



CT DCF Organizational Assessment Update

June 2019

We are nearing the conclusion of our organizational assessment

 = focus of following slides

Phase I

- Deliverables**
- High-level strategy: vision, values & strategic goals; first cut of priorities
 - Top-level organizational structure (i.e. executive roles & responsibilities)
 - Executive team named
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- Team involved**
- Core working team of ~4
 - ~7 external advisors
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- Timing**
- Complete by end of Feb

Phase II

- Strategic 'path forward' on how to implement each strategic goal
 - More detailed organizational structure & processes for each Executive domain – informed by staff feedback on current state
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- Casey Family Programs team
 - Government Performance Lab
 - Broader consultation with stakeholders, including DCF staff
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- Complete initial work by end of May / early June

DCF 2019-2022 Emerging Strategy

Sharpening the safety lens through prevention across the child welfare system

VISION

Partnering with communities
And empowering families
To raise resilient children who thrive

STRATEGIC GOALS

Keep children & youth safe, with focus on most vulnerable populations

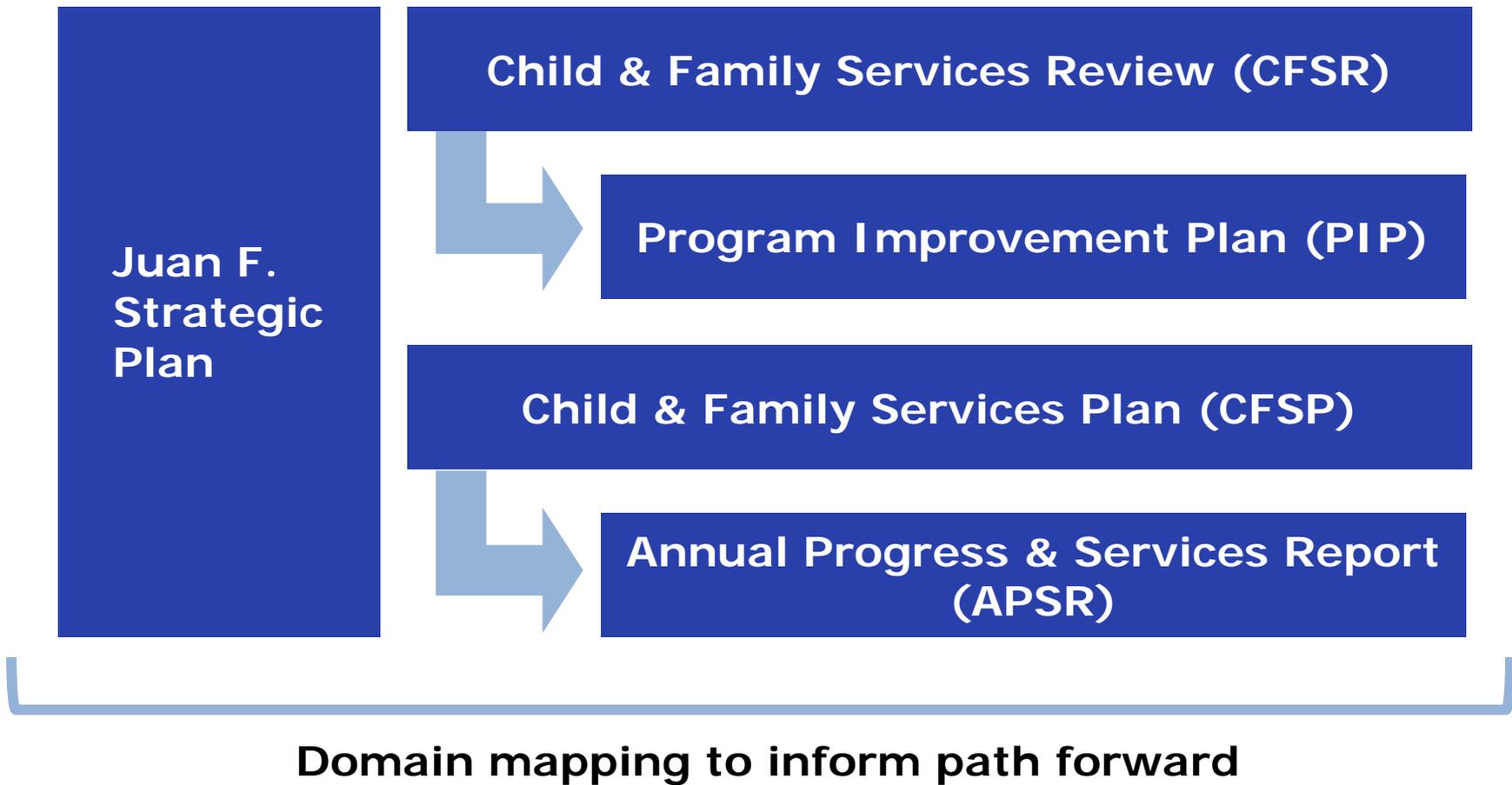
Engage our workforce through an organizational culture of mutual support

