

Kentucky

Child Welfare Transformation

2018-2019 Annual Progress Report

June 10, 2019



A Call To Action.....

There is a child on the other side of every decision made, every policy implemented, and every law passed who will either feel the benefit or the consequence.

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**CABINET FOR HEALTH AND FAMILY SERVICES
DEPARTMENT FOR COMMUNITY BASED SERVICES**

Matthew G. Bevin
Governor

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June 10, 2019

Governor Matthew G. Bevin
700 Capitol Avenue, Suite 100
Frankfort, Kentucky 40601

Dear Governor Bevin:

On behalf of the state's Child Welfare Transformation (CWT), the Department for Community Based Services respectfully submits this report in summary of the prior year's work to improve Kentucky's child welfare system and the measurable preliminary impacts to date. The report also gives an overview of the anticipated direction of CWT in the coming year.

The CWT project management workgroups have been active over the past 14 months developing scopes of work, strategies, and corresponding activities and tasks. Fifty-two strategies have resulted and tangible work products and positive shifts in child and family outcomes, however slight, have already been realized.

The work of CWT has built upon your commitment and the unprecedented context for the state's child welfare system, with all branches of government, stakeholders, and advocates equally committed to and aligned with the undertaking. CWT has had the additional fortune of access to and investment from philanthropic and consultative resources, most notably the Casey Family Programs, ensuring the inclusion of nationally recognized best practice and expertise.

As Commissioner of the state's child welfare agency, I wish to thank the members of each CWT workgroup, stakeholders and advocates who have rallied, and to all who have stepped out of their comfort zones to transform Kentucky's child welfare system and, more importantly, improve outcomes for families and children within the Commonwealth of Kentucky. Without their dedication and courage, this effort would not have been possible.

Sincerely,

Eric T. Clark
Commissioner
Department for Community Based Services



EXECUTIVE SUMMARY

The Governor and First Lady's personal experience with Kentucky's child welfare system has underpinned their commitment to improve the system, making the system the best in the nation. Upon inauguration, the Governor charged the Cabinet for Health and Family Services (CHFS), namely the Department for Community Based Services (DCBS), to effect this effort. In the corresponding legislative sessions and Red Tape Reduction efforts to follow, CHFS made gains in child welfare policy, practice, and appropriations that were unseen in DCBS' institutional memory; however, the growing number of children in foster care, caseloads, new opportunities for federal funding, and calls from constituents necessitated a more concerted effort.

In early 2018, CHFS began formulating a project management structure to increase the collective momentum and timely improvements in the state's child welfare system. The system was set to realize the legislative investments made and to truly transform, rather than see piece and parcel improvements. Beginning the first week of April 2018, a DCBS-led project management team began convening workgroups dedicated to various components of Kentucky's entire child welfare continuum. The workgroups formulated scopes of work and began implementing strategies just months into CWT's start. In late summer, the workgroups sought the review and comment of key stakeholders. Refinement of scopes of work and strategies followed, with a public kick-off in early November 2018 and the state's first child welfare summit in January 2019.

To date, nine workgroups have been active in CWT developing, implementing, and evaluating 52 transformational strategies. Preliminary outputs of CWT include the KY FACES web portal for foster/adoptive parents, new child specific foster home type, strong partnerships with faith-based organizations, 79 employers enrolled in the fourth year of the Fostering Success employment program for foster care youth, deployment of mobility solutions for frontline staff, roll-out of the Culture of Safety, the state's preparations for the Family First Prevention Services Act of 2018 (Pub. L. 115-123) and de-coupling of the private foster care reimbursement, inputs into a request for proposal for one Medicaid managed care organization for foster care, and movement towards performance-based contracting and smart privatization in the state's child welfare resourcing. In late 2018, the needle began to move, as DCBS saw slight gains in its child welfare outcome metrics--an initial, though tentative impact of CWT.

CWT is evolving to the ever-changing context of Kentucky's child welfare system. Through CWT's next phase and the longer-term incorporation of CWT into DCBS' quality assurance structure, the state's child welfare system will be more data-informed and outcome-driven. This next phase and beyond require individuals and entities to participate in CWT and pioneer into new, innovative territory in which there is universal value for prevention, community-based care, and a family for every child.

CWT would not be possible without the generous support of the branches of government, youth and families having past or present involvement in the child welfare system, consulting and philanthropic organizations, advocates, community partners, and the DCBS CWT project manager and leadership team.

INTRODUCTION

An unprecedented opportunity has been afforded Kentucky's child welfare system through the commitment, persistence, and coordination of the three branches of government, national and state-level consultative and philanthropic resources, youth and families having system engagement, and advocates and community partners. The Family First Prevention Services Act of 2018 (Pub. L. 115-123) further propels Kentucky's opportunity through the act's authorization of long-awaited federal funding flexibility, recognizing a better way to deliver child welfare services.

As the state child welfare agency, the Kentucky Department for Community Based Services (DCBS) has led the actualization of multiple outputs and preliminary positive outcomes for families and children made available through the unprecedented opportunity. This report summarizes the first year or phase one of Kentucky's Child Welfare Transformation (CWT).

HISTORY AND PURPOSE

Governor Mathew G. Bevin and First Lady Glenna Bevin had firsthand experience with the Kentucky's child welfare system that resulted in their charge for transformational change. Within the charge, there was recognition that the child welfare system had been long neglected, and that DCBS engaged in countless balancing acts every day to address the demanding service needs and increasing mandates with limited resources. The charge spurred interests and commitments by others in the private and public sectors.

