

Strategic Plan

SFY 2017-2018



Child Care
Services



DHS STRATEGY MAP

SFY 2017-2018

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

Safety • Integrity • Professionalism • Compassion



<p>We help Oklahomans who are vulnerable lead safer, healthier, more independent and productive lives.</p> <p>We will:</p> <ul style="list-style-type: none"> • Improve the well-being of the people we serve • Improve access to our services and benefits 	<p>Our workforce is informed, supported and engaged.</p> <p>We will:</p> <ul style="list-style-type: none"> • Promote safe, healthy work environments • Improve the effectiveness of our workforce • Continue to improve employee engagement 	<p>We are engaged with communities to meet the needs of Oklahomans who are vulnerable.</p> <p>We will:</p> <ul style="list-style-type: none"> • Build and strengthen community partnerships • Help Oklahomans who are vulnerable access community resources 	<p>We have a culture of continuous improvement.</p> <p>We will:</p> <ul style="list-style-type: none"> • Continue to improve the department's effectiveness, efficiency and accountability • Continue to evaluate the impact our services and benefits have on Oklahomans who are vulnerable
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Figure 1. SFY 2017-2018 Strategy Map

A Letter from the Director of Child Care Services

I believe consistency and strong relationships are vital to the success of our efforts and therefore welcome the opportunity to work with you in accomplishing these goals.

The strategic plan created by Child Care Services (CCS) details how our division aligns our work with the agency outcomes of helping vulnerable Oklahomans lead safer, healthier, more independent and productive lives, improving our workforce, engaging our communities, and fostering a culture of continuous improvement.

Our primary focus over the next two years is guided by the Child Care Development Fund (CCDF) State Plan. It includes helping child care programs be prepared for emergency situations like we've experienced in Oklahoma. We will also help child care programs develop policies that will allow children with behavior issues to remain in care instead of being expelled from multiple programs.

Revising health and safety standards is important to improving the quality of child care. These standards set the foundation for quality and are based on emerging research in brain development and the needs of young children.

The DHS Quality Service Standards and our own Practice Standards remain the foundation for our culture of continuous improvement.

Lesli Blazer
Director
Child Care Services

DIVISION OVERVIEW

Child Care Services (CCS) works in partnership with parents, legislators, the Child Care Advisory Committee, child care providers, the federal Office of Child Care, Smart Start Oklahoma, state agencies, tribes, contractors, and other stakeholders who are committed to fulfilling our mission of assuring Oklahoma families have access to licensed, affordable, high-quality child care where children have the opportunity to develop to their fullest potential in a safe, healthy and nurturing environment.

Research indicates children experiencing a high-quality early childhood education are better prepared to enter school and have more positive outcomes throughout their lives. We are proud of Oklahoma's commitment to support families and children by investing in quality child care.

The Oklahoma Child Care Facilities Licensing Act, enacted in 1963, authorizes DHS to administer the licensing program. This responsibility includes developing minimum health and safety requirements for child care programs and monitoring them. A strong licensing program is the foundation of quality child care. Child Care Aware of America historically ranks Oklahoma's licensing program among the top five in the nation for oversight and standards of family child care homes and child care centers. CCS licenses approximately 4,000 child care programs that have the capacity to care for approximately 125,000 children and employ over 15,000 people.

Oklahoma was the first state in the nation to implement a Quality Rating and Improvement System (QRIS) called Reaching for the Stars, which is designed using both evidence-based, quality criteria and tiered reimbursement. The program was designed to improve the quality of child care and provide child care providers with financial incentives. Oklahoma has four star levels with Three Star being the highest quality. Almost 2,000 child care programs statewide participate in Reaching for the Stars at the higher star levels.

The professional development unit of CCS is responsible for the development and monitoring of quality initiatives, such as the Professional Development Registry, Training Approval System, Scholars for Excellence, and Child Care Resource and Referral that support our mission. Professional development contracts allowed over 15,000 participants to obtain more than 5,000 hours of professional development during this fiscal year.

