

# PEP Talk!

## How Enhanced Technical Assistance Helps Local CSA Programs Reach Their Potential

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Lonesome Pine Office on Youth

**Heather Kesterson**, CSA Coordinator, Franklin County

**Reesa Moore**, District 19 Community Services Board, FAPT Chair, Sussex County,  
FAPT Member, City of Hopewell

**Stephanie Pfeil**, CSA Coordinator, Floyd County

# What is Enhanced Technical Assistance?



COLLABORATIVE  
PROGRAMMATIC  
ASSESSMENT



VOLUNTARY  
AND  
LOCALLY-DRIVEN



CONSULTATION AND  
RECOMMENDATIONS FOR  
PROGRAMMATIC  
IMPROVEMENT



ASSISTANCE WITH THE  
DEVELOPMENT/  
IMPLEMENTATION OF A  
PROGRAM  
ENHANCEMENT PLAN  
(PEP)



# What ETA Is Not





**THE RESPONSIBILITY  
OF THE CSA  
COORDINATOR**

# Where ETA Got Its Start

2019

JLARC Study Requested

# Where ETA Got Its Start

2019

JLARC study requested

2020

JLARC report issued



# JLARC Findings

1. CSA has predominantly positive outcomes
2. Some local programs are not operating as they should be
3. Many local governments view CSA solely as a funding stream
4. The COV did not give OCS the authority to intervene when a program was ineffective, only when a program was not in compliance.
5. JLARC recommended the COV be more explicit about the oversight role of OCS

# Where ETA Got Its Start

2019  
JLARC study  
requested

2020  
JLARC report  
issued

2021  
House Bill  
2212

2021  
COV  
Amendment  
\$2.2-2649.19

2021  
ETA Program  
Begins



# Identifying Localities

## How OCS Might Identify Localities:

- ✓ Outcome Measures
- ✓ Length of Stay
- ✓ Financial Data including use of Protected and Special Education Wraparound expenditures
- ✓ Internal reports identifying divergences from state average
- ✓ CSA Audit results
- ✓ CSA indicators of diversity, equity and inclusion



# Expanding Engagement

**In 2022, localities became eligible to request engagement.**

**Since then, 11 additional localities have self-identified for engagement with the Enhanced Technical Assistance Program.**





