

## Year One Pinnacle Point 3 – Quarter 3

<b>Date Submitted:</b> April 20, 2013	<b>Pinnacle Point Lead:</b> Jami Ledoux, Deputy Director QA, Staff Development, SACWIS
<b>Goal:</b> To increase the number of staff, reduce turnover, and continue to improve the experience level and practice competencies of staff responsible for day-to-day work on child welfare cases.	<b>Applicable Performance Areas:</b> 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 public and private agency child welfare staff performing child welfare work, which OKDHS commits to achieve by the conclusion of SFY 14 and sustain for the life of the Plan. The benchmarks for implementation of these standards will be set by the Co-Neutrals following approval of the Pinnacle Plan.</p> <ul style="list-style-type: none"> <li>a. CPS: no more than 12 open investigations and/or assessments per worker.</li> <li>b. Office of Client Advocacy (OCA) (conducting investigations for children in out-of-home placements): no more than 12 open investigations per worker.</li> <li>c. Family-Centered</li> </ul>	Jami Ledoux		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>The new workload methodology developed by OKDHS has been approved for use by the co-neutrals. A system for tracking and measuring workloads has been developed and approved by co-neutrals. Reporting will begin next quarter.</p> <p>In an effort to begin working towards the target date regarding caseload standards,</p>

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<p>Services: no more than eight families per worker.</p> <p>d. Permanency Planning: no more than 15 children per worker.</p> <p>e. Resource: no more than 22 resource families per worker. If resource staff is responsible for completing resource family assessments, the workload standard will be decreased accordingly, subject to the review and approval of the Co-Neutrals.</p> <p>f. Adoption: no more than eight families and eight children per worker.</p>								<p>OKDHS has filled the first of 100 new allocated positions. During this quarter, 100 additional worker positions, 20 additional supervisor positions, and 3 district director/field manager positions were allocated. Posting for these positions began in March and will continue through April.</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		6/30/13					<p>1) Work with the Statewide Trauma Informed Care Steering Committee continued with two meetings via conference call. This meeting followed email contact and communication regarding the strategic plan. (EOC meeting notes and agenda attached*)</p> <p>2) Grant Activities continued with the submission of the Initial Grant Phase I work plan,</p>

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								<p>Federal Program Officer input/collaboration and resubmission. (EOC Phase I work plan submission)</p> <p>3) Planning meetings for grant with grant partners and work groups. (Evidence of Completion-Meeting notes*)</p> <p>4) Initiated planning for discussion with Group Home and TFC Program Staff regarding trauma screening tools. In conjunction with grant, tools are being reviewed and evaluated. A meeting to determine tools and implement to occur in Quarter 4.</p> <p>5) Presentation to Key Partners, including Department of Mental Health, System of Care Project Directors and Providers of Family Centered Services (Evidence of Completion-Power Point*)</p> <p>6) On Site Consultation, support and planning with Oklahoma County Lab Site (Evidence of</p>

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								<p>completion Meeting notes*)</p> <p>7) District Director orientation and planning with Region 3 (Meeting notes*)</p> <p>8) Trauma Screenings have had slow implementation due to changes in lab site leads and reorganization; some decline has occurred because of grant planning. Increased activities will occur this quarter to assure that trauma screenings are further embedded in lab sites. (Evidence of completion-update from Lab Site leaders*)</p> <p>9) To help address the changes resulting from reorganization and new lab site leadership, a lab site leader orientation was held. The presentation was completed using live meeting technology and allowed for interactive discussion with new lab site leaders. (Evidence of Completion Lab Site Leader orientation</p>

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								packet*) 10) Review of CBCL pilot implementation and use of Psychological screening with consultants and further discussion as a part of the ACF grant. (Evidence of Completion --meeting notes*)
<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 Master 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</p>	Donna Girdner		6/30/13					<p>a.) There is nothing new to report during this quarter.</p> <p>b.) We had an Employment Fair on 3/8/13 for graduating BSW &amp; MSW students to hear about employment with OKDHS Child Welfare. We had 11 graduates attend and 3 have been offered positions in Child Welfare after their education completion in May.</p> <p>c.) The CWPEP Memo CWS 12-12 was sent out on 12/13/12 to all staff in DHS to provide information to all staff about the MSW scholarship. So far we have 21 applicants for the MSW program.</p> <p>d.) We have 11 employees ready to start the first class</p>

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<p>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>								for Fall 2013.	
4. Develop a tracking system where	Jami	Workload Analysis	9/1/12						A newly created tracking

