

## Year Two Pinnacle Point 3 – Quarter 1

<b>Date Submitted:</b> October 16, 2013	<b>Pinnacle Point Lead:</b> Jami Ledoux, Deputy Director QA, Staff Development, SACWIS
<b>Goal:</b> To create a system with clear delineation of roles, effective lines of communication, and accountability throughout the system.	<b>Applicable Performance Areas:</b> 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15

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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. <ol 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 Services: no more than eight families per worker.</li> <li>d. Permanency Planning: no more than 15 children per worker.</li> <li>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.</li> <li>f. Adoption: no more than eight families</li> </ol>	Jami Ledoux	NA	6/30/13					The Pinnacle Plan outlines that OKDHS commitment to achieve these targets by the conclusion of SFY14 and sustain for the life of the Plan. Public reporting on caseloads begins in October of 2013.  During this last quarter, CWS was allocated 107 new positions.

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and eight children per worker.								
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.	Annette Burleigh	Training materials for Permanency Planning Staff	6/30/13					<p>1) Trauma Screenings continue to occur at four of the six lab sites. Screenings are being conducted more routinely than at the last quarterly report. Screenings occur in problematic placement reviews; in one lab site at the shelter admission and at some case transfers in another lab site; and at early (at least ninety day) case review at two other lab sites.</p> <p>2) A change in one of the lab site locations approved and orientation was provided to that lab site leader.</p> <p>3) Lab site leader at</p>

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								<p>new location has identified Community Trauma Team and scheduled CW Toolkit training for staff.</p> <p>4) Overall Child Welfare Trauma Toolkit retraining (as well as training to new staff) occurred at one of the lab sites.</p> <p>5) Technical assistance provided to three lab sites reference to Secondary Traumatic Stress with tools provided for supervisor use in Supervisory Unit meetings.</p> <p>6) Follow up occurred to Intro training on managing Secondary Traumatic Stress and preventing</p>

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								<p>placement disruptions; training occurred in one lab site and training tools was provided to two other lab sites last quarter. Tools used in training can be viewed in Evidence of completion, Year One Quarter 4 report.</p> <p>7) Child Welfare Trauma Toolkit documents and state strategic plan was reviewed with Quality Improvement Program staff. Discussion occurred as to most effective way to share information based on delay in implementation of Clinical Consultants due to lack of funding.</p>

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								<p>8) Job Description and Essential tasks developed for Clinical Services Consultants- position allocation and hiring delayed due to lack of funding.</p> <p>9) Planning and use of the functional assessment tool continues to be on hold due to activities revolving implementation of the OK-TASCC grant.</p> <p>10) Group Home and TFC program staff continued to review screening and assessment tools for use in those placements.</p> <p>11) Statewide Trauma Informed Care Steering committee met</p>

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								<p>via conference call in July.</p> <p>12) Technical assistance provided to Post Adoption Services Program Staff to facilitate planning for statewide training days-to occur in November 2013 and April 2014.</p> <p>13) On Site and telephone consultation occurred with Lab Sites and discussion of rollout to surrounding counties in Lab Site Districts initiated-four year roll-out plan developed.</p> <p>14) Use and application of Psychological Evaluation format occurred with consultants. Psychologist work day planned to</p>

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								<p>occur SFY 14.</p> <p>15) In collaboration with Lab Site District Directors, identified behavioral health therapists who were trained in TF-CBT to support Lab Site work and other staff state wide. Training provided to 45 therapists, consultation for therapist in process.</p> <p>16) Developed training outline and PowerPoint slides and provided resources for Lab Site leaders to use for training School Partners in Lab Site Communities.</p> <p>17) Developed training outline and PowerPoint slides and provided resources for</p>

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								Permanency Planning program staff to use in Level One Permanency Planning training.
<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 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</p>	Guy Willis	NA	6/30/13					There is nothing new to report this quarter.



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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.								
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 Q1	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 has occurred with a final product to be submitted to the co-neutrals in October.
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"> <li>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.</li> <li>b. During Year One, OKDHS will conduct a workload analysis to determine the</li> </ul>	Jami Ledoux & Kevin Haddock	Provided in Year1 Q1	6/30/13					During this last quarter, CWS was allocated 107 new positions.

