

Cuyahoga County Division of Children and Family Services  
**STRATEGIC PLAN YEAR-END REPORT**  
**2014**

### Strategic Plan Integration Committee Meeting

Accomplishments:

- Assigned integration committee liaisons for each Strategic Plan priority
- Developed a prototype database for housing Strategic Plan data
- Created an interactive Departmental Strategic Plan form for plan updates
- Conducted training sessions for Departmental Strategic Plan creation
  - Strategic Plan 101 Session
  - Interactive Departmental SP Form trainings

Next Steps:

- Finalize SP database and related forms

### Family to Family Renewal

Accomplishments:

- Hosted Family to Family Renewal events in 2014 to highlight the four core strategies of Family to Family practice
  - Team Decision Making Event
  - Community Partnership event
  - Recruitment, Development and Support Event

Next Steps:

- Plan a renewal event that highlighting Self-Evaluation in 2015
- Develop a data dashboard
- Develop and release Agency Communication Strategy proposal for 2015 to continue education/awareness of F2F
- Revisit the Family to Family library in 2015 to ensure current, useful information is available

### Organizational Improvement (Culture/ Climate)

#### Stable and Competent Workforce/ Leadership

Accomplishments:

- \$75,000 planning grant from St. Luke's Foundation for "Strengthening Workers, Strengthening Families" project, which focuses on recruitment, retention and development of DCFS staff
- Improvements in filling SSWIII vacancies
  - Implemented initial screening process for SSWIII applications
  - Provided continuous SSWIII posting on County Employment page
  - Conducted overlapping NWIT classes
  - Recruited UPP students
  - Updated interview process for SSWIII position
  - Enhancements made to NWIT process
- Additional supports for professional development
- Supported students pursuing graduate degree in social work
- Developed application for professional development via External Trainings/ Conferences
- Established a year-long Leadership Series Seminar
  - 49 participants graduated from the seminar
- RFP process and selected MCS Consulting group to assist with project
  - Held introductory meeting to discuss goals and expectations of project
- Participation in Annie E. Casey "On the Frontline" initiative, which has a focus on strengthening the workforce
- Clerical Assessment focused on identifying gaps in clerical support needed across the agency and on the professional development needs of clerical staff

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**Organizational Improvement (Culture/ Climate) continued**

**Stable and Competent Workforce/ Leadership**

Next Steps:

Recruitment/Retention/Development

- Finalize contract with MCS Consulting group for the “Strengthening Workers, Strengthening Families project
- Continue work with AECF with “On the Frontline”
- Consider partnership with Children’s Corp for recruitment/retention of social service workers
- Continue partnership with MSASS/NCWII on new fellows program for staff interested in pursuing a Master’s degree in social work
- Develop and implement plan for carrying clerical assessment work forward; develop individual training/development plans for clerical staff
- Continue implementing enhancements to NWIT program
- Develop a menu of leadership development options
  - Proposal for new Leadership Series
  - Consider participation in NCWII Leadership Academy for Supervisors and/or Leadership Academy for Middle Managers
  - Executive Coaching via OCWTP

**Recognition**

Accomplishments:

- Launched committee with a kick-off meeting in March 2014
  - Approximately three dozen attendees
- Distributed work among three teams. Teams convened and tackled respective tasks over a period of six months
  - Existing Efforts
    - Surveyed all departments within the agency to assess current recognition efforts
  - Potential Efforts
    - Surveyed staff to determine ways in which staff would like to be recognized for their efforts
  - Rebranding Group
    - Recommended “Child Protection Specialist” to replace “Social Service Worker” job title and developed an agency specific emblem and two t-shirt designs as part of the rebranding effort

Next Steps:

- Develop plan for recognition of cultural diversity in 2015 and recruit volunteers
- Detail team efforts and recommendations in a PowerPoint presentation and present to A-Team in January 2015

**Secondary Trauma**

Accomplishments:

- Administered a Professional Quality of Life (Pro-QOL) Survey electronically to staff and analyzed results
  - 453 responses from agency staff
  - Results indicated that 23.26% of staff were experiencing Secondary Traumatic Stress and 25.26% were experiencing Burnout

