

Leadership and Strategic Direction *10 Commitments*

for

Linkages County Leaders

(The CalWORKS/Child Welfare Partnership)



Debby Jeter, Deputy Director of Social Services

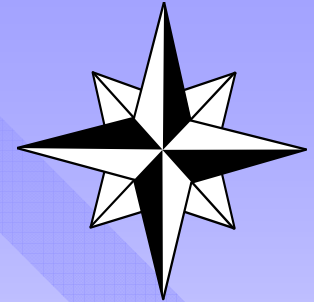
October 28, 2004

San Luis Obispo County

#1 – Leadership, Leadership, Leadership!

- Identify key managers who will champion the cause – 110%!
- Identify key change agents among supervisory and line staff (both CalWORKs & CWS)
- Walk the talk
- Have a consistent message
- Envision the Vision

#2 - Begin With the End in Mind



- What is our Vision?
- Where are we at now?
- What are the outcomes that we want to achieve?
- How does Linkages fit in?
- Find the path and stay on it
- “Train” metaphor

SLO County Vision & Mission

Common Vision: “A responsible and caring community: Safe, Resilient, Healthy”

Common Mission: “We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.”

#3 - Breakdown Silos

- Ask “Why Should We Do This?”
- Refer to Department Values & Principles
- Co-locate staff
- Encourage the “What ifs”
- Challenge the myths
- How do we align ourselves to get to the Vision?

#4 - Establish a Linkages Planning Committee

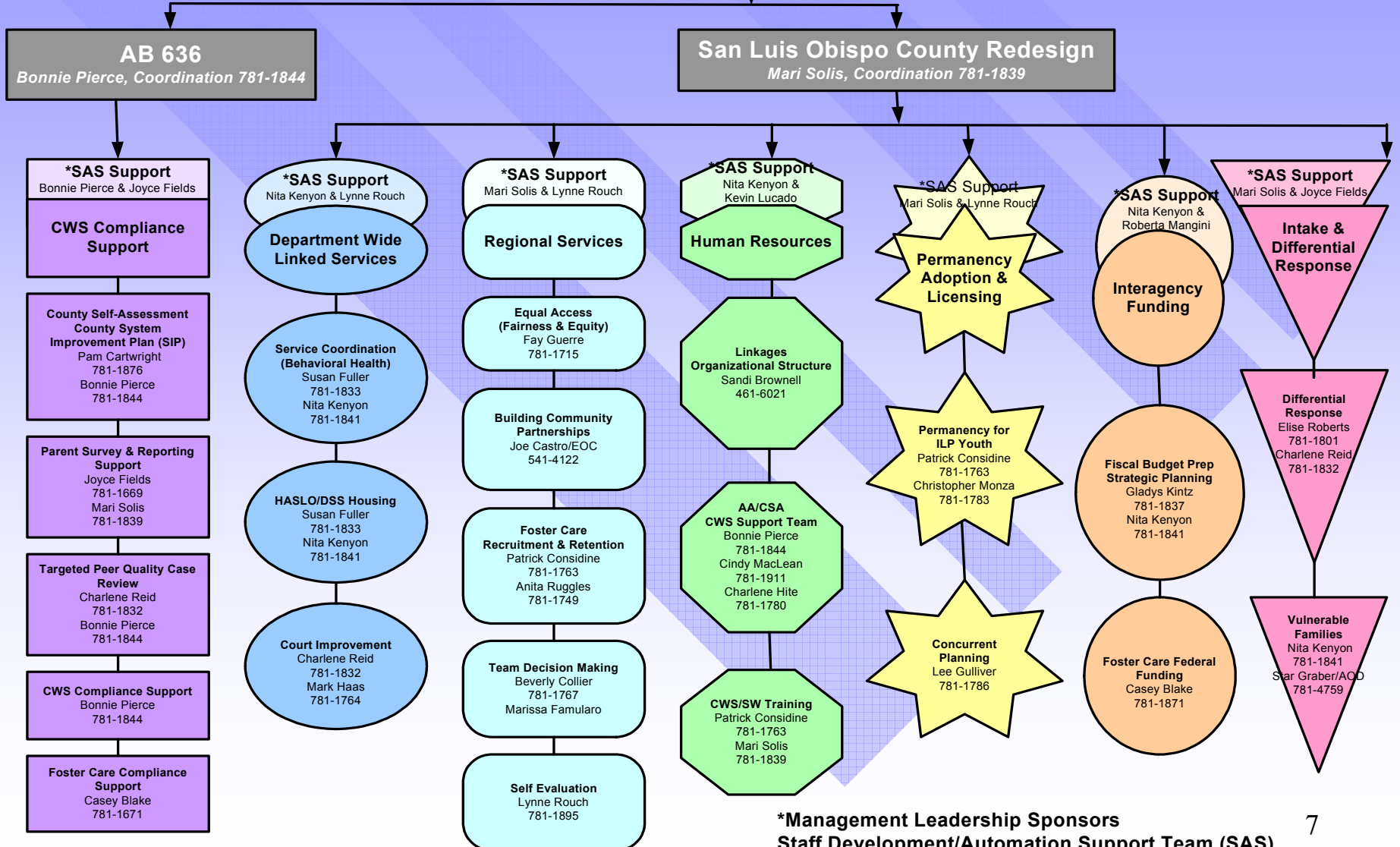
- Management support and leadership is vital
- Empower staff; encourage ideas
- Organize existing committees
- Invite all staff input
- Communicate!
- How does Linkages fit into the bigger picture?

