

**WELCOME TO
HEALTHY FAMILIES NEW YORK
Multi Site Policies**

HFNY POLICY AND PROCEDURE MANUAL	
Subject	HFNY Statement of Purpose
Policy	Healthy Families New York will have a written statement of purpose to guide the administration of services.
Multi-Site Reference	A-2
Effective date	July 2003
Revised date(s)	June 2007
Appendices	n/a

Rationale:

Healthy Families New York has a written statement of purpose that guides the administration of its services. It reflects the goals and criteria contained in the HFA Critical Elements and the needs of children and families in the broader community.

Procedures:

- The statement of purpose is reviewed every 4 years.
- Central Administration, the program sites and the Home Visiting Council provide input into the review of the Statement of Purpose.
- See attached Statement of Purpose

Healthy Families New York Statement of Purpose (Mission)

The mission of Healthy Families New York is to improve child and family outcomes for the state's at-risk families by providing supportive home visiting to new and expectant families.

Program Goals:

Support parent child bonding and relationships

Promote optimal child and family health, development and safety

Enhance parental self-sufficiency

Prevent child abuse and neglect

Effective: June 2007

Overview of Healthy Families New York

Healthy Families New York (HFNY) is a voluntary home visiting program for expectant and new parents.

Healthy Families New York offers home visiting services to expectant families and new parents, beginning prenatally or shortly after the birth of the child. The program identifies which families could most benefit from home visits by means of systematic screening and assessment in designated, high risk communities. Families who participate in the program are offered long-term in-home services until the child is in school or Head Start.

The Goals of Healthy Families New York are to:

- Support positive parent-child bonding
- Promote optimal child health and development
- Enhance parental self-sufficiency
- Prevent child abuse and neglect

The Healthy Families New York Program is a comprehensive prevention program that focuses on the safety of children while at the same time supporting families. The services are easily accessible to isolated, at risk families and are respectful of cultural and community diversity.

In 2000, a law was passed by the New York State Legislature making home visiting in New York permanent.

HFNY is affiliated with Healthy Families America, a national initiative of Prevent Child Abuse America.

Statewide Program Management

Healthy Families New York (HFNY) is funded and managed by the New York State Office of Children and Family Services (OCFS). OCFS contracts with all funded programs to provide Healthy Families services. Each funded site was selected through a competitive Request for Proposal process. The RFP solicited proposals from agencies serving very high need areas. In addition to the strength of the proposal, funded programs were able to document the need in their target area as well as strong community collaboration. Funded programs are required to follow the Healthy Families standards and participate in the credentialing process. These requirements are included in every contract between OCFS and Healthy Families sites. It is possible for HFNY programs to operate a program with local funding. These programs may be affiliated with HFNY provided they follow HFNY policies and standards.

OCFS currently has a Program Coordinator and Program Contract Managers who manage the program and provide technical assistance and monitoring of funded programs.

OCFS contracts with Prevent Child Abuse New York (PCANY) to conduct all basic training, advanced training on selected topics, and through our statewide Continuous Quality Improvement efforts, to visit each site on a regular basis to observe home visits, assessments and supervision, provide a variety of site support activities geared to the needs and requests of each program, and provide technical assistance visits as needed. PCANY also manages a resource center for funded programs and communities interested in starting a Healthy Families program. They publish a quarterly newsletter. PCANY has a Director of Training and several HFA certified trainers.

OCFS contracts with the Center for Human Services Research (CHSR), Rockefeller College of the State University of New York at Albany to manage the data system for the program and to conduct the evaluation of the program. A computerized management information system (MIS) is used to collect comprehensive, yet anonymous, information for managing the program and for evaluating the outcomes. With the CHSR, OCFS is conducting a random assignment study of the program to determine families' characteristics, details of service delivery, and outcomes for the child and family. CHSR has a Director of Management Information and management information and evaluation staff.

A Home Visiting Council comprised of representatives from state agencies serving children and families, funded programs, and child advocacy organizations from across the state provides guidance to the program. PCANY co-chairs the Council with OCFS.

