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
Process

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
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Product

Strategic Plan
(Handout)

Action Steps
Tasks / Time Frames
Benchmarks
Completion Dates
Persons Responsible
Product

**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)**
Product

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 -
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
Products

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

- **Missouri’s Experience**

- **Turnover – Leadership and supervisors**

- **Middle Management buy-in**
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 CF SR 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
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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