

Question 1 and 2
On Call Procedures and Classifying Referrals

Clark County	<ul style="list-style-type: none"> - Handouts provided (available upon request) - Shifts change daily - calls received at the battered women’s shelter - workers paid for one hour of oncall per 8 hour shift - Must be a worker “in good standing” to qualify for oncall - Supervision is not strict. Workers are entrusted to make professional decisions. Workers are expected to consult with supervisor when necessary and for follow up procedures. Do not believe in hand holding - Caseworker is able to code and prioritize - Law Enforcement will establish “LAW” on necessary removals - Completes a yearly in-service to train all law enforcement - On Call Worker is expected and routinely calls assigned caseworker or supervisor on any case that is already opened. Accepting a position in Child Welfare means an understanding and sense of responsibility for a family or child, not a case number - Child Advocacy Center assists with Rapid Response - Any worker can be called after hours. Serving families is first priority - 3 Screeners (most senior/talented workers) referred to as triage - 5,000 calls last year (did not clarify if this was a total or just ab/neg)
Butler County	<ul style="list-style-type: none"> - Highest Social Work Position - 2nd shift of screeners (supervisors that work 5pm – 10pm) - 2 supervisors on weekends (8:30AM – 5:00PM) - On-call service answered by mental health agency - Special investigative unit (severe abuse, shaken baby, etc) - Diversion Unit (Differential Response – Missouri Model) – A triage unit. These cases can be referred back to intake, transferred to ongoing or maintained by Short Term Service Team to complete within 30 days. Seen as an “In The Field Screening Unit”. Work all non criminal referrals. Goal is to not miscellaneuous anything, want to respond to everything. Considering expanding this unit. 93% of all cases served by this unit are closed within 30 days. 54% of cases served did not necessarily require BCCS intervention, 5% refused services, 10% were fraudulent referrals, 16% diverted to other agencies, 3% returned to traditional intake. Prevention service, goal is to resolve case within 3-5 days. Response time is to be out within same day. Cases are closed by a case summary. - On Call workers and screeners can prioritize and code referrals. Will confirm with supervisor or establish supervisor decision on highly sensitive or difficult cases. Supervisors prioritize all emergency referrals. - Also have a traditional intake unit

<p>Marion County</p>	<ul style="list-style-type: none"> - On call procedures are similar to Fairfield County Children Services - OnCall workers rotate each week and weekend - Supervisor backs up worker and prioritizes and codes all referrals - All calls get entered into SIS - All intake workers have received Forensic Training. (University of Cincinnati Model) This has contributed to a higher prosecution rate than anything law enforcement has been able to do - 1 screener (associate degree) - Intake unit has 11 cases per worker - In 2003 they screened out 300 calls, had 150 I&R's and completed 748 investigations. - Youngest/Newest worker in unit has been there 4-5 years - Use partial FRAM's on unsubstantiated referrals to assist with timely case closures - Intake supervisor does all Abuse/Neglect training and takes opportunity to educate regarding what the agency will and will not accept as a referral - Do not routinely open Voluntary Cases "If things haven't gotten worse during investigation, why open it?" - Try to avoid opening cases they will then be stuck monitoring without possible resolution and they simply become stagnate - If parents are not cooperative, they move directly to court orders and let the court decide.
<p>Stark County</p>	<ul style="list-style-type: none"> - 3 part-time workers who are retired or other experienced workers who rotate on-call - Rarely do these workers come into office (only to drop off referrals) - Calls go to crisis center, if on-call must be contacted. Supv. Provides case type - If a worker must go out, on-call worker contacts the assigned worker when possible. On-call worker goes out otherwise - All referrals are coded by a supervisor after being prioritized by the screeners. One supervisor is assigned to screeners who provides all the coding. - 5 intake units with one focusing on sexual abuse cases. They also take Adult Protective Service Referrals

