

Year Two Pinnacle Point 3- Quarter 2

Date Submitted: January 17, 2014	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, 16, 17

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
<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 Services: no more than 	Jami Ledoux	NA	6/30/13					<p>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 began in October of 2013.</p> <p>Currently 31.1% of staff are meeting the workload standard. This data is as of 12/31/13.</p>

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
<p>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) A Trauma Informed Care Video was developed and released as an introduction to the Core Level One 'Out of Home Care' training to further embed trauma informed knowledge and practice within above foster care work. (EOC-PowerPoint)</p> <p>2) Technical Assistance, including assistance with resource development and identification provided to Adoption staff planning Adoptive Parent conference.</p>

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
								3) Advanced TF-CBT training provided for OKDHS identified clinicians. (EOC - Outline for training day) 4) Trauma Informed Care Strategic plan and resources reviewed with Quality Assurance Program Staff and CPS program staff. Review included CTISP Trauma Informed System Tools. 5) Chadwick Trauma Informed System Project Dissemination and Implementation- work was initiated (EOC's Program Description, Kick-off Meeting Agenda, Onsite visit schedule) 6) SuperCommunity CW Staff training-CW Toolkit overview and Screening Tool training (EOC-Training Powerpoints) 7) Secondary Traumatic Stress Resource Identification and Development for use at Supervisory Unit level. 8) Trauma System Readiness Tool was released to SuperCommunity to assess community level of Trauma Informed knowledge and practice. (EOC-Email notice and TSRT description) 9) OKDHS sponsored TF-CBT

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
								<p>application and program expectations refined and issued for SY-14 training cohorts.(EOC-Applicant Training packet and email)</p> <p>10) Reviewed CANS Trauma for recommendation to Above Foster Care group. (EOC-Face sheet for CANS-Trauma)</p> <p>11) Continued Collaboration with Oklahoma Trauma Informed Care Statewide Steering Committee on statewide strategic plan, program coordination and direction, and recommendations. (EOC-Steering Committee Notes)</p> <p>12) Cross System Collaboration via presentation of Child Welfare Trauma Toolkit – overview- to State Department of Health Child Guidance, Behavioral Health Staff (EOC-Powerpoint)</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)</p>	Guy Willis	NA	6/30/13					<p>a. There is nothing new to report this quarter.</p> <p>b. The last orientation was held 8/30/13. Two orientations are scheduled for April and May of 2014.</p> <p>c. A memo regarding the CWPEP program and</p>

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
<p>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</p>								<p>application procedures was distributed agency wide in December of 2013.</p> <p>d. The OU School of Social Work initially garnered marginal interest from DHS staff for the program. However, the interest was not significant enough to invest the resources at this time.</p>

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
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.								
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. DHS has begun additional analyses regarding turnover, however the Co-Neutrals have requested that DHS focus on other priorities related to data analyses and reporting before completing this task.
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. a. Additional child welfare supervisors and district	Jami Ledoux & Kevin Haddock	Provided in Year1 Q1	6/30/13					All new Pinnacle Plan positions have been allocated.

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
<p>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, 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>								
<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</p>	Tamara Steele	Email update Guide	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

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
<p>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>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.</p> <p>b. 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>		List of job fairs and job advertisements						<p>processed more efficiently. Completion of this project is still in progress. (See attachment HRMD-ESU-Y2-Q2-Pinnacle Plan Evidence - EOC PP3.6.a)</p> <p>b. Attended 10 career fairs this quarter. (See HRMD-ESU-Y2-Q2-Pinnacle Plan Evidence - EOC PPP3.6.b, c, & d).</p> <p>c. There were 158 CWSMP applications reviewed during this reporting period. (See HRMD-ESU-Y2-Q2-Pinnacle Plan Evidence - EOC PPP3.6.b, c, & 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. (See HRMD-ESU-Y2-Q2-Pinnacle Plan Evidence - EOC PPP3.6.b, c, & d).</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.</p>

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
<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>								
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	Margot Barnes	Provided in Year 1 Q2	12/1/12					Completed in Year 1 Q2

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
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.								
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					Currently, secondary assignments outside of the bordering or adjoining counties are not allowed unless there is a compelling, documented exception. Report Y1678A, run date 12/26/13, showed 4 exceptions out of 49 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	Finance and Margot Barnes	NA	6/30/13					There is nothing new to report during this quarter.

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
<p>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.</p>								
<p>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.</p>	Tamara Steele	<p>Interview Questions Revised “Conditions of Employment” Revised “Employment Interview Checklist”</p>	7/1/13					<p>Two employment forms were created for Child Welfare Services in July. The Child Welfare Conditional Offer of Employment and Employment 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.) 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>

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
								Full budget required 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. 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					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. A response memo was issued by the co-neutrals approving a six month extension until July 1, 2014.
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					The mentoring program has examined mentoring programs in both private and public sectors and is in the process of incorporating this information in the formalized mentoring program that OKDHS will use for supervisors. The mentoring program has consulted with in state and out of state consultants regarding the approach and need to align mentoring with the supervisor competencies. The mentoring program will assist new

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
								supervisors as well as those needing professional development identified through the Supervisor Certification process. The mentoring program will incorporate the learning objectives from the new academy modules for supervisors to be consistent with training material and assist with transfer of learning. The Regional Directors are scheduled to review and approve the Field Observation Assessments submitted by District Directors by February 3, 2014.
15. By July 1, 2013, OKDHS will hire or contract with 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	Cheryl Coponiti	NA	7/1/13					Full budget required 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. This was an initiative delayed, however during this quarter progress was made. The positions have been posted and interviews have been conducted. Selections have not yet officially been made.

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
support from other clinicians on each of the community planning teams as described in the Oklahoma Trauma-Informed System Implementation Plan.								
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.	Guy Willis	Level III Certification Quarterly Update Level 3 Certification Instructions Field Training Program PPT	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, 111 CWS IIIs have been certified as mentors. The FTP was implemented in 5 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	Guy Willis		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 Assessment (SCA)

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
<p>staff maintain the necessary skills and knowledge to meet the needs of children and families.</p>								<p>portion of certification and have moved into the second portion, the Field Observation Assessment. As of January 1, 2014, three supervisors achieved provisional certification. 211 supervisors are now in the Field Observation Assessment phase. Supervisors who were unsuccessful during the first portion of assessment participated in training in November 2013 and completed the re-assessment (a slightly different version of the first SCA). The results of the re-assessments will be available in late January or February 2014. 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. Beginning in September 2013, certification training and testing rolled out statewide. Training consists of 2 days in the classroom and a day of testing. CWSIII's must also demonstrate their leadership abilities; this component is completed in the county office under their supervisor's observation. As of this date, 111 CWS IIIs have been certified.</p>

Initiative	Initiative Lead	Evidence of Completion	Target Date	Documentation of Needs				Quarterly Update
				Technical Asst.	KIDS Changes	Research	Workgroup	
								<p>There are 15 CWS IIIs working on their leadership component and 5 CWS IIIs who will take the test a second time. There is one CWS III who is currently working a development plan with their supervisor after their two unsuccessful completions of the test. Additional details can be found in "EOC".</p> <p>Development of all phases of the CWSI and CWS II certification is still in progress.</p>