A number of measures are utilized to ensure program quality so that families receive effective and helpful services. They include:

- Regular, consistent supervision, support and training for all staff.
- Comprehensive training provided to all staff based on staff training needs
- Statewide leadership meetings consisting of all program managers and the members of Central Administration occur at least 3 times a year. The goals of these meetings include sharing resources, discussing training, multi-site policies, evaluation, technical assistance and quality assurance. Bimonthly meetings of all Program Managers have been held since the program began in 1995. These meetings have been used to develop and relay policies and share ideas, successes, and concerns. At least 3 times a year (sometimes more in certain regions) program managers and regional representatives from Central Administration also meet. These meetings serve the same function as the larger meetings, but can address more regional concerns in a smaller group setting.

- Technical assistance to sites and communities interested in starting a HFNY program, and those with a new program manager or experiencing some other type of transition.
- A structured system of mentoring new sites by experienced sites.
- A comprehensive Management Information System that collects information on all participants.
- Regular review of data submitted by funded programs.
- Standard performance targets that the programs report on that are related to the goals of the program.
- An ongoing evaluation of the program that includes a random assignment study at 3 sites.
- Regular on-site visits of funded programs by OCFS Program Contract Managers.
- A comprehensive quality assurance system based on HFNY policies that each site implements supplemented by regular and routine statewide quality assurance visits to each program by the HFNY training and staff development team.

CORE COMPONENTS OF THE HEALTHY FAMILIES NEW YORK PROGRAM

- Universal screening by means of a standard record screening tool of all pregnant women and new parents in certain designated-areas.
- Families with a positive record screen are offered an assessment. The Kempe Family Stress Checklist is the standardized risk assessment tool administered. The purpose of the tool is to identify the parents' past and current behaviors, beliefs, experiences and expectations that place them at risk of child abuse and neglect. Through the administration of the Kempe, the family's strengths – successes, abilities, hopes, dreams and fond memories – are identified as well as their challenges and needs. Based on information gathered through the assessment and the Kempe score, the family is linked to referrals and resources in the community, one of which may be intensive home visiting services through the HFNY program.
 - Creative, persistent outreach approaches to isolated and hard to reach families, including those not receiving prenatal care.
 - Home visiting services offered on a voluntary basis to families with a Kempe score of 25 or greater, ideally offered in the early prenatal period, or right after the birth of the child and continuing until the child is enrolled in school or Head Start.
- Intensive long term home visiting services by trained and caring home visitors called Family Support Workers. Visits occur weekly to biweekly during pregnancy and weekly during at least the first 6 months of the child's life with intensity decreasing thereafter based on family need.
 - Family centered services, recognizing that the adults in the family are the primary decision-makers, not program staff.
 - Home visitors representing the language, culture and community of the families served.
 - Supervision by health or social work professionals, or by experienced Healthy Families staff who meet specific criteria.
 - Home visiting services that focus primarily on parent-child interaction, child development, parent support, and family functioning, including identifying and addressing self-sufficiency goals. The home visitors work with families to identify goals that build on family strengths, and facilitate referrals to any services the family may need including housing services, economic support, day care, GED programs, employment and training programs, or family resource centers.

- Periodic developmental screening and referral for Early Intervention Services if a developmental concern is identified.
- Connection of the family with medical providers to ensure that the mother receives proper prenatal care, the child receives regular well baby care and immunizations, and the rest of the family receives primary health care services.
- Manageable home visitor caseloads, beginning with a maximum of 15 families and increasing to a maximum of 25 based on the mix of families at different service delivery levels.
- Formalized community collaboration, which helps to ensure that families receive the services they need and that services are not duplicative.

SUMMARY

The Healthy Families New York Program is a comprehensive prevention program that focuses on the safety and healthy development of children while at the same time preserving and supporting families. The services are easily accessible to isolated at risk families and are respectful of cultural and community diversity. The services come at a time in a family's life when few other services are available and infants are most vulnerable. It is also the time when planned early intervention makes the greatest impact. Healthy Families New York is a comprehensive approach to meeting the health and social needs of New York's newest and most vulnerable citizens, its children.

THE HEALTHY FAMILIES AMERICA APPROACH

The Healthy Families New York (HFNY) Program is part of the nation-wide Healthy Families America (HFA) initiative. All program services are planned and delivered in accordance with the Healthy Families America program model.

The following policies, guidelines and procedures are, in general, organized to reflect the critical elements for effective home visiting services. To operate a successful site, each program supplements this manual with Healthy Families America and HFNY training materials for Program Managers, Supervisors, Family Support Workers, and Family Assessment Workers.

Each program site develops its own site specific policies and procedures, i.e., more detailed and agency and community-specific, provided that the site's policies and procedures are not in conflict with those of HFNY, or in conflict with the critical elements that define the Healthy Families America model.