Question 3
Table of Organization and Specialized Units

Clark County	<ul style="list-style-type: none"> - Have workers placed/utilized in schools - Project Jericho (therapeutic art project in cooperation with local university programs) - Maintenance Dept is housed at CCJFS, make use of refurbished police/county vehicles by supplying them to customers. Also assists in repairing customer's vehicles. - Case aides are expected to serve more as homemakers - Use a visitation center - Family Stability Team (see Question 4) - Not part of Children Services Division, but they rely heavily on a Residential/Group Home Treatment program in Indiana named Gibault - Contracted Services – Rocking Horse Nurse, Lice Busters, Family Drug/Alcohol counseling and screening, Parent Aides (homemaking, budgeting, visitation supervision, parenting class - Wrap around contract with FACFC - Parenting psychologicals and adoption psychologicals
Butler County	<ul style="list-style-type: none"> - Handout of TO available upon request - <i>See also Intake and Referral/On-Call section:</i> Diversion Unit (Handout available upon request) - Sexual Abuse Unit – all case referrals received from medical personnel. Includes police, prosecutor, mental health facilities and hospitals (meets at least once per week). Helps to identify “Serial Perps” - PPLA Unit – Each child has individualized plan. 6 months prior to age 18, child is linked with Aftercare Specialists who works with child on weekly basis for at least 3 months (emphasis is transition to adulthood). Volunteer coordinator assists by identifying “Foster Grandparents” 90 kids = 6 workers - Family Resource Coordinators – For not so severe cases, just needed a little help/guidance to prevent having to open. Can meet with family anywhere from 1 – 5 times per week. Model parenting, help walk family through existing systems. BCCS workers loved this program, see it as their biggest support. Goal is to not have family become dependent on agency services. - Family Support and Placement Unit (similar to a traditional ongoing unit) – Goal is to improve communication between and about cases. Brought parts of a traditional ongoing unit together with parts of a traditional foster care/adoption unit. Safety plans are now used more effectively. They do the majority of placements. Have completed 150 relative homestudies since January 1, 2004. 18 is avg caseload - Clinical Unit – Individually assess children recommended for residential treatment centers. Helps to oversee contract services (network placements/treatment foster care). Psychologist on staff. Provides psychological assessments to children and families. Supervises ongoing workers and foster care workers who work with treatment foster homes (handout available upon request) - Currently serving as a pilot for the state regarding establishing level of care (following a

	<p>Cuyahoga Model). Weekly MRDD consultant. Implementing a Family Preservation Program which is intensive homebased type service emphasizing parenting, this can last up to 12 weeks with worker meeting with family 3 times per week. Very hands on first few weeks then wean away. Majority of referrals for this service come directly from intake</p> <ul style="list-style-type: none"> - Foster Care Unit – 112 foster homes (10 treatment with 1 specialist who monitors these homes). 2 workers handle placement request (47 last month and were only able to handle 7 of these within their own foster homes). 2 assigned to do foster only homestudies, 1 completing foster/adopt. 140 children in BCCS foster homes. 200 children placed in other networks or residential. TV campaign has been most effective marketing tool. State pays for trainer who completes all preservice trainings. Preservice training offered 5 times per year. - Adoption Unit – 4 workers. 3 workers assigned a child specific caseload. 1 worker who does all adoptive homestudies (last month had 27 to do). Does recruitment. Uses psychologists from Clinical Unit to assist in evaluating families.
Marion County	<ul style="list-style-type: none"> - TO provided and available upon request - Workers are not separated out according to level or classifications - Have 3 (used to have 5) school social workers. Funded by JFS TANF dollars. These workers are used primarily as a preventive service. They address ab/neg concerns presented to them by school staff. Worker is able to go out to the home when concern is identified by school to meet with family. These workers are placed only in the elementary schools (looked at statistical data of where majority of referrals were coming from to choose schools.) If school official presents a concern that is an obvious ab/neg report, worker and that school personnel call the intake office. - Utilize a Treatment Foster Home on grounds of MCCC - Have own visitation center
Stark County	<ul style="list-style-type: none"> - Mainly traditional units - Teenage homes staffed by “Teaching Parents” they take hard to serve kids.

Question 4
SAR's, Family Assessments, etc.