DSS Organizational Structure for Strategies to Achieve 636 Outcomes

DSS Leadership Teams

Lee Collins, Director

Debby Jeter, Deputy Director



***Management Leadership Sponsors**
Staff Development/Automation Support Team (SAS)
 Revised 9/13/04

#5 - Build Upon Internal Strengths

- Identify Strengths, Weaknesses, Opportunities, Threats (SWOT process)
- Survey staff
- Survey families
- Survey community partners
- Utilize data
- Align with the SIP

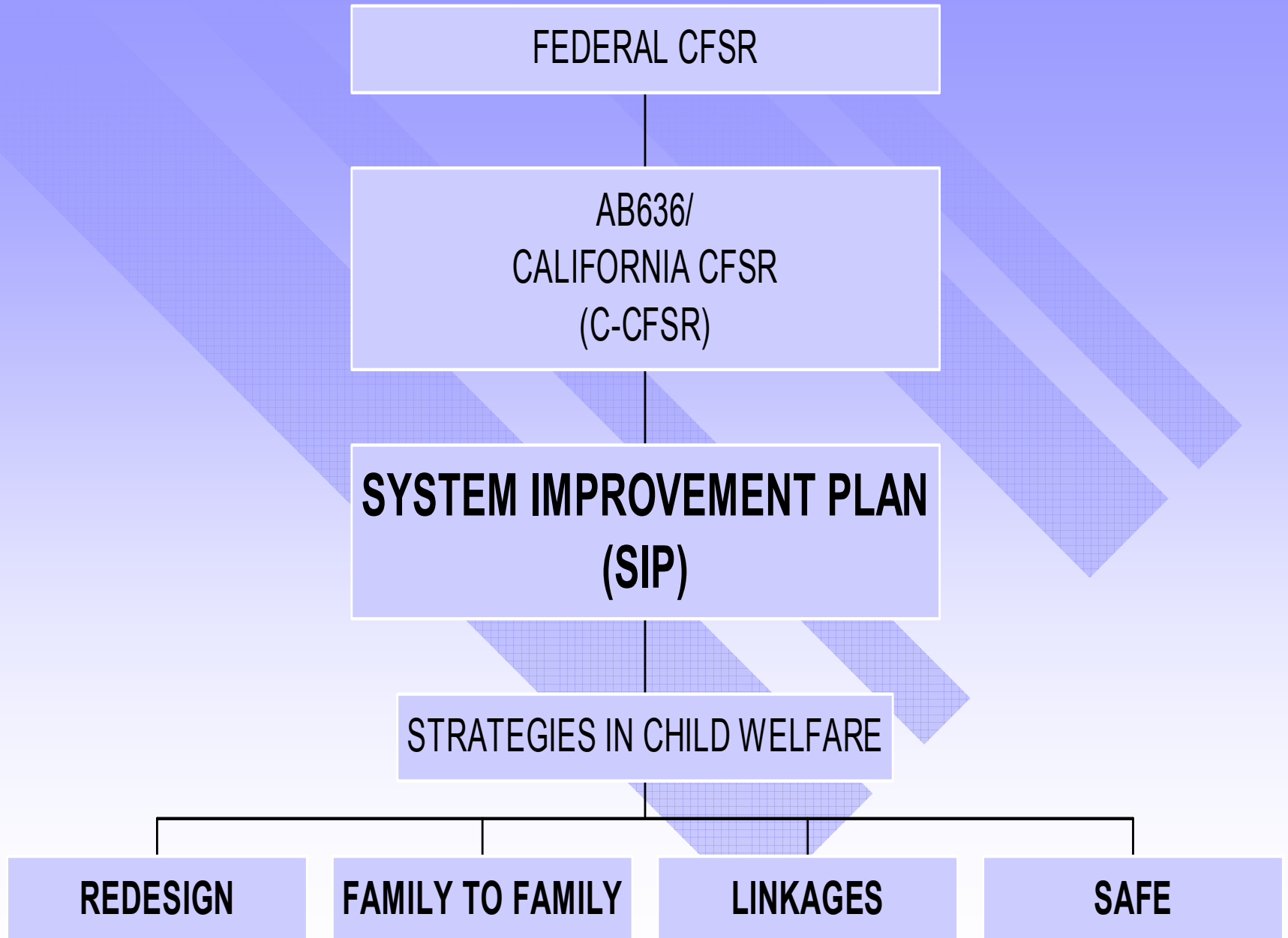
Reports Investigated

SLO County Children in Foster Care

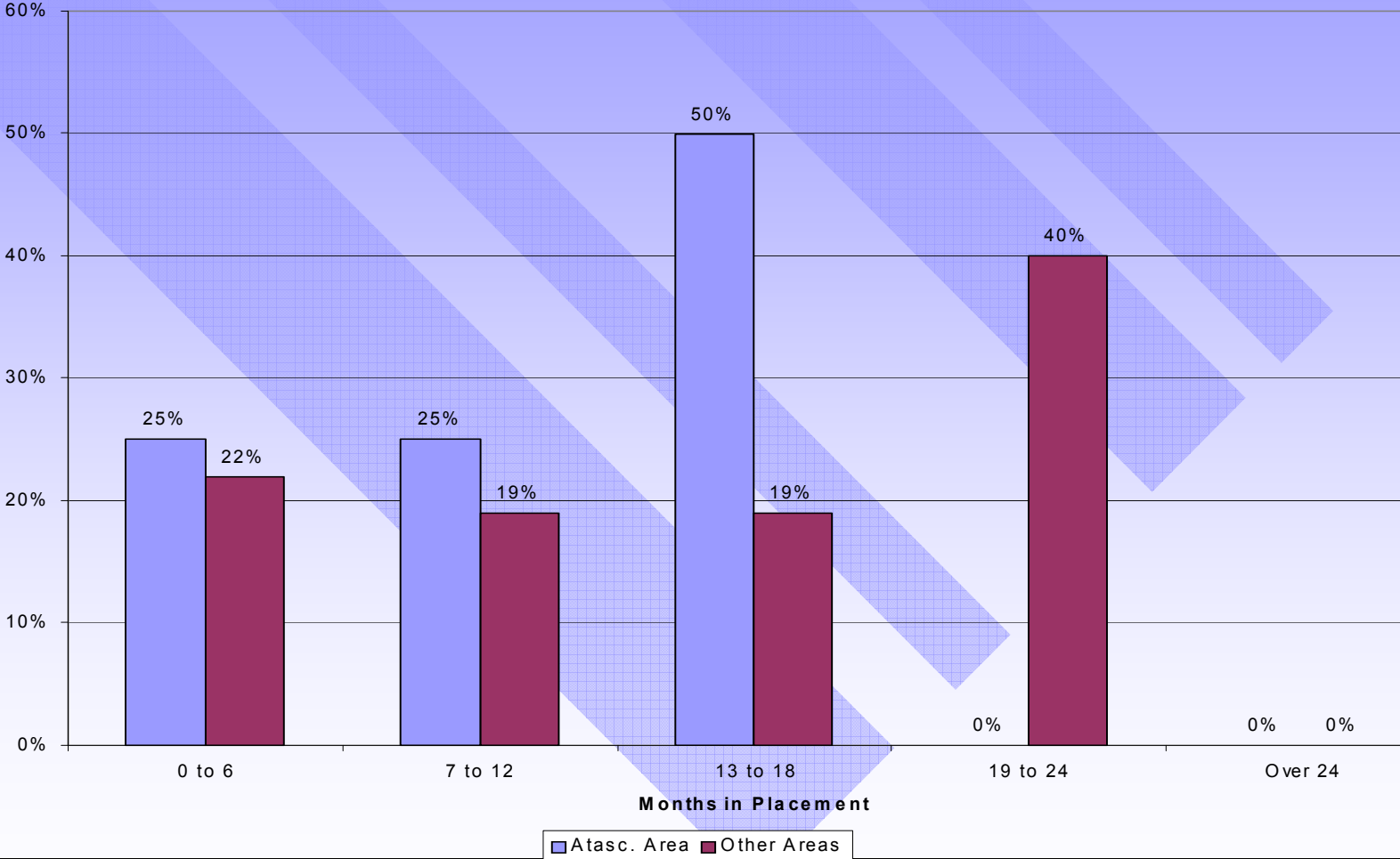
YEAR	# OF REPORTS INVESTIGATED	CHILDREN IN FOSTER CARE	PERCENTAGE
1998	1292	489	37%
1999	1764	423	23%
2000	2324	366	15%
2001	3246	327	10%
2002	3684	362	9.8%

