

Welcome

**Meet
the
Ogre**

History and Background

Contributing Factors and Emerging Patterns

- ✎ Significant increase in number of referrals over past 5 years
- ✎ Excessive and unmanageable caseload sizes
- ✎ Increased staff turnover rates
- ✎ Increased number of children in placement
- ✎ Skyrocketing placement costs
- ✎ Dramatic population increase in Fairfield County
- ✎ Flat revenue patterns
- ✎ Lack of adequate local funding for drug/alcohol, mental health and other supportive services
- ✎ Inadequate organizational management controls and planning strategies

Fairfield County Profile

<i>Population Growth</i>	1990	2000	2003	2010
Fairfield County	103,470	122,760	132,435	143,435

<i>Among top 3 fastest growing counties in Ohio</i>	State Avg.	Delaware	Warren	Fairfield
<i>Percentage Increase</i>	.7%	20.7%	14.7%	7.9%

The Charge

- ✍ Assessing the strengths and weaknesses of the Department.
- ✍ Addressing the risks, controls, and management process associated with the agency.
- ✍ Determining efficiency and effectiveness of operations.
- ✍ Review the department's Table of Organization
- ✍ Assessing the staffing level, mix, and caseloads.
- ✍ Reviewing the consistency and follow-up of referral reports.
- ✍ Reviewing completion time-frame compliance.
- ✍ Assessing data and records management
- ✍ Assessing Information Technology (IT) opportunities for enhancements and efficiencies.
- ✍ Considering *best practice* models throughout Ohio and the nation.

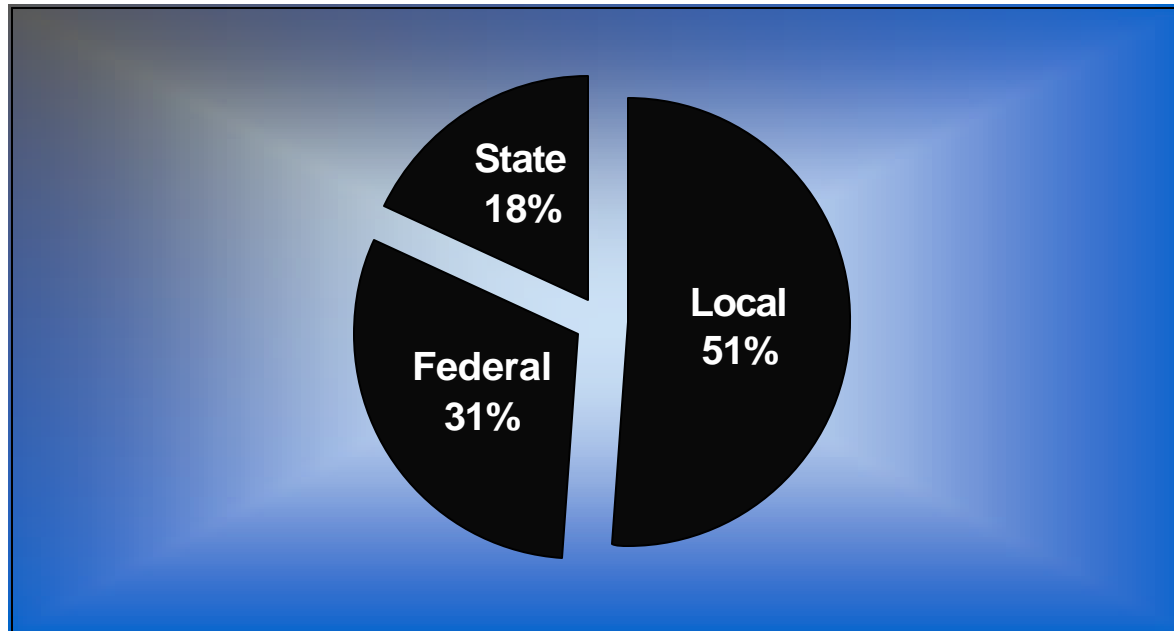
Governance and Statutory Authority

- ✍ Board of Commissioners
- ✍ Ohio Revised Code
- ✍ Ohio Administrative Code
- ✍ Ohio Department of Job & Family Services
- ✍ Juvenile Court
- ✍ HIPPA
- ✍ Other Federal Laws and Mandates

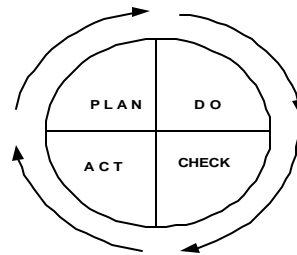
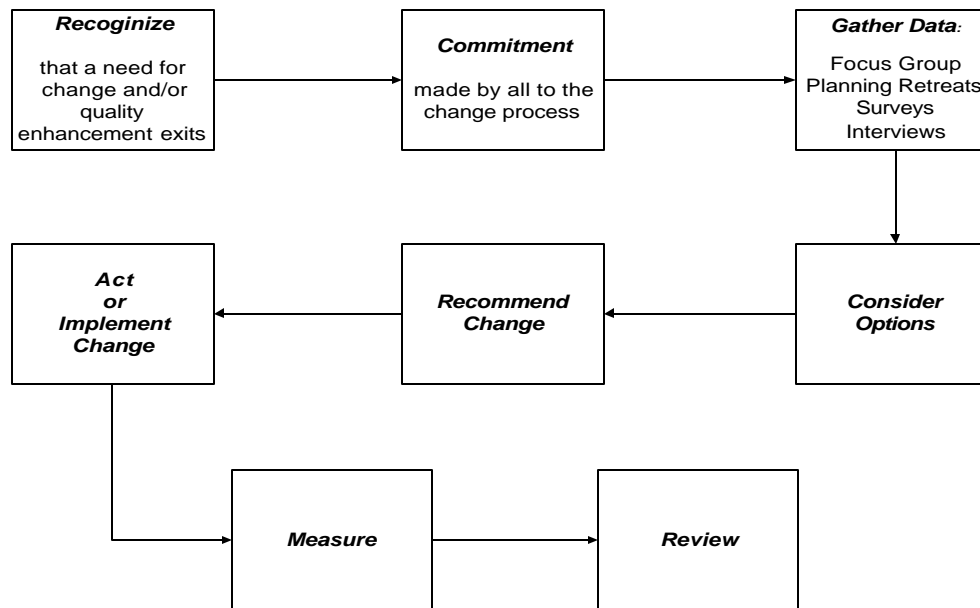
Agency Services

- ✍ Intake
- ✍ On-Going
- ✍ Foster Care and Adoption
- ✍ Kinship Care
- ✍ Independent Living Program
- ✍ Parent Education
- ✍ Visitation
- ✍ Homemakers
- ✍ Community Education and Outreach

Federal, State and Local



Strategic Planning Process



Data Gathering

Best Practice Visits

Focus Groups

Program Research

Surveys

Staff Retreats

Data Research

Audits

Data Gathering...

Staff Retreats

Strategic planning team members have facilitated a series of three (1/2-day) staff planning retreats since March 2003.

The objectives of the retreats included:

- Gather data for the strategic plan
- Share ideas, data and findings
- Consider and prioritize options and alternatives
- Update units on progress of the strategic planning process
- Consensus and team building

Data Gathering...

Confidential Written Surveys

- ✍ Children Services Staff
- ✍ Foster/Adoptive and Kinship Parents
- ✍ Educational Community
- ✍ Legal Community
- ✍ Community Partners
- ✍ Court Personnel/Prosecuting Attorney
- ✍ Consumers

Data Gathering...

