

DEPARTMENT OF SOCIAL SERVICES

CHILDREN'S DIVISION

P. O. BOX 88

JEFFERSON CITY, MISSOURI

May 3, 2013

What's Inside:Results Oriented
Management
(ROM) Report
available to all
staff

M E M O R A N D U M

TO: REGIONAL EXECUTIVE STAFF, CIRCUIT MANAGERS, AND
CHILDREN'S DIVISION STAFF

FROM: CANDACE A. SHIVELY, DIRECTOR

SUBJECT: RESULTS ORIENTED MANAGEMENT (ROM) REPORT

DISCUSSION:

The purpose of this memorandum is to announce the availability of the Results Oriented Management (ROM) report for all levels of staff, to introduce ROM training through the Employee Learning Center (ELC), and to discuss benefits of ROM for individual users.

Results Oriented Management

Data and outcome information is increasingly used by child welfare staff across the nation to improve practice. Casey Family Programs provided funding for the development of Results Oriented Management (ROM), an electronic outcomes report, developed for several state child welfare agencies including the Missouri Children's Division. The ROM is a dynamic monthly report, meaning it is refreshed monthly and updated with the most current data from FACES.

Results Oriented Management reports and outcomes can be viewed at many levels including statewide, regional, circuit, county, office (private agencies included), supervisory unit, or at a worker caseload level. The reports can drill down to the case level, allowing supervisors and workers to monitor child specific outcomes. The ROM is useful for frontline staff in planning case management activities and for supervisors and managers in providing oversight and in targeting improvement strategies. In addition to a selection of outcomes, the ROM includes a variety of demographical information about the child or case including gender, race, age, Hispanic status, legal status, permanency goal, entry date, discharge date, discharge reason, last permanency planning team meeting, and much more. This information allows for cross analysis of the reports. For example, supervisors can quickly drill down the reports for their units by child age groups to provide focused coaching on age specific well-being issues during case consultations with their staff. The report provides the ability to print charts and excel spreadsheets with lists of children applicable to a given report.

When initially determining the benefit of developing a ROM report for Missouri, other states who use ROM reporting were consulted. One state commented ROM was such a part of their culture that staff do not attend supervisory conferences or meetings without having ROM report printouts in hand to help guide their discussions. Staff and supervisors who become proficient in using ROM will be able to prioritize activities and therefore provide children and families with better opportunities to experience the best outcomes.

Accessibility

The ROM report is available to all levels of staff, including contracted staff. Case level information is protected in such a way that frontline staff, supervisors, managers, state oversight staff, and others granted local permissions will have access to case specific information according to assigned circuit or region of responsibility. Currently employed staff will be instructed about obtaining a user id and password when completing ROM training through the ELC. [A ROM access request](#) form (CD-201) will be used for adding and removing access for any new hires or departing staff following the date of this memorandum.

The ROM can be accessed by selecting the [ROM link](#) on the CD Intranet Page or it may be accessed remotely with VPN access.

ROM Training

Training on the use of the ROM report is available through the ELC. The training can be accessed by opening the Employee Learning Center, clicking on the "My Training Plan" link and clicking the "Register" link next to the Results Oriented Management (ROM) training on your training plan. Contracted agency staff will receive instruction on completing the training through the [contracted agency QA designee](#). Frontline staff must complete the training in order to gain access to ROM. Supervisors and managers should complete the ROM training in ELC even if they received initial ROM training from QA or QI Specialists last year. After CD staff complete the required ROM training module according to their position (ie: frontline worker, support staff, supervisor and management), credit will be automatically applied to their ELC records. Contracted staff will receive a certificate of completion from the agency's [QA designee](#).

Staff and managers from all program areas, including non-case carrying staff, are encouraged to complete ROM training, as suggestions are included for using ROM in collaboration across specialized units.

Information on troubleshooting, support, and assistance with ROM is provided in the training material.

Reports Currently Available in ROM

Alternative Care (AC) case information and concluded CA/N report information starting from October 1, 2008 to present has been uploaded into ROM. All of the federal Child and Family Service Review (CFSR) permanency measures are in ROM as well as other report categories developed at Missouri's request including:

- Timeliness and Permanency of Reunification
- Timeliness of Adoptions
- Achieving Permanency for Children in Care Long Periods of Time
- Permanency Outcome Indicators
- Placement Stability (under construction)
- Foster Care Case Management Reports
- Permanency Planning Review Team Completed within 6 Months
- Child Safety and Child Protective Services Indicators

Family-Centered Services reports are currently under development with expected implementation in 2013.

Interpreting Results and Using ROM Measures in Practice

Frontline staff:

In addition to using ROM to monitor the outcomes of children on their caseload, frontline staff can also use reports to prioritize activities. Example: The Timely Permanency Planning Review Team (PPRT) Meeting report or countdown to TPR report will aid workers in pro-actively assuring meetings are scheduled on time.