#6 - Coordinate with Other Change Efforts

- Review existing strategic plans; fill gaps, prevent duplication of efforts
- Be aware of timelines
- Common benchmarks, and objectives to achieve them
- Linkages represents more of an internal change that will help us to achieve the CWS & TANF outcomes



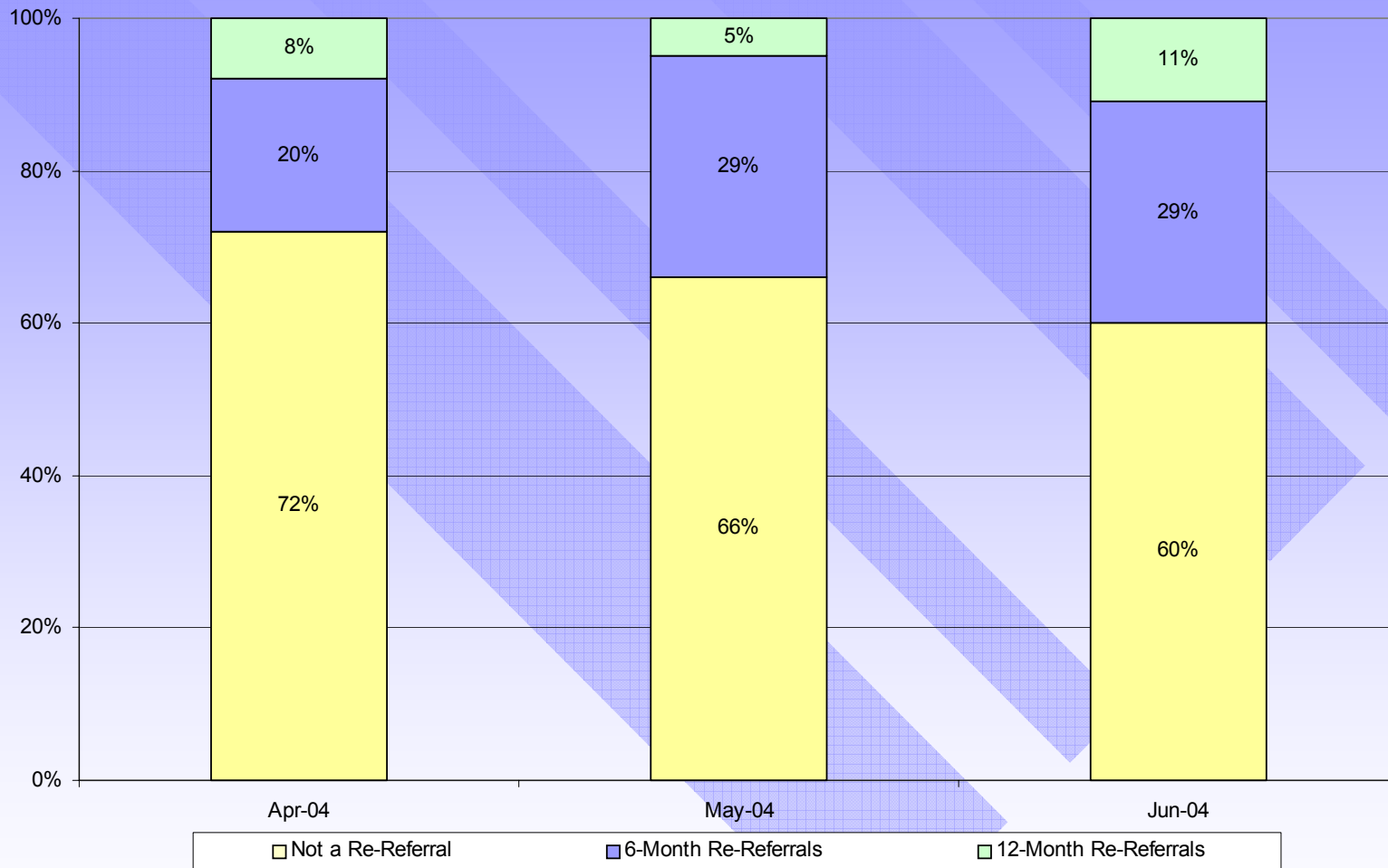
Time to Reunification - Atascadero Service Area vs. the rest of SLO County for those children reunified during the 12 months ending 6-30-04



