

Year One Pinnacle Point 3 – Quarter 1

Date Submitted: 10/17/12	Pinnacle Point Lead: Jami Ledoux
Goal: To increase the number of staff, reduce turnover, and continue to improve the experience level and practice competencies of staff for day-to-day work on child welfare cases.	Applicable Performance Areas: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15

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<p>1. The following are the standards for caseloads assigned to child welfare specialists, which OKDHS commits to achieve and sustain. The timeframe for implementation of these standards will be set by the Co-Neutrals following approval of the Pinnacle Plan.</p> <p>a. CPS: no more than 12 open investigations and/or assessments.</p> <p>b. Office of Client Advocacy (OCA) (conducting investigations for children in out-of-home placements): no more than 12 open investigations.</p> <p>c. Family-Centered Services: no more than 8 families.</p> <p>d. Permanency Planning: no more than 15 children.</p> <p>e. Resource: no more than 22 resources/families. If resource staff is responsible for completing resource family assessments, the workload standard will be decreased accordingly.</p> <p>f. Adoption: no more than 8 families and 8 children.</p>	Jami Ledoux	NA	6/30/13					<p>The Pinnacle Plan outlines that OKDHS commits to achieve these targets by the conclusion of SFY14 and sustain for the life of the Plan. The benchmark for implementation of these standards will be set by the Co-Neutrals following approval of the Plan.</p> <p>CWS proposed new workload methodology that has been submitted to the Co-Neutrals for approval and feedback.</p>
<p>2. As outlined in the Oklahoma Trauma-Informed System Implementation Plan, OKDHS will enhance practice with trauma-informed initiatives. Although the plan will require five years for full implementation, Year One will include initiatives focusing on secondary trauma of child welfare staff. These supports are currently being tested at six lab sites to identify the most effective strategies before implementing statewide.</p>	Annette Burleigh	<p>1.) Meeting notes</p> <p>2.) Copy of PPT regarding use of referral tool</p> <p>3.) Referral Tool</p>	6/30/13				Statewide Trauma Informed Care Steering Committee	<p>1) The trauma screenings at two of the six lab sites are routinely occurring; as one of those two lab site is using an earlier tool a goal for the next quarter is to ensure routine use CW Toolkit referral tool; as 2 other of the lab sites are just completing their tool kit training, use of screening tool has not been implemented; in the other 2 lab sites, the tool is being used consistently by an identified worker, retraining and technical assistance is planned with those sites.</p>

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								2) Use of the functional assessment tool has not been initiated. Consultants with Casey and with OUHSC reviewed with OKDHS two tools, a decision was made to use the Child Behavior Checklist and accompanying parent form. Lessons learned from a previous Oklahoma County pilot project are being reviewed, and problems identified and resolved. Training is planned for the Lab Sites for Quarter 3.
<p>3. OKDHS will focus efforts on recruiting staff with social work and related degrees.</p> <p>a. At the annual child welfare supervisors' conference, university staff will present the benefits of a Masters of Social Work (MSW) degree in a public child welfare agency. MSW admission criteria, processes, and curriculum will be discussed and materials provided. Similar recruitment efforts will occur throughout the year.</p> <p>b. OKDHS and CWPEP will hold a minimum of three statewide orientations per year for current and potential Bachelors in Social Work (BSW) and MSW students from all university social work programs across the state to describe the work of an OKDHS child welfare specialist and recruit participation in CWPEP.</p> <p>c. In May and December, CWPEP will send information to upcoming graduates of all BSW and MSW programs who are not in CWPEP with information about the OKDHS hiring process for child welfare.</p> <p>d. The OU School of Social Work is implementing in fall 2013 an Administration Certificate program for graduates who complete a direct practice concentration during their MSW program. CWPEP will fund OKDHS child welfare staff accepted into the certification program.</p>	Donna Girdner	(b) Sign in sheet from 9/14/12 orientation.	6/30/13					<p>(a) CWPEP had a booth at the Annual CW Supervisor's Conference on June 20-21, 2012 where information about the program was provided to supervisors</p> <p>(b) OKDHS has an agreement to hold 3 statewide CW Orientations for potential CWPEP participants. The first was held on September 14, 2012, and 18 perspective students attended. At this first orientation, 6 students signed to enter into the CWPEP BSW program.</p> <p>(c) and (d) Nothing to report at this time</p>
4. By September 1, 2012, OKDHS will develop a tracking	Jami	Workload	9/1/12					A new tracking system for workloads has been

