

Improving Child Welfare Supervision

Improving Child Welfare Supervision Conference
Co-sponsored by:
Division of Child Safety and Permanency – MN-DHS
Center for Advanced Studies in Child Welfare – U of M
November 18, 2009



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Minnesota Context: Child Welfare Supervision

- Overview of child welfare supervision in MN
- Supporting and improving child welfare supervision
- Building systemic supports
- Workload study findings
- County perspective
- Questions

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Overview of Child Welfare Supervision in MN

- State/county system
- County agencies
 - 87 counties
 - Urban/rural
 - Varying resources and priorities
- How many supervisors?
- Requirements

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Supporting and Improving Child Welfare Supervision

- 1st Round Child and Family Service Review – PIP
- Mn Child and Family Service Reviews – PIP's
- 2nd Round Child and Family Service Review - PIP

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Supporting and Improving Child Welfare Supervision, cont..

- Technical assistance/program/policy
 - Practice guidance
- SSIS
- Quality assurance
 - Supporting quality practices
 - Promoting consistency
 - Sharing promising practices
 - Supervisor VPC's

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Supporting and Improving Child Welfare Supervision, cont..

- Training
 - Leadership CORE
 - Tools for Management
 - Transfer of Learning
- Data and research
 - Performance Data
 - Reports

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Building Systemic Supports

- Child Welfare Practice Model
- Training/QA System Redesign
- State University Child Welfare Training Partnership
- Workload Study

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Child Welfare Practice Model

- Align practice with principles and priorities
- Identify critical skills needed for practice within the model
- Embed practice model in all child welfare policy, program and practice
- Guide decision making and resource allocation

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Training/QA Redesign

- Child Welfare Foundation Training
- Assess and align all curriculums with the practice model
- Apply new methods for assessing training needs
- Support improved transfer of learning
- Achieve continuous improvement through organizational assessment and development
- Monitor improvements through quality assurance process and evaluations

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State/University Child Welfare Training Partnership

- Build a relationship between the public child welfare system and academia to achieve a common purpose
- Improve the rigor of curriculum
- Ensure content is relevant to real practice
- Educate and prepare the best public child welfare professionals in the country
- Achieve improved outcomes for children and families served by the public child welfare system

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Statewide Workload Study

- How much time does it take to meet policy standards and achieve the best possible outcomes in a child welfare case?
- How many cases do caseworkers have?
- How much time do caseworkers have available to do casework?
- Are there discrepancies?
- Are there solutions?

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Workload Study

- Background and methodology
 - Random moment
 - Time study
 - Survey
- Findings related to supervision
 - How supervisors spend their time
 - Supervisor roles and staff retention

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How Supervisors Spend Their Time

Supervisors spend approx 60 hours per month on child and family workgroups, tasks and supervision

Workgroup Specific Tasks	14% (23 hrs)
Workgroup Supervision	23% (38 hrs)
Administrative	41% (67 hrs)
Training	6% (10 hrs)
Non-work	16% (26 hrs)
Total	101% (164 hrs)

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How Supervisors Spend Their Time, cont.

Supervisors spend approximately 38 hours per month doing workgroup specific supervision

Workgroup Supervision	
Individual Supervision	7.3% (12 hrs)
Group Supervision	1.2% (2 hrs)
Case review/approval	4.8% (8 hrs)
Consultation	9.1% (15 hrs)
Assignment	.3% (1/2 hr)

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How Supervisors Spend Their Time, cont.

Supervisors spend approximately 28 hours per month doing non-workgroup related supervision

Administrative: Non-Workgroup Supervision	
Supervision, non-workgroup	9.0% (15 hrs)
Scheduling/monitoring	2.0% (3 hrs)
Evaluations/hiring	4.0% (6 hrs)
Unit statistics/reports	2.0% (3 hrs)
Other	1.0% (1 1/2 hrs)

How Supervisors Spend Their Time, cont.

Frequency and type of supervision varies widely across counties

County	Unit Supervision		Case Supervision	
	Weekly	Monthly	Weekly	Monthly
Metro/urban	53%	6%	47%	11%
Large	84%	8%	50%	21%
Medium	46%	27%	33%	25%
Small	46%	36%	31%	8%
Overall	56%	12%	44%	14%

Survey: Supervisor Roles & Staff Retention

- Agency policy*
- Management and organization*
- Your manager or supervisor*
- Your co-workers or your staff
- Your position
- Training
- Job satisfaction
- Intent to stay or leave

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Agency Policy

Caseworkers

- Can easily access policy and statute
- Want more clarity and coherence in agency practice

Supervisors

- Can easily access policy and statute
- Want more clarity and coherence in agency practice
- Want timely notification of changes in policy and statute

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Management and Organization: Communication

Caseworkers

- Understand chain of command
- Want greater involvement in decisions that affect their job
- Want more open communication in work setting

Supervisors

- Understand chain of command
- Want more open communication in work setting
- See worker turnover as a challenge

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Your Manager or Supervisor

Caseworkers

- Supervisors are approachable and supportive
- Supervisors need to be:
 - Accountable
 - Competent
 - Team builders

Supervisors

- Managers are approachable and supportive
- Managers need to:
 - Be mentors
 - Establish and monitor goals
 - Promote training

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Other Findings

- Your co-workers or your staff
- Your position
- Job satisfaction
- Intent to stay or leave

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County Challenges

- Static or declining revenue
 - Levy limits
 - Declining property values
 - Unallotment
- Service array / competition for funds
 - Roads and bridges
 - Libraries
 - Human services

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Human Service Challenges

- Defining critical services
- Funding priorities
 - Child welfare dependence on levy
 - Cost drivers – placement
 - Termination of grants
 - Maintenance of effort requirements
 - Cost shifts
 - Hiring freeze

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Human Service Challenges

- Where is the support?
 - Troubled state county relationship
 - State leadership targets “welfare”
 - Non profits struggle to survive
- County Redesign
 - Threat or opportunity?

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Strengths

- Educated and trained staff
- Comparatively low turnover
- Support from higher education
- Growing advocacy support
- Strong stable DHS partnership

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Strengths

- Child Protection seen as a critical service by counties
- History of innovation and success
 - Alternative Response
 - Family Group Decision Making
 - Parent Support Outreach Project

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Opportunities

- Federal Review
- Workload Study
- Child Safety in Minnesota
 - Multi-year education and coalition building
- Human Services Redesign
 - Performance and outcomes
 - Counties considering options

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What we do well



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Questions.....

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