

INITIATIVE #2: Leadership, Infrastructure and Funding

Part One: Leadership and Infrastructure

CURRENT STATE:

There are many dedicated, committed professionals and leaders in Ohio's child and adult service systems. Staff turnover, however, is often a barrier to the development of sustained and effective leadership. Leaders in Ohio are not always unified towards common goals.

The fundamental infrastructure can be effective allowing for both statewide standardization when appropriate and local flexibility where needed. Lack of clarity of roles in the relationship between the state and the counties results in unclear expectations and challenges in rule and policy development, staffing and decision making.

TWO-YEAR GOAL:

~~Form a collaborative group which will promote and foster common goals and continuity within the state supervised, county administered public child and adult services system. Clarify and delineate roles, relationships and interface between state and county partners. Promote staff development, stability and leadership. Develop and implement rules that reflect statutory authority and provide resources which support best practice and accreditation. Promote and support implementation of Children's Trust Fund and Child Care Strategic Plans.~~ **A collaborative group promotes and fosters common goals and continuity within the state supervised, county administered public child and adult services system. Staff are continuously developed. There are stable staffing levels and leadership. Rules reflect statutory authority. Resources are provided which support best practice and accreditation. Children's Trust Fund and Child Care Strategic plans are promoted and supported. Staff and key stakeholders understand the OCF plan. The OCF plan is integrated with strategic plans of key stakeholders.**

FIVE-YEAR GOAL:

We will do better at mutually educating and engaging communities and systems.

TEN-YEAR GOAL:

Ohio citizens will thrive in safe and stable communities.

ASSUMPTIONS:

Driving Forces: Positive changes in past 18 months in Casework at state and county level; State has very strong leadership through PCSAO; Stable staffing providing an organization/environment where people can perform their jobs; APS study recommendations- funding, structure, staffing, services, statutory change and training; Accreditation; CFSR; Today roles are holistic- caseworkers are more generalized vs. specialized

Restraining Forces: Inconsistency among 88 PCSA's about leadership and what it should look like; not a baseline expectation; There are 88 ways of doing casework; There is a vacuum of leadership in APS- some counties incorporate APS as part of their missions; others see it as an extra function

they have to do; APS is not a mandate which is vastly different than casework; Ability to sustain high leadership is undercut by chronic/high turnover; Constant reorganization impacts stable leadership; Changing structure when real issue is function; Form versus function- there is no clarity about what the function is of state/county regional offices vs. central office staff; There is no resolution regarding where APS resides

Key Stakeholders: PCSA Directors; State level staff; CDJFS Directors; PCSAO - Crystal Allen; OJFSDA - Loretta Adams, Bob Suver; CCAO - Suzanne Alexander; OACCA - Penny Wyman, Michelle Haskins; OCAPS - Erica Taylor; Cheri Walter; OFCA - Dot Erickson; Barbara Riley

SUCCESS MEASURES: Outcome measures that will be impacted directly by full implementation of this initiative.

I. Safety

- Children and adults are, first and foremost, protected from abuse and neglect.
- Children and adults are safely maintained in their own homes whenever possible and appropriate

II. Permanency

- Children and adults have permanency and stability in their living situations.
- The continuity of family relationships and connections is preserved for children and adults.

III. Well Being

- Families have enhanced capacity to provide for their children's needs.
- Children receive appropriate services to meet their educational needs.
- Children receive adequate services to meet their physical and mental health needs.

IV. Commitments

- Expectant mothers and newborns thrive.
- Infants and toddlers thrive.
- Children are ready for school.
- Children and youth succeed in school.
- Youth choose healthy behaviors.
- Youth successfully transition into adulthood.