Since 2016, CHFS/DCBS has realized multiple legislative victories, evidencing the Legislative Branch's partnership on child welfare transformation early in the Bevin Administration:

From the 2016 Regular Session-

- Senate Bill 174 was legislation DCBS sought to satisfy federal child welfare requirements resulting from Pub. L. 113-183, Preventing Sex Trafficking and Strengthening Families Act of 2014. The legislation effected enhanced normalcy for foster children through the reasonable and prudent parent standard for foster care providers, limited another planned permanency arrangement (i.e., aging out of care) to children age 16 or older along with case review and procedural safeguard requirements, reinforced independent living services for foster youth age 14 and older, and authorized the state to share information about a child in the custody of the cabinet for placement, treatment, and visitation purposes.
- Resulting from House Resolution 282, the statutorily established Program Review and Investigations Committee conducted an 18-month study of the state's child welfare system issuing nine recommendations that were officially adopted June 2018.

From the 2017 Regular Session-

- House Bill 180 allowed DCBS to place a child with fictive kin. “Fictive kin” refers to individuals who are not related by birth, adoption, or marriage to a child, but who have an emotionally significant relationship with the child.
- Prior to the enactment of House Bill 192, Kentucky foster youth were often unable to obtain a permit or an operator’s license due to the requirement for a parent or legal guardian to sign, thereby permitting the youth to obtain the permit/license and authorizing responsibility for the youth. As a result, foster youth’s life experiences differed from their peers by virtue of being in foster care. With transportation as their primary barrier, they were further disadvantaged in their ability to pursue education and employment opportunities. In 2011, the Voices of the Commonwealth began advocating for foster youth to be able to obtain a driver’s permit and license. House Bill 192 allowed any adult, not just a legal guardian or parent, to sign for a foster youth and a foster youth to sign on his or her own accord with proof of insurance.

Concurrently with the work of the Program Review and Investigations Committee, House Concurrent Resolution 105 precipitated the formation of the House Workgroup on Adoptions through the 2017 interim. This workgroup incorporated the recommendations of the Program Review and Investigation Committee and added additional recommendations from its work, primarily focused on timely permanency for children in out-of-home care. The workgroup’s recommendations informed priority legislation for 2018.

From the 2018 Regular Session-

- The priority piece of legislation from the Kentucky House of Representatives during 2018 was an omnibus child welfare bill, House Bill 1. The enacted legislation took a major step towards strengthen permanency for children, and it included statutory updates from DCBS facilitating the state’s ability to innovate programming and adapt to changing context. The legislation also contained recommendations and asks of the courts. The major policy pieces, however, came from the House Workgroup on Adoptions during the 2017 interim: a putative father registry; enhanced profile of the cabinet’s Ombudsman’s Office and Foster Care Review Boards; frequent case reviews for children in care greater than six months; new bases and timeframes for termination of parental rights petitions, proceedings, and appeals; and study groups charged with examining performance-based contracting and privatization.
- House Bill 200, the Executive Branch budget bill for State Fiscal Years 2019-2020, provided additional appropriations to DCBS for workforce supports, relative caregiver supports, foster care and adoptions, Fostering Success, frontline staff salary increases, the Child Care Assistance Program, and private child-caring facility reimbursement rate increases. When most state agencies remained level or absorbed decreases in funding, DCBS was appropriated additional funding. The amount of funding was unseen at the time nationally, particularly for a state pursuing

voluntary transformation outside a consent decree. The below chart outlines the additional funding provided to DCBS.

Budget Bill 200	
Workforce	\$14 Million
Salary Increase	\$11 Million
Kinship Care	\$1.8 Million
Relative Supports	\$11.3 Million
Adoption Savings	\$7.8 Million (\$5 Million in 2020)
PCC Rate Increase	\$3.9 Million
Fostering Success	\$375 Thousand

From the 2019 Regular Session-

- As in 2018, the Kentucky House of Representative deemed a bill relating to child welfare a top priority. The bill relating to relative and fictive kin caregivers was established as House Bill 2. DCBS had substantial input into this legislation and agreed that providing for relative and fictive kin caregivers should be a priority of the legislature. The bill requires CHFS/DCBS to develop and share with relative or fictive kin caregivers custodial, permanency, and service options including monetary supports. As it moved through the House, an amendment on the bill was adopted to include that CHFS/DCBS shall track and analyze data on the relative and fictive kin caregiver placements, including demographic data, custodial options selected by caregivers, services provided, and permanency benchmarks and outcomes for these placements. DCBS shall report on this data by September 30, 2020, and upon request thereafter to the Governor, Chief Justice of the Supreme Court, and director of the Legislative Research Commission.
- House Bill 158 codifies a foster child bill of rights in statute and aligns state law with the federal Family First Prevention Services Act (FFPSA). DCBS had substantial input into this legislation in its original form. As enacted, the legislation requires more comprehensive background checks of employees of private child-caring facilities in compliance with FFPSA.

The following is a high-level listing of additional factors influencing the direction in CHFS/DCBS:

- Starting in 2016, DCBS performed a comprehensive review of its administrative regulations as part of the Bevin Administration's Red Tape Reduction efforts: repealing five outdated child welfare administrative regulations, informing legislation updating various statutes, and likely leading to an update to most, if not all, child welfare administrative regulations.
- The administration has called upon the faith community to assist the state's vulnerable children and families in service as evidenced by the Open Heart, Open Homes events and, more recently, Uniting Kentucky. The faith community, private citizenry, and private organizations increasingly have a role and a contribution to child welfare.

