

# Rutherford County Department of Social Services

## Pre-Monitoring Thoughts/Expectations

- Frustrated with high case loads, cases open too long, unhappy staff
- Belief that management had unreasonable expectations
- Belief that State program policy/standards were unrealistic
- RCDSS requested the monitoring in hopes of bringing clarity to issues and facilitate a better process for change and improvement

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### Monitoring Experience

- Entrance conference was open to all staff at all levels
- Impressed with the significant knowledge, experience, skill of the reviewers
- Solicited staff beliefs about their work
- Pulled out of compliance open and closed cases
- Supervisors reviewed cases along side state representatives -
- Results contrary to supervisory beliefs about practice – their own and social workers
- Supervisory “Oh my” and “wow” experience - “Maybe we aren’t keeping children safe.”

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### Immediate results, things you learned

- Immediate conversation with supervisory team to go over results
- Held open Town Hall meetings with all staff to review results
- Social Work staff felt validated – asked for better supervisory practices
- Supervisors identified issues, such as adequate time for individual staffing
- Management worked address staffing, unit structures, etc. to facilitate some of the needed changes;
- Did not wait for report - Held Town Halls to develop goals/Program Development Plan – addresses short and long term goals at all levels of the agency
- Created Community Steering Committee to help drive changes

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### Changes in response to PDP and review

- Process is helping drive an important paradigm shift about our practice and the importance of the monitoring role –
- Meeting outcome measures is a reflection of good practice and keeping children safe
- Data is important – now drives decisions and improvement goals/activities
- Supervisors now see value in critical elements of quality supervision – vs. issue by issue case discussions
- Social workers are invested in the outcome measures and feel good about having input that is used in decision making
- Training and Technical Assistance is a very high priority and has new meaning for supervisors and staff
- Need continued support and feedback from the State team.