staffing—levels similar to VA; all have full-time employees, experience little turnover; legal resource available to ICPC staff
- Filing Systems—centralized system. No problem in losing files
- Case Assignments—varied. Assigned by counties or last name of child.
- Caseloads—similar to VA—about 800 to 1,000 cases per work
- Case Backlog—none. Assign temporary resources to minimize backlog
- Quality assurance—none had a QA plan
- Training for Local Offices—all provided training on a regular basis. No CBT modules.
- Information Technology—all implementing enhancements; one uses APHSA system and is happy with it.
- Mail Processing—a support staff responsibility; dedicated staff, no revolving of responsibility.
- Case Counting—uncertainty was clear in discussions; some count children, some count resources. All agree, does not measure workload

VIA/EMC Proposed Improvement Projects

VIA/EMC Proposed Improvement Projects

- Mail processing
- Workload/case distribution/Establish workload management system
 - Revisit case management activities/priority areas
 - The filing system
 - Resolve case backlog problem
- Conduct IT Requirements Analysis/Enhance Info System
 - Establish formal reporting system
- Establish a formalize policy and procedure manual/finalize state regulations
- Formalize training for staff
 - Reinstate regional training programs
- Develop QA Plan

At the end of the day, we want...
an enhanced ICPC program office

- Timely placement of children
- Efficient and effective functioning
- Quality service
- Satisfied employees
- Improved customer service
- Compliance with ICPC regulations and requirements

