

DLRS – Strategic Map SFY 2014-15

Children’s Licensing and Investigation Services

Report on Status of Strategic Initiatives

January 15, 2015

Strategic Initiative #1: Resource Utilization: Ensure efficient use of resources to achieve Division objectives.

- A. Monthly metric report receives ongoing review and continues to evolve. Work ongoing with Macwis Data Specialist to identify areas in which data can accurately be extracted from Macwis. OALLs tracking data not found in Macwis (licensing actions, SODs, POCs). Comprehensive dash board report stalled slightly with vacant Comprehensive Health Planner II (CHPII) position. Data used regularly for supervision and performance evaluations. Beginning to assess attainability of expectations based on overall staff performance.
- B. Plan to begin development of electronic survey tool for Child Care Licensing. Staff input received regarding software goals. Met with “off the shelf” vendor Technology and Consulting Company (TCC) to compare the cost, efficiency, and timeline of purchasing pre-developed software versus the development of new through Business Process Management (BPM). Are in early stages of identifying project scope and requirements with Project Manager, met 1/7/15 and 1/14/15.
- C. Compliance Advisory Panel (CAP) meets weekly. Standardized reporting tool implemented, weekly status updates tracked by OALL. Overall process has significantly mitigated risk to the Division. Have first draft of Policy and Standard Operating Procedure related to CAP.
- D. Risk assessment tool will be incorporated into Differential Monitoring process. First pass at weighting Rules is underway. Working with OCQI to ensure validity in weighting/scoring. Have identified staff to participate in weighting using OCQI tool/Delphi process. Next steps to develop the methodology for scoring. Assessing past SODs to identify trends/commonly identified deficiencies to inform process.
- E. Child Care standard correspondence and legal documents all updated. Currently under review at the AG’s office. Next phase of review/updates for Children’s Residential and Out of Home Investigation (OOH). Project Specialist sending open & close letters to parents of children in child care under OOH investigation.

Strategic Initiative #2: Accountability: Develop formal infrastructure to (1) measure and mitigate risk; (2) measure and certify compliance (regulatory, financial, contractual); and (3) provide effective and efficient management decision support.

- A. Necessary policies and standard operating procedures identified, many in draft form/early stages of development. This objective will be a significant focus for the Quality and Compliance Officer over the next two quarters.
- B. Office Associate II (OAll) tracking enforcement actions for child care. A similar process utilized for children's residential services. Reports shared with staff monthly. Outliers within team identified and being addressed in performance evaluations and supervision. One strategy is to develop a peer review process to assess inter-rater reliability and improve consistency amongst staff.
- C. Ongoing assessment of Maine's alignment with national standards. Planning strategies to ensure Maine meets new federal requirements resulting from 11/2014 Reauthorization Act of CCDBG.
- D. Quality and Compliance Officer Vacancy filled, leaving Supervisor vacancy for the North/East Child Care Licensing Team. Management meeting regularly to discuss progress on major initiatives. Refinement of job functions and responsibilities to be adjusted/finalized once management team is fully staffed.

Strategic Initiative #3: Work Force Development: Develop a work force to ensure that DLRS maintains a qualified and sincerely engaged team that is mission focused.

- A. 6 month performance evaluations for all new employees (starting May 2014) completed. Individual development plans identified and in progress. Supervisors meeting with CCWs at least monthly for individual supervision and group supervision/meetings twice monthly.
- B. Ongoing Statewide monthly unit meetings with entire Children's Services team as well as, unit specific monthly meetings. Training needs identified and prioritized for the next two quarters.
- C. Macwis training ongoing as needed. Most of the new CCWs are now proficient in the areas of Macwis that they are frequently using. Plan for Project Specialist to begin random Macwis audits to ensure staff are following documentation expectations for quality, thoroughness, accuracy, and timely reflection of field work.
- D. Initial documentation and writing skills training completed. All staff to receive additional training specific to Principals of Documentation.

Strategic Initiative #4: Provider Relations: Improve communication and relationships with providers in an effort to enhance regulatory compliance and quality while decreasing the need for enforcement action.

- A. 1/5/15 successfully launched public web portal, DLRS child care licensing details available on Child Care Choices web site. Ongoing task to review new documents, redact confidential/non-public information, scan to Fortis, and index for public view.

- B. Two phase campaign to address unlicensed child care providers outlined in draft form. Radio and television broadcast under exploration. Need to ensure unintended consequences are fully assessed prior to launch of campaign.
- C. Child Care to be the featured program in the first edition of the DLRS Community Programs Newsletter.
- D. Have identified next steps for inclusion of national disaster preparedness inclusion in survey process. Have discussed next steps with national partners.
- E. Child Care licensing forums will be held twice annually in multiple locations across the State. Fall 2014 forums held in 11 locations with 533 providers in attendance.
- F. Pamphlets for providers and parents in final stages of review.
- G. Using feedback from 2013 OIG audit to focus inspections while continuing to develop the Differential Monitoring inspection process and tools. Received technical assistance from the National Center on Child Care Quality Improvement and have consulted with states that are using Differential Monitoring in Child Care Licensing. A work group is currently piloting an abbreviated inspection tool that is inclusive of Dr. Richard Fiene's 13 key indicators. Also, working with OCQI in planning a method for increased validity around weighting Rules. Modifying plan to align with Child Care Rule revisions.

Strategic Initiative #5: Regulations/Statutes: Develop and implement Regulatory and Legislative Agendas that support the Division's mission.

- A. Internal work group established several months ago, currently meeting biweekly. Plan to create core standards, currently reviewing and consolidating definitions from the 3 sets of Child Care Rules. Group members using Share Point and working closely with legal team.
- B. Out of Home Investigation staff continues to research other states that have similar models. Draft legislation for the OOH team in process.