Clark County	<ul style="list-style-type: none"> - SAR's 3 month reviews soon to be held at court - Family Stability Unit/Team (handout available upon request). Family gets a vote! Found that children services gets "outgunned" many times. Discovered many people were not identifying the same concerns as priorities once everyone had a say. - Natalie Pate actively participated in Family Stability Process - Emphasis is on Community involvement - A front door program that is a strength, needs, culture discovery/assessment process - This grew out of their CQI process - Vital in building trust with family, partners and community - Promotes ownership and accountability - Community learns there is no secret vacuum, instead they are educated on the decision making process - Agency is on much better footing when a complaint happens - Once staffing occurs case is returned to service team to implement plan - Plan is written and signed by all parties at end of meeting - Major discovery that resulted in this process was that families were not identifying the same major needs that CSB was. Promoted better working relationships with customers. - Have recently started utilizing In Home SAR's when possible.
Butler County	<ul style="list-style-type: none"> - Family Case Conference – Held for all transfers, case plan is established during this meeting. (Set up by coordinator). Use ecomaps and genograms in this process. - Family Team Meetings – Family participates in discussing placement issues, discuss safety planning vs. court action, held as a result of all Law Enforcement referrals.
Marion County	<ul style="list-style-type: none"> - One individual who schedules all SAR's. This is a receptionist/clerk type position who also tracks all medical, dental and optical appointments for children in care - They are always held on the last Wednesday of the month. - Created an event on SIS to help track upcoming due dates -
Stark County	<ul style="list-style-type: none"> - Use family group/team meetings

Question 5
Community Relations

Clark County	<ul style="list-style-type: none"> - Agency works so hard at maintaining positive relationships that at times it feels as though the community is actually running the agency. They refer to this as a ”Connectedness of Power” - One of the strongest connections with community is found in relationship with law enforcement - Many employees have grown up in this community with other professionals in cooperative systems that have employees who have grown up in this community. CCJFS calls upon these established relationships. Helps preserve history and identity and plays out in terms of accountability. - They have discovered they still have a long way to go in terms of educating their community about the number and type of children they have in care. - Worst or weakest relationship is with the schools. Working with new superintendent to improve this - Best and most positive relationship is with law enforcement and the court. - Law enforcement actually attempts to do some initial social work with a family to avoid having to call children services. Even if a call becomes necessary, they will illicit as much information as possible to assist children services with planning and decision making. - JFS Goals posted in every lobby/waiting area
Butler County	<ul style="list-style-type: none"> - Emphasized accountability for themselves and service providers - Success is based on how effective your service providers are
Marion County	<ul style="list-style-type: none"> - Use Marion Hospital S.A.N.E. nurse program for all sexual abuse investigation - Have a community education person who is also their PR person that continually educates community on responsibilities of Children Services. This position handles all recruitment, newspaper articles, advertising and commissioner meetings - School liaisons have gone a long way towards good community relationships.
Stark County	<ul style="list-style-type: none"> - Have an advisory board (in the beginning thought of it as an Adversary Board, but now they truly love it.)

Question 6
Key Stakeholders

Clark County	<ul style="list-style-type: none"> - Juvenile Court, MRDD, School, Tax Payers, Commissioners, Mental Health Systems, GAL and CASA, -
Butler County	<ul style="list-style-type: none"> - Youth Advisory Board – Developed to assist with PPLA kids as well as provide insight to children in foster care - Family Support and Placement Unit maintains very close relationship with all schools to strengthen and preserve kinship placements. - Clinical Unit builds on relationships with universities and interns (masters level)
Marion County	<ul style="list-style-type: none"> - CART (Custody Adoption Review Team) similar to our cluster - All major agencies represented -
Stark County	

