

The background is a light blue gradient with several realistic water droplets of various sizes scattered across it. The droplets have highlights and shadows, giving them a three-dimensional appearance. The main title is centered in a large, bold, black sans-serif font.

GREENE COUNTY, MISSOURI THE TRANSFORMATION JOURNEY: SUCSESSES AND CHALLENGES

BILL PRINCE. FAMILY COURT ADMINISTRATOR/CHIEF JUVENILE OFFICE

STACI DENNEY, DIRECTOR OF YOUTH AND FAMILY SERVICES

JULIE AUSTIN, DIRECTOR OF YOUTH AND FAMILY PROGRAMS

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GET TO KNOW GREENE COUNTY

A GREENE COUNTY QUIZ

THE QUIZ

1. NAME TWO OF THE FOUR CELEBRITIES MOST CLOSELY ASSOCIATED WITH THE GREENE COUNTY/SPRINGFIELD MISSOURI AREA?
2. THIS NATIONWIDE SPORTING GIANT WAS FOUNDED IN SPRINGFIELD MISSOURI AS PART OF A BROWN DERBY LIQUOR STORE IN THE 1970S.
3. THE NAME OF THIS FAMOUS HIGHWAY WAS ORIGINATED IN SPRINGFIELD IN 1926.
4. THIS CIVIL WAR BATTLE WAS FOUGHT IN SPRINGFIELD/GREENE COUNTY IN AUGUST OF 1861.

GREENE COUNTY, MISSOURI

- 290,00 POPULATION
- URBAN/RURAL AREA
- UNIFIED FAMILY COURT
- MISSOURI JUVENILE OFFICERS (WHAT IN THE HECK ARE THEY?)
- JUVENILE OFFICE CURRENTLY HAS APPROXIMATELY 100 EMPLOYEES INCLUDING 21 JUVENILE OFFICERS, A SECURE DETENTION FACILITY AND A DOMESTIC RELATIONS UNIT.
- JUVENILE OFFICERS HANDLE DELINQUENCY, STATUS, AND ABUSE AND NEGLECT CASES.

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THE WHY?

RECOGNIZING THE NEED FOR TRANSFORMATION

- MISSION: THE GREENE COUNTY JUVENILE OFFICE SERVES CITIZENS OF GREENE COUNTY BY EMPOWERING YOUTH, RESTORING VICTIMS, EQUIPPING FAMILIES AND BUILDING SAFE COMMUNITIES
- VISION STATEMENT: THE GREENE COUNTY JUVENILE OFFICE WILL PROVIDE PROGRESSIVE, TRAUMA INFORMED, BEST PRACTICE/EVIDENCE-BASED SERVICES TO THE CHILDREN AND FAMILIES IT SERVES.
- OFFICE HAD BEEN INVOLVED WITH SIGNIFICANT SYSTEM-WIDE CHANGES WITH THE IMPLEMENTATION OF THE JUVENILE OFFICER PERFORMANCE STANDARDS AND THE MERGING OF THE LAW-STATUS AND PROBATION DEPARTMENTS.

RECOGNIZING THE NEED FOR TRANSFORMATION

- BEGAN WORKING WITH THE RFK CENTER – MONDORO PROJECT IN LATE 2019 WITH THE INITIAL SITE VISIT OCCURRING IN FEBRUARY OF 2020
- IT BECAME APPARENT TO OUR CONSULTANTS RATHER QUICKLY THAT OUR ORGANIZATIONAL STRUCTURE WAS BADLY OUTDATED RESULTING IN ISSUES RELATED TO SPAN OF CONTROL, COMMUNICATION, AND ACCOUNTABILITY ISSUES AND THAT THESE ISSUES COULD NEGATIVELY IMPACT THE IMPLEMENTATION OF FUTURE RECOMMENDATIONS FROM MONDORO AND OTHER CHANGE AGENTS.

