

Strategic Plan SFY 2014-2015

Oklahoma Department of Human Services



Child Care Services



GROWING in a NEW DIRECTION

SFY 2014-2015 Strategy Map

OUR MISSION

We improve the quality of life of vulnerable Oklahomans by increasing people's ability to lead safer, healthier, more independent and productive lives.

OUR VISION

DHS provides help and offers hope to vulnerable Oklahomans through stronger practices, involved communities and a caring and engaged workforce.

OUR VALUES

Compassion • Respect • Safety • Quality • Innovation



Oklahomans lead safer, healthier, more independent and productive lives.

We will:

- Reduce the incidence of abuse, neglect and exploitation in Oklahoma
- Reduce participation barriers for Oklahomans who are eligible to receive DHS services
- Improve the well-being of Oklahomans

Our workforce is informed, supported and engaged.

We will:

- Create and maintain a healthy work environment built on trust, respect and effective communication
- Increase our work-related skills and knowledge
- Provide opportunities to improve our physical, emotional and financial health

We are engaged with communities to meet the needs of vulnerable Oklahomans.

We will:

- Improve communications with community partners and key stakeholders
- Build and strengthen community partnerships to provide clients greater access to resources

We have a culture of continuous improvement.

We will:

- Increase the number of systematic process improvement projects, across the department, designed to improve and promote excellent service delivery and client satisfaction
- Maintain a culture of accountability, including fiscal integrity, at all levels of the department
- Increase the understanding and application of outcome-focused performance and evidence-based practices

Figure 1. SFY 2014-2015 Strategy Map



A Letter from the Child Care Services Director

The strategic plan for the agency created under DHS Director Ed Lake's leadership encourages us to grow in a new direction. The strategic plan created by Child Care Services (CCS) details what that means for our division and is aligned with the outcome of stronger Oklahomans, a stronger workforce, stronger communities and stronger practices.

Our primary focus over the next two years will be on increasing the health and safety of children in care, offering opportunities to expand knowledge and skills of child care providers, and strengthening our employees. I believe consistency and strong relationships are vital to the success of our efforts.

I welcome the opportunity to work with you on accomplishing these goals.

Lesli Blazer

Director,
Child Care Services

OUTCOME 1: Oklahomans lead safer, healthier, more independent and productive lives.

Goal 1: We will reduce the incidence of abuse, neglect and exploitation in Oklahoma.

Objective 1: We will increase the safety of children in child care facilities by June 2015.

Action Plan:

Beginning January 2014, we will implement fingerprint background reviews.

Beginning June 2014, we will recommend revision of licensing requirements for center-based programs.

By July 2015, we will develop marketing plan for new 1-800 number for reporting concerns and complaints.

Important Results:

- The increased number of criminal history review results processed
- The number and percentage of criminal history review results with prohibited offenses
- The number and percentage of approved recommended revisions by the legislature in 2015

OUTCOME 1: Oklahomans lead safer, healthier, more independent and productive lives.

Goal 1: We will reduce the incidence of abuse, neglect and exploitation in Oklahoma.

Objective 2: We will increase provider awareness and education of developmentally appropriate practices by June 2015.

Action Plan:

Beginning July 2013, we will develop a framework for consultation that uses Conscious Discipline and Prevention of Child Abuse and Neglect (PCAN) to address supervision and safety in classroom management.

By July 2015, we will increase awareness of mental health consultants by developing a postcard to send to child care providers.

Important Results:

- The number of consultations performed
- Providers report increased knowledge of developmentally appropriate practice
- The number of postcards distributed

OUTCOME 1: Oklahomans lead safer, healthier, more independent and productive lives.

Goal 2: We will reduce participation barriers for Oklahomans who are eligible to receive DHS services.

Objective 1: We will increase provider participation in available Child Care Services programs by July 2015.

Action Plan:

Beginning July 2013, we will develop an outreach plan that includes participating in the Stars program, contracting with DHS, utilizing Scholars for Excellence, REWARD Oklahoma, Consultation and Technical Support Specialist services, mental health consultants, conference vouchers, and utilizing the special needs rates.

Beginning May 2014, we will develop an evaluation plan to measure the effectiveness of outreach or awareness activities.