Connect systems & processes to achieve timely permanency

Contribute to child & family wellbeing by enhancing assessments and interventions

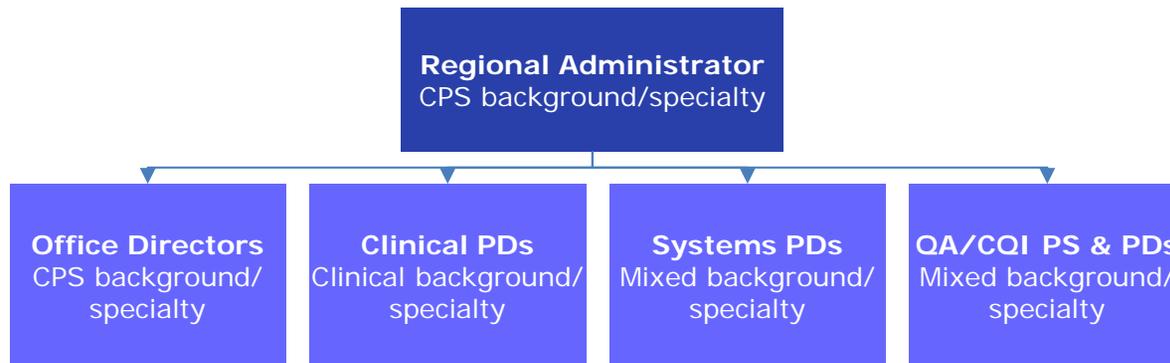
Eliminate racial & ethnic disparate outcomes within our department

Operationalizing our work



We are seeking to better align specialty areas across the state, to build consistency & expertise

From Regional Administrators supervising specialists from different backgrounds...

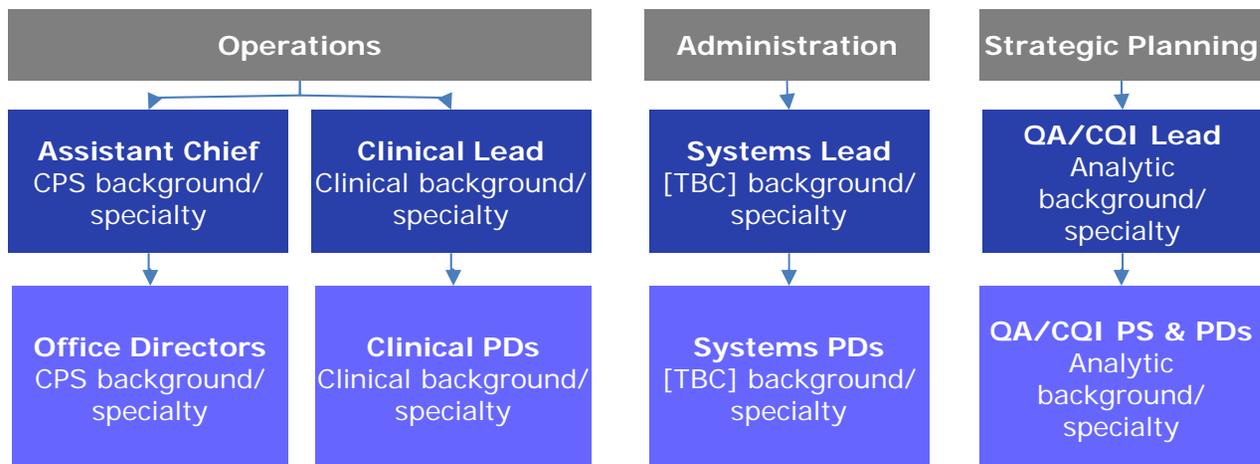


...in a similar structure to what we already have for G&C specialists, education consultants, nurses, and area office legal staff