RECOGNIZING THE NEED FOR TRANSFORMATION

- THERE WAS DEFINITELY A SILO-MENTALITY TO THE OFFICE
- MANY IN LEADERSHIP EITHER SAW NO NEED TO CHANGE OR WERE RESISTANT TO IT
- MANY IN LEADERSHIP HAD BEEN PROMOTED UP THROUGH THE RANKS AND HAD A STATUS QUO MENTALITY
- THE OFFICE WAS DEFINITELY A FOOD COURT VERSUS A UNIFIED RESTAURANT
- CHANGE WAS DEFINITELY TOP DOWN AND NOT ALWAYS HANDLED WELL OR CONSISTENTLY COMMUNICATED BY LEADERSHIP
- ORGANIZATIONAL STRUCTURE CHANGES AND A CONSISTENT CHANGE MANAGEMENT PROCESS DEFINITELY NEEDED TO BE IMPLEMENTED AND PUT INTO PLACE



THE HOW?

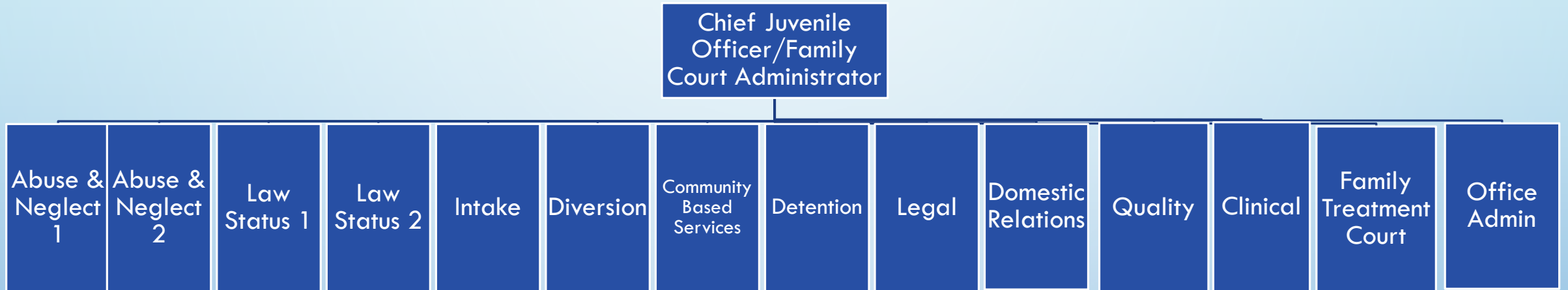
HERE'S HOW WE STARTED

- CHANGE TASK FORCE
- 7 MEMBERS
 - SENIOR MANAGEMENT, MANAGEMENT, OFFICERS, CLINICAL
- GOALS
 - INITIAL GOAL: CHANGE MANAGEMENT PROCESS
 - FINAL GOAL: ORGANIZATIONAL RESTRUCTURE PROCESS

METHODS

- STAFF SURVEY
- TOWN HALLS
- JOB DESCRIPTION ANALYSIS
- REVIEW OF ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL CHANGES



CHALLENGES

- IT TAKES A LONG TIME!
 - IT IS A CONTINUOUS STRUGGLE TO KEEP SLOWING DOWN
- IT TOOK A LOT OF EFFORT TO SELECT OUR PURPOSE
- CHANGE HAD TO START INTERNALLY FROM THE TASK FORCE
 - WE HAD TO WORK ON BECOMING A STRONG TEAM AND START THE CHANGE INTERNALLY

COMMUNICATION CHALLENGES

- TASK FORCE WORKED TIRELESSLY ON COMMUNICATION
 - WE AGONIZED OVER EMAILS
 - WE CREATED ELEVATOR PITCHES
 - WE CURATED OUR LANGUAGE