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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							system has been developed and approved by the co-neutrals. During this quarter additional analysis regarding staff turnover will occur.
<p>5. Based on an internal workload analysis, OKDHS will request 100 additional child welfare specialist positions during Year One and may, as permitted by law, re-allocate staff positions and resources, and may request supplemental appropriations in Year One to achieve the workload standards set forth in this Plan.</p> <p>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.</p> <p>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 report to the Governor's Office, the Commission,</p>	Jami Ledoux & Kevin Haddock	Workload Analysis	6/30/13					Hiring for the first 100 new positions that were allocated in quarter 1 is complete. During this quarter a comprehensive workload analysis was completed internally. The analysis identified the number of staff that is needed to reach caseload standards as well as the rate at which additional staff need to be hired between now and the end of the calendar year in order to reach caseload standards by the end of June 2014. Based on this analysis, additional positions were requested that will be needed in order to reach caseload standards. During this quarter, 100 additional worker positions, 20 additional supervisor positions, and 3 district director/field manager positions were allocated. Posting for these positions began in March and will

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the Office of State Finance, and the Legislature an analysis of positions needed to achieve the workload standards in this agreement and advocate to those entities appropriations requests, as necessary.								continue through April. Additionally, 95 positions will be allocated and posted in June/July.
<p>6. The Child Welfare Division director with HRMD will focus on recruitment and on-boarding strategies for child welfare staff.</p> <p>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.</p> <p>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,</p>	Tamara Steele		6/30/13					<p>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. (See attached HRS Testing Results EOC PPP3.6.a )</p> <p>b. Attended 18 career fairs January through March 2013. These career fairs consist of OKDHS sponsored career fairs and attending local college and community job fairs to develop a pool of qualified Child Welfare Specialist Applicants. (See attached EOC PPP3.6.b, c, &amp; d)</p>



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<p>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.</p> <p>c. OKDHS will continue utilizing the Expedited Recruitment of Child Welfare Specialist I &amp; II Model Project Plan. This plan provides the framework to 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> <p>e. OKDHS will, to the maximum extent possible, streamline its hiring processes which shall include a review of whether hiring should</p>							<p>c. HRMD Processed 207 CWSMP approvals during this reporting period. (See attached EOC PPP3.6.b, c, &amp; d)</p> <p>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. Targeted recruiting was conducted for the OKDHS Pott/Lincoln Counties and the Tulsa County Job Fairs. Advertising was also distributed for the upcoming OKDHS Oklahoma County Job Fair to be held on April 8th. (See attached EOC PPP3.6.b, c, &amp; d)</p> <p>During each of the career fairs, email addresses are collected from candidates interested in employment with OKDHS the HRMD recruiter. Within a week of the even, HRMD contacts all candidates via email with detailed information regarding Child Welfare Specialist opportunities</p>	

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occur at the state, regional or district level rather than on a county-by-county basis.								within the agency.  e. HRMD met with all District Directors in February 2013 and provided suggestions on streamlining the Divisions' internal approval process. HRMD also provided information on moving vacant pins onto announcements that are currently open to minimize the waiting period and provided clarification on the OPM-92 process.
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	Provided in Year 1 Q1	9/1/12					Completed in Year 1 Q1. Since 9/1/12 we have tested 286 new hires with 274 passing Hands on Testing.
8. Develop, submit for approval to OPM, and actively advocate for a new administrative support job 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, and completing placement paperwork. This position would relieve some of the administrative burden and allow specialists more time with	Margot Barnes	Provided in Year 1 Q2	12/1/12					Completed in Year 1 Quarter 2. These positions will begin posting in April 2013.

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families and children. If the newly developed position is approved, OKDHS will assign one position for every two child welfare supervisory units.								
9. Stop the use of secondary assignments 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.	Millie Carpenter	Policy revisions to OAC 340:75-1-26, Child Welfare Services records, and 75-1-29, Child Welfare Services case responsibility; CWS Memo 12-11; KIDS reports; and KIDS Contacts screen enhancement	1/1/13					On track for modifications in policy to be effective 07/2013. Policy reflects phases for end dating secondary assignments for Permanency Planning cases, per CWS Memo 12-11. Effective 01/01/2013, OKDHS stopped the use of secondary assignments for Permanency Planning cases in contiguous counties and in other districts where adequate resources exist, except in rare and unusual circumstances. Report YI678a, Children Placed Outside of the County of Jurisdiction, created in 12/12 to track secondary assignments (CFSD reports under the "staff" tab). As of 04/01/13, substantial progress made and only 51 cases (58 cases minus 7 documented exceptions) remain with secondary assignments in contiguous counties; compared to 395 cases in Quarter 2. Also, KIDS

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								enhancement available in Contacts screen to denote exception for responsible/secondary worker.
10. 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	Weekly Status Reports from Project; Training/Deployment schedule; Email to Regions	6/30/13					Mobile devices have been selected, and purchase arrangements are in process. Training and deployment schedules have been set for May and June 2013. Projected date for completion of deployment: June 26, 2013
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. The chart below illustrates monthly salaries for child welfare staff with projected increases.	Melissa Lange & Margot Barnes		6/30/13 (first increase)					There is nothing new to report during this quarter.

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