Example:



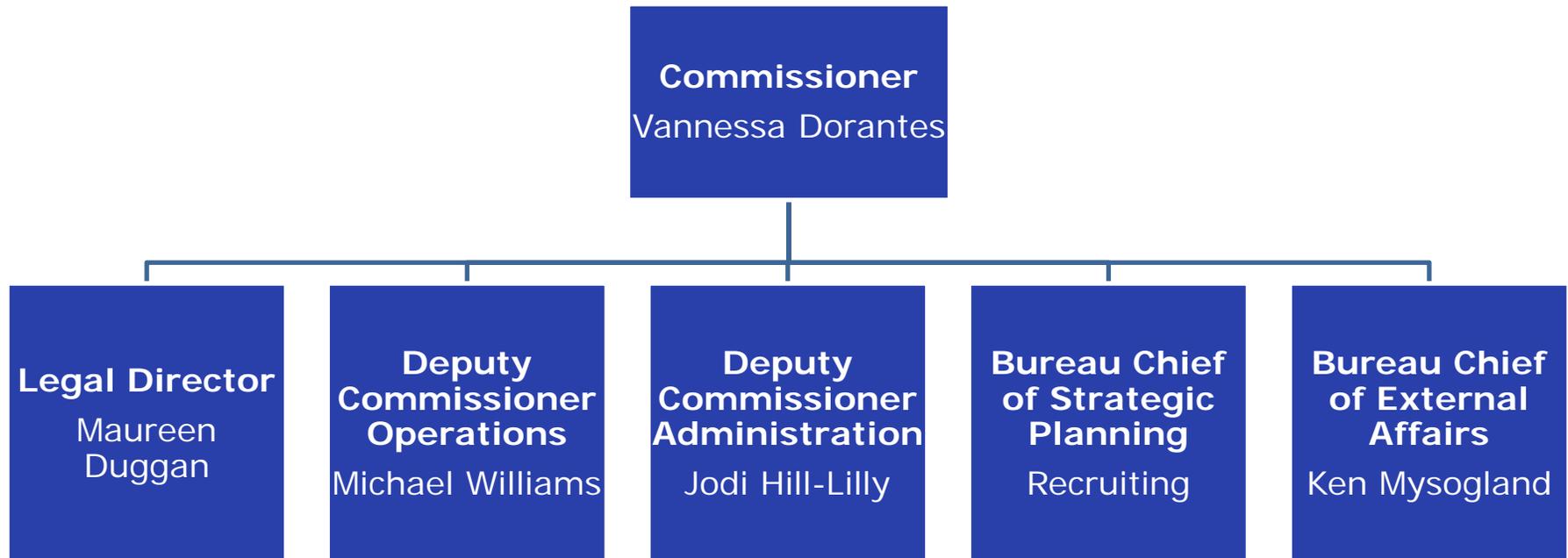
...to specialists being supervised by fellow specialists, under the appropriate domain



Lessons learned from domain mapping

- **Valuable and innovative work being done, but inconsistent across regions** – previous structure made it difficult to scale up best practices, with result of families receiving different types of service & support depending upon their region
- **Room to reduce duplicate or redundant efforts** – particularly in reviews and reports, to free up staff time to focus on forward-looking quality improvement support for line staff
- **Staffing not yet balanced across offices** – need to carefully match staffing with volume
- **Huge potential in the Systems work** – currently stretched across foster care, services, and community engagement