OUTCOME 1: We help Oklahomans who are vulnerable lead safer, healthier, more independent and productive lives.

Goal 1: We will improve the well-being of the people we serve.

Objective 1: We will develop an Oklahoma expulsion prevention policy for child care facilities to retain children in child care programs for maximum learning opportunities and to support continuous development by June 2018.

Action Plan:

By June 2017, we will consult community behavioral resources regarding challenging behaviors in children.

By June 2018, we will develop and implement positive behavioral intervention and support models and policies to prevent expulsion of preschool-aged children (children from birth to 5 for purposes of this requirement), in early childhood programs receiving CCDF.

By June 2018, we will provide professional development to program teaching staff on all domains of child development and appropriate expectations of young children.

Important Results:

- The increased number and percentage of providers report increased knowledge of appropriate practices concerning expulsion prevention
- The increased number and percentage of providers report increased awareness of positive behavioral intervention and support models

OUTCOME 1: We help Oklahomans who are vulnerable lead safer, healthier, more independent and productive lives.

Goal 2: We will improve access to our services and benefits.

Objective 1: We will develop outreach and supports to Oklahoma families and children who are homeless by June 2018.

Action Plan:

By June 2018, we will collaborate with the Center for Early Childhood Professional Development to develop training for child care providers on identifying and serving homeless children and their families.

By June 2018, we will provide training and technical assistance to child care providers for identifying and serving homeless children and families.

By June 2018, we will provide publications on resources available to organizations serving homeless families.

Important Results:

- The increased number of child care facilities who report increased knowledge related to identifying and serving homeless children
- The increased number of homeless families served by licensed child care

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

Goal 1: We will promote safe, healthy work environments.

Objective 1: We will improve safety awareness at all CCS locations statewide by June 2017.

Action Plan:

By July 2017, we will educate staff on the Emergency Operations Plan/ Continuity of Operations Plan.

By July 2017, we will encourage and support the agency to update and educate new employees on personal safety and COOP.

By July 2017, we will provide Lync training for staff on the emergency operations plans.

Important Results:

- The increased knowledge of employees about safety issues and solutions
- The increased sense of safety among CCS employees
- The increased percentage of employees who report that CCS staff show concern for the safety of colleagues and clients when necessary
- The increased percentage of staff who report that CCS staff respond to safety alerts according to protocol
- The increased percentage of licensing specialists will maintain an updated Outlook calendar for safety purposes

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

Goal 2: We will improve the effectiveness of our workforce.

Objective 1: We will maintain teamwork and trust within CCS by listening and acknowledging the ideas and concerns of staff to promote a positive and productive work environment beginning October 2016.

Action Plan:

Beginning July 2016, we will re-evaluate and/or restructure supervisors, staff and caseloads to compensate for reduction in staffing.

Beginning July 2016, we will conduct employee exit surveys and compile information with satisfaction survey.

Beginning October 2016, we will survey staff to better understand employee morale and impact of voluntary buyouts.

Beginning November 2016, we will conduct outreach focused on an environment where staff are informed and have an opportunity for input.

Beginning January 2017, we will develop a plan to address survey findings within budget constraints.

Important Results:

- The increased percentage of staff participating in the staff satisfaction and feedback surveys
- The increased percentage of staff who report being treated with respect
- The increased percentage of staff who report having a sense of value and worth in their job duties
- The increased percentage of staff who report having a manageable caseload or work duties

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

Goal 3: We will continue to improve employee engagement.

Objective 1: Beginning July 2016, we will improve employee recognition utilizing cost-neutral methods.

Action Plan:

Beginning July 2016, we will utilize available resources to recognize and support employees: emails, in-house newsletter, employees of the quarter.

Beginning July 2016, we will network with other DHS divisions to learn of creativity and cost-neutral ideas to acknowledge staff.

Beginning November 2016, we will utilize staff satisfaction survey results to measure number of staff recognized by immediate supervisor.