**Choosing  
Enhanced  
Technical  
Assistance**

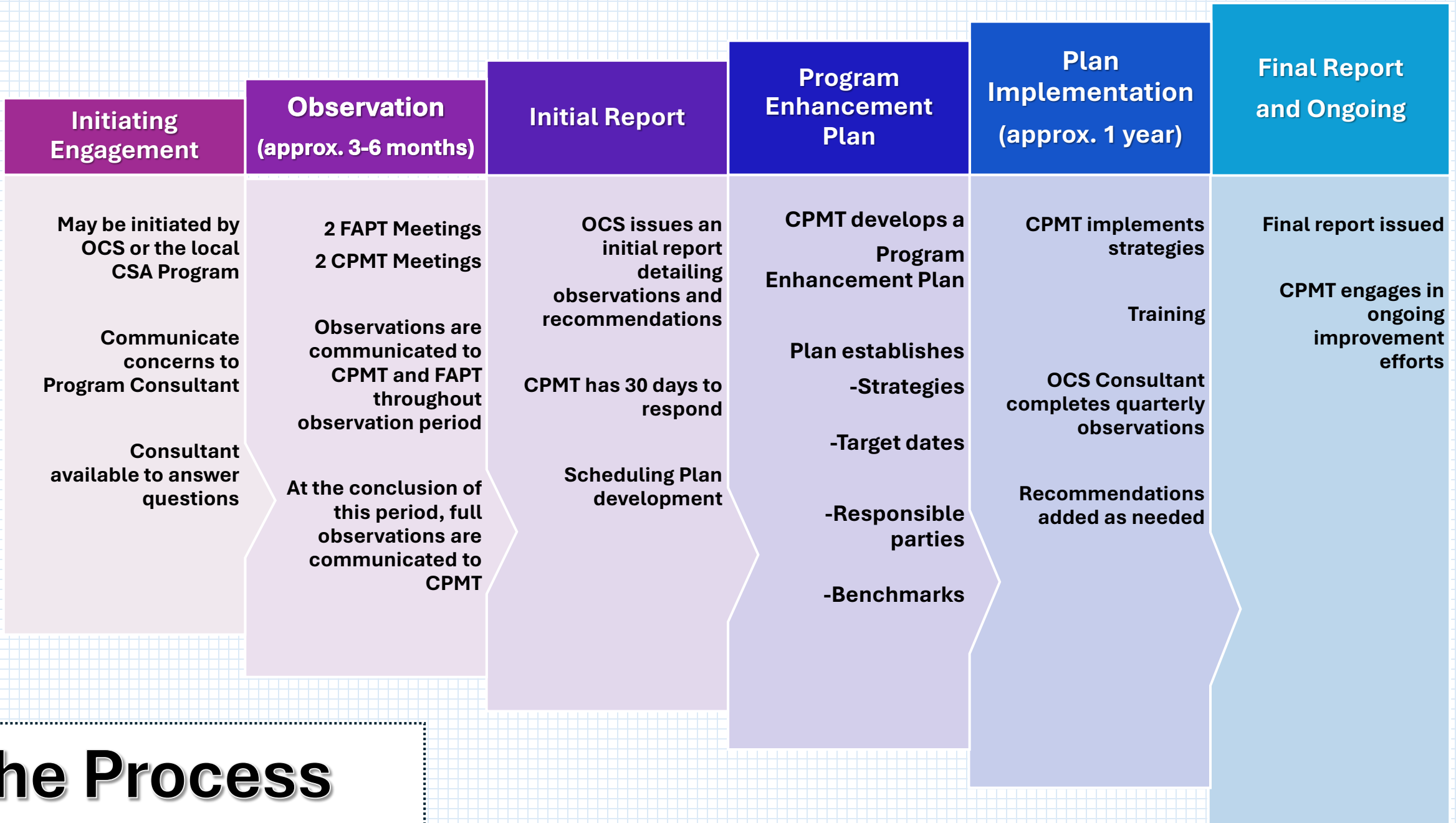
# Why Self-Refer?



There are many reasons why you may request Enhanced Technical Assistance:

1. Uncertainty surrounding local policy and procedure;
2. Concerning trends within the local program (i.e., increasing lengths of stay);
3. Concerns over exceptionally high expenses or caseloads compared with localities of a similar size, despite management efforts;
4. Less-than-optimal outcomes for children and families served by the local program.





