

## STRATEGIC PLAN PROGRESS REPORT

January 2015 – April 2015

### Strategic Plan Integration Committee Meeting

- New Departmental SP Plan form has been developed
- Committee is meeting with small groups of Senior Managers to discuss their individual 2015 Departmental Strategic Plans along with the new form and process

### Family to Family Renewal

- Developed the Self-Evaluation Renewal Program
  - Self-Evaluation Team Kick-Off Event on April 15, 2015
- Developing a series of short messages to help educate staff around some data points that will be important to their everyday work

### Organizational Improvement (Culture/ Climate)

- **Stable and Competent Workforce/ Leadership**
  - On the Frontline
    - Working with Annie E. Casey Foundation and CPS HR to identify behavioral competencies of exemplary staff (Intake/ Ongoing)
    - Focus groups are scheduled for April 21st and 22nd
    - Mapping the hiring process from both the applicant and agency perspectives - new workers were surveyed for timeline identification; agency administration will be interviewed to this same effect
  - Strengthening Workers/Strengthening Families (Contract with MCS)
    - Contract effective 2/1/15 through 1/31/16
    - Focus will be on a parallel process to On the Frontline in order to define worker competencies in Foster Care, Adoption, and Independent Living
    - Further refining of the Standards of Performance for Senior Managers
    - Researching and recommending a succession planning process
  - Children's Corp
    - Initial presentation in January 2015
    - Follow-up phone conference in March
    - Need to determine level of continued interest/need for exploration
  - NCWII Workforce Initiative (Partnership with Case Western Reserve University – MSASS)
    - Fellows – competitive process for staff to receive tuition scholarship
    - Leadership Series – initiative being explored to expose frontline supervisors to a series of leadership sessions
  - Supervisor On-Boarding
    - New orientation process being piloted with new supervisors
    - Orientation was held on March 19th
  - University Partnership Program
    - Continuing to accept interns; more outreach to recruit UPP graduates
  - Clerical Assessment
    - Presentation of findings and recommendations from the consultant to managers and clerical staff 2/23/15
    - Development of skills/knowledge assessment completed; managers who supervise clerical staff are required to complete the tool with their staff by 5/31/15; results to be submitted for review by HR Training; individual professional development plans to be developed
    - DCFS Clerical Peer Group assembled to address ongoing issues
    - Deputies are reviewing gaps in clerical needs across departments/program areas

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### Organizational Improvement (Culture/ Climate) continued

- **Recognition**
  - The Recognition Team presented its work to the A-Team in February
    - Work of the three teams was detailed in a PowerPoint presentation
      - Current recognition efforts
        - ❖ Detailed list of current efforts compiled
        - ❖ Results will be highlighted in NYCU
      - Future recognition efforts
        - ❖ Staff survey on how staff would like to be recognized
        - ❖ Results compiled and shared with Wellness
      - Re-branding
        - ❖ Re-brand “Social Worker” as “Child Protection Specialist”
        - ❖ Developed and rolled out emblem
        - ❖ Designed t-shirts for rebranding efforts
          - 41 ordered for Child Abuse Prevention Walk
          - 80 given away during events
          - Total of about 120 in circulation
- **Communication & Hospitality**
  - The front lobby has been painted and a new mission and vision statement banner was installed in the front lobby behind the Welcome Center desk
  - HeArt gallery prints were purchased for display in the conference rooms
  - The new LGBTQ poster has been sent to the Reproduction Department and once completed, will be displayed throughout the building
  - Upcoming cleaning day is being coordinated
  - Skylight replacement will begin at the beginning of June with a target date of mid-July for completion
  - Entire 3<sup>rd</sup> floor carpeting will be replaced following the completion of the roof project.
- **Secondary Trauma**
  - The Peer Support team was fully implemented and advertised as available to staff on March 26, 2015.
  - So far, the Peer Support Team has reached out to 5 individual staff related to critical incidents.
  - RFPs were sent out to three providers via an informal bid process for monthly support group facilitation for MIU/SIU and included Hotline as a possibility as well. Three agencies responded to the RFP; RFPs were reviewed and scored and one agency has been recommended for contract. The hope is to begin services in May 2015.

