

DLRS – Strategic Map SFY 2014-15

Children’s Licensing and Investigation Services

Report on Status of Strategic Initiatives

July 1, 2015

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

- A. Monthly metric report is subject to ongoing review and continues to evolve. Work is ongoing with Macwis Data Specialist to identify areas in which data can accurately be extracted from Macwis. OAlls track data not found in Macwis (licensing actions, SODs, POCs). Vacant Comprehensive Health Planner II (CHPII) position recently filled, position will support the completion of a comprehensive dash board report. Data is used regularly for supervision, performance evaluations, and management reports. Ongoing assessment of attainability of expectations based on overall staff performance.
- B. Staff input received regarding software goals and development of electronic survey tool for Child Care Licensing. Met with “off the shelf” vendor The Consultant Consortium (TCC) to compare the cost, efficiency, and timeline of purchasing pre-developed software versus the development of new through Business Process Management (BPM). Estimate for project with DLRS Division Operations, pending final decision and next steps.
- C. Compliance Advisory Panel (CAP) continues to meet weekly. Standardized reporting tool implemented, weekly status updates tracked by OAll. Overall process has significantly mitigated risk to the Division. Standard Operating Procedure related to CAP completed. Assessment of actions taken underway to assist in the ongoing development of the scoring methodology for differential monitoring in child care licensing.
- D. Risk assessment tool will be incorporated into Differential Monitoring process. Staff and management weighted child care rules using a Delphi process with support from the Office of Continuing Quality Improvement. Licensing staff are using an abbreviated tool for interim inspections that that includes key indicators.
- E. Child Care standard correspondence and legal documents updated. Next phase of review/updates for Children’s Residential and Out of Home Investigation (OOH).

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 (SOPs) identified; many are in draft form. Focus on completion of SOPs for child care as first priority.
- B. Office Associate II (OAll) tracking enforcement actions for child care and children's residential licensing. Outliers within team identified and being addressed in performance evaluations and supervision. Quality Assurance activities in development stage to assess inter-rater reliability, improve consistency amongst staff, and ensure customer service standards are met.
- 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. Two current vacancies within Children's Licensing & Investigation; Office Assistant II and Community Care Worker (Project Specialist working under supervision of the Quality and Compliance Officer). Management meeting regularly to discuss progress on major initiatives. Refinement of job functions and responsibilities amongst the management structure within Children's Licensing to be adjusted/realigned to ensure division of responsibilities is most effective and efficient.

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. Annual performance evaluations for 16 new employees (starting May 2014) and existing staff 90% current. Individual development plans identified and in progress. Supervisors meeting with CCWs (field staff) 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 to be refined for the next strategic plan. National Association for Regulatory Administration (NARA) training, certification, and membership under exploration for Child Care Licensing.
- C. Macwis training ongoing as needed. New CCWs are proficient in the areas of Macwis that they are frequently using. Vacant 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.
- C. Child Care Newsletter to be carried over as objective for 2015-2017 Strategic Plan.
- D. New Federal requirements for Disaster Preparedness/Emergency Plans shared with providers in form of a survey and at the 12 provider forums in Spring 2015. MEMA, CDC, SFMO, MRTQ, and local Emergency Preparedness personnel assisting with revisions to existing YIKES manual and with the creation of a State level plan.
- E. Child Care licensing forums were held in the Fall of 2014 in 11 locations and in the Spring of 2015 in 12 locations Statewide. Forums were well attended and well received by the provider community. Assessment of frequency, location, and optional time of year, day of week, time of day to be assessed and planning refined for 2016 and 2017 forums.
- F. Pamphlets for providers and parents in final stages of review following additional necessary revisions.
- G. 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. Staff implemented abbreviated inspection tool that is inclusive of Dr. Richard Fiene's 13 key indicators. Current rule has been weighted and development of scoring methodology is underway. Management is in the early stages of consultation with Dr. Fiene.

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

- A. DLRS draft of Child Care Rule Revision to be completed by the end of July 2015. Merging the current three Rules into one Rule with core standards.
- B. Legislation for Out of Home Investigation team passed (PL 283, LD 1432). Drafting of Rules for the Out of Home Investigation Team in early stages.