Best Practice Visits

- ✍ Clark County
- ✍ Butler County
- ✍ Marion County
- ✍ Stark County
- ✍ Clermont County
- ✍ Lorain County

Data Gathering...

Focus Groups

- ✍ Intake Unit
- ✍ On-going Unit
- ✍ Foster/Adoption Unit
- ✍ Family Service Aides and Unit Support Workers
- ✍ City Prosecutor's Office
- ✍ County Prosecutor's Office
- ✍ Juvenile and Domestic Court

Data Gathering...

Industry Research

Numerous journals, web sites, articles, periodicals and other resources were reviewed as part of the data gathering process. *See appendix*

Data Review

Referral and service delivery statistics were gathered from a variety of internal and external sources.

Data Gathering...

Service Statistics

Referrals

Caseload

Placement

Adoption

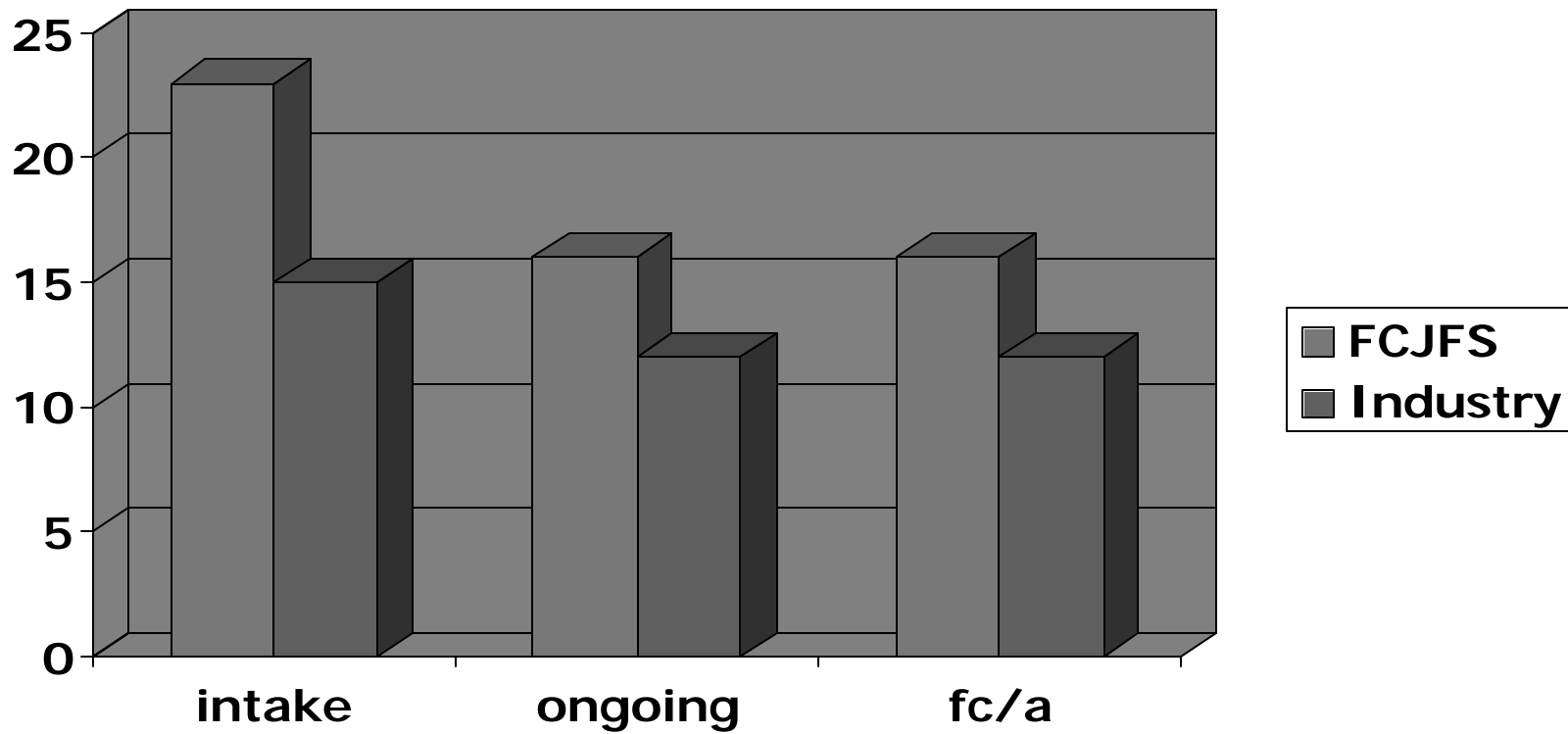
Audit Reviews

Data Gathering...

Calendar Year	2000	2001	2002	2003	2004 (Nov)
Total Inquiries	1869	2335	2820	2746	2758
I & R's	591	909	1134	1148	1333
Physical Abuse	246	231	251	222	140
Sexual Abuse	119	165	162	126	115
Neglect	353	339	325	337	246
At Risk	357	507	649	602	601
Other	216	209	240	271	265
After Hours	52	62	134	271	180
Cases Transferred	58	74	80	73	
PC Awards	22	27	17	32	

Data Gathering...

Caseload Analysis



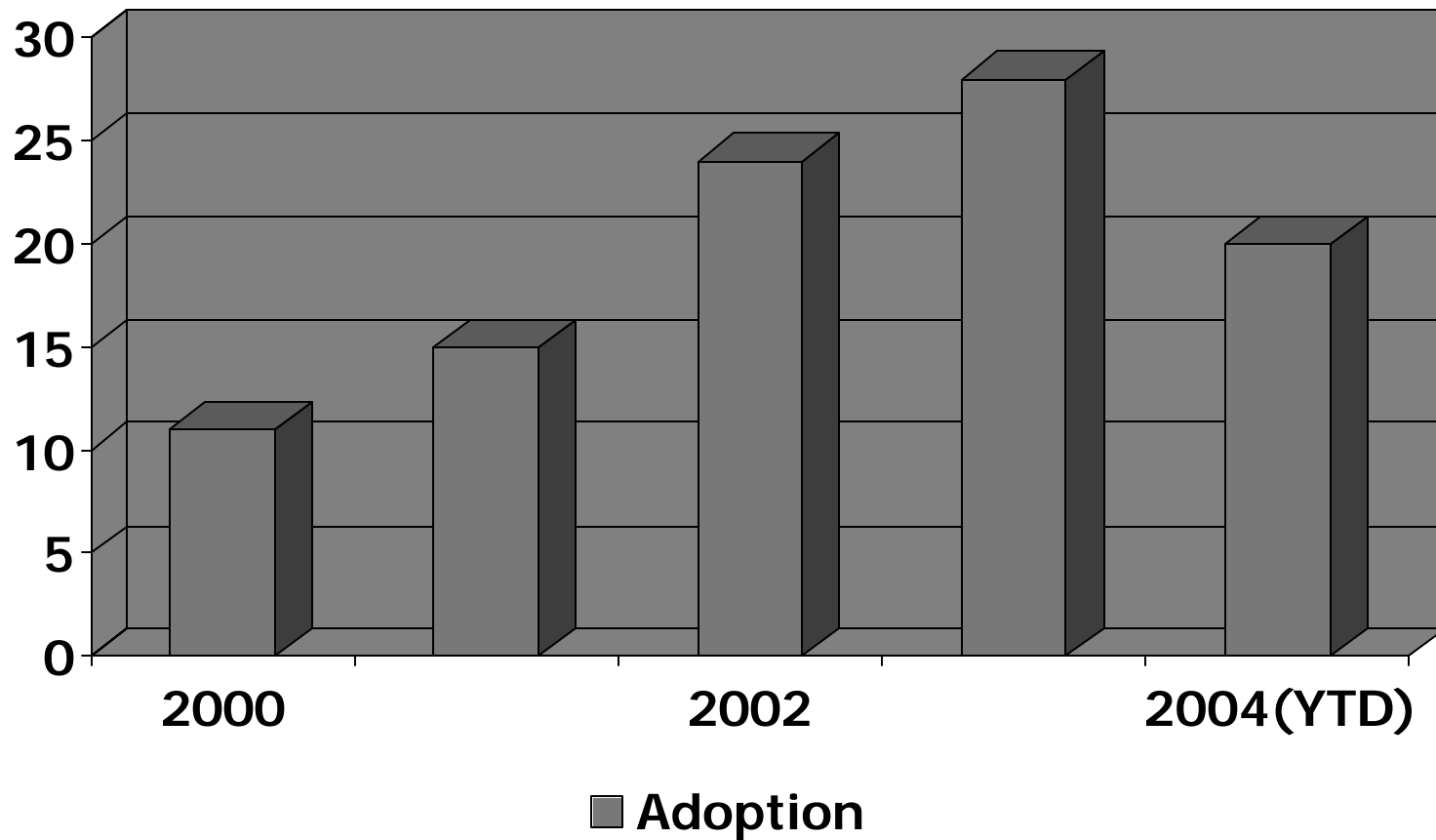
Data Gathering...

