Site Specific Central Administration Technical Assistance Process

This document describes the process for Central Administration to provide technical assistance (TA) to individual Healthy Families New York program sites. The process described here is a dynamic one: as CA conducts an annual analysis, the tools and procedures described here will be adapted to meet the needs of the multi-site system.

The CA provides a comprehensive system of support to the multi-site system using both formal and informal methods to provide TA. The difference between formal and informal TA includes the amount of time spent providing support and the mechanism through which the TA is provided. Formal TA may be provided on-site or during an extended phone or video call. Informal TA is typically provided via e-mails and phone calls. The TA process is described in greater detail below.

While informal TA is an important support to the multi-site system only formal TA will be tracked by CA.

Examples of formal versus informal TA

Formal TA (TA Form required)	**Informal TA (no TA Form required)***
1-hour video call with CHSR to provide assistance using the MIS to increase overall performance	20-minute phone call from a supervisor to CHSR about how to access and use a specific report
1-day on-site work with PCANY, program manager and supervisors to support integration of reflective practice into overall program culture	E-mail from PCANY to respond to a request from a program manager for resources to enhance the use of reflective strategies
½-day on-site meeting with OCFS, program manager and executive director to improve community relationships and increase capacity	30-minute phone call with OCFS and a program manager regarding Advisory Board and MOU requirements

**there are times when informal TA will indicate a need for formal TA.*

Initiating Formal TA

The need for technical assistance becomes evident through CA quality assurance, evaluation and training activities. See Multisite policy P-2.5. For example, a CA member might be on a site or QA visit, reviewing performance indicators, or providing informal TA when it becomes apparent that more support is needed. In addition, on-going issues identified by CA's monitoring of Multisite Q-4.2 may trigger the need for formal TA. Program managers may also initiate a request for formal TA.

The following situations might typically necessitate formal TA:

- A change in program management/host agency
- A new program start up
- The results of the Program Manager Orientation Assessment of On-Going Needs (see section "New Program Manager TA")
- On-going challenges meeting performance standards, indicators and targets On-going practice issues for home visitors or supervisors
- Other

TA initiated by Central Administration

Any member of CA may initiate a TA request by completing the TA Request and Follow Up Form (referred to as "TA Form"), uploading the completed form to the proper program folder in the shared TA google drive, filling out the corresponding tracking log entry and contacting relevant partners (for example, the site's FSS QA specialist if the request is related to CHEERS work). A TA lead is identified from within this initial group and the Lead will contact the program and initiate the development of the TA Plan. The TA lead is also responsible for completing the remaining sections of the TA form and TA Tracking Log, once the TA request has been assigned to them.

TA initiated by Program Manager

A program manager may initiate a TA request by contacting any member of CA. This CA member responds to the program manager within 3 days to confirm receipt of their request. When TA is initiated by a program manager, the CA member contacted should initiate TA form completion. At this point, the process is the same as above for "TA initiated by CA." (Note: there are times when in the absence of a program manager that an Executive Director or other senior program staff may initiate TA).

New Program Manager TA

Within the first weeks of a new program manager starting in their role, the New Program Manager Checklist is completed by representatives of the three sections of CA. Typically the OCFS program contact manager initiates this checklist and uploads it to the program's TA folder on the shared TA google drive. This allows the other CA representatives to document their communication with the new program manager on the same checklist. No TA Form needs to be completed at this point. Once the new program manager has attended the New Program Manager Orientation and returned their Assessment of On-going Needs, the Orientation facilitators select the TA lead based on the areas of need identified by the program manager. The TA lead initiates the TA Form and follows the steps for all other TA scenarios, as described below.

<u>TA Plan</u>

A TA Plan is formulated within 2 weeks and documented by the TA lead and any other participating CA members on the TA Form. This plan includes which member(s) of CA will provide the assistance and whether it will be provided on-site or via video calls. It also includes the TA goals, agendas (if applicable), and timeframes. All those involved, including the site program manager, are involved in creating the plan. The TA lead is responsible for ensuring the TA Plan is documented in full.

<u>Following Up</u>

The Follow Up section of the TA Form is completed by the lead within 2 weeks of the occurrence of the TA event. This section summarizes what took place and next steps including specific time frames. Alternatively, a separate document may be used to summarize the follow-up. In that case, the lead notes the name of the document in the TA Form and saves it to the appropriate program folder.

The content is sent to the program manager for their input, when appropriate, before finalizing.

A follow-up contact is made by the TA lead to the program manager to see how things are going related to the TA topics. This call is made within the timeframe noted on the TA Form. The documentation on the TA form includes notes about on-going needs and plans for further assistance.

During the follow up contact, the TA lead gathers some qualitative information to be used in CA's on-going efforts to improve our TA process. To do so, they will ask the following question and summarize program manager's responses within the TA Tracking Form.

1. *As a result of TA, what will look different in your practice going forward?*

2. What could you see that would have enhanced this process? What else could have been helpful?

<u>CA Updates</u>

At each CA meeting, members of the QA/TA committee will be responsible for giving a general update on open TA based on the entries from the TA Tracking Log. When necessary, further conversation or deliberation may occur when open TA cases are due to a persistent struggle or other ongoing issue which is preventing the TA from closing.

<u>TA Tracking System</u>

HFNY CA has developed a tracking system to support this process. The tracking of Formal TA occurs using the TA Form and TA Tracking Log, which are located within the shared TA folder accessible through google drive. After a CA member identifies a need for TA they fill out a TA Form and upload it to the proper program folder within the TA shared google drive. Once the form is completed the individual initiating TA will populate the TA Tracking Log with the applicable information from the form up to the column that identifies the TA lead. If the TA lead is someone other than the initiating CA member, responsibility for completing the remainder of the TA Form and Log is turned over to them.

These tracking documents are designed to be living documents, which the CA team can change or alter to suit needs or patterns identified through analysis of the TA tracking data gathered.

Each program has a folder in a shared google drive named TA, and each member of CA will be given access to the folder. The following items are maintained in this folder:

- New Program Manager/New Program Checklist
- New Program Manager Assessment of On-Going Needs
- TA Request and Follow Up Form (TA Form)
- TA Tracking Log
- Report or documentation sent to program containing information from the follow up section of the TA Form
- Other

<u>Analyzing TA</u>

HFA BPS CA Standards require that the TA system be analyzed at least biennially to assess adherence to the policy and procedures and to assess the effectiveness of the system. The TA tracking system and the TA Form will facilitate this analysis. Results from the analysis will help to support improvements in the TA support provided by the CA to the multi-site system, and ultimately, improved outcomes for the families served by the program.