

NEW YORK

Number of sites in the state: 28

The Healthy Families New York Home Visiting Program 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. Eleven sites began receiving funding through the state system in 1995-96. During 2001, an additional 16 sites began operation bringing the total number of sites to 27. During 2002, a 28th site began operation through local funding. The RFP was used to solicit proposals that targeted 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 agree 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.

OCFS currently has a Program Coordinator and staff who manage the program and provide technical assistance and monitoring of funded programs. The State Health Department (DOH) provides consultation on health related matters.

OCFS contracts with Prevent Child Abuse New York (PCANY) to conduct all basic training, advanced training on selected topics, and through our statewide quality assurance efforts, visit each site on an annual basis to observe home visits, assessments and supervision. PCANY also manages a Healthy Families website and resource center for funded programs and communities interested in starting a Healthy Families program. They publish a quarterly newsletter. PCANY has a Training Coordinator and 5 approved trainers.

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.

OCFS contracts with the Center for Human Services Research, 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 data system is used to collect comprehensive, yet anonymous information for managing the program and for evaluating the outcomes. With Rockefeller College, 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.

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

- Bi-monthly meetings of program managers to share resources, discuss training, 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 and concerns.
- Technical assistance to funded sites and communities interested in starting a HFNY program.
- A system of mentoring new sites by experienced sites
- A comprehensive data management 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 onsite visits of funded programs.
- A comprehensive quality assurance plan for sites based on HFNY guidelines that each site implements and a statewide quality assurance plan for the central administration.

The parties of the HFNY multi-site system include OCFS, PCANY, Rockefeller College, DOH, the Program Managers and staff of funded sites, and the Home Visiting Council. Each of these parties have identified responsibilities that contribute to ensuring that the New York program meets the requirements of Healthy Families America and that quality home visiting services are provided to families that can benefit from the service. OCFS with PCANY, Rockefeller College and the Home Visiting Council act as the administrative team that supports the programs in their provision of home visiting services.

The HFNY Program and NYS Office of Children & Family Services, provides funding for the state's sites, training and technical assistance for all sites in the state, and evaluation of all sites. Each program site receives a site visit from an OCFS Contract Manager at least annually. Site visits vary from one to two days. During these visits programs are monitored for their adherence to the standards identified in the HFA Assessment tool and a sample of program files are reviewed and technical assistance is given where needed. During site visits, Contract Managers also review the individual site's QA Plan and that the sites have a system for tracking when components of the QA Plan are carried out such as shadowing and participant surveys. Site visits and TA are prioritized based on issues identified. New sites receive 2 visits during their first year of operation. Contract Managers interview program staff as part of on-site visit activities. When areas of need are identified, OCFS contacts the Director of Training to request assistance (e.g. an on site training or a regional training event).

Intensive technical assistance is provided to new programs prior to their commencement. This is provided through technical assistance sessions given by OCFS staff, PCANY, and Rockefeller College. In addition, in each region new programs are

paired with experienced programs for technical assistance, program start-up, and shadowing of FSWs and FAWs. PCNY and OCFS also provide TA to communities interested in starting new Healthy Families programs.

Annual observations of home visits, assessments, and supervision are conducted by PCANY staff and consultants. Extensive written feedback is provided to sites as part of the annual observations of home visits, assessments, and supervision conducted by PCANY staff and consultants. The written feedback goes to sites and to OCFS contract managers.

PCANY continues to review how training is evaluated and how they can improve its usefulness to home visiting staff. A recent training for Program Managers and Supervisors on transfer of learning theory is an example of their efforts. Program Managers provide written feedback to OCFS Contract Managers and to the PCANY staff about the level of satisfaction with QA visits. This feedback includes information about recommendations that have been implemented.

Individual sites receive several reports from the system. Subsequent to a monitoring visit, the site will receive a site visit report. Subsequent to a Quality Assurance Visit, the site will receive a document summarizing what was observed during shadowing and technical assistance information on what was done well and what and how to improve in needed areas. Lastly, reports from the data management system are given to the sites and OCFS quarterly so sites can self monitor their work with families and OCFS can monitor progress and trends. The Sites receive reports on their program as well as the statewide reports so they can compare their performance to the statewide average. Each of the sites report on standardized performance targets that are related to the goals of the program. Information is also gathered through the data management system on the HFA standards and reported back to OCFS and the programs Bi-annually. Sites can also request special reports from Rockefeller College on areas of concern to assist with the management of the program.