Placement Statistics

Calendar Year	2000	2001	2002	2003	2004
Number of Children in Placement	130	152	158	160	189
Average Number of days in placement	345	251	350	74% reunified Within 12 mths	
Total placement costs annually	\$843, 150	\$953, 380	\$1, 287, 493	\$1, 107, 894	

Data Gathering...

Number of Completed Adoptions



Analysis and Findings

Performance Audit

2004 CPOE Review

Analysis and Findings cont'd

Staff Feedback

Organizational Commendations

- ✍ Experienced and Knowledgeable Leadership
- ✍ Supportive and Strong Court Relationship
- ✍ Dedicated and Committed Staff
- ✍ Student Intern Field Placement
- ✍ Faith Based Partnerships
- ✍ Competitive Compensation and benefits
- ✍ Ethical Standards
- ✍ Facilities and building services

Analysis and Findings cont'd

Staff Feedback

Organizational Recommendations

- ✍ Career Ladder
- ✍ Retention
- ✍ Empowerment
- ✍ File and Data Management
- ✍ Technological Enhancements
- ✍ Training and Structured Supervision
- ✍ Caseload Analysis and Distribution
- ✍ Community Collaboration
- ✍ Reduce Impediments to Casework Efficiency

Staff Feedback

Organizational Recommendations

- ✍ Reduce Caseload Sizes
- ✍ Increased Departmental Communications
- ✍ Additional opportunity for supervised visitation
- ✍ Consistent enforcement of policies and protocols by leadership
- ✍ Reduce unnecessary court appearances
- ✍ Team building
- ✍ Greater availability of supervisors
- ✍ Updated and accurate policy and procedure manual
- ✍ More structure and quality oversight in units
- ✍ Clearly identify priorities, goals and objectives

Analysis and Findings

Stakeholder Feedback - Educators

Commendations

- ✍ Professional Staff
- ✍ Courteous Staff
- ✍ Knowledgeable Leadership
- ✍ Dedicated Leadership

Recommendations

- ✍ Increase level of communication
- ✍ Increase participation of educators in case planning
- ✍ Increase training of educators regarding agency processes
- ✍ Improve overall quality of foster parents

Analysis and Findings

Stakeholder Feedback – Legal Community

Commendations

- ✍ Knowledgeable presence in court
- ✍ Frequent court reviews
- ✍ Frequent contacts with children

Recommendations

- ✍ Use voluntary agreements more
- ✍ “Pre-plan” or anticipate court hearings
- ✍ More local foster homes
- ✍ Use separate hearings for filed motions
- ✍ Consistent and efficient filing of complaints

Analysis and Findings

Stakeholder Feedback – Community Partners

Commendations

- ✍ Courteous Staff
- ✍ Professional Staff
- ✍ Experienced Leadership

Recommendations

- ✍ Better understanding of systems
- ✍ Participation
- ✍ Increased collaboration
- ✍ Follow-up with referral agencies
- ✍ Ensure all staff have knowledge and access to community services
- ✍ Family Case Conferencing
- ✍ Return Calls Promptly
- ✍ Use Correct Release of Information

Analysis and Findings

Stakeholder Feedback – Foster Care and Adoption

Commendations

- ✍ Personable
- ✍ Extreme concern for children
- ✍ Problem solvers
- ✍ Good trainings

Recommendations

- ✍ Reach out more to community
- ✍ More supportive to foster parents
- ✍ Better screening of foster homes
- ✍ More home visits by caseworkers
- ✍ Do not procrastinate
- ✍ Assist in finding more resources
- ✍ Timely completion of paperwork

Philosophy
and
Mission

Our Mission

Through a spirit of shared responsibility and advocacy,

we are committed to ensuring quality outcomes,

strengthening families and providing education to
our community,

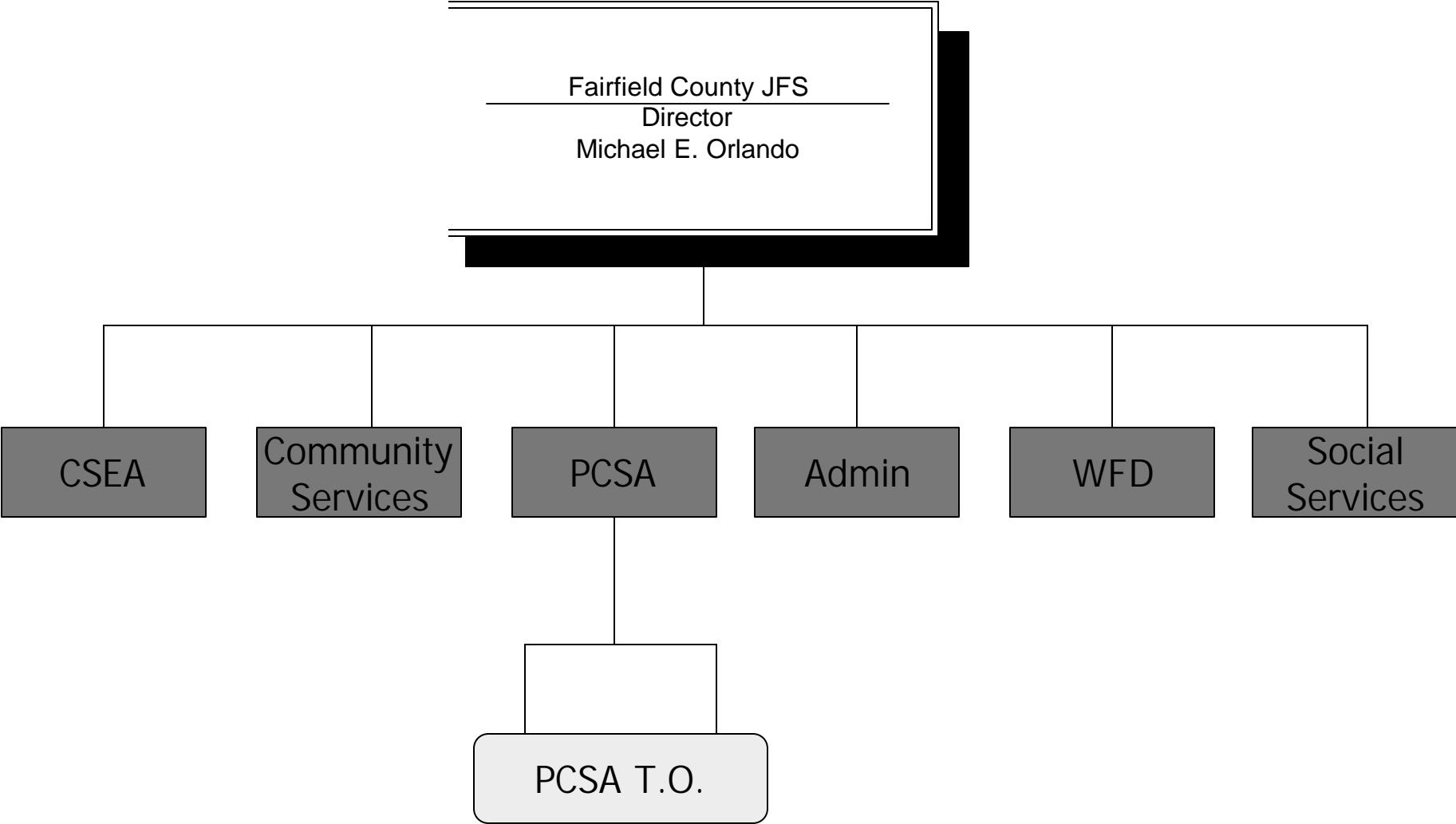
to assure safety and stability for all children
in Fairfield County.