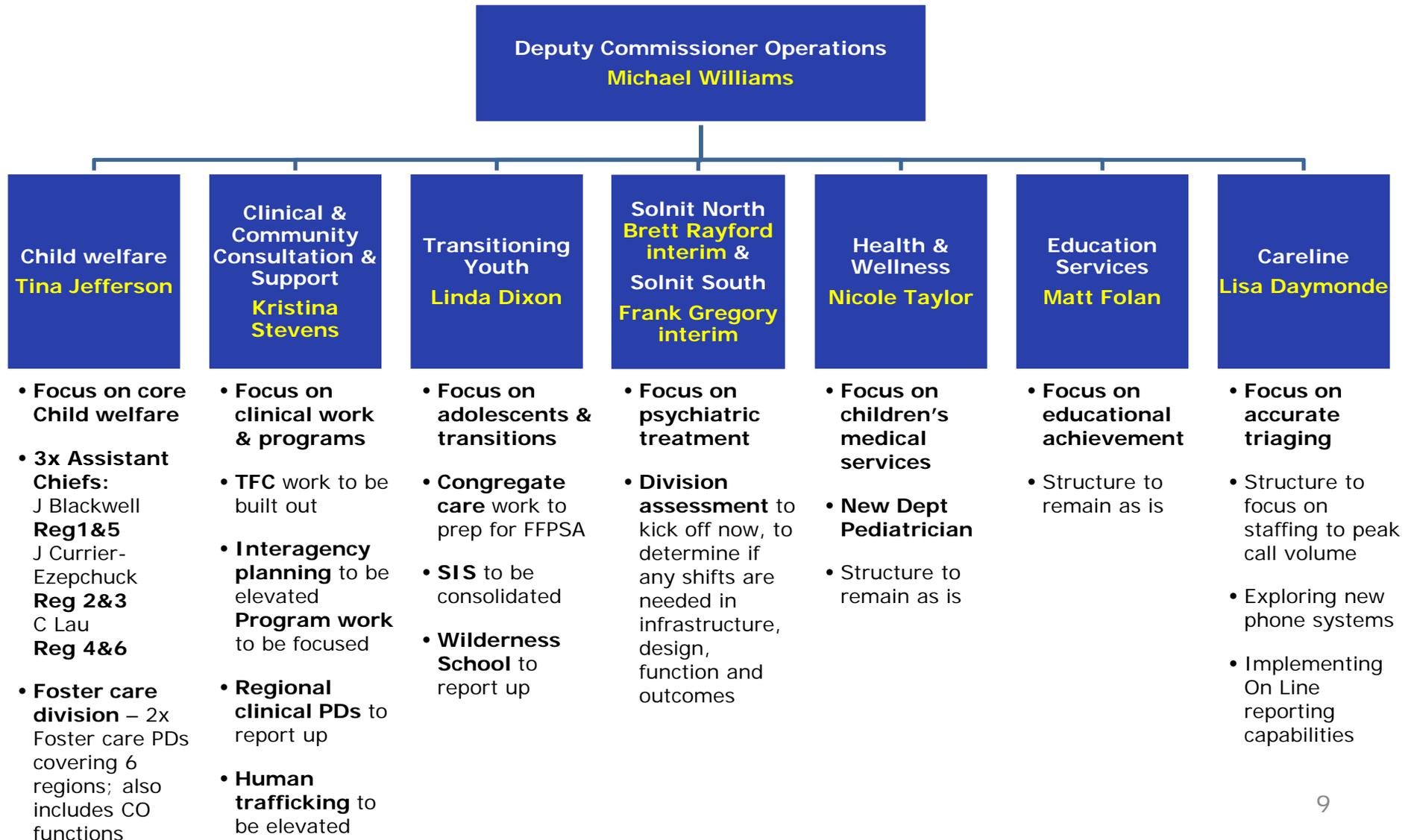
DCF Executive team



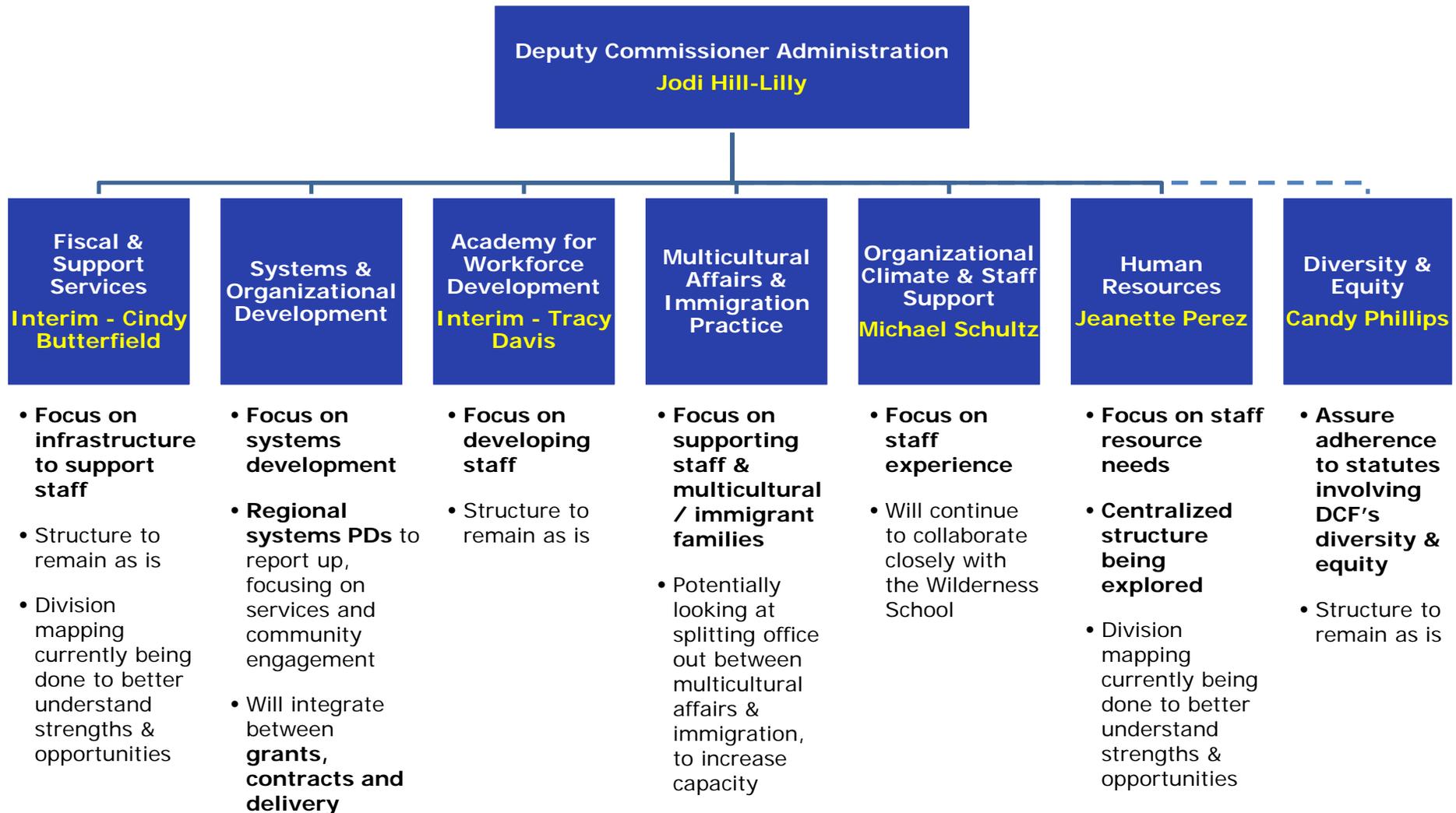
DCF Divisions – core objectives

Operations	Deliver on the agency's core mandate and strategic goals around child safety, timely permanency & wellbeing
Administration	Reinforces the critical infrastructure that enables DCF's staff to successfully serve children & families
Strategic Planning	Shape the agency's direction , by learning from past performance and driving data-driven organizational change
External Affairs	Build the agency's external reputation and partnerships ; facilitates delivery of the agency's legislative agenda to support its strategic goals
Legal	Oversees the agency's legal agenda & partnerships ; reviews legal obligations and mitigate risk for the agency

