

Richland County DSS

Training: *New staff training and performance coaching*

- University of South Carolina (USC) provided intake training specifically for Richland County staff September 10th and 11th 2013
- County director facilitated in-house training and performance coaching on county-specific, on-call processes
- Richland staff attend statewide intake training provided by USC on March 31st and April 14th 2013
- Director of Implementation conducted training and performance coaching on safety factors and risk matrix tool

Staffing: *Increase staffing*

- Allocated three new permanent, dedicated intake staff in September 2013
- Temporarily re-assigned 10 experienced staff from other DSS offices to conduct Richland County DSS investigations throughout 2013-2014
- Added a new position of Assistant County Director to provide on-site monitoring and strengthen accountability and performance in February 2014

Child Protection Practice Support and Improvement: *New performance coaching, monitoring, increased supervision and follow-up.*

- Provided performance and coaching to intake staff from September through December 2013. This included re-organizing the intake office; assuring all intakes were entered into the computer data base; and working with the supervisor to manage the intake processes
- Conducted data review of intakes for Richland including working mapping and workload mapping and managing workload distribution March 2014
- August 2013 conducted safety roundtables on cases using newly created Performance Coaches from across the state
- Richland County DSS intake staff observed/shadowed intake processes in York County DSS in 2013
- Implemented weekly staffing with Richland County Court Appointed Special Advocates (CASA) to review cases with safety concerns in September 2013
- Invited Foster Care Review Board (FCRB) to participate with CASA in Richland County DSS reviews cases with safety concerns in 2014
- Provided opportunity for collaboration/consultation between Richland County DSS intake supervisor and supervisor from Greenville County DSS in 2014
- Initiated new funding for Richland County CASA in October 2011 resulting in nearly \$500,000 paid to date by DSS to help CASA expand its impact with children.

Management: *New accountability and performance management measures.*

- Routed overflow of intake calls to administrative staff to ensure all CPS calls get answered in 2014
- Developed and organized personnel files for all staff in March 2014
- Provided permanent administrative support to intake staff in September 2013

- Utilized round-robin approach to assign intakes accepted for investigation to other counties to provide temporary relief to investigative staff in February 2014
- Provided individual coaching opportunities to designated staff May 2013

Quality Assurance: *Increased frequency and scope of quality assurance reviews.*

- Utilize weekly performance reports to support comprehensive data-driven management strategies June 2013
- Received the training and have implemented guided supervision as a management practice since July 2013
- Conducted a review of Emergency Protective Custody (EPC) data and survey with USC and Richland County Sheriff's Department (RCSD) in 2013-2014
- Restructured and developed a more organized and effective intake process in October 2013
- Started a new employee roundtable (discussion/support group) October 2013
- Participate in bi-monthly county based prevention statewide conference calls
- Participate in weekly statewide practice improvement calls
- Received the training and implemented "Signs of Safety" best practices February 2014
- Regularly utilize Permanency Roundtables process to staff cases
- Participate in "Huddles" with DSS State and County staff along with stakeholders including Foster Care Review Board members, Citizen Review Panel members, Foster Parent Association members and others.