Strategic Themes

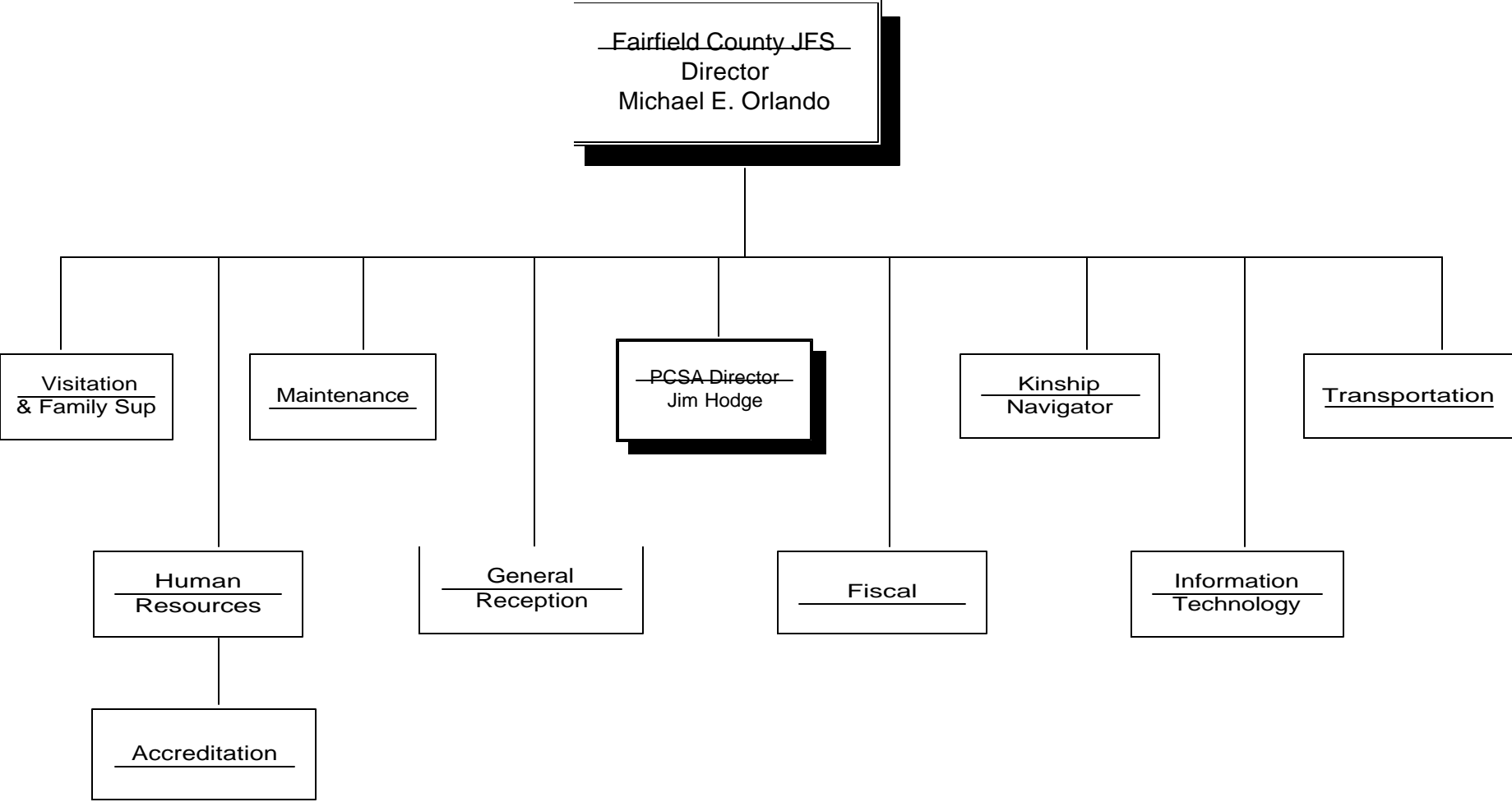
How we will achieve our mission

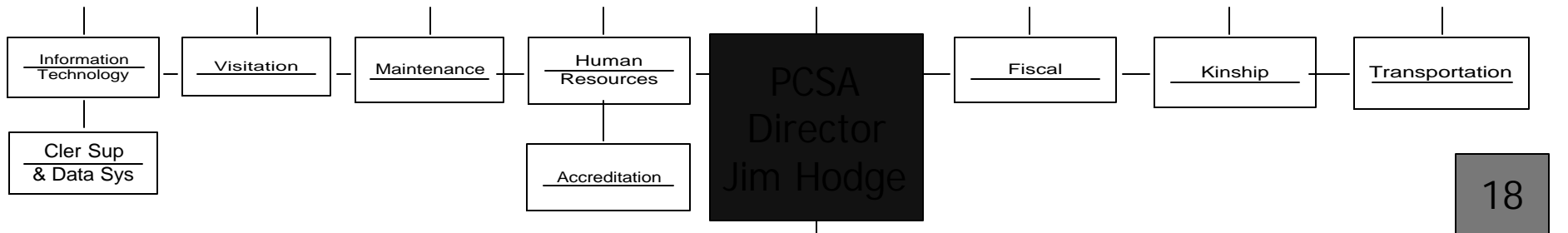
1. Empowering and strengthening families
2. Community Involvement
3. Child Protection
4. Education
5. Advocacy
6. Quality Outcomes/Organizational Management