Frontline Supervisors:

In addition to using ROM to monitor their assigned staff's case outcomes, supervisors can use reports for oversight of effective practice by individual worker. Example: The unit view in ROM will identify workers whose outcomes are significantly less than their peers (or under a desired goal). A supervisor may need to spend additional mentoring/coaching time with this staff person, send them to additional in-service training, or help them implement steps to improve performance through completion of a [Plan of Change](#) form.

Specialized or Non-Case Carrying Staff:

Results Oriented Management reports provide information which can be used to bridge gaps and improve collaboration across units. For example, the Caseload Counts Report (one of the Foster Care Case Management Reports) can be broken down by age, race, or disabilities in order to target recruitment of new foster homes by resource staff. As another example, adoption specialists can use the Countdown to Adoption/Other Permanency report (one of the Permanency Outcome Indicators) to assist in child matching with prospective adoptive families by identifying children who are legally free for adoption, by age, race, disabilities, or even sibling groupings. Older Youth Transition Specialists (OYTS) can use the same report to reach out to AC staff who have older youth with a goal of APPLA who are eligible for but not yet participating in older youth activities. A ROM access request form should be submitted for specialized or non-case carrying staff who are being granted permission to access ROM specifying the circuit or region of responsibility for which they are being granted access and to specify permission for case level information, as appropriate.

Office Support Staff:

As data accuracy in FACES is critical for ROM accuracy, office support staff can be instrumental in using ROM reports to assist staff they support through readily identifying data entry errors. For example, the Caseload Counts Crosstab report can drill down a unit's caseload by individual case discharge reasons and compared to local records to

ensure cases are closed out accurately in FACES or to ensure correct permanency goals are listed in FACES. Office support staff could also contribute to a Circuit Manager’s local staff retention efforts by providing them with charts created out of ROM from staff who are demonstrating positive performance. A ROM access request form should be submitted for office support staff who are being granted permission to access ROM specifying the circuit or region of responsibility for which they are being granted access and to specify permission for case level information, as appropriate.

Management:

In addition to using ROM to monitor and achieve positive outcomes for children and families in their circuit or region, managers can also use reports to increase staff retention. Managers can recognize staff who consistently meet desired targets. They can provide guidance to supervisors by helping them identify strategies for specific staff when data show a specific individual’s results may need improvement.

Specialists:

Specialists can continually monitor outcomes relative to their designated responsibilities to bring areas of strength and concern to the manager’s attention and work with field staff and managers to implement effective strategies to improve outcomes over time. A ROM access request form should be submitted for Specialists who are being granted permission to access ROM specifying the circuit or region of responsibility for which they are being granted access and to specify permission for case level information, as appropriate.

In Summary

A results oriented culture is one in which data can be used as a means of informing staff and aiding in oversight of effective practice. Outcomes generally improve where attention is focused. Improved performance was achieved through the use of the worker visit with child reports (47% in FFY08 to 98% in FFY12). Similarly, the ROM report is a results oriented tool which staff and managers at all levels of our organization should use in order to achieve optimal outcomes for children and families.

NECESSARY ACTION	
<ol style="list-style-type: none"> 1. Review this memorandum with all Children’s Division staff. 2. All questions should be cleared through normal supervisory channels and directed to: 	
PDS CONTACT Carla Gilzow (573) 751-1354 Carla.R.Gilzow@dss.mo.gov	UNIT MANAGER Meliny Staysa, MSW (573) 751-4832 Meliny.J.Staysa@dss.mo.gov
CHILD WELFARE MANUAL REVISIONS	
N/A	

<p>FORMS AND INSTRUCTIONS N/A</p>
<p>REFERENCE DOCUMENTS AND RESOURCES Employee Learning Center Training Modules: Results Oriented Management (ROM) for frontline staff; managers and supervisors; and support staff</p>
<p>RELATED STATUTE N/A</p>
<p>ADMINISTRATIVE RULE N/A</p>
<p>COUNCIL ON ACCREDITATION (COA) STANDARDS N/A</p>
<p>CHILD AND FAMILY SERVICES REVIEW (CFSR)/ PROGRAM IMPROVEMENT PLAN CFSR Item 26: The state provides a process for the periodic review of the status of each child, no less frequently than once every 6 months, either by a court or by administrative review PIP Action Step 2.5: Increase the use of data by field staff to improve practice related to permanency planning review team meetings</p>
<p>PROTECTIVE FACTORS Parental Resilience N/A Social Connections N/A Knowledge of Parenting and Child Development N/A Concrete Support in Times of Need N/A Social and Emotional Competence of Children N/A</p>
<p>FACES REQUIREMENTS N/A</p>