HEALTHY FAMILIES NEW YORK MULTI-SITE SYSTEM

Healthy Families New York is a collaboration of state, local, private, and publicly –funded primary prevention home visiting programs affiliated with each other and with Healthy Families America (HFA). See Attachment “Multi Site System Flow Chart.”

The partners in the multi-site system are:

- New York State Office of Children and Family Services (OCFS)
- Credentialed or “Affiliated” Healthy Families Programs in New York State
- Prevent Child Abuse New York (PCANY) - Training and Staff Development
- Center for Human Services Research, SUNY Albany- Evaluation & Data Management
- Healthy Families New York Home Visiting Council

Other partners or participants may include representatives of additional funding sources, and new and developing programs.

The Home Visiting Council functions as the Statewide Advisory Group (as per credentialing requirements).

State and Regional Leadership meetings

Statewide leadership meetings consisting of all program managers and the members of Central Administration occur at least 3 times a year. The goals of these meetings include sharing resources and information, and discussing and making decisions concerning training, multi-site policies, evaluation, technical assistance and quality assurance. They are also used share ideas, successes, and concerns. At least 3 times a year (sometimes more in certain regions) program managers and regional representatives from Central Administration also meet. These meetings serve a similar function as the larger meetings, but can address more regional concerns in a smaller group setting.

PURPOSE

The purpose of the multi-site system is to provide support and services to bring high quality services to the new and expectant parents and their children served by participating programs.

The multi-site system provides, at a minimum:

- Support to new and developing programs
- Data collection and analysis

- Staff training and professional development opportunities
- Informational and networking support
- Assistance with HFA credentialing
- Access to educational resources
- Quality assurance
- Technical Assistance
- Monitoring

HFNY POLICY AND PROCEDURE MANUAL	
Subject	Affiliation
Policy	All HFNY programs will achieve and maintain affiliated status within the Multi-Site system.
Multi-Site Reference	Multi-site M-4, M5
Effective date	July 2001
Revised date(s)	July 2003, June 2007
Appendices	n/a

Rationale:

To ensure all HFNY programs understand the expectations for achieving and maintaining affiliated status within the Multi-Site system.

Procedures:

1. All programs affiliated with the multi-site system agree to the following:
 - a. Compliance with the Healthy Families America Critical Elements for providing quality home visiting services and guidelines included in the Healthy Families New York Policy Manual.
 - b. Provision of Home Visiting Services in a specified target area including universal screening in collaboration with relevant community service providers.
 - c. Coordination with local health and social service departments.
 - d. Compliance with prescribed performance targets.
 - e. Participation in State and Regional Leadership meetings.
 - f. Participation in the home visiting Management Information System and ongoing evaluation conducted by OCFS with CHSR;
 - g. Participation in all required core, wrap-around and advanced training.
 - h. Agreement to be credentialed by Healthy Families America. Upon funding, new programs are required to apply for HFA affiliation as part of the HFNY multi-site system. Programs will submit a copy of their affiliation letter with HFA to OCFS, maintain their affiliation status, and pay their affiliation fee as determined by HFA.
 - i. Programs in the planning stages may also participate in the multi-site system provided a letter of intent to affiliate with HFA is filed within two months of the initiation of services to families. Programs not funded may phase in implementation of the Management Information System.
 - j. Programs agree to annual updating of affiliation and fees with Healthy Families America.

2. Revoking Affiliation

- a. Healthy Families New York affiliated programs will have their affiliation revoked if they fail to comply with the policies of HFNY after being informed of noncompliance in writing and after being given a period of

time not to exceed 6 months to make necessary revisions to practices or policies.

- b. Programs having their affiliation revoked will be notified in writing and given 30 days to respond to complaints. If programs submit an acceptable corrective action plan for remedying areas of noncompliance, they will be given up to 6 months to correct the situation, at which time the program will be reviewed for compliance.
- c. If the program has made acceptable progress, the affiliation will be continued. If the program does not make satisfactory progress, the affiliation will be immediately revoked.
- d. Termination of funded program's contracts will be handled as a separate process according to the requirements specified in the OCFS contracts.