Organization Composition

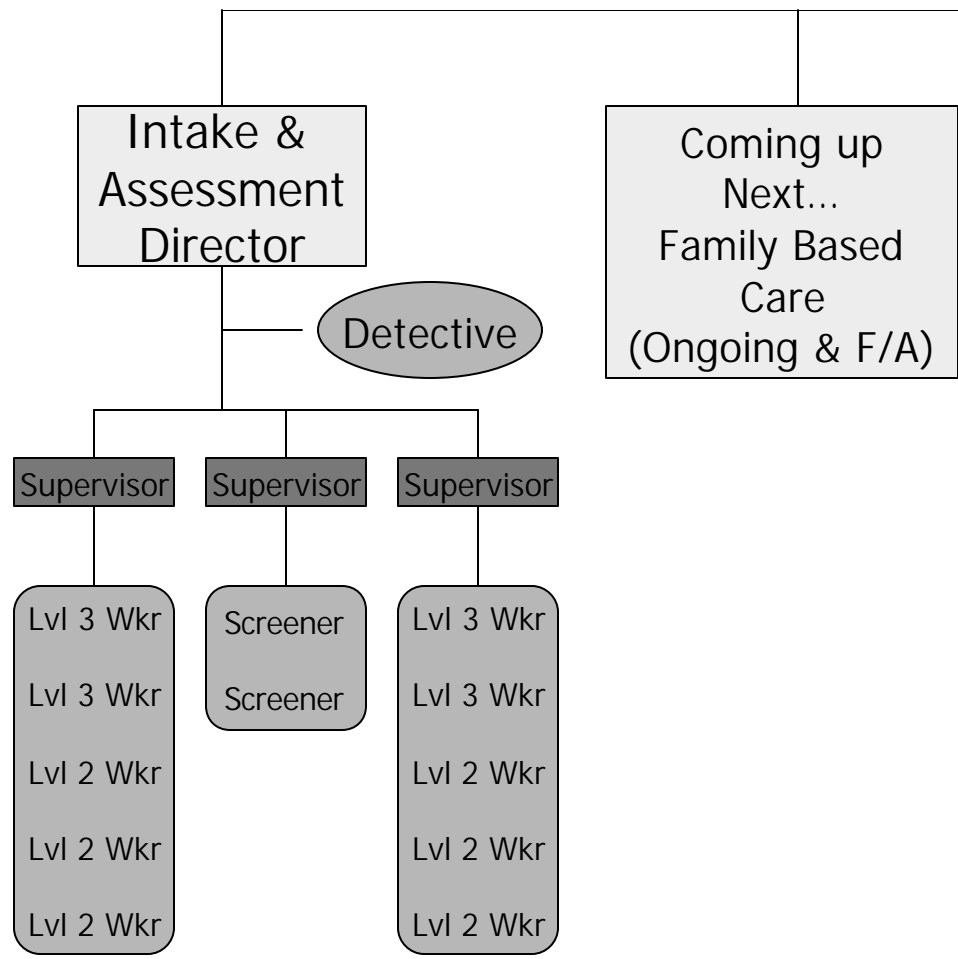


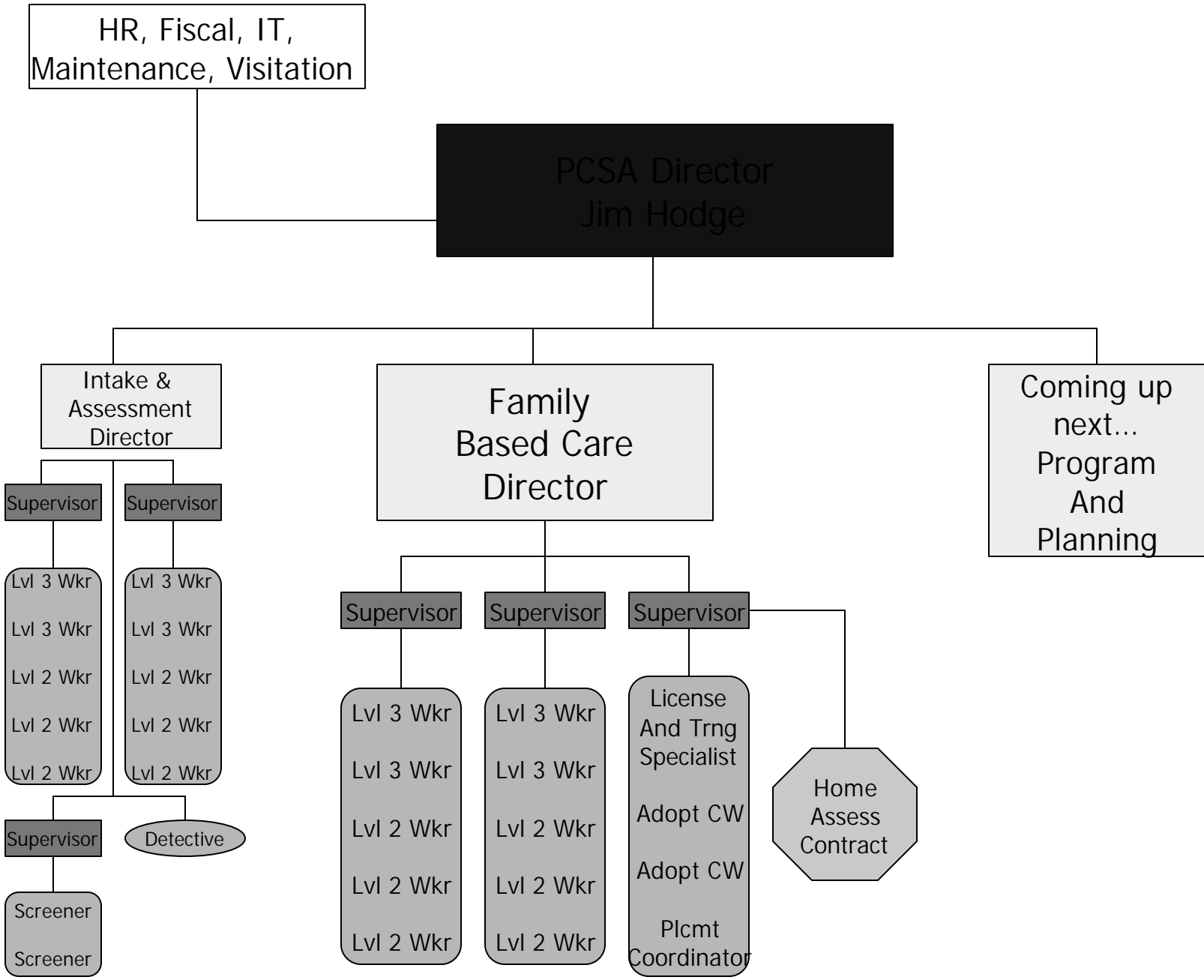
Organizational Support

