



Supporting Effective Child Welfare Supervision #2: *Moving Forward*

Teleconference Presentation
June 16, 2009

Purpose Today

The role of supervisors is recognized as crucial in every Child Welfare system.

Supervision has been empirically linked to organizational, worker and client outcomes – particularly staff recruitment and retention. Over 20 states included improving child welfare supervision as a key strategy in their Program Improvement Plans during the first round of the CFSR.

We will present the experiences of two states – Missouri and North Carolina – with enhancing supervision by:

- Explaining the PROCESS
- Illustrating the PRODUCTS
- Describing the EXPERIENCES

Work Group

- Representatives from Supervisors chosen by Mid-Level Management and Central Office (best of best)
- Central Office Representatives (e.g., PIP, QA and Training Coordinators)
- University Partners
- Staff/Consultants with NRCs

Process:

- ⇒ *Meet with Leadership*
- ⇒ *Organize work group*
- ⇒ *Describe current culture of child welfare supervision*
- ⇒ *Describe current structure & practice of child welfare supervision*
- ⇒ *Describe purpose of supervision*
- ⇒ *Formulate recommendations*
- ⇒ *Construct strategic plan*

➤ PRODUCTS

❖ *Strategic Plan*

❖ *Time and Activities Study*

❖ Product

Strategic Plan

(Handout)

Missouri	North Carolina
Supervisor Training	Supervisor Recruitment, Training and Professional Development
Casework Practice	Supervision Practices
Supervisor Support	Supervisor Support
Management/Administrative Supervision, Communication and Community	

❖ Product

Strategic Plan

(Handout)

Action Steps

Tasks / Time Frames

Benchmarks

Completion Dates

Persons Responsible

Time and Activities Study

(Handout)

- Activities
 - Identified by Work Group
 - Four categories:
 - Systemic (not case specific)
 - Personnel / Mgmt. (not case specific)
 - Case Specific / Clinical
 - Other
- Planned vs. Unplanned
- One week captured
- Automatic compilation of results (daily & weekly)

Time and Activities Study

Benefits to individual supervisors

- Captures how supervisor's time is really spent
- Allows for supervisor's comparison with others
 - Provides basis for supervisor to determine desired changes

Benefits of aggregate data to Agency

- Depicts CW work and need for resources
 - Useful in designing staff development



⇒ Missouri's Experience

Missouri's Child Welfare System

Department of Social Services

Divisions

Children's Division

Division of Youth Services

Family Support Division

MoHealth Net Division

Division of Legal Services



⇒ Missouri's Experience

Missouri's Child Welfare System

Children's Division Structure

- **45 Judicial Circuits**
- **114 Counties plus St. Louis City**
- **5 Administrative Regions**
 - **St. Louis City**
 - **St. Louis County**
 - **Jackson County / Kansas City**
 - **Northern Region**
 - **Southern Region**
- **Approximately 1,375 Frontline staff**
- **Approximately 225 Supervisors**

Enhancing Supervision in Missouri -The Perfect Storm-

***Supervision
Advisory
Committee***

***Continued
Leadership
Support***

***Research
Based
Philosophy***

IMPROVED CLINICAL SUPERVISION

CFSR/PIP

***COA
Standards***

***Clinical
Supervision
Training***



⇒ Missouri's Experience

Process

- ⇒ *Convened Divisional Leadership*
- ⇒ *Organized work group – Best of the best supervisors*
- ⇒ *Group examined current culture, structure, purpose and practice of supervision*
- ⇒ *Workgroup formulated recommendations*
- ⇒ *Constructed strategic plan*



⇒ Missouri's Experience

Products

- ⇒ *Strategic Plan*
- ⇒ *Time and Activities Study*
- ⇒ *Increased Supervision of Supervisors*
- ⇒ *Learning Labs*
- ⇒ *Charter for ongoing Supervision
Advisory Committee*



⇒ Missouri's Experience

Barriers

- ⇒ *Turnover – Leadership and supervisors*
- ⇒ *Middle Management buy-in*



⇒ Missouri's Experience

Impact

- ⇒ *Ongoing dialog with Leadership*
- ⇒ *Support for pay increase*
- ⇒ *Survey of Organizational Excellence Scores*
- ⇒ *Elevated Supervision in Missouri*
- ⇒ *Culture change*



➡ North Carolina's Experience

North Carolina's Child Welfare System

System reform effort, MRS, is the practice model based on family centered practice applying a SOC approach

2007 CFSR findings demonstrated evidence of improved practice, so impetus for PIP was to strengthen reform effort



➤ North Carolina's Experience

North Carolina's Child Welfare System

Accountability, a theme for PIP, noted supervision as an integral component to better agency, worker and client outcomes

PIP included convening supervisors to develop a state strategic plan for CWS supervision

➤ North Carolina's experience

Followed model described by NRCOI

Strategic plan addresses 3 areas:

- *Recruitment, Training and Professional Development*
- *Practices*
- *Support*



➔ North Carolina's Experience

Struggles:

Buy-in from directors

Budget Constraints

Products:

Time and Activities Study

Strategic Plan

Best practice pilot testing structured supervision

Supervisor Tool Kit website

Technology Assessment

Social Worker Satisfaction Survey

North Carolina's Experience

Impact:

Strong commitment from directors to pilot

Direct link between County Departments and State Division that is impacting policy

- *System of Care Values are in policy and training*
- *Days have been designated for transmittal of policy*
- *All changes in policy on-line are in red, print changes are underlined, and a rationale for the change is included.*
- *Division is in the process of redefining NC's model of technical assistance/support to county departments*

Role of Leadership

- Must set parameters for work:
 - Agency Mission
 - Agency Vision
 - Guiding Principles
 - Strategies
 - Themes
 - Minimum Products
 - Must evidence commitment – up-front, during, and upon completion of work – to act on resultant plan

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