

Brown County Health and Human Services Organizational Effectiveness

Desired Future State:

Brown County Child Protective Services fosters teamwork through collaboration with one another by valuing ideas and roles of each team member to reach our common goals. Staff are knowledgeable in their jobs and deliver effective and efficient services to families. Each day will start with the desire and commitment to serve our families using the resources available to ensure child safety and provide permanence. We will create a strong foundation by being genuinely committed to investing and building trust and support with one another.

Strengths:

- Competent, experienced, supportive and approachable workers
- Cohesive and flexible leadership team
- Wide variety of resources and collaborative providers, including volunteers
- New Family Center/visiting space
- Access to different technological tools
- Good teamwork and supportive to each other
- Supervisors that are solely dedicated to training new workers

Priority Gaps:

- There is a need to improve professionalism in how we communicate and nurture each other within our agency.
- There is a need to define what processes need to be streamlined in the agency.
- There is a lack of consistency in training new staff.
- There is a need to strengthen our relationships with key political partners.
- There is a need to develop opportunities for all staff to have equal access to support, professional development and inclusion.

Topic: Addressing Recruitment, Retention and Training

Dates: April 2019 – July 2019



Project Goals

- ❖ Retention rates will increase in the child welfare units
- ❖ The Point Person role will be developed and defined
- ❖ There will be an increase in job applications with qualified candidates
- ❖ Metrics will be developed around support and training to determine what has the greatest impact on retention

Root Causes:

- Lack of trust; assuming positive intent
- Overwhelmed with tasks
- Fear of failure
- Undefined grey area in roles
- Training, support and need for assistance in specialty areas
- Individualized supervision needed
- Workers want different types of professional development

Remedies:

- Positive work culture improvements
- Cross Unit Team Building meetings
- Avatar/payment improvements; cost savings identified
- Car seat management improved
- Point Person role recommendations made and info communicated to all
- Effective supervisory consultations explored
- Identified specialty topic area “experts”
- Committees and interest in them identified to explore opportunities
- Developing solutions to perceived boundary difference in the workplace
- Efforts to engage all staff by adding email photos, identifying when available for consultation and sharing training info

Recommendations:

- Continue to work towards completing action items on the “Tracking Remedies”
- Monthly face-to-face OE Team meetings; reevaluate as needed
- Support the Internal OE Facilitators
- Continue Communication Planning
- Continue efforts to promote positive work culture and teamwork
- Continue clarifying Point Person role
- Continue to work on retention items identified and enhance professional development opportunities for all staff
- Continue to use the DAPIM model to do continuous improvement on gaps
- Repeat the ‘Trust and Aim’ exercise
- Engage in OE support that can be provided by WCWPDS