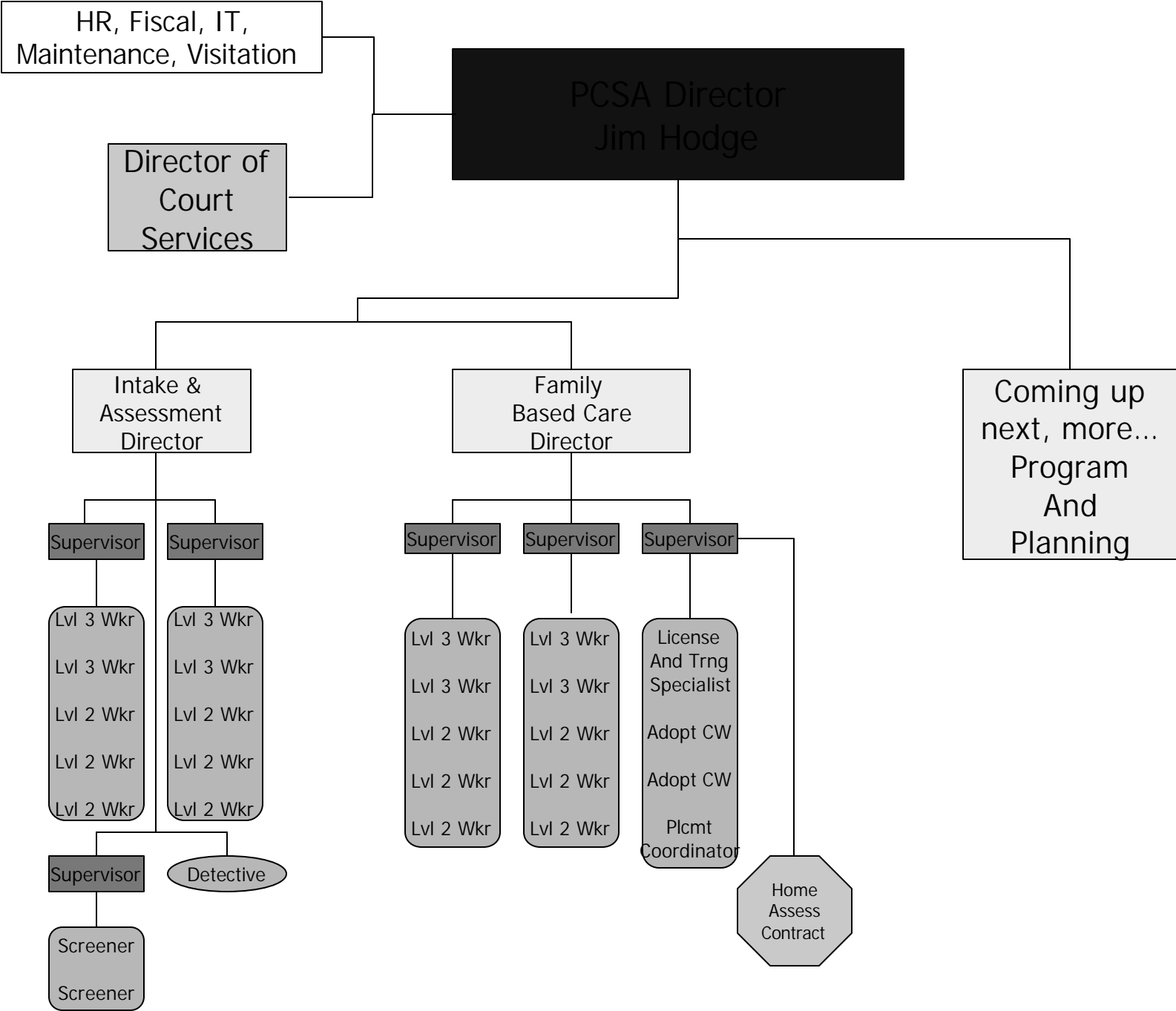




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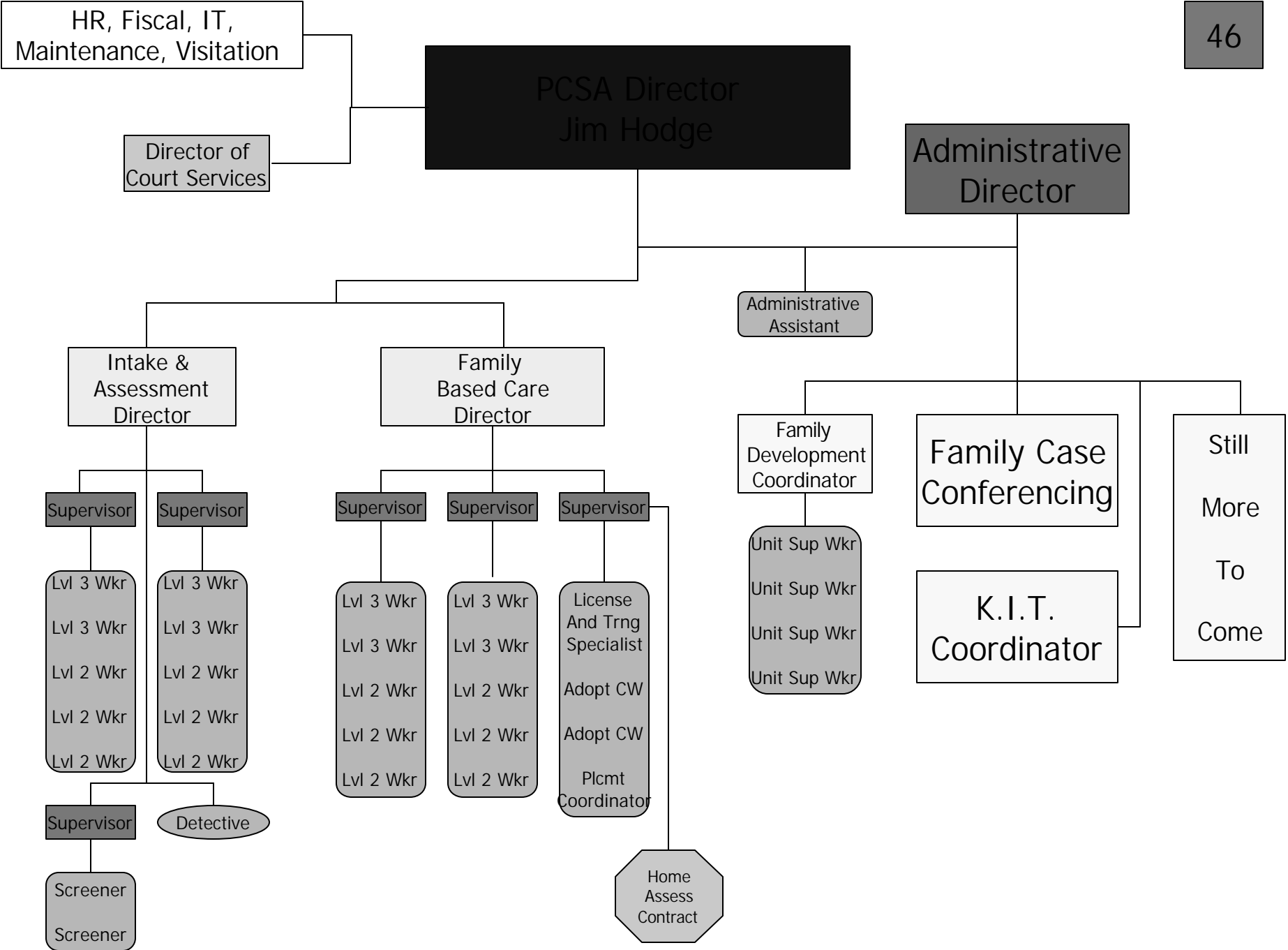