Question 7
Family and Juvenile Court Relationships

Clark County	<ul style="list-style-type: none"> - Excellent relationship overall - Not using one particular person at court, like a liaison, however; the deputy director is always available to the judge or court when needed. Deputy director will make court appearances when necessary. - At this time, SAR's are held at court every 6 months. Soon they will move to having SAR's at court every 3 months. - No access to Judge after hours. Custody is established by LAW on removals with shelter care hearing being held the next morning. They utilize this system because they feel their judge has a great deal of trust in their ability to make decisions. - Judge routinely gives custody directly to relatives
Butler County	<ul style="list-style-type: none"> - County Prosecutor has office at Children Services Office - Utilize a <i>psuedo</i> court liaison to assist in identifying the need to accept custody of unruly/delinquent cases (Family Support and Placement Unit). - Information available for GAL's or anyone requesting discovery by providing space for individual to come on-site, review and copy
Marion County	<ul style="list-style-type: none"> - Utilize paralegal and attorney (on staff) as court liaison. They also work with court on reducing time frames and continuances. Paralegal prepares complaints and motions. - Discovery is left up to who is requesting it. They are free to come to the office and make their own copies. - Routinely gives custody to relatives "if they're good enough to be placed with, then they're good enough for custody" - Majority of filings occur at intake (recently have experienced a lot of refilings) - Use ex parte (no law enforcement removals) - Juvenile and Domestic Court is merged - Agency attorney represents case and agency at court - Worker not always present at court - Do not routinely receive adolescents from bench - Diversion Program. Focus is on truancy, delinquencies and minor misdemeanors. This program works with other community service providers and agencies to serve this population. Court and MCCS believe that a child protection agency is not the best place to meet the needs of this population. If the primary issue is abuse/neglect, then the case is served by MCCS adolescent unit.
Stark County	<ul style="list-style-type: none"> - Have legal team on staff - CSEA has 6 attorneys, Children Services has 5 - One chief legal counsel who oversees all legal staff - This staff number does not include all the paralegals and law clerks who are also on staff

Question 8
Current Challenges

<p>Clark County</p>	<ul style="list-style-type: none"> - Maintaining a positive work environment and team concept approach has been critical. - Ms. Appel felt that it only takes one person's poor attitude to cause a poisonous infection that would permeate throughout the agency. - Supervisors are on merit pay (Get paid for meeting goals)
<p>Butler County</p>	<ul style="list-style-type: none"> - Staff turnover is approximately 11% - Due to some specialization, there is controversy between units on who does more work, serves more families, etc. (although some units may have lower caseloads, they may keep them longer. And although some units may have higher caseloads, they keep them for a shorter period of time.) - Previously had cases assigned within geographical area and they've gone away from this. Workers, supervisors have not liked this. County is larger and there are more service providers available closer to where families reside. Workers enjoyed establishing close rapport with those service providers. - Out of county placements. Most of placement costs
<p>Marion County</p>	<ul style="list-style-type: none"> - Meeting paperwork deadlines. Feel this is a management issue, they feel their supervisors must do a better job of holding workers accountable - Offer monetary incentives to meet deadlines each quarter - Workers indicate they like this despite monetary bonuses because they know what is expected of them and when it is due. Workers hated it at first, but within one year, expressed appreciation for system
<p>Stark County</p>	<ul style="list-style-type: none"> - SCJFS is down 77 people in last 2 years (no layoffs) - Previous management staff of 35 is now down to 7

Question 9
Lessons Counties Have Learned

Clark County	<ul style="list-style-type: none"> - To assist with change of culture regarding the development of staff, management is no longer referred to as “management” they are called “The Leadership Team” - Caseloads are much lower. Workers still express concern over caseload size. - Feel this will happen regardless of caseload. (There will always be unfinished work to do) - For example, workers and even supervisors spend more time “shopping” for an answer than just dealing with the issue - Stopped promising community that they could do everything and take every call and address every issue. What was happening was that when they took everything the community expected them to, they didn’t have enough manpower so the result was poor social work. The community complained about that as well. Finally, CCJFS said you know, you’re right. So they focus on what they are set up to do and emphasize doing good work on those pieces. - HOW TO DEAL WITH CHANGE – invest time in explanation. did not change for the simple sake of changing but because they felt they have to do what is best for families and children. Not everyone loves change, but if they understand it, it’s better. Change is a result of identified needs in the community and their staff understands that, they know not to get too comfortable because they will change as needed. Supervisors are available for restructuring as well as staff. Hard to grow when you remain in the same comfort zone for so long. Most staff indicated that they did not like going through it but were glad they did it because it promoted development. - <i>Danger In The Comfort Zone</i>. Book recommended by Ms. Appel
Butler County	<ul style="list-style-type: none"> - Invest money up front - Emphasize the Transfer of Learning - Developing a bigger role for educational specialists and training.
Marion County	
Stark County	<ul style="list-style-type: none"> - 4-5 staff preparing to travel to Butler County to observe their “paperless” system