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system where all work assigned is counted, staff experience and turnover is considered, and the complexity of cases is evaluated. The tracking system is subject to review and approval of the Co-Neutrals.	Ledoux & Kevin Haddock	Methodology sent to co-neutrals on 8/31/12						developed and was submitted to co-neutrals for feedback and approval on August 31, 2012.
5. Based on an internal workload analysis, OKDHS will request 100 additional child welfare specialist positions during Year One. <ul style="list-style-type: none"> a. Additional child welfare supervisors and district directors will be requested to supervise the additional child welfare specialists in line with the specialist to supervisor ratio. b. During Year One, OKDHS will conduct a workload analysis to determine the number of additional child welfare specialist positions necessary to achieve caseload standards. OKDHS will make a legislative FTE and funding request for additional staff needed to achieve caseload targets. 	Jami Ledoux & Kevin Haddock	Excel Spreadsheet with PINS Identified	6/30/13					Funding for 100 additional child welfare specialists positions was approved. The positions have been identified, and Deputy Directors are in the process of conducting an analysis of where the greatest needs are to determine where the positions will go. District Directors are in place as of October 16, 2012, and will be involved in the decision making process. A small number of the new PIN Numbers for new positions have been allocated based on an obvious and immediate need. Analysis of available work space in each district has been underway over the last 60 days. The remainder of new PIN numbers for positions will be allocated to districts within the next 30 days. Allocation will occur based on need, district capacity to provide supervision and support to new staff, agency capacity to train new staff, and location of available work space.
6. HRMD will focus on recruitment and on-boarding strategies for child welfare staff. <ul style="list-style-type: none"> a. OKDHS will continue to refine the automated Applicant Management System (AMS) to streamline work flow and enable user-friendly tracking of activity. Child welfare staff will be trained on improvements and updates. b. OKDHS will seek additional opportunities to host OKDHS Career Fairs. During the fair, applicants can submit a completed application and interview with a district director the same day. Applicants' references are checked, and a conditional employment offer is made pending the outcome of the drug test. This allows district directors to set a hire date within a few days. c. OKDHS will continue utilizing the Expedited 	Tamara Steele	a. AMS Report from HRMD/IT Project Team b. c. and d. Experts from HRMD Quarterly Report	6/30/13					a. In August 2012, HRMD and the IT team implemented the new Applicant List screen in the AMS system. This improvement eliminated duplicate steps and allows applicant information to be processed more efficiently. Completion of this project is still in progress. b. HRMD Attended ten career fairs. c. HRMD Processed 175 CWSMP approvals for July through September 2012. d. HRMD advertises in state and local newspaper ads. Online ads were also placed on Facebook, Twitter, OESC, OPM, Hero2Hire, College Career Boards, and emails. Published eight CWS job advertisements for July through September 2012.

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<p>Recruitment of Child Welfare Specialist I & II Model Project Plan. This plan provides the framework to potentially reduce the average hiring time from 35 days to less than 10 days.</p> <p>d. The Child Welfare Division will partner with the OKDHS Office of Communications to post local career fair involvement and child welfare job announcements on the agency's social media accounts. This is a new recruitment strategy.</p>								
7. Effective September 1, 2012, training for new child welfare specialists will require successful completion of a performance competency evaluation prior to caseload assignment.	Donna Girdner	HOT: Hands on Testing Handbook	9/1/12					Competency testing for all new child welfare specialists began September 1, 2012. All staff completing a child welfare academy after September 1, 2012 now must successfully complete competency testing (HOT) prior to caseload assignment.
8. By December 1, 2012, OKDHS will develop, submit for approval to the Office of Personnel Management, and actively advocate for a new administrative support job family for child welfare specialists. This position is focused on administrative responsibilities of child welfare specialists, such as filing, entering data, requesting information for court reports, completing placement paperwork, etc. This position would relieve some of the administrative burden and allow specialists more time with families and children. If the newly developed position is approved, OKDHS will assign one position for every two child welfare supervisory units.	Margot Barnes	NA	12/1/12					Development of this position is in progress. Once the process is complete, the target is to have them announced by the end of November 2012 and ready to be filled by the end of December 2012.
9. By January 1, 2013, OKDHS will stop the use of secondary assignments for visiting children in contiguous counties and in other districts where adequate resources exist. Exceptions for secondary assignments must be very rare and can be granted on a case-by-case basis only if a strong relationship exists between the child welfare specialist and child and would be harmful if broken. Exceptions must be documented in the child's case file and approved by the district director.	Amy White/ Millie Carpenter	Finalized Instructions to staff (when available), tracking report, and email notification	1/1/13	X	X			The instructions in staff in OAC 340: 75-1-29, Case Responsibility, will be modified to be effective January 1, 2013. As this section does not require rule change, the instructions to staff changes will be written and promulgated in the second quarter. Technical assistance may be requested to address defining exceptions to the secondary assignment. A training plan will be created for staff to be fully trained by January 1, 2013. A report is being created that will be provided to Regional Directors

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								that contains the list of cases where this is applicable to allow for the assignments to be changed prior to the implementation. An e-mail notification system will be used to alert staff to applicable cases.
10. By June 30, 2013, OKDHS will provide updated technology such as tablets and/or smart phones for all child welfare specialists. Because child welfare specialists spend a significant amount of time in the field conducting home visits, immediate access to email and other applications will greatly support their work.	Carol Clabo		6/30/13			X	X	A workgroup met with DSD staff on July 17, 2012, August 8, 2012, and September 25, 2012 to discuss options; Attended demo by Total Mobility August 2, 2012; gathered input from staff via meeting/conference call August 6, 2012; (combined with input from past mobility discussions); Presented basic requirements recommendations to Deputy Directors October 1, 2012. A decision was made to proceed with smart phones as the top selection as a technology solution over some of the other options available.
11. Over a five-year period, beginning in Year One, OKDHS will incrementally increase pay for child welfare staff so that salaries are more competitive with other states. A salary increase alone is not likely to bring about the changes needed in the Oklahoma child welfare system; however, OKDHS is in a workforce crisis. For the past year, it has been very difficult to attract an adequate pool of eligible candidates and retain high-performing staff in a complex and challenging field when salaries are not competitive.	Phil Motley & Margot Barnes	Classified SAP (Updated 9/10/12)	6/30/13 (first increase)					A pay increase for child welfare staff was given effective July 16, 2012.

Note: Initiatives 12-17 are due 7/1/2013.