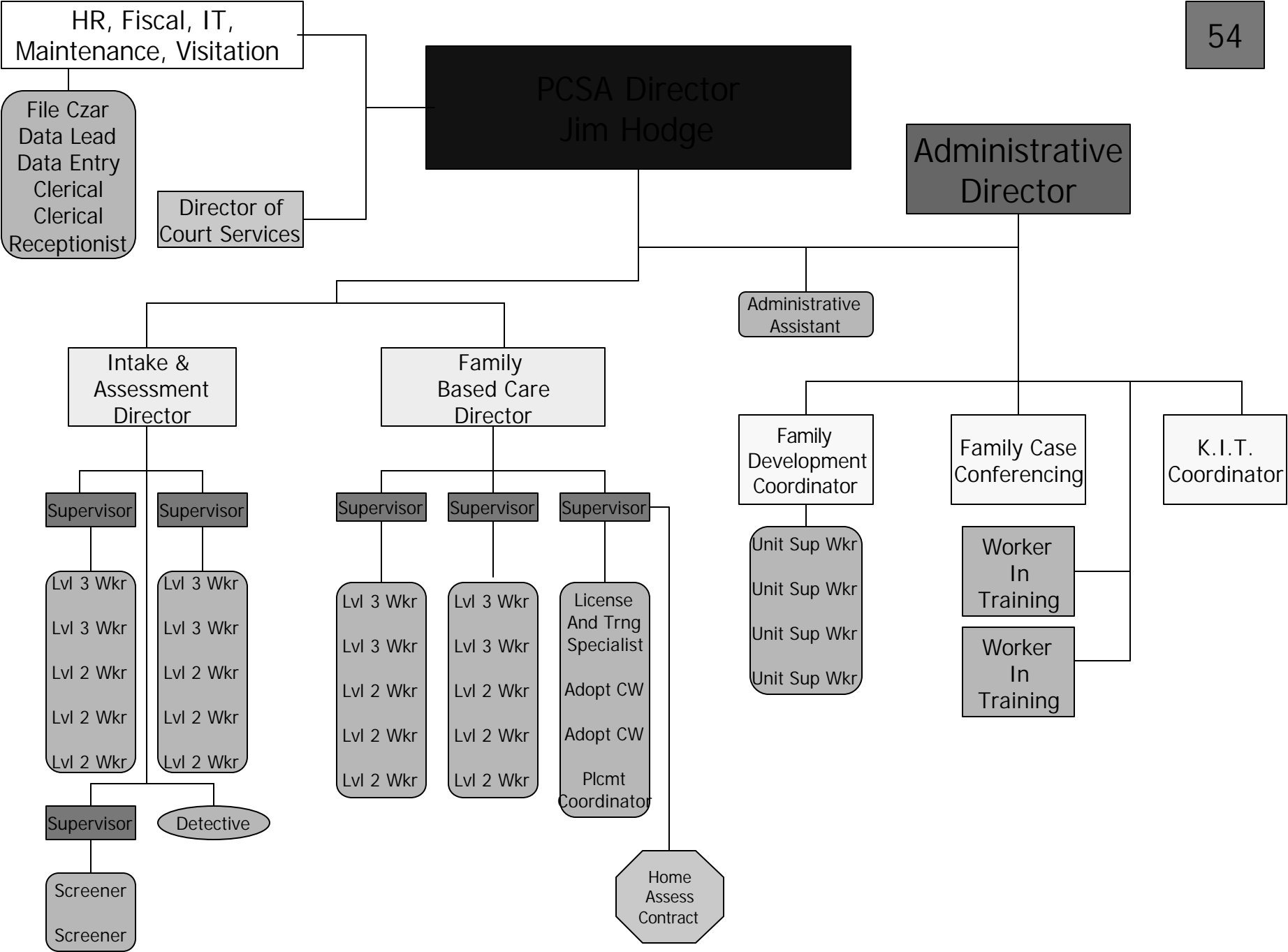


Office of the Administrative Director

Areas of Responsibility

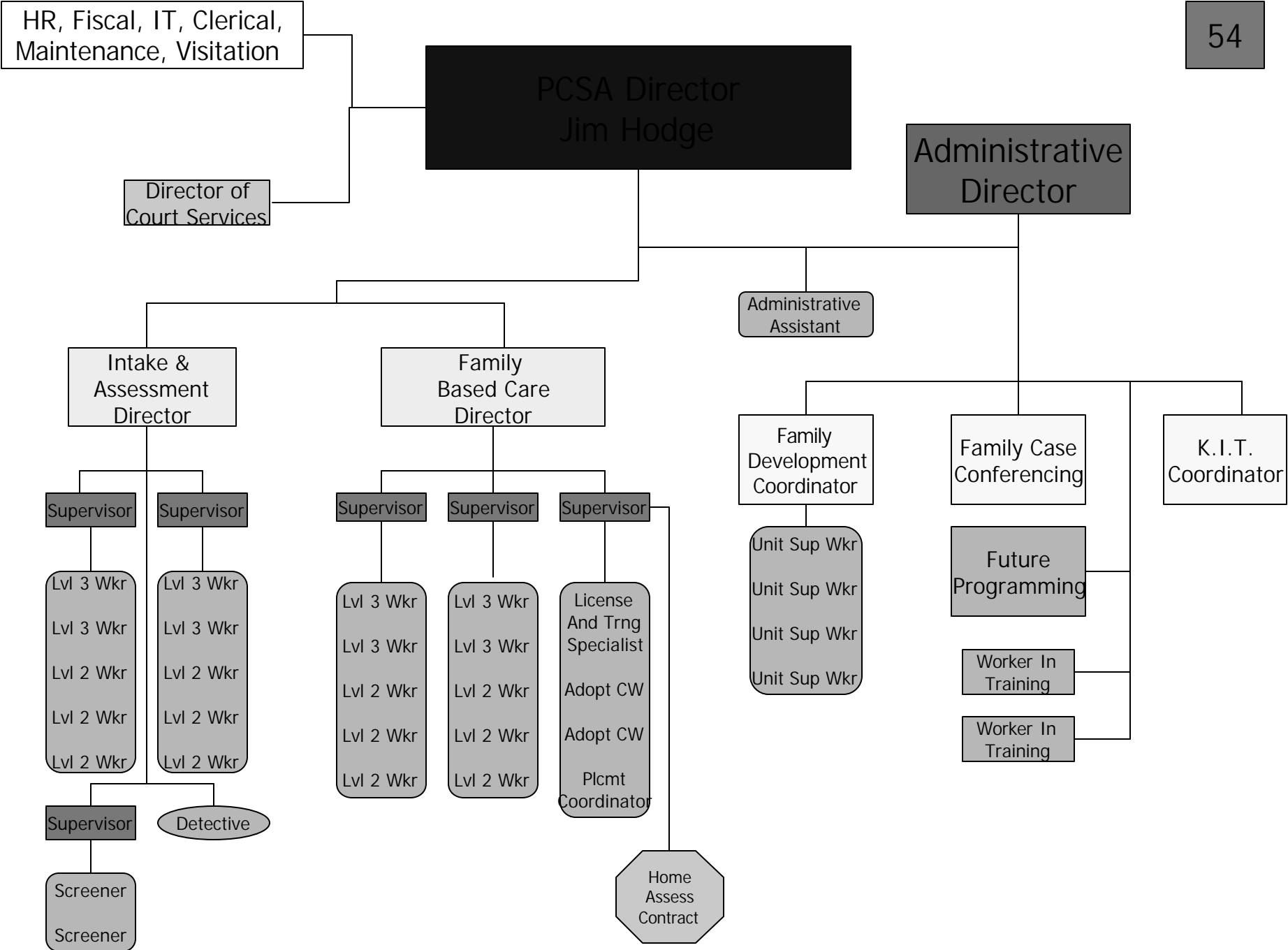
1. Family Development Center
2. Kids In Transition *or* K.I.T. (Independent Living Unit)
3. Caseworker-in-Training Program
4. Family Case Conferencing/SAR Unit
5. Accreditation/CQI
6. Program and Policy Development
7. Data Analysis
8. Field Placement Coordinator





Data and Record Management

- Supervisor, File and Data Management
- File Specialists
- FACSIS Data Specialists
- Clerical Support
- Clerical Support
- Reception



Office of the Director

Areas of Responsibility

- ✍ Program Administration
- ✍ Clinical Oversight
- ✍ Social Marketing
- ✍ Oversight – Drug Court Department
- ✍ JFS Leadership Team