Beginning November 2016, we will utilize staff satisfaction survey to measure staff's belief that input is valued by division and agency leadership.

Important Results:

- The increased percentage of staff who report an increased awareness of the outstanding work within the division
- The increased percentage staff who report adequate communication between CCS management and field staff
- The increased percentage staff who report input is valued by division leadership
- The increased percentage of staff who report that, in the past week, their contributions have been recognized by others

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

Goal 1: We will build and strengthen community partnerships.

Objective 1: We will revise Family Child Care Home, Center-based, and Residential licensing requirements to better meet the needs of Oklahomans by June 2018.

Action Plan:

By June 2017, we will update and distribute the “Orientation for Child Care Program Personnel and Family Child Care Homes” DVD.

By June 2018, we will develop Family Child Care Home Requirements, which include revisions for emergency preparedness as specified in the Child Care Development Fund State Plan.

By June 2018, we will develop Child Care Center Requirements, which include revisions on expulsion policy as required by Child Care Development Fund State Plan.

By June 2018, residential Child Care Requirements will be revised to include an addendum for family style residential care, which will include approval by the Child Care Advisory.

By June 2018, we will develop rule language to submit to the Office of Intergovernmental Relations and Policy.

By June 2018, we will propose rules submitted for legislative review and public hearings will be held in compliance with federal and state regulations.

By June 2018, we will submit rules according to requirements for the in 2017 Legislative Session for permanent rulemaking approval.

Important Results:

- The increased number of CCS licensing staff are trained on the new requirements
- The increased number of child care providers are trained on the new requirements
- The increased knowledge of staff regarding new requirements
- The number of DVDs distributed

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

Goal 2: We will help Oklahomans who are vulnerable access community resources.

Objective 1: We will coordinate with partners to increase access to developmental screenings by June 2017.

Action Plan:

Beginning June 2017, we will develop and describe procedures for providing information on and referring families to existing developmental screening resources and services.

Beginning June 2017, we will develop or identify informational flyers and/or brochures on Early and Periodic Screening, Diagnostic and Treatment and other screenings.

Beginning June 2017, we will make recommendations, in conjunction with a consumer education workgroup, regarding information that should be included on the DHS website.

Beginning June 2017, we will notify child care providers of updated website and provide brochures and/or flyers.

Important Results:

- The number of flyers and/or brochures distributed
- The improved access to developmental screenings

OUTCOME 4: We have a culture of continuous improvement.

Goal 1: We will continue to evaluate the impact our services and benefits have on Oklahomans who are vulnerable.

Objective 1: We will develop a state consumer education website with provider-specific information about health and safety, and aggregate information concerning deaths, serious injuries and incidences of substantiated child abuse by June 2018.

Action Plan:

By June 2018, we will collect annual data on the number of deaths, serious injuries and substantiated child abuse in child care settings.

By June 2018, we will work with software developers to be able to post annual aggregate information about the number of deaths, serious injuries and incidences of substantiated child abuse in child care settings.

Important Results:

- The improved content of the DHS website and the Resource and Referral website regarding the full diversity of child care services that will promote informed child care choices
- The increased awareness of the public on the availability of child care assistance and quality of child care providers

OUTCOME 4: We have a culture of continuous improvement.

Goal 2: We will continue to improve the department's effectiveness, efficiency and accountability.

Objective 1: We will participate in a quality review audit to improve monitoring and compliance with licensing requirements beginning July 2016.

Action Plan:

Beginning July 2016, we will determine criteria to be used for SFY 2017 and SFY 2018 quality reviews.

Beginning July 2016, we will review selected cases for compliance with policy procedures.

Beginning July 2016, we will review selected cases for consistent enforcement of requirements in all areas of the state.

By August 2017, we will identify roadblocks and ways to improve effectiveness and efficiency.

Important Results:

- The increased number and percentage of cases reviewed per supervisory group
- The increased understanding of compliance requirements and how to monitor cases for quality

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