# The Process

18-24 months

# Observation

Stephanie Pfeil, MSW

CSA Coordinator

Floyd County





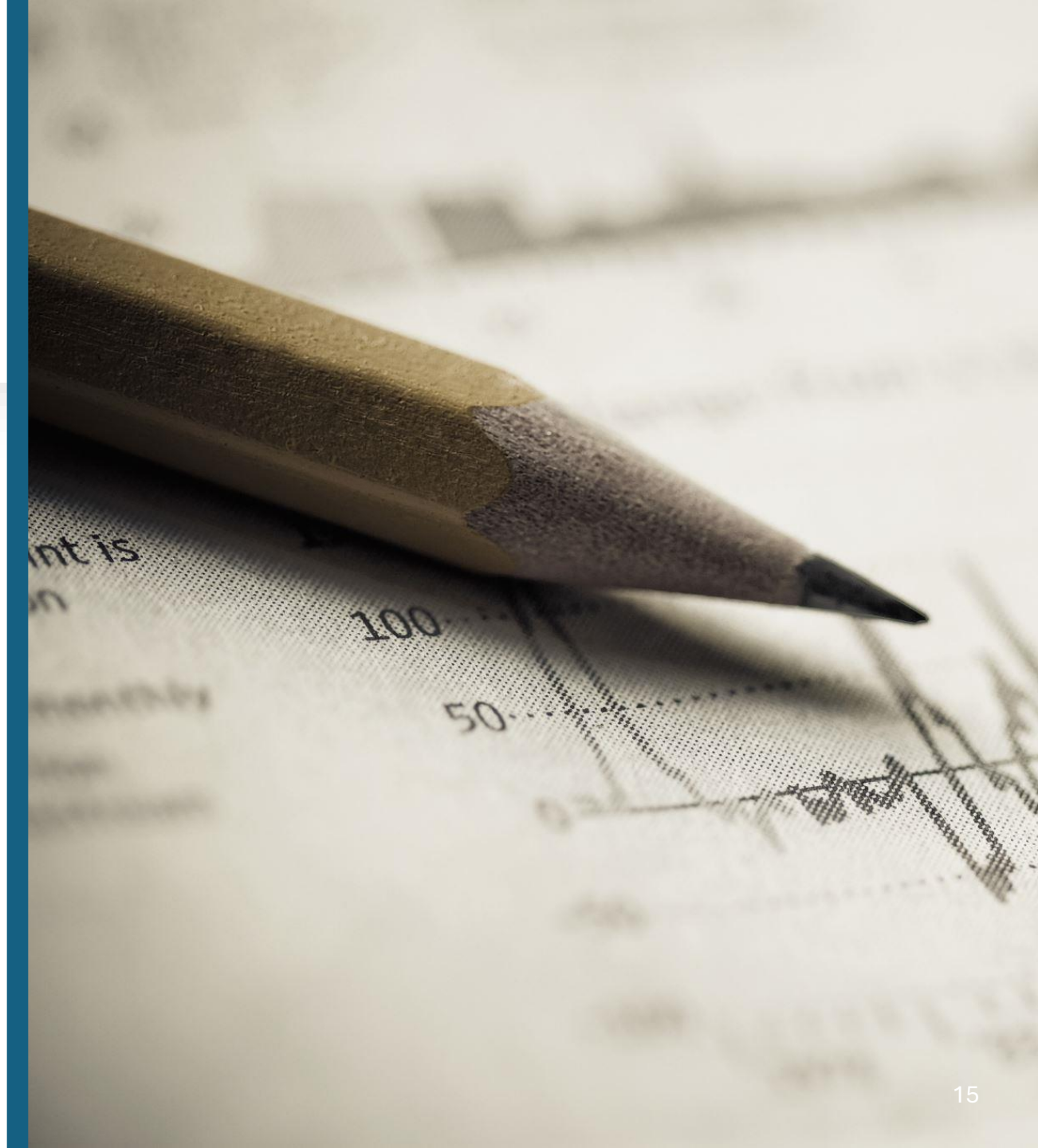
# Initial Report

✓ **Includes Observations**

✓ **Provides Recommendations**

- **Policy**
- **Training**
- **Process**

**30-day response window**

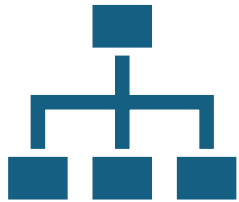


# Common Themes



# Common Themes Identified

## *Policy*



Policy manuals out of date and/or are inconsistent with current programmatic operations.



Long-Range planning is absent or is non-actionable.



Lack of onboarding policies, procedures, and continued training opportunities

Common  
Themes  
Identified

*Process*

▪ **Family Engagement**

- Parents/Guardians not attending FAPT meetings
- Providers not attending FAPT meetings
- Families not prepared for FAPT

**Service Planning**

- CANS
- FAPT members not engaged
- Service Plans/Services are not individualized
- Goal-setting (SMART goals)
- Utilization Review
- Discharge Planning
- Members lack understanding of CSA



# Common Themes Identified

## *Training*

### **Recommended Trainings Include:**

VLC Trainings

FAPT and CPMT Roles and Responsibilities

CANS and Service Planning

Family Engagement

CQI and Strategic Planning

\*If you wish to request training, please contact the  
OCS Helpdesk:

<https://csa.virginia.gov/Contact/TechnicalAssistance/1>

# The Program Enhancement Plan (PEP)

## ***LOCALITY***

Community Policy and Management Team

Program Enhancement Plan

*Plan dates*

**Recommendation Area: Policy**

**Recommendation 1:**

Strategy	Target Date for Completion	Responsible Party	Benchmarks	Comments
Strategy 1:				
Strategy 2: 				



## Recommendation Area: Policy

### **Recommendation 1:**

It is recommended that X County CSA engage in a review and revision of the local CSA Policy Manual to ensure alignment with state policy and local programmatic operations. Special consideration should be given to the following areas: family engagement and service planning. Following this update, it is recommended that local stakeholders receive training on updated policy. |

