

Waukesha Adolescent and Family Services Organizational Effectiveness

Desired Future State:

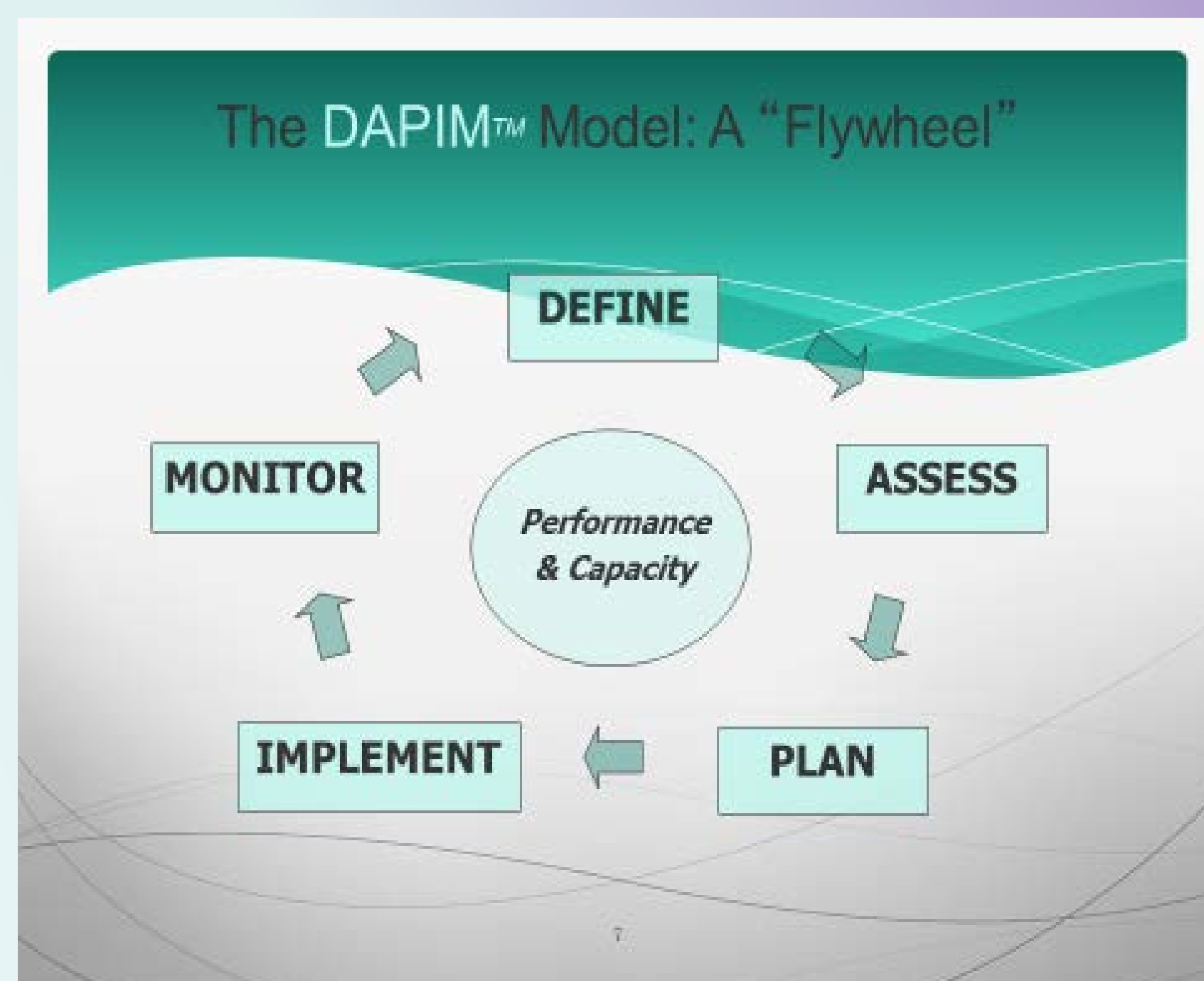
Develop a case process road map that will have shared values, including that of child safety, staff unity, trust, clear roles, balance of practice/work, direct communication, innovation, and efficiency. It will also include the following characteristics: usefulness, addresses emergencies, have purpose, flexibility, standards/ best practice, accountability, defining scope and roles by position, consistency in practice, cause no harm to families, worker self-care and integrates IT.

Strengths:

- Communication tools are in place
- Unit meetings take place weekly
- Division meetings include programs, planning and organization (big picture)
- Supervision meetings provide a one-on-one scope check
- Evaluations
- Informal conversations between staff
- Can identify problems & solutions

Priority Gaps:

- Lack of clarity surrounding which children/youth to serve within Adolescent and Families Division
- Lack of clarity regarding expectations and roles within Adolescent and Families Division
- Lack of clear accountability
- Lack of community and internal resources
- Lack of access to community and internal resources



Topic: Create A "Road Map" for Managing Cases

Dates: June-September 2017



Project Goals

- ❖ Improve decision-making about when out-of-home care is needed
- ❖ Reduce time children spend in out-of-home care
- ❖ Reduce re-entry into care
- ❖ Strengthen staff understanding of how day-to-day activities are connected to the larger Department mission and values
- ❖ Provide greater role clarity for staff

Root Causes:

- Lack of a case model leads to inequity
- Complexity of cases
- Volume of juveniles up and delinquency numbers are down
- Not comfortable with conflict & change
- Need to develop a climate that promotes positivity and shared values

Remedies:

- Convene a work group to discuss defining the youth that should be served in the A & F Division.
- Convene a work group to discuss defining work roles and expectations; determine how to communicate to staff.
- Discuss how to promote a positive climate in AFS.
- Write proposals to submit to risk mgmt. for Positive Youth Initiatives.
- Compile a list of community resources and determine how to distribute.

Recommendations:

- Work towards completion of the action items on the "Tracking Remedies" form.
- Maintain the scheduled monthly OE meetings, re-evaluate as necessary.
- Facilitate the rotation of new members to the larger OE team.
- Support the internal OE Facilitators.
- Continue Communication Planning with AFS staff and engage them in OE.
- Continue efforts to complete the gap of "which children/youth to serve within AFS". Roll out in early 2018.
- Continue work in the defining roles and expectations group and implement.
- Management team will continue the conversations about promoting a positive culture/climate at AFS.
- Reference the "culture eats strategy" hand-outs and discussion in OE notes about culture/climate and how it impacts the work you do.
- Use DAPIM to continue OE work.
- Engage in support that can be provided by WCWPDS as needed.