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**Organizational Improvement (Culture/ Climate) continued**

**Secondary Trauma (continued)**

- Formed a Peer Support Team from volunteers across the agency
  - 25 individuals were selected and attended a Group Crisis Intervention course, which was held on November 4 and November 5, 2014
  - Developed draft protocols for implementation of Peer Support to the agency
- Provided ongoing support (STS) to MIU/SIU
  - Approved for \$5,000 in funding for monthly STS support groups for MIU and SIU in 2015

Next Steps:

- Receive approval for Peer Support Team's draft protocols and provide Pre-incident Education and marketing access to the Peer Support Team
- Obtain a centralized phone number to access peer support
- Obtain email address for peer support
- Target start date for Peer Support Team is February 1, 2015
- Develop and finalize contract to provide Ongoing STS to MIU/SIU

**Communication & Hospitality**

Accomplishments:

- Improved building aesthetics
  - Painting (Meeting room 350 E, etc.)
  - Patching holes
  - In process of adding a new roof
  - New carpeting in lobby and common areas of 1<sup>st</sup> and 2<sup>nd</sup> floor
  - Implemented quarterly cleaning days
  - Updated photos in the Heart Gallery (3<sup>rd</sup> floor)
- Identified areas of improvement in communications
  - Better utilization of lobby monitors
  - Bulletin board in cafeteria

Next Steps:

- Obtain new art for the building using art from the HeArt project (Department of Disabilities)
- Receive a large banner with our mission and vision statements for the agency after the first of the year
- Follow-up on strategies for communication improvement
- Finish second half of roof project
- Install new carpet on the 3<sup>rd</sup> floor once roof project is complete

**Organizational Improvement (Accountability)**

**Data Matters**

Accomplishments:

- Created data priority pyramid and tip sheets for 2014
- Presented pyramid and tip sheets to Direct Service Senior Managers August 1, 2014
- Presented pyramid and tip sheets to Supervisors August 6, 2014
- Distributed pyramid and tip sheets to agency mid- August 2014; published on intranet
- Merged as a subcommittee of AgencyStat

Next Steps:

- Identify 2015 priorities
- Develop a plan for monitoring progress on data entry priorities

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**Target Populations (Voluntary In-Home Families)**

**Data Driven Outcomes (Agency Stat)**

Accomplishments:

- Case Plans
  - Improved timeliness from 43% in February 2014 to 70% by September 2014
  - Implemented 14 day reminder report
- Transfer Pipeline
  - Discussed barriers that contribute to delays in face to face contact

Next Steps:

- Finalize revised versions of case plan and joint transfer policies
- Re-establish Self-Evaluation Oversight Team

**Differential Response/ AR**

Accomplishments:

- Drafted Alternative Response Policy and established a method for conducting evaluations of DCFS AR practice
  - Implemented Differential Response in March 2014 (two Alternative Response Units)
  - Received two day coaching experience
  - Engaged with State regarding sustainability planning

Next Steps:

- Develop practice and manage expansion
- Continue sustainability work and develop a self-assessment that will be submitted to the State
- Review pathway screening criteria for selection of AR cases

**Target Populations (Children in Multiple, Child Serving Systems)**

**Multi-System Kids Unit**

Accomplishments:

- Intent to Grant
  - Developed tracking log; revised form; revised ITG protocol
  - Developed a Memorandum of Cooperation with ODYS
  - Addressed applying AR practice model to Intent to Grant cases
  - Identified GEO concentrations of Intent cases
- On-site Service Coordination
  - Developed tracking log; developed Bench Card for Juvenile Court jurists; created a flow chart
- Developmental Disabilities
  - Revised the Cuyahoga County Board of Developmental Disability policy
  - Developed CCBDD Youth in Care tracking log
  - Developed Case Review DD Youth in Care tracking form

Next Steps:

- Determine whether the workgroup continues in its current state and capacity

**Target Populations (Children Needing Permanency)**

**Quality/ Quantity of Family Interactions (Visits)**

Accomplishments:

- Ensured diverse group membership
- Analyzed agency family visit practices
  - Determined practices are sound
- Identified need for establishing protocols around reviewing practices and monitoring staff application to individual cases

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**Target Populations (Children Needing Permanency) continued**

**Quality/ Quantity of Family Interactions (Visits) (continued)**

Next Steps:

- Identify recommendations for developing a process that focuses on placement and visitation for children in care

**Relative Placements**

Accomplishments:

- Created relative caregiver report in FACTWIS to show children in relative care; drilled down to senior supervisor, supervisor and worker levels
- Created KCAR (Kinship Caregiver Approval and Resource Unit) proposal
- Created and implemented Kinship Approval Logs for Deputy Weiskittel's senior managers in order to assist with baseline measurement of KCAR proposal
- Identified a list of barriers to relative placements

Next Steps:

- Follow-up on KCAR proposal, which addresses and provides solutions to many of the identified barriers

**Sibling Committee**

Accomplishments:

- Developed a plan to ensure success in identifying, locating and contacting siblings and caregivers
  - One person as firewall
- Revised Sibling Form
- Revised Sibling Memo
- Converted guidelines for determining when to separate siblings into a checklist
  - Revised in order to gather info about consistent themes and understand the reasons why siblings are separated
- Analyzed ROM data
- Created bathroom reader reflecting analyzed data
- Collaborated with Adoption Department for Adoption Month Event
  - Created a "sibling matching" game for staff
- Met with Betsie Norris at Adoption Network
  - Ms. Norris has added sibling contact post-adoption to her agency's efforts
- Developed a letter to be sent to all caregivers who are finalizing adoptions, that emphasizes the importance of the sibling relationship

Next Steps:

- Finalize revisions to sibling policy
- Follow-up on response from Placement Department regarding recommendation for Placement Department to keep cases in which a family cannot be found for all siblings

**Everyday Kids Workgroup (Foster Care Normalization)**

Accomplishments:

- Published a "Normalcy Blast" in News You Can Use, which helped facilitate internal and external discussion about House Bill 213
- Developed agency readers, which helped "re-energize" workgroup membership
- Reviewed Driver's License Policy and made significant recommendations
- Prepared Normalcy Procedure by incorporating feedback; ready for next steps

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**Target Populations (Children Needing Permanency) continued**

**Everyday Kids Workgroup (Foster Care Normalization) (continued)**

Next Steps:

- Identify and add one or two foster care providers to the group
- Identify and add at least one youth currently in care or a recent “graduate” from care to the group
- Finalize Driver’s License Policy
- Develop and finalize a “Dignity” protocol for children being placed initially or changing placements
- Finalize the Normalcy Procedure and present to staff, substitute care givers, and agency partners
  - Include message about the importance of prudent parenting and how our agency will support individuals who use prudent and reasonable parenting standards
- Work to change the mindset of children in care regarding normalcy
  - Target TAG teens
  - Videos for kids
  - Coloring-book for tots
  - “RAP” sessions for teens in care
- Continue to strengthen the message for Normalcy
- Develop informational webpage that is accessible to all pertinent parties

**Youth Exiting to Adulthood (Independent Living Funds Allocation Committee)**

Accomplishments:

- Provided recommendations concerning the development of an Independent Living Funds Advisory Board
  - Recommended larger oversight group and smaller internal review group
    - Oversight group will consist of agency staff and community stakeholders
      - ❖ Meet quarterly to review expenditures and make recommendations for global spending
      - ❖ Ensure IL TANF funds are spent equitably and in entirety
    - Internal Review Group will consist of agency staff
      - ❖ Meet monthly and will review requests for large requests and funding being spent per child
- Created a draft uniform funds request form
- Developed initial recommendations for the Advisory Board regarding how to equitably spend IL TANF funds
  - Short-term stipend for all aging-out youth regardless of whether the youth graduates or attends college
  - All youth who graduate from high school receive a laptop
  - Provide emancipated youth with continued access to Independent Living classes

Next Steps:

- Finalize recommendations and have Advisory Board in place by the end of the first quarter of 2015
- Finalize electronic uniform funds request form and publish to agency website