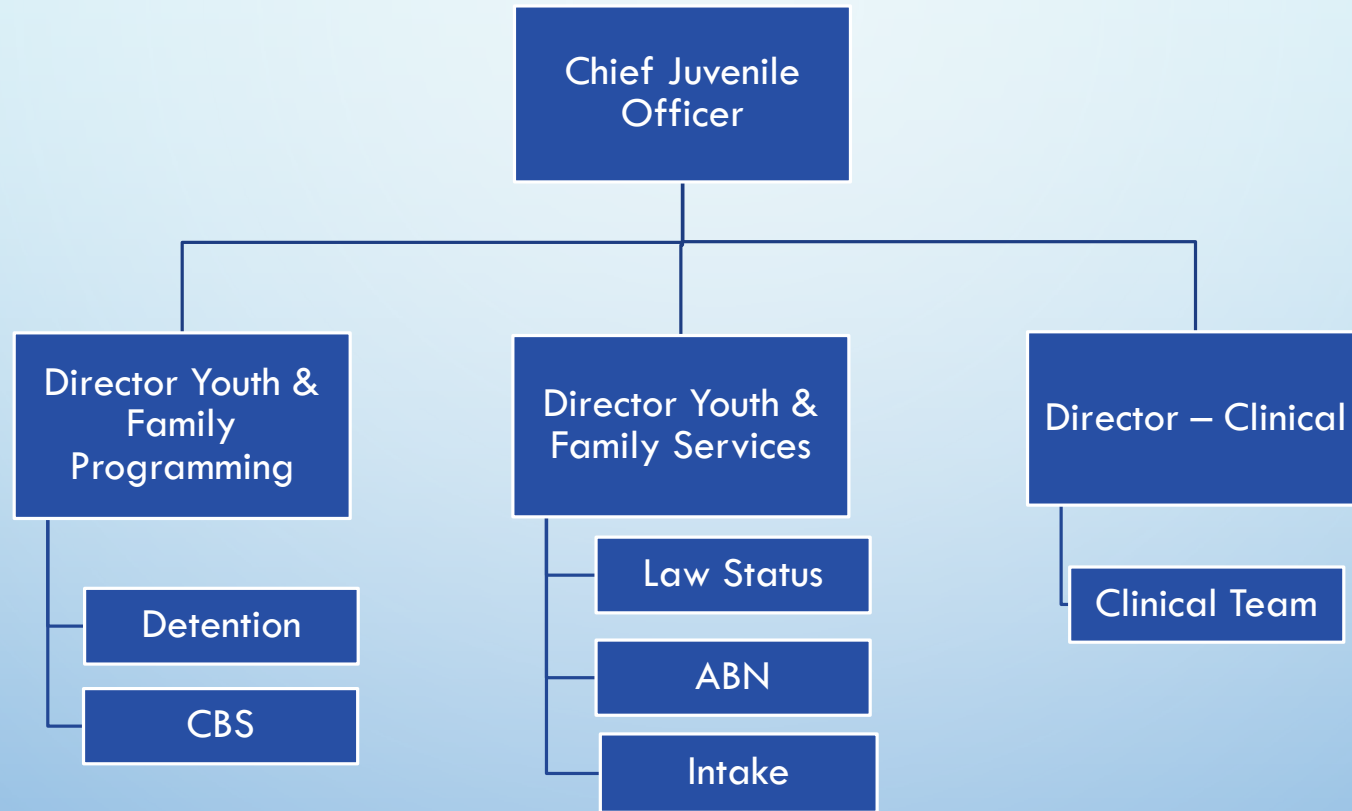
AND YET...

- EVERYTHING CAME AS A GREAT SURPRISE...
 - EVERYTHING IS STILL SHOCKING

The background features a light blue gradient that transitions from a pale, almost white hue at the top to a deeper, more saturated blue at the bottom. Scattered across this gradient are numerous water droplets of various sizes and shapes. Some droplets are large and prominent, showing clear highlights and shadows that give them a three-dimensional appearance. Others are smaller and more delicate. The droplets are distributed across the frame, with a higher concentration in the upper and lower portions, leaving the central area where the text is located relatively clear.

THE WHAT NOW?

ORGANIZATIONAL CHANGES



WHAT'S NEXT?

- EXPLAINING THE WHY BEHIND CHANGES
- BUILDING VISION AND BUY-IN
- ALIGNING THE TEAMS TO SUPPORT CHANGE
- REVIEWING & PRIORITIZING THE MONDORO RECOMMENDATIONS

HERE IS WHERE WE ARE NOW

- EDUCATION FOR THE OFFICE ON
 - EVIDENCE BASED PRACTICE – DRIVES THE PENDULUM
 - ACCOUNTABILITY – IN THE AGE OF TRAUMA INFORMED CARE
 - CHANGE MANAGEMENT SCIENCE
- APPLYING CHANGE MANAGEMENT TO THE PROCESS OF PRIORITIZING THOSE CHANGES
 - CHANGE IS METHODOICAL AND CHANGE IS NOT FAST

WHERE ARE WE NOW

