

**Year One
Pinnacle Point 2 – Quarter 1**

Date Submitted: 10/17/12	Pinnacle Point Lead: Deborah Smith, Child Welfare Division Director
Goal: To create a system with clear delineation of roles, effective lines of communication, and accountability throughout the system.	Applicable Performance Areas: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
1. Integrate of all child welfare staff into one division will be completed.	Deborah Smith	Org Chart and Vertical Integration Timeline	1/1/13		X		X	Child Welfare Services is the new division name. Deputy Directors are in place. District Directors have been selected and are in place as of October 16, 2012 with only a few positions remaining to fill. IV-E Custody Specialists moved over to the new division on August 16, 2012. The OKDHS Abuse and Neglect Hotline moved over to the new division on September 16, 2012. All child welfare workers and supervisors were moved under Child Welfare Services effective October 16, 2012. To accomplish this initiative, an agency-wide workgroup was formed to support the move that includes budget, finance, HRMD, administrative services (building and space allocation) and program staff. Vertical integration requires KIDS changes to ensure staff is appropriately coded in the system and all reports show the new districts and regions. All of this remains in progress.
2. Clarify the roles of all child welfare staff, leadership, and administrative support with written job descriptions and revised performance evaluations.	Deborah Smith	New PMP (employee evaluations)	1/1/13	OKDHS HRMD				Deputy directors, district directors, child welfare specialists positions have been revised. Program and other positions are in process. TA was provided by HRMD to ensure accountabilities are well stated and measureable.
3. Examine each program area to determine if decisions made at the centralized office level should be made at the local level for the purpose of empowering front-line staff. Throughout implementation of the Pinnacle Plan,	Program Managers	Deborah Smith's email to Program Managers. Recommendations	1/1/13				X	Instructions were sent to all program managers to examine their program areas including policy and training and report back by October 31, 2012. The instructions require examination of decisions and

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OKDHS will meet at least annually with the Co-Neutrals to discuss the organizational structure's ability to support decentralization of decision making, streamlined processes, access to services, and improved outcomes for children.		from Program Managers. Policy changes where applicable.						processes completed by anyone above the level of supervisor. For each one, they program manager is to identify the decision (process), relevant policy, and evaluate if this could be done at a lower level. They are to include a recommendation with a sound argument to either support the current process or to recommend a lower level decision-maker along with a sound argument for that recommendation. Before changes are made, the Child Welfare Executive Team will meet to discuss and approve changes.
4. Examine the function and documentation of case consultation at the centralized office level to ensure program staff is accountable for case-specific recommendations when provided.	Caprice Tyner	Instructions to Staff or Numbered Memo	1/1/13				X	Caprice Tyner (Policy Program Manager) is leading a small workgroup of program managers in crafting a recommendation for how case consultation will be documented. The work has started; however, the recommendation will be made next quarter. If policy or ITS changes are recommended, this may take a few months to gain approval so a numbered memo would be used in the interim.
5. Finalize a schedule for regular team meetings for the Child Welfare Division. These meetings will serve to monitor progress on Pinnacle Plan implementation, support staff in carrying out responsibilities, break down barriers, provide opportunities to share critical information such as policy updates, and ensure staff is focused on Pinnacle Plan goals. Meetings may occur bi-monthly, monthly or quarterly, and technology such as teleconferencing may be utilized when appropriate to reduce travel.	Deborah Smith	Communications Grid	1/1/13	Clarus Consulting			X	On September 12-13, 2012, the new CWS Executive Team held a leadership retreat with TA provided by Clarus Consulting. One of the activities was to craft an effective communication strategy for cascading information in the agency and to improve two-way communication. Decisions were made about the frequency of meetings and a grid was created as a visual for this plan. Next quarter, the group will finalize and begin implementing this plan.
6. Finalize and conduct an annual in-service training program for all levels of the division to ensure an understanding of the organizational structure, new roles and responsibilities of staff, and Pinnacle Plan implementation.	Jami Ledoux and Deb Smith	In-service video and training materials	1/1/13	University Of Oklahoma			X	On September 21, 2012, a small workgroup (Ledoux, Nitta, Dowell, D Smith) met with OU staff (Allbritton and Deberry) to discuss the training strategy. Plans are underway to create an in-service training video that can be used with all staff this calendar year. The video will be an introduction to the pinnacle plan along with a discussion of the values and goals from which the division will operate. This video will serve as the foundation for future training sessions

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								and is not intended to be the only training offered. The goal is to ensure everyone has an introduction to the foundation of the pinnacle plan and direction of the agency. OU is also completing a proposal for future training sessions and training formats.