Rock County Organizational Effectiveness

Desired Future State:

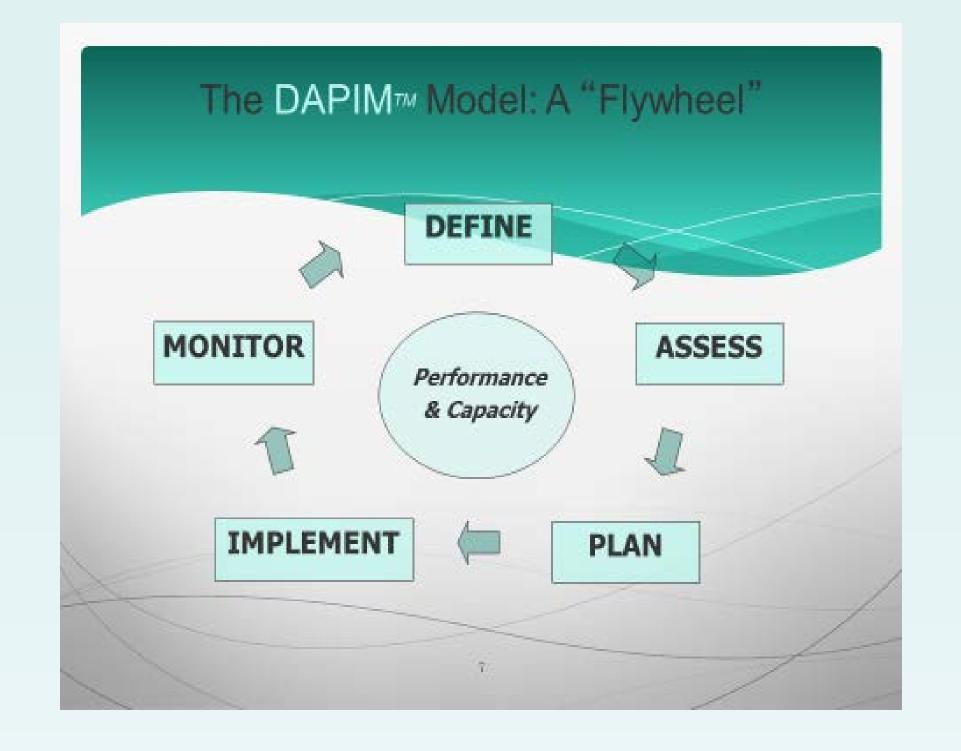
- Establish shared values, roles and a mission
- Integrate practice around a trauma, family-centered, strength based and data driven approach
- Establish a philosophy around teambased practice with families and community partners
- Strengthen staff and supervisory team through a common case management approach and communication across practice areas

Strengths:

- Interdivisional roundtables
- Flexible and open-minded staff
- Accessible and available supervisors
- Management team open to new ideas
- Human Services Board support
- Good communication/transparency
- Strong in-home services

Priority Gaps:

- Lack of technology
- Do not have a shared mission for new division
- Lack of knowledge in regards to each others' roles
- Partners do not understand our mission
- No integrated case plan for cases shared across divisions
- Lack of teaming to support staff in effectively managing their workload



Topic: Integration of Child Protective Services and Juvenile Justice

Dates: July 2014-October 2014



Measures of Success

- Our mission, values and philosophy are evident in practice, including:
 - Using a strength based approach that encourages engagement and motivation
 - Case staffings and team meetings
 - Case supervision
- Supervisors build cross-functional teams
- Legal partners understand and cooperate with philosophy
- A team approach to casework

Root Causes:

- Not a priority to understand other workers' roles
- Agency changes quickly and changes are not communicated
- Multiple assessments, timelines and plans exist for different types of cases
- Technology not used to its potential
- Lack of supports for social workers

Remedies:

- Craft a mission statement that includes key values
- Review mission statement at quarterly division meetings
- Develop a list of key job functions for cross training
- Identify community groups to whom we can present our mission and vision
- Create an electronic manual to share current policy and procedures
- Focus on joint service planning by identifying all systems involved in cases

Recommendations:

- Monitor ongoing remedies
- Continue to identify gaps in reaching the DFS. Do root cause and remedy work.
- Leadership/staff will seek out opportunities to integrate services in CYF section
- Develop/implement a family interaction model for use throughout the Division
- Develop a process for evaluating service providers
- Prepare interns to assist in supervised visitation. Use delegation tools.
- Develop mechanism for regularly communicating the results of ongoing remedies to all staff
- Advance communication with community partners to build alignment with the division's mission
- Establish a plan for ongoing follow-up support from WCWPDS and BRO