3. Resolving Conflicts

- a. If a conflict arises, the parties involved with the conflict should each develop a clear written statement of the issue under discussion. Each party should make recommendations for resolution of the issue.
- b. A plan will be developed by the Central Administration team in consultation with parties involved that includes a time frame for resolution, provision of technical assistance to parties involved if applicable, and steps needed to resolve the conflict. If necessary, a neutral facilitator will be identified to assist with conflict resolution.
- c. If either party is dissatisfied with the resolution of the conflict, they can appeal the decision by requesting a review in writing. The review will be conducted by the supervisor of the HFNY Coordinator, OCFS.
- d. Once the review is made, the final decision will be relayed to all parties in writing.

HFNY POLICY AND PROCEDURE MANUAL	
Subject	HFNY Home Visiting Council
Policy	HFNY will maintain a council that serves in an advisory capacity in the planning and coordination of program services and system activities.
Multi-Site Reference	Multi-site A-1, A-3
Site specific reference	no
Effective date	July 2001
Revised date(s)	June 2007
Appendices	N/A

Rationale:

The HFNY Home Visiting Council acts in an advisory capacity to the HFNY Program. It provides input into planning, policy, and advocacy for the HFNY initiative, including the development of the Strategic Plan for HFNY. The strategic plan guides its activities and is reviewed periodically.

**HEALTHY FAMILIES NEW YORK HOME VISITING COUNCIL:
DEFINITION**

- The Council’s purpose is to support and advance the Healthy Families New York Home Visiting (HFNY) Program and its statewide system. The Council exists in accordance with Healthy Families America credentialing standards.

- Council Members are persons from the public and private sectors who support the goals and purpose of the HFNY Program, including state and federal agencies serving children, the governor’s office, children’s advocacy groups, legislators’ offices, HFNY program sites, other early childhood service providers, health and family service professional associations and may include other supporters and parents served by the program,. Members also include HFNY Central Administration, staff from NYS Office of Children and Family Services, Prevent Child Abuse New York, and SUNY Center for Human Services Research.

- **The HFNY Home Visiting Council is co-chaired by Prevent Child Abuse New York and NYS Office of Children & Family Services**

The co-chairs represents the public-private partnership that established and continues to support and promote the statewide program, one bearing primary responsibility for administration, management, and quality of HFNY Home Visiting, the other providing leadership in advocacy and education on behalf of the program.

- **The HFNY Home Visiting Council is responsible for developing and implementing a strategic plan.**

The Council meets on at least a biannual basis.

The Council provides input to the review of the Statement of Purpose (see HFNY Statement of Purpose.)

HFNY POLICY AND PROCEDURE MANUAL	
Subject	Development and Revision of HFNY Policies and Procedures
Policy	Programs use this multi-site manual and develop their own site-specific manual as a guide in the provision of services.
Multi-Site Reference	M-1, M-2, M-6
Site-specific reference	10-2A, GA-8
Effective date	July 2003
Revised date(s)	June 2007
Appendices	-Request to Add/Revise HFNY Policies and Procedures -Policy Manual Review Tool.

Rationale:

To establish a system for the creation, distribution, and regular review of the Healthy Families New York Policy and Procedures Manual. To ensure that there is a system for updating and revising policies and procedures. This is necessary to represent best practice approaches consistent with HFA critical elements and standards, address the needs of New York State’s diverse communities and populations, and reflect current program experiences and home visiting research.

Procedures:

1. The HFNY State Policy and Procedure manual is distributed in hard copy and in electronic form to all HFNY sites. It is on the HFNY website. Each site is required to keep at least one hard copy in an accessible location for all direct service staff.
2. HFNY has formal and informal mechanisms for recommending new and revised policies. Formally, the form “Request to Add/Revise Healthy Families New York Policies and Procedures” may be used at any time to request a new policy or recommend a change. A policy question may also be raised at any time during the year by any party for discussion at the HFNY Leadership meetings by submitting it to the host entity as an agenda topic.
3. On an informal and ongoing basis, the Leadership Team and Central Administration partners and program staff communicate on the effectiveness and relevance of policies and procedures. This occurs during Leadership Team Meetings, quality assurance, technical assistance, and annual monitoring visits. Any member of the Leadership Team can bring ideas and concerns regarding existing policies to the Central Administration or Leadership Team for discussion. There are, however, some policies that cannot be revised due to legislative or funding requirements.