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number of additional child welfare specialist positions necessary to achieve caseload standards. OKDHS will report to the Governor's 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> <ul style="list-style-type: none"> <li>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.</li> <li>a. 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.</li> <li>b. OKDHS will continue utilizing the Expedited Recruitment of Child Welfare Specialist I &amp; II Model Project Plan. This</li> </ul>	Tamara Steele	<p>Email update</p> <p>Guide</p> <p>List of job fairs and job advertisements</p>	6/30/13					<ul style="list-style-type: none"> <li>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 HRMD-ESU-Y2-Q1-Pinnacle Plan Evidence - EOC PPP3.6.a)</li> </ul>

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<p>plan provides the framework to reduce the average hiring time from 35 days to less than 10 days.</p> <p>c. 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>d. OKDHS will, to the maximum extent possible, streamline its hiring processes which shall include a review of whether hiring should occur at the state, regional or district level rather than on a county-by-county basis.</p>								<p>b. Attended 16 career fairs July through September 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 HRMD-ESU-Y2-Q1-Pinnacle Plan Evidence - EOC PPP3.6.b, c, &amp; d)</p> <p>c. There were 272 CWSMP applications reviewed during this reporting period. (See attached HRMD-ESU-Y2-Q1-Pinnacle Plan Evidence - EOC PPP3.6.b, c, &amp; d)</p> <p>d. HRMD advertises in state and local</p>

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								<p>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 Haskell, McIntosh, Okmulgee and Pittsburg counties through an OKDHS sponsored career fair. (See attached HRMD-ESU-Y2-Q1-Pinnacle Plan Evidence - 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</p>

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								<p>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> <p>e. Interviews continue to be held at the local county offices. District Directors have utilized streamlining suggestions provided to them in February 2013. HRM is currently working with HCM on streamlining the application process by exploring their online application</p>

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								system. If fully implemented, all applicants would have the ability to apply online and the manual paper process would be eliminated therefore, distribution of applications to the field HR Contacts would be processed in a more efficient and timely manner. (See attached HRMD-ESU-Y2-Q1-Pinnacle Plan Evidence - EOC PPP3.6.e.)
7. Effective September 1, 2012, training for new child welfare specialists will require successful completion of a performance competency evaluation prior to caseload assignment.	Guy Willis	Provided in Year1 Q1	9/1/13					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	Margot Barnes	Provided in Year 1 Q2	12/1/12					Completed in Year 1 Q2

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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.								
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	Updated Report Y1678A	1/1/13					On June 28, 2013, a memo requesting the delay of secondary assignments was submitted to the co-neutrals; extension of six months requested with a revised due date of July 1, 2014. Two issues considered are the delay in resource recruitment/retention contracts and staff caseload requirements that have yet to be realized. Further clarification on secondary case assignments is warranted. Secondary assignments outside of the bordering or adjoining counties are not allowed unless there is a compelling, documented exception. Report

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								YI678A showed 3 exceptions out of 48 cases with secondary assignments bordering or adjoining counties.
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.	Marvin Smith	Provided in Year 1 Q4	6/30/13					Completed in Year 1 Q4
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.	Finance and Margot Barnes	NA	6/30/13					There is nothing new to report during this quarter.
12. By July 1, 2013, OKDHS will improve processes for selecting child welfare specialists and supervisors by incorporating realistic job previews and selection factors supported by workforce research, including a systematic assessment for selecting child welfare specialists.	Tamara Steele	Interview Questions Revised "Conditions of Employment" Revised "Employment Interview	7/1/13					Two employment forms were created for Child Welfare Services in July. The Child Welfare Conditional Offer of Employment and Employment



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		Checklist"						<p>Interview Checklist were created to improve the selecting process. (See attached HRMD-ESU-Y2-Q1-Pinnacle Plan Evidence - EOC PPP3.12-11PE106E.pdf and HRMD-ESU-Y2-Q1-Pinnacle Plan Evidence - EOC PPP3.12-11PE107E.pdf.)</p> <p>A workgroup is being developed to make improvements to the interview questions used during the selection process for Child Welfare Specialists. (See attached HRMD-ESU-Y2-Q1-Pinnacle Plan Evidence - EOC PPP3.12 Interview Questions.)</p> <p>Full budget required to complete all Pinnacle Plan initiatives during year two was not initially received, therefore decisions had to be</p>

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								made about where to delay certain initiatives. Because the pre-employment screening was an initiative not already in progress, this one has been delayed until funding is available.
13. By January 1, 2014, OKDHS will eliminate the use of secondary assignments statewide except in rare and unusual circumstances, such as children placed out of state. Prior to January 1, 2014, elimination of a secondary assignment may be considered in cases determined appropriate and where resources exist.	Millie Carpenter	NA	1/1/14					Refer to update in PP 3.9 as the time frames for the elimination of secondary assignments statewide requires further clarification and discussions.
14. By July 1, 2013 as discussed above, OKDHS will create an intensive training program for child welfare supervisors, including a structured mentoring model for new supervisors. OKDHS will work closely with current supervisors, district directors, and deputy directors to ensure the design of the training and mentoring program is structured in a way that supports implementation of the Pinnacle Plan and improves staff confidence, competency, and management skills.	Guy Willis and Mark Nitta	Mentoring Research Guide Draft	7/1/13					Development of an intensive training program for child welfare supervisors has begun. A new academy for supervisors begins in November of this year. The modules are being updated to ensure they are addressing the key supervisory competencies identified by the workgroup that