- In October 2017, the U.S. Circuit Court of Appeals ruling, known as *D.O. v. Glisson*, became final necessitating foster care maintenance payments to qualifying relative and fictive kin caregivers. Due to the impact of the ruling and need to align the state's service provision with its high value of kin placements, DCBS secured national consultative resources through the Annie E. Casey-Child Welfare Strategy Group in assessment and planning for a more robust service array for relative and fictive kin caregivers.
- The Family First Prevention Services Act of 2018 (Pub. L. 115-123) or FFPSA became law on February 9, 2018. This landmark federal law provides federal funds for kinship navigator programming and prevention/in-home services, above and beyond traditional foster care, guardianship, and adoption assistance. It funds a philosophical shift and supports a practice shift, so that children stay with family if at all possible, foster care is an intervention of last resort, and congregate care is time-limited and clinically necessary.
- Given the prominence of child welfare in the Bevin Administration, the Governor and First Lady received thousands of appeals from foster/adoptive parents, kin caregivers, foster youth and foster care alumni, and DCBS staff regarding the need for change and improvements within the state's child welfare system.

In spring 2018, DCBS staff's caseload averages and the number of children entering out-of-home care increased to record levels bursting DCBS' budget and further compelling action. Despite the gains made, no longer could anyone look away or minimize the significance of issues faced in the state's child welfare system. Given the legislative mandates, infusion of additional state funding during the 2018 Regular Session, and the child welfare system's contextual factors, CHFS and DCBS leadership responded with a formal project management structure to meet the great expectations and calls for action placed upon the child welfare system to transform and organize efforts.

ORGANIZATION AND OPERATIONS OF THE FIRST YEAR

In April 2018, DCBS implemented a comprehensive project management structure to lead and effect CWT. The project governance structure included project sponsors, an external stakeholder advisory group, steering committee, CHFS/DCBS leadership, and representatives from the Governor's and First Lady's Offices. Nine workgroups were established to focus on key areas of Kentucky's child welfare continuum, including Workforce Supports, Relative Placement Supports, Transition Aged Youth, Prevention Supports, Foster Care and Adoption, Permanency, Fiscal Modernization, Information Technology or IT, and Service Region Implementation. The project management framework provided a systematic approach for continuous improvement and established a formal methodology for strategic planning. The ongoing review of data and the early identification of trends have allowed the system to become more proactive in addressing challenges, rather than the more typical reactionary position.

The nine transformation workgroups were composed of subject matter experts, and each had a defined purpose statement. The workgroup's collective charge is to

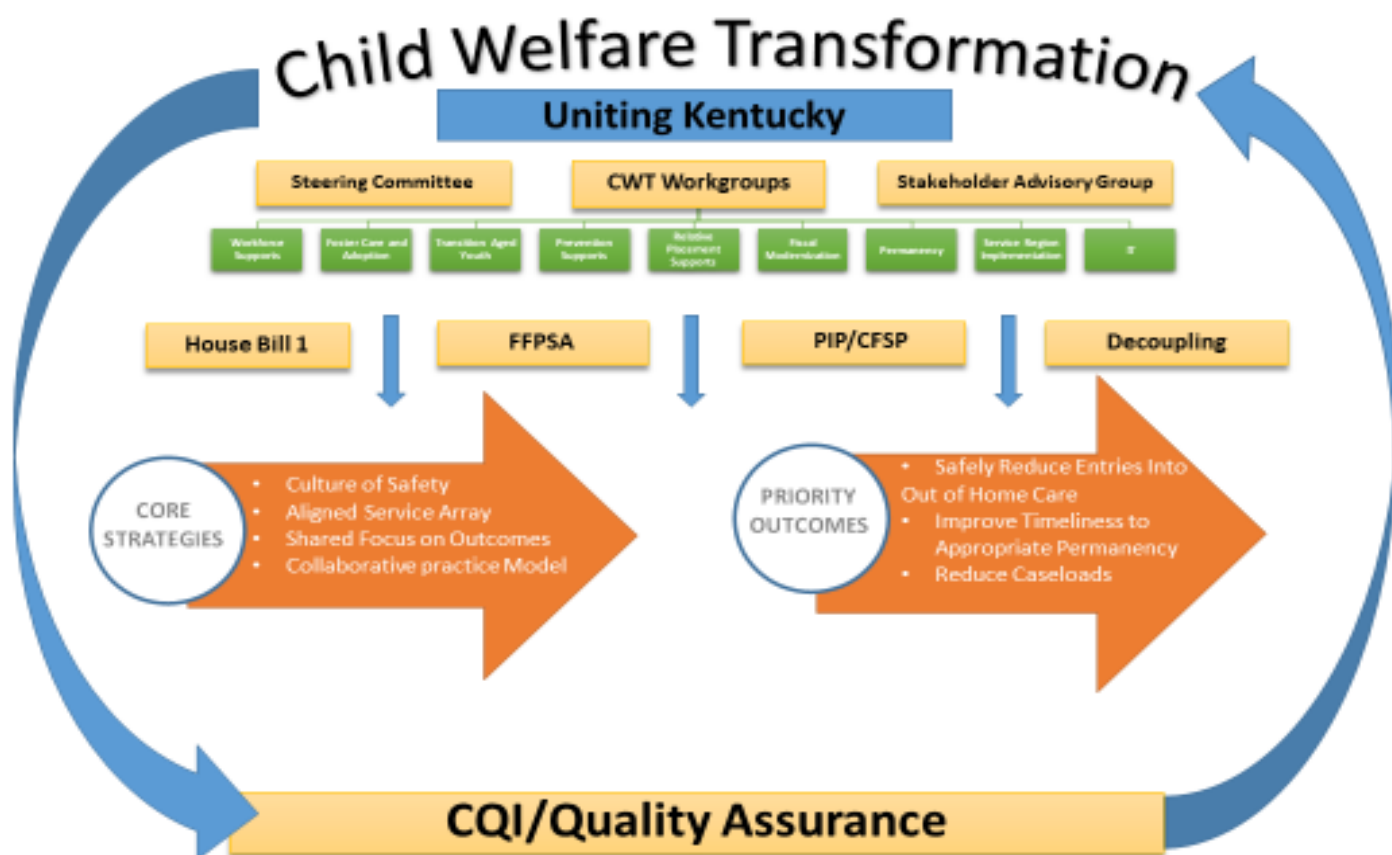
formulate strategies to create a child welfare system in which families and children are the primary focus.