4. All new program managers are oriented to the HFNY Policy and Procedures Manual during their New Program Manager Overview and the Site to Site Mentoring program.
5. All HFNY policies are reviewed at least annually at a Statewide HFNY Leadership meeting to determine if any changes are warranted. New and revised policies are mailed to all sites and Central Administration partners who then have 10 days to provide any changes or feedback. After 10 days, the policies are included in the official version of the HFNY Policy Manual. The official version and any recent changes are posted on the HFNY website.
6. Each site develops its own policy and procedure manual that is consistent with HFNY and HFA policies, and incorporates the items specified in the Policy Manual Review Checklist. OCFS Program Contract Managers review each new site's policy manual after one year of operation and provide written feedback. Sites have 90 days to make recommended changes to their manual. After the initial start-up period, sites share any policy changes with OCFS Program Contract Managers at annual site visits for their review and approval. This is reflected in the report sent to the program after the visit by OCFS.
7. All staff must be oriented to their policies and procedures before contact with families as per Standard 10-2A.
8. The manual is reviewed and consulted throughout the year with Central Administration partners and program staff as situations may require.

GENERAL POLICIES FOR STAFF

The following are some general policies for staff of Healthy Families New York programs. Programs are required to develop policies around these topics more fully and with specifics to their own sites and communities.

Scheduled Work Hours

Family support programming requires flexibility. Each site determines its normal hours of operation. It is expected that programs will adopt flexible schedules, e.g., evenings and weekends in order to meet the needs of working families. (Overtime pay is not provided through the HFNY grant.)

Any changes in scheduled appointments, or calling in sick, are communicated to the immediate supervisor. Supervisors need to know where and when FAWs and FSWs are conducting visits each day. It is recommended that staff who are in the field call the office to speak with their supervisor and check on messages. If staff start their day before coming to the office or end their day without coming to the office, it is recommended that they call the office and speak with a supervisor.

Punctuality

Staff members are expected to schedule visits in a timely manner and to be on time for scheduled visits.

Staff Safety

Safety of staff members is a program priority. Each program site must have established a policy on safety to guide staff in their work in the office, families' homes and the community. This includes protocols around signing-in and out, calling in throughout the day, and assuring supervisors know staff's schedules. FSWs, FAWs, Supervisors, and Managers all share responsibility for maximizing safety of staff members. Staff members should never attempt to intervene in a domestic dispute. Program staff should leave if their safety is threatened for any reason and immediately contact a supervisor or manager.

Boundaries

Program staff receives initial orientation before their first home visit alone, and on-going support and training on maintaining effective boundaries between the personal and the professional. Feelings such as excessive worrying, 'rescuing,' and over-identification should all be recognized by staff as issues where support is needed and to bring to the attention of the supervisor.

Accepting Gifts or Favors

Programs develop policies to guide staff around accepting gifts. These state that staff will report to their supervisor any gifts given by participants and that they are unable to accept a gift of anything of significant value. Staff are encouraged to explain to the family that this is an agency policy and that they are not allowed to accept.

Transportation Guidelines

Each site determines its transportation guidelines. Out of state travel must be pre-approved by the OCFS Program Contract Manager. The following are examples of possible guidelines that may be used or adapted to best meet the administrative and fiscal tracking of the program and host organization.

For Staff Utilizing Automobiles: A copy of staff's valid driver's license and registration and insurance cards of the vehicle used for work must be on file with the organization. Mileage to and from your home and the office is not reimbursable. Mileage sheets are to be turned in to supervisors on a weekly basis.

For Staff Utilizing Mass Transit: Name, address and telephone numbers of the participants being visited are documented on the travel log sheet for token reimbursement.

HFNY POLICY AND PROCEDURE MANUAL	
Subject	Technical Assistance, Quality Assurance and Site Support
Policy	Central Administration will monitor and evaluate the quality of services of all individual program sites. Program sites will be active participants in this process and receive technical assistance and site support based on identified goals and areas of improvement.
Multi-Site Reference	T-5
Effective date	July 2003
Revised date(s)	June 2007
Appendices	FAW Observation Form, FAW Supervision Observation Form, Content Review Form, FSW Home Visit Observation Form, FSW Supervision Observation Form, Site Support Plan protocol, Site Support Feedback Form, TA feedback Form, Site Visit Protocol

Rationale:

To ensure the quality of services of all HFNY programs is routinely monitored, evaluated, and supported through a system of continuous quality improvement. This policy ensures that HFNY has a formal mechanism for reviewing the quality of all aspects of the program, planning for and delivering technical assistance and site support based on identified goals and areas for improvement, and reviewing progress toward goals and objectives. The allocation of this assistance to sites is based upon the individual site-identified needs, information gathered about the site through the quality assurance system and information gathered about the site through training.