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								<p>developed the certification process. The mentoring program will be designed by examining sectors from public and private as well as incorporating literature involving mentoring and coaching. The mentoring program is working closely with the workgroup assisting in the CWS IV certification and with the training unit. The workgroup consists of CWS IVs, District Directors, Program Staff and Human Resource Staff. The mentoring program will align and utilize the competencies identified from the workgroup and will reinforce and embed the learning objectives of the CWS IV academy courses.</p>
15. By July 1, 2013, OKDHS will hire or contract with	Cheryl	NA	7/1/13					Full budget required

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<p>eight licensed clinicians to provide training, consultation, and ongoing support necessary to embed trauma-focused practice into agency culture and support staff in making difficult decisions about specific cases. The Oklahoma Trauma-Informed System Implementation Plan provides a clinician for each of six lab sites and an additional clinician for Oklahoma and Tulsa Counties. Initially, clinicians will be responsible for training regarding screening tools and supporting staff as each site rolls out the trauma-informed plan. Their roles will evolve through the planning process and will be reevaluated as needed. The eight clinicians will have support from other clinicians on each of the community planning teams as described in the Oklahoma Trauma-Informed System Implementation Plan.</p>	Coponiti							to complete all Pinnacle Plan initiatives during year two was not initially received, therefore decisions had to be made about where to delay certain initiatives. As this was an initiative not already in progress, this one has been delayed until funding is available. It appears hopeful that we will be able to find resources to implement this initiative by the 12-31-13.
<p>16. By July 1, 2013 as discussed above, OKDHS will implement a field training program for all new child welfare specialists with intense supervision by tenured staff and the requirement to demonstrate competencies before working independently, similar to the intensity and requirements of training offered to new law enforcement officers.</p>	Guy Willis	<p>Level III Certification Quarterly Update</p> <p>Level 3 Certification Instructions</p> <p>Field Training Program PPT</p>	7/1/13					The first phase of implementation for the Field Training Program (FTP) has begun. First phase includes certifying Child Welfare Specialist IIIs as “field mentors”, who will implement the FTP. To this date, 49 CWS IIIs have been certified as mentors. During this next

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								quarter, the FTP will be implemented on a small scale at a maximum of 7 sites across the state. Those involved at each site will “test” the FTP and commit to assisting with the development of a statewide implementation plan. Details can be found in the attached “EOC”.
17. By September 1, 2013, OKDHS will develop and implement a certification program for child welfare specialist’s I-IV, which will require staff to demonstrate necessary skills and knowledge to obtain and maintain certification. Certification will be required prior to moving to the next level. This program compliments competency exams required of new child welfare specialists, ensures all staff achieve certain competencies before advancing to the next level, and provides ongoing training to ensure all staff maintain the necessary skills and knowledge to meet the needs of children and families.	Guy Willis	Supervisor Certification Handbook  Scenario Competency Assessment Instructions  Field Observation Assessment  Level III Certification Quarterly Update  Level 3	9/1/13					Development of a certification program is a lengthy and time intensive project. Certification is being implemented in phases starting with supervisors, then lead workers, then CWS I’s and II’s.  Rollout of Supervisory Certification began in July of 2013. As of this date, 213 Supervisors Statewide have successfully completed the Scenario Competency

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		<p>Instructions</p> <p>Field Training Program PPT</p> <p>CWS III Certification Handbook</p>						<p>Assessment (SCA) portion of certification and have moved into the second portion, the Field Observation Assessment. It is anticipated that the first group of supervisors will be provisionally certified by the end of January 2014. Supervisors who were unsuccessful during the first portion of assessment will receive training this quarter with an additional opportunity to complete the SCA. Additional details can be found in "EOC".</p> <p>Rollout of CWSIII certification began in July of 2013 with the assessment of skills of a select group of CWS IIIs. As of this date, 49 CWS IIIs have been certified. Additional details can be found</p>

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								<p>in "EOC".</p> <p>Development of all phases of the CWSI and CWS II certification is still in progress.</p>