Workgroup Purpose Statements	
Workforce Supports <ul style="list-style-type: none"> To identify and implement supports and resources necessary to strengthen the DCBS workforce and build capacity. 	Foster Care and Adoption <ul style="list-style-type: none"> To create a more efficient process for recruitment and approval of foster and adoptive families and to identify needs and strengthen the network of resources to provide support.
Transition Aged Youth <ul style="list-style-type: none"> To build processes and supports necessary to better prepare youth for adulthood and reduce the number of youth with negative outcomes. 	Prevention Supports <ul style="list-style-type: none"> To identify and expand services and resources necessary to prevent maltreatment and support healthy families.
Relative Supports <ul style="list-style-type: none"> To identify needs and implement structures and processes necessary to adequately support relatives who provide care for children in the child welfare system. 	Fiscal Modernization <ul style="list-style-type: none"> To improve provider relationship and ensure return on investment.
Permanency <ul style="list-style-type: none"> Increase appropriateness of timely permanency for the entire continuum of care. 	DCBS Service Region/Field Implementation <ul style="list-style-type: none"> To identify and implement structures and processes necessary to implement transformation measures in the field.
<i>Note: The IT has membership in each workgroup to support identified needs.</i>	

CWT's first phase involved requirements gathering to define the problem, develop scopes of work, and prioritize the key areas of focus for each respective group. Risk review and performance monitoring have remained ongoing to ensure the focus is on the identified strategies. As key themes have been identified, workgroup strategies have been established, and tasks have been assigned and tracked until the deliverable was completed. Items that were identified as an area needing improvement, but not an immediate priority, were reserved for a later, more appropriate time, aiding the prioritization and organization of work. Additionally, this structure created a process for new action items or workgroup strategies to be added when necessary to accommodate the ongoing and changing needs of the agency. The supportive project manager structure and corresponding organization of resources made it possible for DCBS to maximize the opportunities presented by the Governor and First Lady, the General Assembly, commitment of advocates and stakeholders, and the generous support of philanthropic and consultative organizations.

Goals

Informed by CWT workgroup inputs and strategies, DCBS identified three transformational goals: Safely reduce the number of children entering out of home care, Improve timeliness to appropriate permanency, and Reduce staff caseloads. Each goal is not exclusive or stand-alone, but rather interacts and influences the other goals. Kentucky's transformation framework facilitates the strategies to achieve these goals.



Core Strategies

An early review of workgroup activities lead to the formation of four overarching core strategies: Culture of Safety, Aligned Service Array, Shared Focus on Outcomes, and Collaborative Practice Approach. Each workgroup strategy was arranged under one of the four core strategies, as summarized in the below table.

Four Core Strategies	
Core Strategy I: Culture of Safety Framework	
<ul style="list-style-type: none"> • Workforce Supports <ul style="list-style-type: none"> ➢ The First Lady's Initiative – the implementation of Technology Solutions to include new tablets and the development of an offline solution. ➢ Implementation of a Culture of Safety Framework began in February 2019. 	
Core Strategy II: Collaborative Practice Approach	
<ul style="list-style-type: none"> • Workforce Supports <ul style="list-style-type: none"> ➢ A communications and media lead was established in the Commissioner's office to manage social media platforms and improve communications with stakeholders and field staff. • Prevention Supports <ul style="list-style-type: none"> ➢ The Service Regions implemented a Utilization Review (UR) process (shared decision making) to support staff by providing regional management consultation prior to a removal of a child from their home. • Foster Care and Adoption <ul style="list-style-type: none"> ➢ The Partnership Plan was developed and implemented to promote a collaborative relationship between DCBS and foster parents. ➢ The Ky FACES Portal, an online resource portal for foster parents, was developed and launched in the fall of 2018. The website address is https://prdweb.chfs.ky.gov/kyfaces. ➢ A true Foster Parent Registry was launched in May 2019. ➢ Enhancements were made to the child-specific mentoring program through the University of Kentucky to support foster parents and provide additional resources. ➢ Service Regions expanded training calendars to include Saturdays to accommodate foster parents' schedules. • Transition Aged Youth <ul style="list-style-type: none"> ➢ The Voices of the Commonwealth (VOC) youth meet with the DCBS Commissioner to provide input and feedback regarding the transformation efforts. ➢ VOC youth have been given membership to the Permanency workgroup and the Foster Care and Adoption workgroup to provide inputs. ➢ The VOC collaborated with DCBS to advocate for the passage of House Bill 158 in 2019, which included a Foster Child Bill of Rights. • DCBS Service Region Field Implementation <ul style="list-style-type: none"> ➢ Child Welfare Transformation (CWT) leads were established in each of the service regions to be a liaison for CWT to the field and provide support for FFPSA implementation. ➢ A process was developed and implemented to allow DCBS staff to have the opportunity to review and provide inputs for new policy or changes to existing policy prior to release. 	
Core Strategy III: Aligned Service Array	
<ul style="list-style-type: none"> • Transition Aged Youth <ul style="list-style-type: none"> ➢ The Independent Living (IL) program underwent comprehensive changes to include a new IL curriculum "LYFT Learning", a web-based, interactive learning format. ➢ New Extended Commitment guidelines will be implemented July 1, 2019 as a result of a 3 year pilot. The guidelines will incentivize youth to recommit and track their milestones throughout their recommitment. ➢ A front facing portal, Ky RISE (Resources for Independent Success and 	

Empowerment) was launched in June 2019 as part of the new IL program.