FCJFS

Children Services Divisional Goals

- ✎ All families will report an overall improvement in their ability to make decisions regarding the best interest of their children through increased communication during family case conferencing, SAR's and self-determined service participation. (i.e. urine screen process, homemakers)*
- ✎ CSD will increase community ownership regarding all families we serve through an established advisory board, a comprehensive social marketing plan and standardized feedback mechanisms identified in the continuous quality improvement plan.*
- ✎ All children receiving services through Fairfield County Children Services will be protected from abuse and maltreatment 100% of the time evidenced by a reduction in the overall recidivism percentage.*

FCJFS

Children Services Divisional Goals

- ✎ CSD will demonstrate improved stability for all children in out of home care.*
- ✎ CSD staff, stakeholders, customers and community will demonstrate increased education regarding child welfare and its practices.*
- ✎ Key stakeholders and consumers will report a sense of increased advocacy for services to their family through the development of a Family Drug Court, Court Liaison and Child Advocacy Center.*
- ✎ CSD will demonstrate improvement in all mandated reporting areas through utilization of a comprehensive Continuous Quality Improvement plan designed to evaluate, assess and change if necessary programs and policies to address the ongoing needs of the community.*

Recommendations:

- ✍ Children Services shall strictly adhere mandated requirements and develop increased resource linkage and alternative response approaches.
- ✍ COA Accreditation
- ✍ Expand Field Placement Programs
- ✍ Management Training
- ✍ Visitation and Family Support Center Umbrella
- ✍ IT Enhancements
- ✍ Legal and Court Services

Recommendations for Caseload Challenges in the Present

- ✍ The agency shall keep aligned with mandated services and the ORC for investigation concerning any child alleged to be an abused, neglected or dependent child.
- ✍ Reduce non-investigative functions performed by caseworker, including urine screen scheduling and observation, filing and clerical support, resource linkage.
- ✍ Utilize alternative response approaches

Recommendations:

- ✍ Social Marketing
- ✍ Change Team
- ✍ Family Case Conferencing Program/SAR
- ✍ Plan of Cooperation Implementation
- ✍ Comprehensive Resource Assessment
- ✍ Family Development Center
- ✍ CQI Plan
- ✍ Contract Social Worker
- ✍ Independent Living

Recommendations:

- ✍ Team building
- ✍ Clarifying values
- ✍ Communicating effectively
- ✍ Conducting performance reviews
- ✍ Mentoring
- ✍ Empowering employees
- ✍ Improving the decision-making process
- ✍ Developing talent
- ✍ Effective Time Management

Future Development:

Short Term

- ✍ Community Advisory Council
- ✍ On-Call Protocol Review
- ✍ Caseworker Benchmark Development
- ✍ Child Advocacy Center
- ✍ Staff Training Coordination Project
- ✍ Court House Office

Future Development:

Long Term

- ✍ Short Term Unit Development
- ✍ Safety and Security Committee
- ✍ Satellite Office
- ✍ Document Imaging
- ✍ Child Advocacy Center

Communication and Meeting Formats

Funding the Plan

- ✍ Reduce Substitute Care Costs - \$300,000
- ✍ Maximize IV-E Penetration Rate
- ✍ Increase use of TANF dollars for Child Welfare Services
- ✍ Drug Court Collaborative
- ✍ Visitation and Family Support Oversight
- ✍ In-house Medicaid Services
- ✍ Grants and Donations
- ✍ IV-E Court

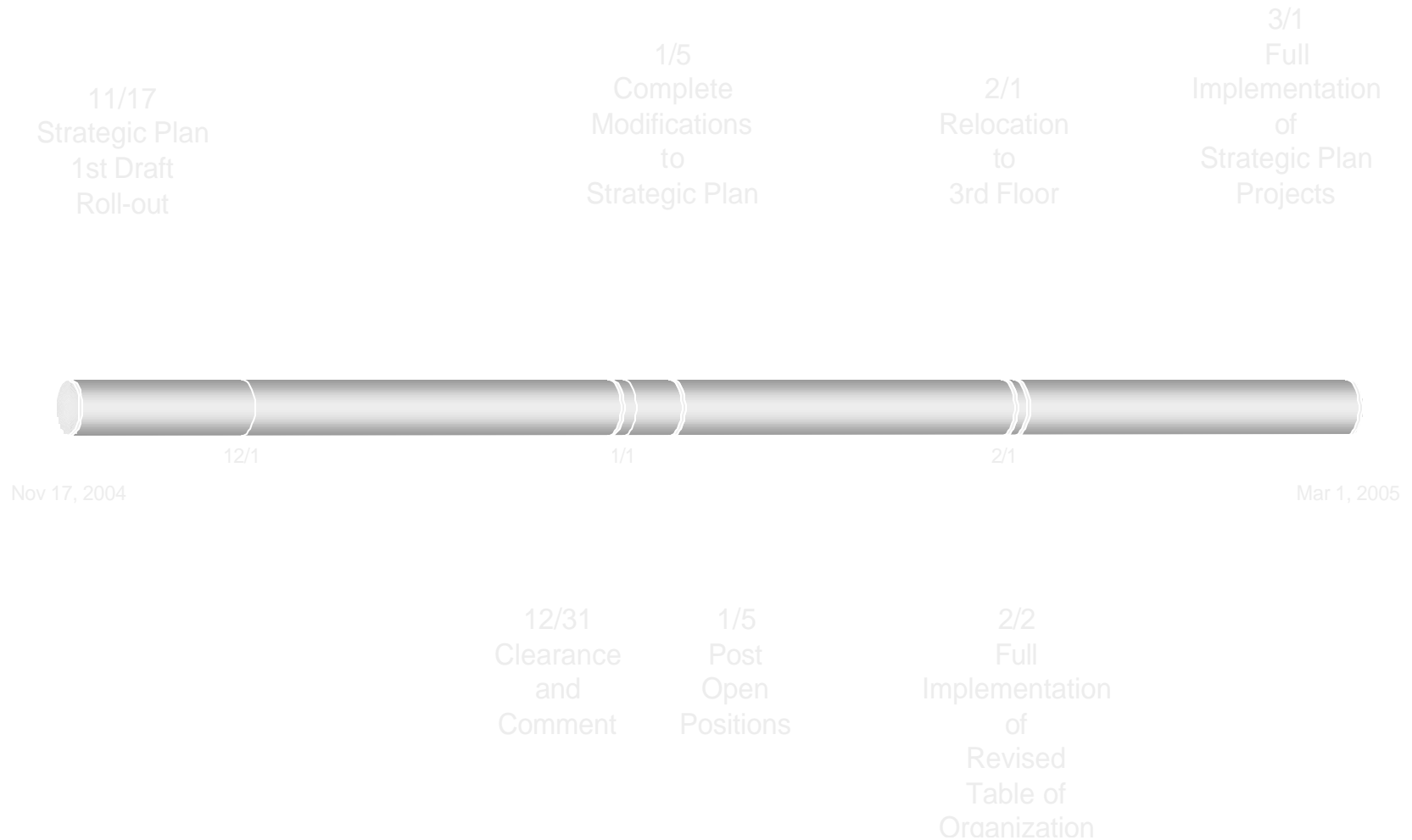
Completed Tasks

- ✍ Urine Screen Contracts
- ✍ Centralized File and Data Management
 - ✍ Indexing System
 - ✍ Relocation of files
 - ✍ File Structure
- ✍ Field Kit Project

Next Steps

- ✍ Goal Development Retreat
- ✍ Plan Clearance and Comment
- ✍ Post Open Positions
- ✍ Relocation to 3rd Floor
- ✍ Implement Revised Table of Organization
- ✍ Implement Strategic Plan Projects

Strategic Plan Implementation



That the hurt will say
"I am safe"

That the neglected will say
"I am nurtured"

That the homeless child will say
"I am loved"