Important Results:

- The increased number of providers participating in the Stars program
- The number of contracted child care programs
- The increased number of providers utilizing Scholars for Excellence
- The increased number of providers receiving REWARD
- The increased number of providers using conference vouchers
- The number of Consultation and Technical Support Specialist consultations
- The number of mental health consultations
- The number of those certified to receive special needs rate
- The providers report increased awareness of Child Care Services programs

OUTCOME 1: Oklahomans lead safer, healthier, more independent and productive lives.

Goal 3: We will improve the well-being of Oklahomans.

Objective 1: We will strive to improve the mental, physical and fiscal health of providers and children by June 2015.

Action Plan:

Beginning July 2013, we will increase professional development opportunities and participation in the topic of physical activity.

Beginning February 2014, we will prepare consultation tool for emergency preparedness.

Beginning July 2013, we will advocate for increased subsidy rates.

Beginning July 2013, we will update publications for parents.

Important Results:

- The increased number of professional development opportunities available
- The increased number of participants in professional development that includes the topic of physical activity
- The number of providers given consultation tool
- The increased number of providers report incorporation of physical activity into their daily programs
- The number of publications updated
- The number of publications distributed

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 1: We will create and maintain a healthy work environment built on trust, respect and effective communication.

Objective 1: We will improve our internal, two-way internal communication by June 2015.

Action Plan:

Beginning July 2013, we will utilize technology to improve communication with staff.

Beginning February 2014, we will relay current and consistent information to all staff.

Beginning July 2014, we will increase two-way communication with staff by offering opportunities to attend “CCS Road Shows.”

By June 2015, we will develop opportunities for peer-to-peer sharing.

Important Results:

- The number of Lync trainings/meetings
- The increased number of opportunities for peer-to-peer sharing
- The number of “CCS Road Shows”
- Staff members report that “CCS Road Shows” provides valuable information that is relevant to their jobs
- The number of trainings with experienced staff
- The increased number and percentage of staff report they receive information currently and consistently

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 1: We will create and maintain a healthy work environment built on trust, respect and effective communication.

Objective 2: We will improve work environments and teamwork throughout the state, including building trust and respect, by June 2015.

Action Plan:

Beginning April 2014, we will survey staff to better understand needs.*

Beginning June 2014, we will develop a plan to address survey findings.

By June 2015, we will provide opportunities for team building with supervisors.

Important Results:

- The number of staff surveyed
- The number of opportunities provided
- The increased percentage of staff report improvement in their work environment
- The increased percentage of staff report being satisfied with their job
- The increased percentage of staff who report being treated with respect at work

* Where a survey will be created, we anticipate additional Important Results to be added.

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 2: We will increase our work-related skills and knowledge.

Objective 1: We will increase credentials and knowledge of Child Care Services staff by June 2015.

Action Plan:

Beginning June 2014, we will provide back-to-basics training.

Beginning June 2014, we will provide training on technical skills.

Beginning June 2014, we will develop a plan to document job duties of identified positions for cross-training.

Beginning July 2014, we will develop a plan to increase awareness of the scholarship program.

By June 2015, we will develop an evaluation plan to measure impact on outcomes.*

By June 2015, we will identify a pilot group of licensing staff to obtain National Association for Regulatory Administration (NARA) credential.

Important Results:

- The increased number and percentage of credentialed licensing staff
- The number of back-to-basics training provided
- The number of staff trained
- The increased number and percentage of staff participating in the scholarship program
- Staff reporting increased awareness of the scholarship program
- Staff reporting increased knowledge related to trainings provided

* Where an evaluation plan will be created, we anticipate additional Important Results to be added.

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 2: We will increase our work-related skills and knowledge.

Objective 2: We will improve consistency of the enforcement of licensing requirements beginning June 2014.

Action Plan:

Beginning June 2014, we will develop a plan to ensure licensing specialists monitor child care programs consistently.

By June 2015, we will research the feasibility of contracting to develop an Interpretive Guide for licensing requirements.

Important Results:

- The increased consistency of licensing monitoring visits across the state
- The increased understanding of costs associated with the development of an Interpretive Guide

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 3: We will provide opportunities to improve our physical, emotional and financial health.

Objective 1: We will improve employee recognition activities for Child Care Services beginning April 2014.

Action Plan:

Beginning April 2014, we will develop a plan to improve Employee Recognition.

Beginning April 2014, we will encourage employee participation in DHS Wellness Program, EAP and SoonerSave.