Children whose family home is in the area that is served by Linkages were reunified quicker than those whose home is outside that area.

Percentage of Re-Referrals in Atascadero Service Area

Path 1 referrals are considered when establishing the number of re-referrals, all other "evaluated out" referrals are excluded.



The percentage of re-referrals in the Atascadero Service area has increased since the Linkages Project kick-off on May 1, 2004. Since eligibility staff is now trained to look for child safety issues in their families, this initial increase in re-referrals is not unexpected. In the future we would expect re-referrals to decrease.

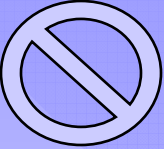
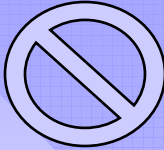
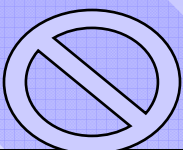
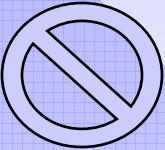

#7 - Strategic Planning

- Communicate that Linkages represents the underlying foundation in which families will receive prevention efforts earlier
- Create an action plan that is realistic to achieve
- Objectives and timelines

#8 – Alignment

- Consistently refer to Vision (we are on the same path)
- Provide adequate training
- Benefits of Linkages (e.g., streamlined services for families)
- Provide adequate resources
- Have a clear action plan

Managing Complex Change

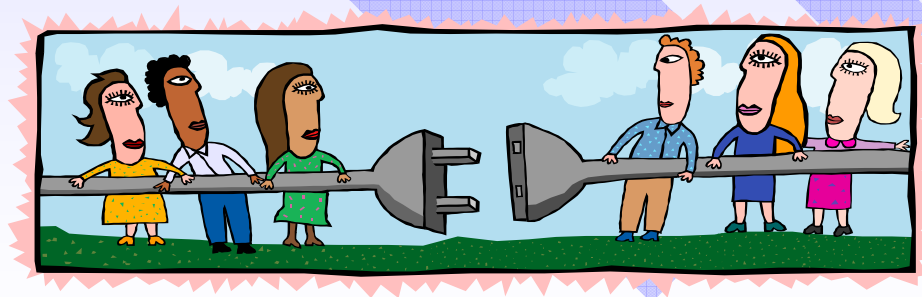
	SKILLS	INCEN- TIVES	RESOUR- CES	ACTION PLAN	= CONFUSION
VISION		INCEN- TIVES	RESOUR- CES	ACTION PLAN	= ANXIETY
VISION	SKILLS		RESOUR- CES	ACTION PLAN	= GRADUAL CHANGE
VISION	SKILLS	INCEN- TIVES		ACTION PLAN	= FRUS- TRATION
VISION	SKILLS	INCEN- TIVES	RESOUR- CES		= FALSE STARTS
VISION	SKILLS	INCEN- TIVES	RESOUR- CES	ACTION PLAN	= CHANGE

#9 - Challenges & Solutions

- Perceived barriers in Values between CWS and CalWORKs (#1) (*aka Cultural differences*)
 - Created and delivered the Values/Beliefs/Attitudes workshop for all staff
 - Co-location of staff
 - Reorganization of Regional Managers