Question 10
Filing Systems

Clark County	<ul style="list-style-type: none"> - Utilize a central filing system with a clerk who assists in managing files and all filing that is to be incorporated into file.
Butler County	<ul style="list-style-type: none"> - Use a file clerk, however this position is maintained by the county for central filing issues. - All archived or non-active files are stored off grounds at a central filing location.
Marion County	<ul style="list-style-type: none"> - Store all archived files in basement. All files are kept in filing cabinets alphabetically. - Have a filing clerk who oversees all files in a file room - Active case materials are maintained in 3 ring binders (MCCS and FCJFS staff really liked this)
Stark County	<ul style="list-style-type: none"> - Active materials maintained in 3 ring binders (SCJFS and FCJFS liked this) - Use index card system to help with identifying location of files. - Use a file clerk - Files stored according to unit (all ongoing with ongoing, intake with intake, etc.)

Other Findings/Discussions

<p>Clark County</p>	<ul style="list-style-type: none"> - Receive 37% of budget from a 3 mil levy - 175 kids in care - 70 foster homes (all are foster/adopt) - Placement costs range from \$15 - \$285/day - Utilize a very flexible hour schedule for line staff. No clock to punch. Expectation is that every week you put in 40 hours in servicing families. It is and will probably never be an 8 – 5 job. - Feels morale is good. No turnover problem since mid 1990’s - Fairfield staff felt CC Children Services director was too gruff and prefer a kinder, more approachable model -
<p>Butler County</p>	<ul style="list-style-type: none"> - Implement a flexible schedule - Very involved with Family Centered Neighborhood Based Project - 8 weeks of orientation for new workers, want new workers well grounded before working with families - Work with Case Western to provide a Masters Program
<p>Marion County</p>	<ul style="list-style-type: none"> - Give consideration to developing our own YouthBuild Program for Independent Living and Emancipating youth - Currently operating with a 2.5 mil levy (through 2009). Voters passed this with a quarter of 1% of the vote (a total of 26 votes) - 35 kids in purchased care - 40 in kinship - A large room (very homey) is provided to foster families who transport children in for a visit so they can watch training videos while they wait for visit to end. - Many (most) services are contracted out (parenting, homemakers, etc.) - # of Foster Homes they have decreased over the past few years. They plan to use a part time employee (who recently retired) to do all follow ups and maintain contact with inquiries between the inquiry and time pre-service training begins.
<p>Stark County</p>	<ul style="list-style-type: none"> - Safety Week - Satellite office in Alliance (staff of 8-9 people)

Accreditation

<p>Clark County</p>	<ul style="list-style-type: none"> - Originally part of the first class, but have since dropped out. Too much to do in a short time period - Instead, they are utilizing the accreditation manual to establish policy and develop Quality Assurance teams and mechanisms to respond to standards identified by COA - They are spending time developing the culture before submitting another application. - Feel this is an important process because their workers want to be recognized as the best in the state
<p>Butler County</p>	<ul style="list-style-type: none"> - Participating in 2nd Class (Same as Fairfield County) - Have operating levy
<p>Marion County</p>	<ul style="list-style-type: none"> - Will have Peer Site Visit in 2 weeks (from Friday, April 30th) - Utilizing Quality Assurance manager from Marion County JFS, not on staff of MCCA - Have operating levy
<p>Stark County</p>	<ul style="list-style-type: none"> - Will have Peer Site Visit in approximately 150 days (from Monday, May 3rd) - One Quality Assurance manager who is also in charge of training - Have operating levy