- **Prevention Supports**
 - The Kentucky Strengthening Ties and Empowering Parents (KSTEP) in-home services program was expanded into Montgomery, Fleming, Lewis, and Bath counties.
 - The Sobriety Treatment and Recovery Teams (START) in-home services program was expanded into Boone and Campbell counties.
 - The Family Preservation Program (FPP) contracts were expanded to serve 25% more families.
- **Relative Placement Supports**
 - In 2019, House Bill 2 was signed into law establishing the new service array from which the relative/fictive kin caregiver can select based upon the caregiver's preference and the child's needs.
 - DCBS created a new child specific foster home type that will give the relative and kin caregiver the option to become a foster parent if that option best meets their needs.
 - Kinship Navigator funding was received to provide new training and technology, which was added to the KY FACES portal to support relative and fictive kin caregivers.
 - A training video was produced and published on the KY FACES portal for relative and fictive kin caregivers to educate them of their options.
- **Permanency**
 - The Presentation Summary process was streamlined to reduce barriers to children achieving permanency timely.
 - A Culture of Permanency Values training was developed with the intent of reorienting staff to the importance of children achieving permanency timely and is scheduled to rollout in June 2019.

Core Strategy IV: Shared Focus on Outcomes

- **Prevention Supports**
 - The FFPSA provider readiness assessment was completed and 77 providers responded.
- **Fiscal Modernization**
 - Four regional forums were held across the state with residential and therapeutic foster care providers to review the results of the FFPSA readiness assessment and to discuss their needs moving forward.
 - The House Bill 1 study groups for Performance Based Contracting (PBC) and Privatization were established. Meetings were facilitated by Casey Family Programs and Chapin Hall. The PBC study group submitted its first work product, a report with 20 recommendations, on November 30, 2018. The Privatization study group will submit its work product by July 1, 2019.
 - DCBS collaborated with the Department for Medicaid Services to make recommendations to the language for the new Managed Care Organization contracts.
- **DCBS Service Region/Field Implementation**
 - To ensure DCBS staff are informed and engaged in the CWT efforts, communication structures to the field were developed to include monthly updates.
 - CWT forums were convened in all services regions to introduce staff to the CWT efforts and provide a high level overview of FFPSA as a precursor to FFPSA regional convening's. Participants included regional leadership, supervisory and field staff.

To further inform CWT, stakeholders were identified for each workgroup and were engaged in September 2018 to review each workgroup's scope of work and identified strategies, allowing for substantive feedback and recommendations from those engaged within the child welfare system external to DCBS/CHFS. The workgroups reconvened in October 2018 to review these recommendations and refine the workgroup's scopes of work and strategies accordingly.

The first CWT Stakeholder Advisory Group and Steering Committee convened on November 5, 2018, to consider the initial transformational strategies and receive an update on progress made during the initial six months of CWT's operations. In attendance was First Lady Bevin, the Governor's Executive Cabinet Leadership, the Stakeholder Advisory Group, the Steering Committee, and multiple community partners. These efforts lead the state to host the first of its kind child welfare summit in January 2019 highlighting CWT and the state's efforts to implement FFPSA. Finally, DCBS has over 1700 frontline social workers and management who provide services daily to Kentucky's most vulnerable citizens. In early 2019, regional meetings were held with frontline staff to orient them to CWT, FFPSA, and garner regional inputs and regional champions.

National Strategic Partnerships

National child welfare experts have been engaged to inform and provide consultation through this transformation process. National consultants were secured through the federal Children's Bureau, Capacity Building Center for States, Casey Family Programs, Public Consulting Group, Annie E. Casey-Child Welfare Strategy Group, Collaborative Safety, and Chapin Hall. CWT also called upon in-state expertise, including university partners, state and community-level stakeholders, foster care alumni, parents, and advocates. These resources have facilitated CWT's inclusion in the forthcoming strategic planning required for federal child welfare fund sources, coordination between CWT and the state's Program Improvement Plan in response to the 2016 federal Child and Family Services Review, implementation of the Culture of Safety, readiness and provider preparations for FFPSA, assessment and recommendations regarding the state's relative/kin supports, other states' performance-based contracting and privatization, consideration of Kentucky-based foster parent and staff surveys within CWT, creation of a data dashboard and enhanced data capacities, and a privatization study.

Casey Family Programs has given consultative and indirect monetary supports to the CWT efforts to include strategic communications in partnership with Kentucky Youth Advocates, state readiness and provider preparations for Kentucky's implementation of FFPSA, facilitation of the House Bill 1 (of the 2018 Regular Session) study groups on performance-based contracting and privatization, state-to-state peer supports, permanency culture training, and efforts to make DCBS' data analysis and application more robust. DCBS is most appreciative and grateful for the partnership with Casey Family Programs and the investment of resources to support the transformation work.

PRELIMINARY IMPACTS

CWT was pivotal in shaping CHFS/DCBS' legislative wins in the 2019 Regular Session and continuing the legislative focus on child welfare matters. The efforts of CWT propelled the good work underway within DCBS and made certain this unprecedented opportunity and confluence of fortuitous events was maximized. The next graphic

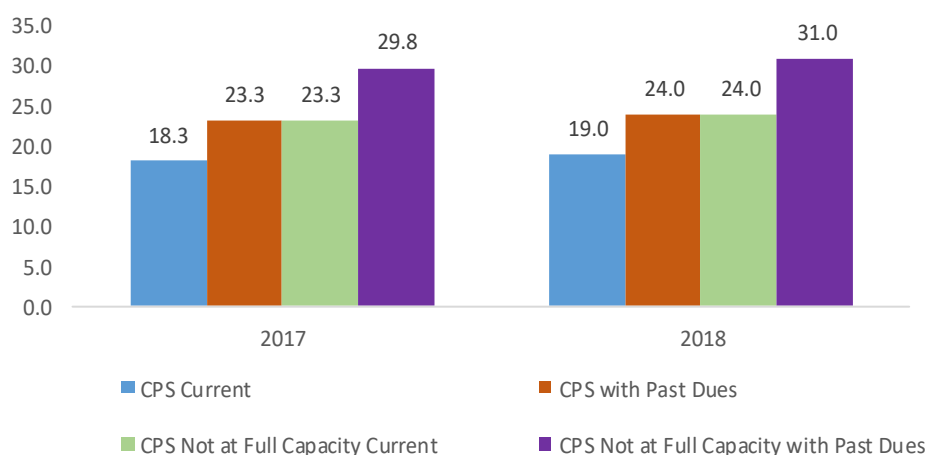
details high-level outputs from CWT, which is followed by an analysis of key data points or preliminary outcome measures. (See also the Workgroup Snapshots in Appendices).