Strategy	Target Date for Completion	Responsible Party	Benchmarks	Comments
<p><b>Strategy 1:</b> CPMT reviews and revises the local CSA Policy Manual.</p>	<p style="text-align: center;">July 2025</p>	<p style="text-align: center;">CPMT CSA Coordinator FAPT</p>	<p>CPMT will establish a workgroup for policy review to meet monthly.</p> <p>Once policy revision is completed, the workgroup will present the updated policy manual to the CPMT for approval.</p> <p>Once approved, the CSA Coordinator will work with FAPT and CPMT to schedule training on revised policy.</p>	<p><u>August 2024:</u> Policy workgroup to be established</p> <p><u>September 2024:</u> Workgroup begins meeting September 2024.</p> <p><u>February 2025:</u> Workgroup finalizes revisions</p> <p><u>April 2025:</u> CPMT approves policy revisions</p> <p><u>June 2025:</u> Case Managers, FAPT members, CPMT members and their alternates receive training on policy updates</p> <p><u>July 1, 2025:</u> Updated policy becomes effective.</p>

# Implementing the Program Enhancement Plan



# Quarterly Updates



FAPT  
Observation



CPMT  
Observation



Verbal Report  
on  
Observations  
to CPMT



Update PEP  
  
\*May Include  
Additional  
Recommendations

# X County Program Enhancement Plan Schedule

Plan Developed June 2024

Q1 Observations	Q1 Pep Update Due to CPMT	Q1 PEP Update Due to OCS	Q2 Observations	Q2 Pep Update Due to CPMT	Q2 PEP Update Due to OCS
<u>October 2024</u>  <u>FAPT:</u> 10/04/24  <u>CPMT:</u> 10/21/24	<i>Close of Business</i>  <b>DATE</b> 11/22/24	<i>Close of Business</i>  01/03/25	<u>January 2025</u>  <u>FAPT:</u> 01/10/25  <u>CPMT:</u> 01/21/25	<i>Close of Business</i>  02/07/25	<i>Close of Business</i>  03/07/25
Q3 Observations	Q3 PEP Update Due to CPMT	Q3 PEP Update Due to OCS	Q4 Observations	Final Report Due to CPMT	
<u>April 2025</u>  <u>FAPT:</u> 04/16/25  <u>CPMT:</u> 05/08/25	<i>Close of Business</i>  05/23/25	<i>Close of Business</i>  06/23/25	<u>July 2025</u>  <u>FAPT:</u> 07/17/25  <u>CPMT:</u> 08/05/25	<i>Close of Business</i>  09/05/25	

Q1: July, August, September 2024

Q3: January, February, March 2025

Q2: October, November, December 2024

Q4: April, May, June 2025



# Implementing the Program Enhancement Plan: The CPMT Perspective

**Glenda Collins,**

CPMT Chair, Wise County

CPMT Member, Lee County

Director, Lonesome Pine Office on Youth





## Implementing the Program Enhancement Plan:



## The FAPT Perspective

### Reesa Moore, M.A., QMHCM

FAPT Chair, Sussex County/ FAPT Member, City of Hopewell

Case Manager, Child and Adolescent Services, District 19 Community Services Board





## Completing the PEP

### Final Report

- Observations
- Ongoing Recommendations



# Continuing Efforts

Heather Kesterson

MPhil, MBA

CSA Program Manager,  
Franklin County



# Factors to Consider

- Are CPMT/FAPT willing and able to commit the necessary time and focus on plan development and implementation?
- Can you complete ETA without over-relying on the CSA Coordinator?
- Are you already experiencing change fatigue?
- Is your program's culture resistant to change?