Important Results:

- The increased percentage of division employees who report being very engaged at work
- The increased percentage of employees report they've been recognized at work in the last week

OUTCOME 3: We are engaged with communities to meet the needs of vulnerable Oklahomans.

Goal 1: We will improve communications with community partners and key stakeholders.

Objective 1: We will build and strengthen partnerships by June 2015.

Action Plan:

Beginning February 2014, we will evaluate publications available in Spanish.

Beginning February 2014, we will increase awareness and participation on the Listserv.

By June 2015, we will identify opportunities to increase our participation in partner and stakeholder meetings.

Important Results:

- The number of external partner and stakeholder meetings with Child Care Services representation
- The number of partner and stakeholder participation
- The number of publications available
- The number of participants on Listserv
- Improvement of timeliness of information and materials published to website

OUTCOME 3: We are engaged with communities to meet the needs of vulnerable Oklahomans.

Goal 2: We will build and strengthen community partnerships to provide clients greater access to resources.

Objective 1: We will increase opportunities for partnership resource development beginning February 2014.

Action Plan:

Beginning January 2014, we will actively recruit potential sites for live scan fingerprinting.

Beginning March 2014, we will create tools or resources for facilities to assist with licensing compliance.

Important Results:

- The increased number of tools and/or resources created and distributed to facilities
- The increased number of live scan sites

OUTCOME 4: We have a culture of continuous improvement.

Goal 1: We will increase the number of systematic process improvement projects, across the department, designed to improve and promote excellent service delivery and client satisfaction.

Objective 1: We will increase training for staff to maximize service delivery excellence beginning April 2014.

Action Plan:

Beginning July 2013, we will provide professional development opportunities to increase technical skills, use of iPhone, Lync, software, computer applications, process improvement and evaluation.

Beginning March 2014, we will participate in the Quality Rating and Improvement System Learning Table.

Important Results:

- The increased number of professional development opportunities
- The increased number of staff trained in process improvement and evaluation
- The increased capacity for continuous quality review and improvement

OUTCOME 4: We have a culture of continuous improvement.

Goal 1: We will increase the number of systematic process improvement projects, across the department, designed to improve and promote excellent service delivery and client satisfaction.

Objective 2: We will continuously improve service delivery based on staff and provider feedback beginning June 2014.

Action Plan:

Beginning July 2013, we will maintain an organizational culture of continuous quality improvement.

Beginning June 2014, we will examine staff and provider feedback to identify opportunities for improvement.

By June 2015, we will develop a method for evaluating Consultation and Technical Support Specialist service.*

Important Results:

- The increased knowledge of areas for improvement on staff satisfaction survey
- The increased knowledge of areas for improvement on provider satisfaction survey
- Team members report that continuous quality improvement is a priority for the division

* Where an evaluation plan will be created, we anticipate additional Important Results to be added.

OUTCOME 4: We have a culture of continuous improvement.

Goal 2: We will maintain a culture of accountability, including fiscal integrity, at all levels of the department.

Objective 1: We will improve delivery of service by contract providers and vendors to ensure outcome-based performance and measureable deliverables beginning July 2013.

Action Plan:

Beginning July 2013, we will assess Child Care Services contracts to determine if revisions are needed as contracts are renewed for outcome-focused performance.

Beginning July 2013, we will revise contracts determined in need of outcome-based performance measures to include at least one outcomes that is measured and reported at regular intervals.

Important Results:

- The percentage of Child Care Services contracts with outcome-based performance measures
- An increased percentage of outcomes targets met, where applicable
- The number of contracts assessed
- The number of contracts revised

OUTCOME 4: We have a culture of continuous improvement.

Goal 3: We will increase the understanding and application of outcome-focused performance and evidence-based practices.

Objective 1: We will increase the performance awareness of Child Care Services and ensure that goals and objectives are aligned with the department-level strategic plan by March 2014.

Action Plan:

Beginning May 2014, we will create new, key measures to describe the division.*

Beginning May 2014, language used on reports and in communication with staff will distinctly connect the division's outputs and outcomes.

By June 2015, we will create an outcome-focused work environment at all levels of Child Care Services.

Important Results:

- Staff reporting an understanding of how work performed impacts client outcomes
- Staff reporting an understanding of how their work relates to the mission of the agency
- The number of new outcomes measures created and put into use

* Where an evaluation plan will be created, we anticipate additional Important Results to be added.



Child Care Services