Outputs from CWT through May 1, 2019:	
<ul style="list-style-type: none"> • 77 planning sessions; • 154+ hours to date in planning, implementation, and follow up; • 52 transformational strategies; • Consistent process for identification of scopes for each group; • Framework for ongoing evaluation and decision-making; • Ongoing risk assessment, performance monitoring, and deliverable verification; • Creation of an established process for Kentucky's child welfare system to address current and future challenges that is consistent, structured, and systematic; • Ongoing stakeholder engagement to inform the work and provide input; • Foster youth's and foster care alumni's memberships on 3 workgroups; and • Membership of a parent mentor on the Prevention Supports Workgroup 	

Key Data Points and Outcome Measures

The initial phase of evaluating the transformation strategies is underway. More data over time will be needed to determine true effectiveness; however, the early data are promising. As CWT moves forward, each workgroup will have a renewed focus on data analysis and performance measurement. Our transformation efforts have highlighted the need for additional structure and management of our data, and there is intentional and dedicated focus on the development of a data dashboard. As part of our ongoing transformational efforts, DCBS is committed to being data-informed and outcome-driven. The below charts and associated narrative provide a snapshot of the progress CWT beginning to see.

Chart 1: CPS Caseload Averages



Definitions

Caseload: The number of cases assigned to a worker at a time.

Workload: The amount of work required to manage a caseload. Home visits, court activity, travel, and other case management responsibilities can vary depending on the number of children in a case, intensity of the risk and safety issues within a family, and services required to meet their needs.

A primary factor influencing child welfare outcomes is caseloads, particularly the subsequent workload that affects the ability of child welfare social workers to effectively serve families. While there are variances from national child welfare organizations on what the average caseload of a child welfare social worker should be, most

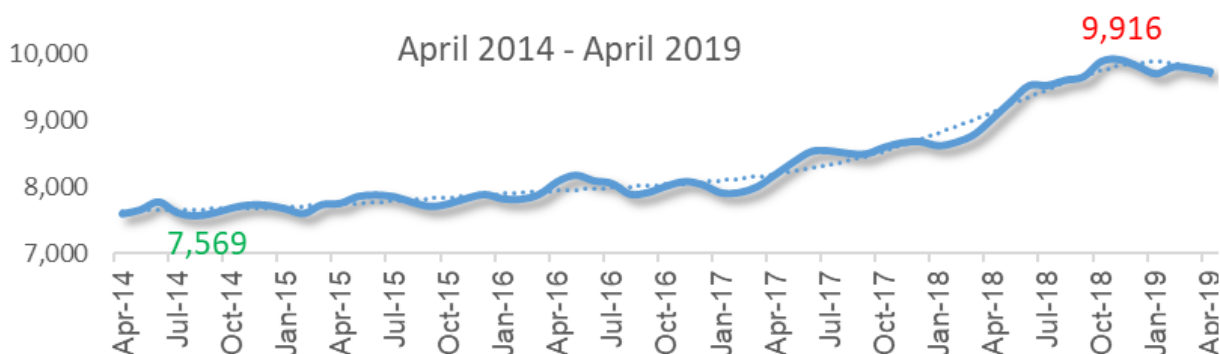
recommendations fall between 15-18 cases per social worker. Kentucky's statewide caseload far exceeds that range. Chart 1 shows that caseloads have remained consistently too high, averaging 30-31 cases per worker since 2017. The data concerning caseloads prior to 2017 was not captured to exclude staff not at full capacity and, therefore, likely minimized the average caseload of staff. DCBS has made diligent efforts to ensure more accurate calculations of worker caseloads and to be transparent with reporting.

This administration and the Kentucky General Assembly have made significant investments into the workforce that have been supported and championed through CWT efforts. Those include salary increases for frontline social workers and supervisors effective July 2018 through House Bill 200. In addition, with the support of First Lady Bevin, DCBS deployed statewide mobile technology and related solutions to social workers effective December 2018. In calendar year 2019, DCBS in partnership with CWT has begun implementing a Culture of Safety Model, has enhanced focus on internal and external communication, and continues to explore opportunities to modernize our recruitment and retention of staff through alternative scheduling and worksites. As CWT moves forward, DCBS will work diligently to monitor data related to turnover, retention, and entries versus exits by classification of employee.

