

Year One Pinnacle Point 3 – Quarter 4

Date Submitted: July 18, 2013	Pinnacle Point Lead: Jami Ledoux, Deputy Director QA, Staff Development, SACWIS
Goal: 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.	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 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"> a. CPS: no more than 12 open investigations and/or assessments per worker. b. Office of Client Advocacy (OCA) (conducting investigations for children in out-of-home placements): no more than 12 open investigations per worker. c. Family-Centered 	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. Public reporting on caseloads begins in September of 2013.</p> <p>During this quarter, an additional 200 positions were approved for posting. Of these 200 positions, 120 were CWS IIs, 30 were CWS IIIs, 30 were CWS IVs, 15 were CWAs, and 5 were District Director/Field Managers.</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>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) Trauma Screenings are occurring at four of the six lab sites, with use varying from routine to sporadic. Two tools are being used at one site, a shortened tool at shelter admission and the CW Toolkit referral tool, used at the three other sites during case transfer. A change in one of</p>

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								<p>the lab site locations has been proposed. Overall Toolkit retraining is occurring at one of the lab sites and CW Referral tool retraining will occur at the proposed new site.</p> <p>2) Intro training on managing Secondary Traumatic Stress and preventing placement disruptions occurred in one lab site, with information shared with two other lab site locations- Training Power Point, Secondary Traumatic Stress tool, Preventing Placement Disruption tool included as Evidence of Completion.</p> <p>3) Planning and use of the functional assessment tool continues to be on hold, partially due to activities revolving</p>

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								<p>implementation of the OK-TASCC grant.</p> <p>4) Quarterly supervisor training was provided to assure continued communication of goals, vision, and supervisor roles in Trauma Informed Care Implementation-Training Power Point included.</p> <p>5) Group Home and TFC program staff are reviewing screening and assessment tools.</p> <p>6) Meetings with Resource and CPS Administrators occurred.</p> <p>7) Statewide Steering committee met April, May, and June 2013-Notes included as Evidence of completion.</p> <p>8) Approval achieved reference to Phase I Work Plan for OK-TASCC grant.</p> <p>9) Intro to Trauma</p>

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							<p>provided to SWIFT Adoption staff and focus groups- Training PowerPoint included</p> <p>10) One lab site planned and hosted a community wide steering day-agenda included as evidence of completion.</p>
<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</p>	Donna Girdner		6/30/13				There is nothing new to report this quarter.

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4. Develop a tracking 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.	Jami Ledoux & Kevin Haddock	Provided in Year1 Quarter 1	9/1/12					A newly created tracking system has been developed and approved by the co-neutrals. During this quarter additional analysis regarding staff turnover will continue to occur.
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. <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 report to the Governor's 	Jami Ledoux & Kevin Haddock	Provided in Year 1 Quarter 1	6/30/13					During this quarter, an additional 200 positions were approved for posting. Of these 200 positions, 120 were CWS IIs, 30 were CWS IIIs, 30 were CWS IVs, 15 were CWAs, and 5 were District Director/Field Managers.

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Office, the Commission, 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.								
<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'</p>	Tamara Steele	<p>Email update</p> <p>List of job fairs and job advertisements</p>	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 10 career fairs April through June 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, & d)</p>	

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<p>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.</p> <p>c. OKDHS will continue utilizing the Expedited Recruitment of Child Welfare Specialist I & 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</p>								<p>c. HRMD processed 271 CWSMP applications during this reporting period. (See attached EOC PPP3.6.b, c, &</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 Oklahoma, Canadian, Cleveland, and McClain counties through an OKDHS sponsored career fair held at Metro Technology Center. (See attached EOC PPP3.6.b, c, & 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 event, HRMD contacts all candidates via email with detailed information regarding Child Welfare Specialist opportunities within the agency.</p>

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whether hiring should occur at the state, regional or district level rather than on a county-by-county basis.								
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.
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 families and children. If the newly developed position is approved, OKDHS will assign one position for every two child welfare supervisory units.	Margot Barnes	Provided in Year 1 Q2	12/1/12					Completed in Year 1 Quarter 2. These positions began posting in April 2013.
9. Stop the use of secondary assignments in contiguous counties and in other districts where adequate resources exist. Exceptions for secondary	Millie Carpenter	Provided Year 1 Quarter 3	1/1/13					Modifications in policy to be effective 07/2013. Policy reflects phases for end dating secondary assignments for Permanency Planning cases,

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<p>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.</p>								<p>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 07/01/13, substantial progress made and only 35 cases (41 cases minus 6 documented exceptions) remain with secondary assignments in contiguous counties; compared to 395 cases in Quarter 2 and 51 cases in Quarter 3. Also, KIDS enhancement available in Contacts screen to denote exception for responsible/secondary worker.</p>
<p>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</p>	Marvin Smith	Weekly Status Reports from Project; Training/Deployment schedule; Email to	6/30/13					<p>Deployment of mobile devices was completed at the end of June 2013.</p>

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time in the field conducting home visits, immediate access to email and other applications will greatly support their work.		Regions						
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					There is nothing new to report during this quarter.

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