TECHNICAL ASSISTANCE, QUALITY ASSURANCE, AND SITE SUPPORT

It is paramount that HFNY programs maintain a high degree of quality. Toward this end, all HFNY programs receive technical assistance, quality assurance, and site support from the three branches of Central Administration (CA). These services are part of the HFNY system for continuous quality improvement. Quality assurance activities provide individual program sites with an outside perspective on staff competence and program performance. After program strengths and challenges are identified in this way, CA supports program improvements by providing training, technical assistance, and site support that directly addresses each individual program’s needs. Although all three branches of the Central Administration provide on-going assistance to programs through as needed phone calls and e-mail consultation, the following details the formal activities provided by each:

PCANY Training and Staff Development

- Trainings
- FAW QA visit
- Site Support Visit (includes the FSW QA visit)
- Technical Assistance Visit

OCFS

- Training and Technical Assistance
- Annual Site Review
- Monitoring quarterly and annual reports

CHSR

- Training and Technical Assistance
- Reports

PCANY Training and Staff Development

Trainings

In addition to required trainings such as Core (Role Specific) Trainings, the PCANY Training and Staff Development team also provides on-going and advanced training and coordinates workshops, seminars and conferences at the regional and state levels, some of which can help to meet the wrap-around training requirements. HFNY Training and Staff Development and/or OCFS, conducts a needs assessment each year to programs in order to determine the need for trainings. Topics for advanced training, whether provided at the local, regional or state level, are selected based upon annual training surveys of staff needs and other feedback from staff, information obtained by Program Contract Managers during site visits, and information learned by Training and Staff Development about particular needs of sites. In addition, advanced training takes into account program goals and workers' knowledge and skill base.

FAW QA visit

HFNY programs receive an FAW QA visit approximately once every 18 months from an FAW Training and Staff Development Specialist. The principle activities of the visit will be:

- Observation of an assessment
- Observation of FAW supervision
- In-person debriefing

Complete documentation and written review that includes identified strengths and recommendations will be sent to Program Managers within 60 days of visit. At the request of the Program Manager, FAW Supervisor, or Training and Staff Development Specialist, the visit might also include some review or discussion of outreach methods or materials.

Site Support Visits

The site support visit is a two-day visit that includes on one day, an Observation of Home Visit and an Observation of FSW Supervision. A second day is tailored to each program's needs as identified in advance by the Program Manager, the Program Contract Manager, CHSR-staff, and other members of Training and Staff Development. This day could consist of any of the following activities:

- In-service Training for all staff or Supervisors and Manager only
- Observations and feedback on the following:
 - A second home visit
 - A second FSW Supervision
 - Group Supervision or Case Conferences
 - Team Meetings
- A Nature of Nurturing Follow-up Day
- Individual consultation with Manager on specified topics, including but not limited to the following:
 - program management
 - supervision
 - home visitor and supervisor documentation review/discussion
 - personnel/staffing issues
 - outreach
 - assistance with utilizing and integrating MIS reports
 - developing an effective internal QA system
 - preparation for credentialing
- Individual consultation with Supervisors and Manager around a topic or issue identified by the Manager.

HFNY programs receive a Site Support Visit approximately once every 18 months from a PCANY Training and Staff Development Specialist. Allocation and content of site support visits is based upon individual sites' needs and requests, information learned about the site through the quality assurance system, on information learned about the site through training events, and on the dates of other on-site assistance provided by PCANY. Prior to a site support visit, the Staff Development person assigned to the site by the Director of Training and Staff Development will contact the Program Contract Manager, review the data reports for the last 2 quarters, contact CHSR staff, and contact the Program Manager in order to identify program concerns and goals and determine if there are any special requests for the visit. Following the initial information-sharing and planning discussion, the Staff Development person will draft a plan for the visit and send it to all parties for review. The plan that is developed may require assistance from someone other than a Staff Development Specialist, and in that case, Central Administration partners will attempt to come up with a plan to meet this need. Providing no requests are made for amendment, the visit will proceed according to the plan.