In addition to efforts listed above there has been a number of enhancements made to technology that will better support our workforce and enhance service delivery to children and families. Below is an account of those accomplishments some of which will be discussed in more detail in the following data narrative sections.

iTWIST System Technology Enhancements

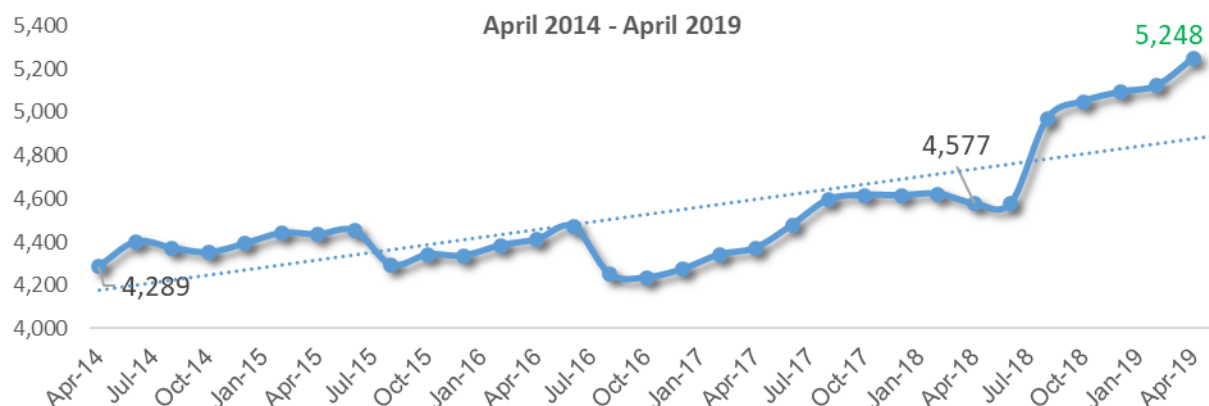
- Improved mobility and efficiency through tablet deployment to social workers;
- Development of a workforce solution for offline iTWIST entry on tablets to address areas of the state without cellular services;
- Added the ability to attach images/pictures taken with mobile technology for upload into a child/family case;
- Added the ability to capture electronic signatures from tablets;
- Added a Relative and Fictive Kin Placement type to capture a more accurate account of the departments out of home care population;
- Added the relative per-diem payment capability to support the departments new child specific foster home type;
- Created the KY FACES portal for prospective and existing foster and adoptive parents;
- Added the Kinship Caregiver Portal to the KY FACES homepage to provide access to resources and support for relative and fictive kin caregivers;
- Added SAFESPACE to streamline the leveling process of children entering Out of Home Care;
- In Progress – the addition of a Transition Age Youth Portal.

Chart 2: Number of children in Out of Home Care

DCBS recognizes there will be fluctuation in the overall number of children in out-of-home care (OOH) and while those numbers have remained below the peak of November 2018, it is too early to say that change is lasting. However, a more promising indication of successful interventions relates to trend data. As of January 2019, DCBS was projecting a new all-time high number of children in OOH, 10,407 for April 2019. However, due to the efforts undertaken by DCBS and CWT to implement strategies and interventions, the number of children in OOH has stayed below those projections and below the current all-time of 9,916 in November 2018.

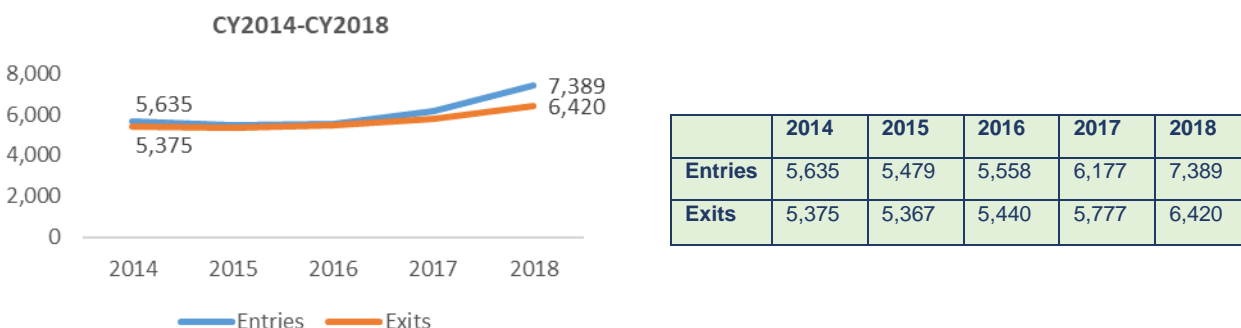
DCBS implemented a new child specific foster home type as part of the Relative and Fictive Kin Service Array effective April 1, 2019. The service array helps to ensure that relative and fictive kin caregivers are fully informed of all their options and have access to resources to better support children in their care. With this additional options, there will likely be an increase, at least initially, in DCBS' overall OOH population. Enhancements have been made to the data management system that will allow for careful tracking and analysis of the OOH population. DCBS will be able to accurately identify children in OOH who are in placement with a relative or fictive kin caregiver versus traditional foster care.

Prior to 2019, this was not a possibility making it difficult for DCBS to accurately analyze trends in the OOH population. Future outcomes anticipated by the creation of this new child-specific foster home type include improved permanency outcomes, more timely attainment of permanency goals, family and community continuity, and reduced use of more restrictive care.

Chart 3: Total DCBS and Private Child Placing Foster Homes

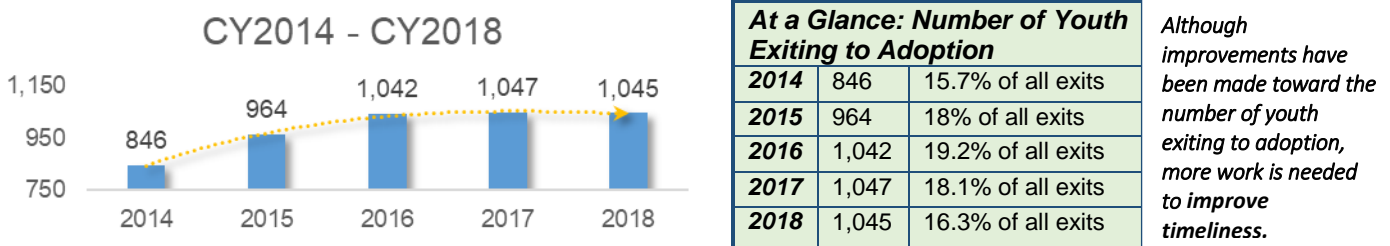
From April 2018 to April 2019, there has been an increase of 671 foster homes across the state. Due to CWT's efforts in collaboration with the First Lady's Initiative, Uniting Kentucky, DCBS is making sustainable progress towards meeting the needs of the OOH population. While DCBS recognizes its current capacity issues, specifically related to older youth and youth with developmental or behavioral health needs, efforts have begun to engage the community to build a more robust continuum. DCBS is working locally on diligent recruitment plans, and the First Lady's Initiative, Uniting Kentucky, is continuing to work closely with faith-based organizations to continue to build upon the foundation laid over the past year.