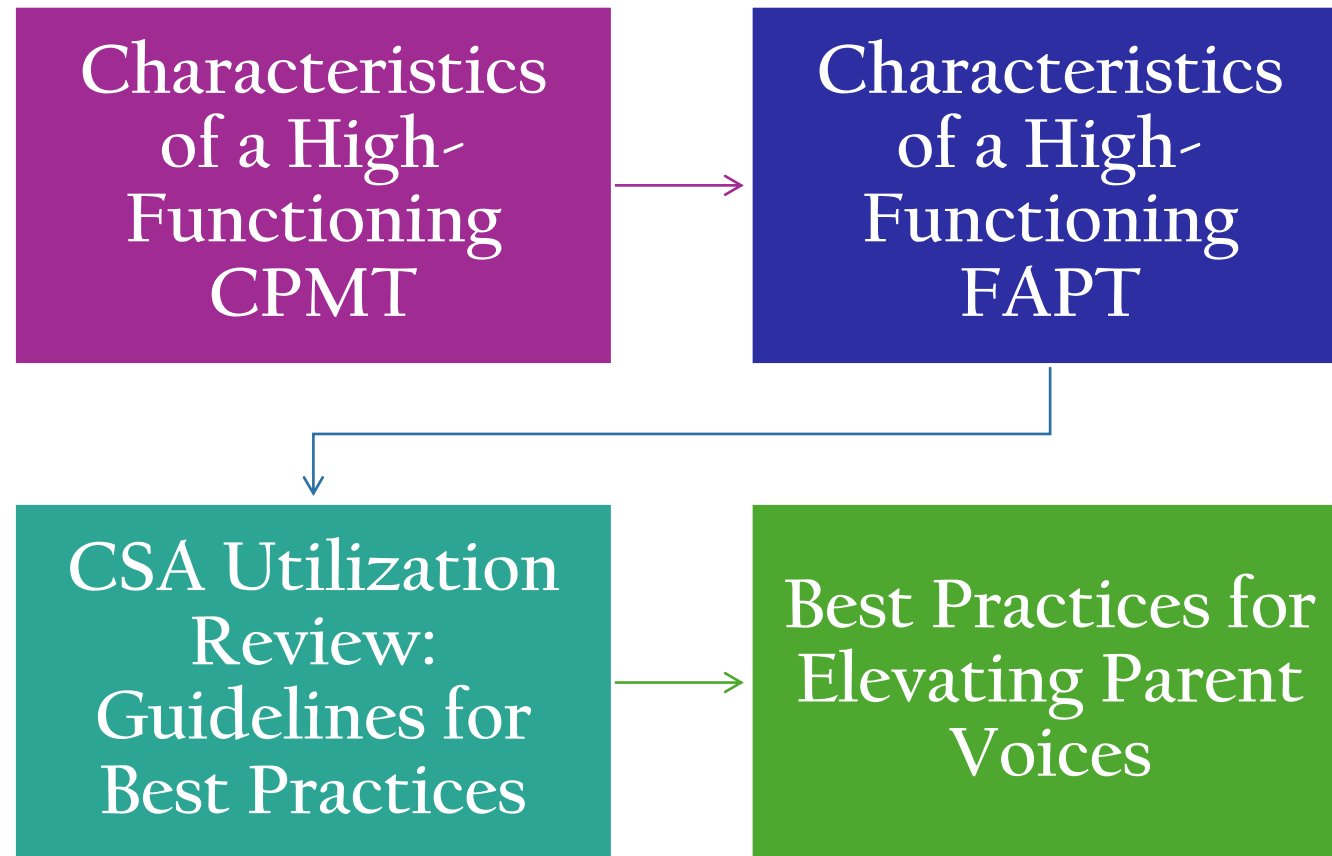


# Requesting Enhanced Technical Assistance

If you have questions or would like to request Enhanced Technical Assistance, please contact the Office of Children's Services by visiting the OCS Helpdesk or emailing Courtney Sexton at [courtney.sexton@csa.virginia.gov](mailto:courtney.sexton@csa.virginia.gov) .

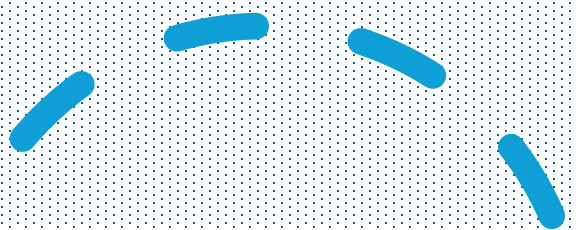


# Additional Resources



<https://www.csa.virginia.gov/Resources/Guidance>





# Questions ?





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