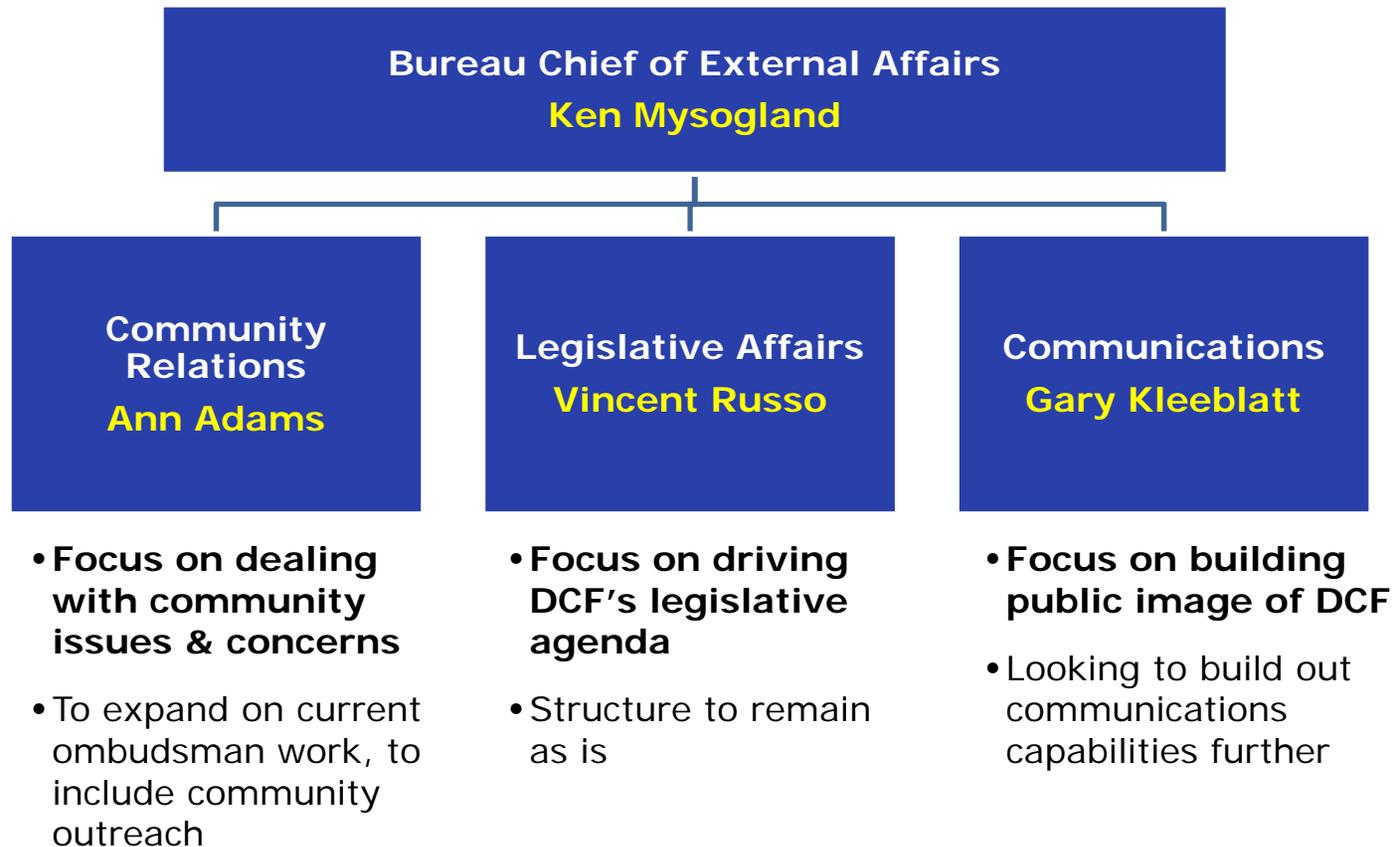
DCF Divisions – Operations structure



DCF Divisions – Administration structure



DCF Divisions – External Affairs structure



DCF Divisions – Legal structure



- **Focus on driving forward agency's legal agenda, and providing legal expertise & support to frontline staff**
- Division to commence domain mapping over the next month, to look at current state and develop recommendations on structural path forward

First 6 months – Achievements To Date

- **Secured major initiatives in 2019-20 State budget**
 - Integrated Care Coordination
 - Centralized transportation unit
 - Behavioral health services
- **New Legislation**
 - Additional mandated reporters
 - Transparency bill
 - Solnit licensure
 - Children in Care Bill of Rights and Siblings Bill of Rights
- **Recalibrating relationships & communications**
 - Strong interagency collaboration
 - FFPSA readiness
 - Legislature
 - Advocacy groups including OCA
 - Stakeholder partnership alignment (foster parents, police chiefs, school superintendents, chief court administrators, state's attorneys, AAGs...)
 - Provider collaboratives
 - Media outlets

Achievements Continued...

- **Progressed needed practice changes**
 - Supervision refocus
 - SALA/TFC review
 - Supervised visitation practice guidance
- **Finalized the Federal Program Improvement Plan (PIP)**

Next steps

- **Solidify Strategic Planning Division**
- **Youth Summit**
- **Fatherhood Conference Collaboration**
- **LISTENING TOURS**
 - DCF divisions, facilities, providers, public
- **Operationalizing Racial Justice Focus Areas**
- **Integrated Practice Shifts Towards Greater Consistency**

Feedback or questions?