### Organizational Improvement (Accountability)

- **Data Matters**
  - Group is now a subcommittee of AgencyStat.
  - Group needs to reconvene to determine a new set of data entry priorities.
  - SACWIS “refresher” trainings are being scheduled to address:
    - Family and child demographics
    - Medical and education information for children in care

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

- **Voluntary In-Home Families**
  - **Differential Response**
    - Fully implemented in two departmental units.
    - Committee continues to meet twice a month.
    - Discussions around increased communication and expansion of AR.
    - Data analysis underway.

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

- **Multi-System Kids Unit**
  - Developing a proposal to modify the current response protocol for ITG cases which will incorporate the Onsite process, as well as, other planning teams in order to better coordinate system involvement and reduce the overall number of ITG notices.
  - Completed a CCBDD Review on over 1000 children in care. There were 365 children identified as either CCBDD eligible or possibly eligible for services. MSK is working towards developing an ongoing process that will identify potential CCBDD children in care as soon as possible in order to connect them to services more timely.
  - The Applewood Day Reporting program began in March 2015. Although the target population is children with ITG's, there have been requests for children non-court involved and in agency custody. This service may be beneficial for other DCFS populations in the future.
  - Created a quarterly Multi-System Newsletter in order to better communicate updates with DCFS staff. The newsletter will include ITG updates, as well as, multi-system information (mental health and CCBDD).

### Target Populations (Children Needing Permanency)

- **Quality/ Quantity of Family Interactions (Visits)**
  - Group has identified the possible exceptions for youth in care to visit their family and has proposed how to address exceptions.
  - There should be few exceptions for weekly visits not being held and these should be reviewed and re-reviewed on a consistent basis.
  - The next topic being addressed by group are proposed changes to the initial 90 Day SAR resulting in this meeting becoming more child-focused and more supportive of Family to Family values.
- **Everyday Kids Workgroup (Foster Care Normalization)**
  - Presented Normalcy/All About Me message and draft procedure to the Foster Care Providers/Executives at their monthly meeting.
  - Presented the Drivers License Policy and Procedure to the Foster Care Providers/Executives at their monthly meeting.
  - Identified and welcomed new Foster Parent representation to our committee. They have 4 biological children and four foster children in their home.
  - Finalized the Drivers License Policy and found out that it has been utilized, was successfully navigated, and resulted in a young lady obtaining her license.
  - Have prepared our Normalcy/Everyday Kids procedure to the point where we are ready to present it to the A-Team for what we hope is final feedback.
  - Currently researching grants and other opportunities for possible funding to assist our youth with the costs of obtaining a drivers license, including driver's education.
- **Sibling Committee**
  - Moved forward with recommendations to close the gaps in the checks and balances that assure siblings are visiting weekly
  - Submitted revised Sibling Policy draft for review
  - Revised the Sibling Tracking and Separation Form and Sibling Separation Checklist
- **Relative Placement Committee**
  - The Relative Placement group has not met this year. This group will now merge with the Kinship Awareness Group.
- **Adoption Pipeline**
  - Adoption staff evaluated all children in permanent custody and identified barriers to permanence; focused goal on reducing time to permanence for foster to adopt
  - AgencyStat – will be analyzing the work processes surrounding adoption

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### Target Populations (Children Needing Permanency) continued

- **Youth Exiting to Adulthood**
  - A full set of recommendations has been submitted in draft for review by the committee and Deputy Director liaison
  - Recommendations include:
    - An external oversight group (Advisory Board) and a smaller internal review group to manage TANF funds for older youth DCFS
    - Multiple methods to market/ share approved recommendations
  - A draft form has been developed for IL funds requests.

### NEXT STEPS

The Integration Committee will continue to meet with departments throughout 2015 to refine departmental strategic plans

The Steering Committee for the development of the agency-wide strategic plan will reconvene to discuss and determine if the strategic priorities are still relevant and if adequate progress is being made. The group will incorporate any recommendations for changes in the plan.