After the visit is conducted, programs have a formal opportunity to provide feedback on the usefulness and helpfulness of both the process and the report. A brief written evaluation should be mailed from the program to the Director of Training and Staff Development. Complete documentation and written review will be submitted to OCFS as well as the program. It includes identified strengths and recommendations and is sent to Program Managers within 60 days of visit. This documentation includes the Observation of Home Visit and Observation of FSW Supervision as well as the following:

- The process and individuals that were part of the planning phase,
- The goals for the Site Support Visit,
- The individuals and activities that comprised the Site Support Visit,
- A follow-up plan, if required, and
- The Program Manager's evaluation of the process.

After Program Managers have an opportunity to review the report, the staff development specialist will call again to answer questions and provide any additional follow-up.

TA Visits

A Technical Assistance (TA) Visit is typically a two-day on-site visit with a third day of follow-up either on-site or via phone calls and e-mail. These visits are made at the request of a program's Program Contract Manager. Situations that might lead to a TA request include the following:

- a change in program management/host agency,
- on-going challenges meeting performance standards
- new or recently expanded program

Prior to the visit, the Program Contract Manager will discuss the need for on-site TA and clearly identify his/her concerns with the Program Manager and Staff Development Specialist. The Staff Development Specialist may request specific documents, such as the most recent site visit reports and data reports specific to any identified challenges, to support the development of the plan for the TA visit. Each plan is tailored to individual program needs, so it is not possible to describe specific activities here. Once the draft plan for the visit is developed, it is shared with the Program Manager and the Program Contract Manager for approval. Based on the identified needs of the site, the Program Contract Manager and/or a representative from CHSR will also accompany the PCANY staff person for a portion of the visit.

An Action Plan, which may or may not be a formal Corrective Action Plan, is developed as a result of the visit. The responsibility for implementation and monitoring of the plan is held by the Program Contract Manager and the Program Site/ Program Manager and does not involve PCANY; however, PCANY

may supply some follow-up assistance, such as an additional day on site, or email and phone consultation. Decisions about follow-up assistance are made on a program-by-program basis and determined by the Program Manager, the Program Contract Manager, and Training and Staff Development.

After the visit has been conducted, a written review along with complete documentation of the visit is sent to the Program Manager within 60 days. Follow-up documentation includes a description of the goals, the activities that occurred during the planning phase, and the activities that occurred during the actual visit. Follow-up phone consultation is generally planned for a specific date.

After the visit is conducted, programs have a formal opportunity to provide feedback on the usefulness and helpfulness of both the process and the report using the TA feedback form. It is mailed from the program to the Director of Training and Staff Development and the Program Contract Manager.

OCFS

Training and Technical Assistance

OCFS staff provide on-site training and technical assistance for individual programs. Program Managers should contact their Program Contract Manager to make a request.

Annual Site Review

As part of their contracts, HFNY programs receive at least one two-day Site Review each program year. This review is conducted by the Program Contract Manager, who schedules the visit with the Program Manager at least one month prior to the Site Review. The Site Review is tailored for each program and typically includes topics in which the program manager self-identifies as needing assistance, issues that have been identified in any of the program's reports, and any other concerns the program contract manager may have. In addition, the Program Contract Manager will review a group of credentialing standards from the program's self-assessment during the visit. A Site Review may include a review of the following program elements:

- Universal Screening
- Referral Process
- Community Relations
- Staffing
- Supervision
- Annual Service Review
- Self-Assessment
- Policies and Procedures
- Quality Assurance

- Training
- Staff Meetings
- Fiscal Issues
- Documentation

At the end of the visit, the Program Contract Manager and Program Manager may discuss appropriate follow-up activities for reaching program goals. After the visit, the program contract manager will send the program manager a letter that includes a summary of findings and will request a response and/or corrective action plan for items noted in the findings.

OCFS also helps coordinate Bi-monthly Leadership Team Meetings and a Bi-Annual All Staff Training Seminar.

CHSR

Training and Technical Assistance

CHSR staff provides on-site training and technical assistance for individual programs. Program Managers may contact their Program Contract Manager to make a request, or contact the center directly.

Data Reports

All HFNY programs are contractually obligated to submit data to CHSR monthly. CHSR uses this data to generate two types of reports: quarterly data reports, and semi-annual performance indicator reports. These reports include data on the individual program as well as aggregate data on the entire HFNY program. While the primary purpose for collecting and reporting this data is accountability and evaluation of the entire HFNY program, this information can also support individual program's quality assurance and improvement efforts. Programs have the capacity to access all reports at their sites and can utilize them to (a) identify strengths, concerns and trends, and (b) develop quality improvement plans.