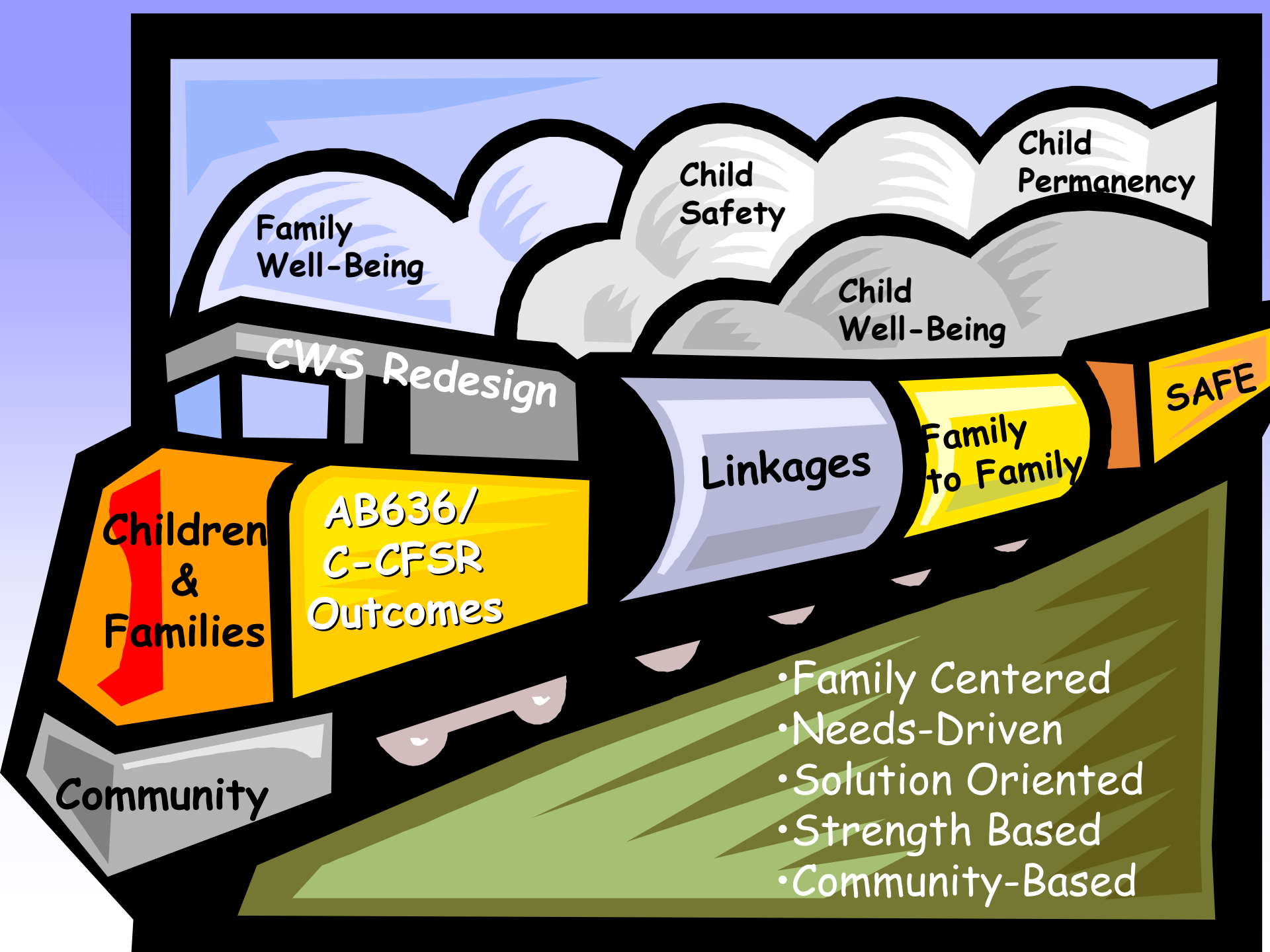
#10 - Advice

- 1) Take time for planning, but know when it's time for implementation
- 2) Get (and maintain) 100% from key change agents
- 3) Communicate! communicate!



#10 - Advice

- 4) Start small in an area where staff and community buy-in are high
- 5) Create (and maintain) an environment where supervisors and staff see the benefits of Linkages
- 6) Envision the Vision!



Family Well-Being

Child Safety

Child Permanency

CWS Redesign

Child Well-Being

SAFE

Children & Families

AB636/
C-CFSR
Outcomes

Linkages

Family to Family

Community

- Family Centered
- Needs-Driven
- Solution Oriented
- Strength Based
- Community-Based

Outstanding leaders appeal to the hearts of their followers - not their minds.

~ Unknown

Always bear in mind that your own resolution to success is more important than any other one thing.

~ Abraham Lincoln

Questions?

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