CWT supported the vision of First Lady Bevin to create a new foster/adoptive parent portal. The new KY FACES portal became operation on August 25, 2018. It provides prospective and current foster parents with easy access to resources and information, a streamlined online application process, a dashboard related to their approval status, information regarding upcoming training and events, and an enhanced way of communicating with DCBS staff. In addition, as other means of supporting the recruitment and retention of foster and adoptive parents, CWT worked to establish flexible training hours within each of the nine service regions and is working toward expanding access to more online training opportunities.

Chart 4: Entries into OOHC vs. Exits from OOHC

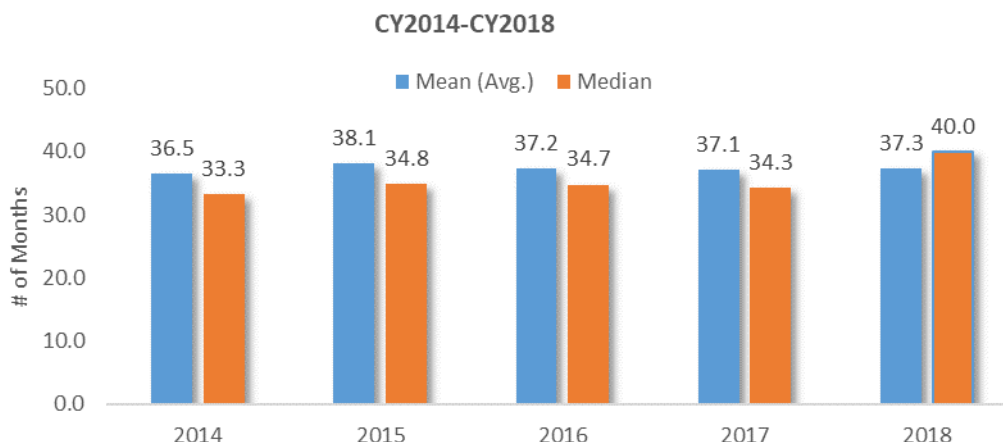
As Kentucky's child welfare system continues to transform, the system must shift the focus from a reactionary response and become more proactive and prevention focused. The system must begin intervening earlier with a community response to keep children safe in their homes of origin and preventing them from coming to the attention of the child welfare agency and/or entering OOHC. However, when entry into OOHC is necessary the state must have a system that is ultimately designed to transition children from OOHC back to their community as soon as possible. Out of Home care must be used as the intervention of last resort. In an effort to measure progress, CWT is beginning to monitor data and develop strategies aligned to increase the number of foster care exits to entries ratio. Chart 4 demonstrates over the last four years that DCBS has had a lower number of exits compared to entries, and beginning in 2017, the gap increased. Children began entering OOHC at a faster rate than children exiting OOHC. Further study of the basis for this increase is underway.

Charts 5 - 9 illustrate how children are exiting the system and the timeliness associated with those exits. This data requires close monitoring to better understand trends around exits and the additional strategies that may need to be developed.

Chart 5: Number of Youth Exiting Out of Home Care to Adoption

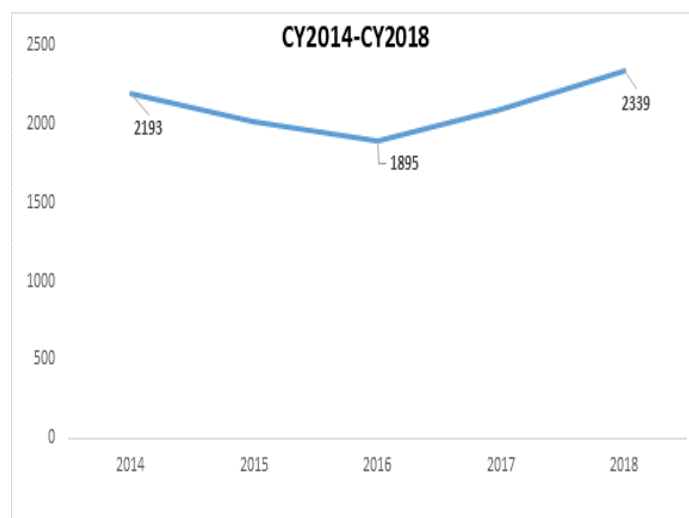
Note: This data set reflects calendar year; therefore, the 2019 data will not be available until January 2020.

The number of children exiting OOHC to adoption has increased significantly since 2014. There were 20% more youth who exited to adoption in 2018 than 2014. While the data is promising, the transformation team will continue to track this over time to ensure the gains made are not lost.

Chart 6: Months to Permanency: Adoptions

Note: This data set reflects calendar year; therefore, the 2019 data will not be available until January 2020.

On average, the Kentucky child welfare system requires three years for a foster child to achieve permanency through adoption. The lack of timely permanency is concerning, especially for young children who are developing attachments and learning to trust through consistent caregiving. Kentucky was the second state to adopt the Dave Thomas Foundation's Wendy's Wonderful Kids (WWK) model to recruit a forever home for a child. This model is particularly effective with older foster youth and youth with behavioral health needs. In 2018, DCBS administrative regulations governing adoption were amended to reflect the new emphasis on permanency afforded by House Bill 1 of the 2018 Regular Session and to incorporate WWK.

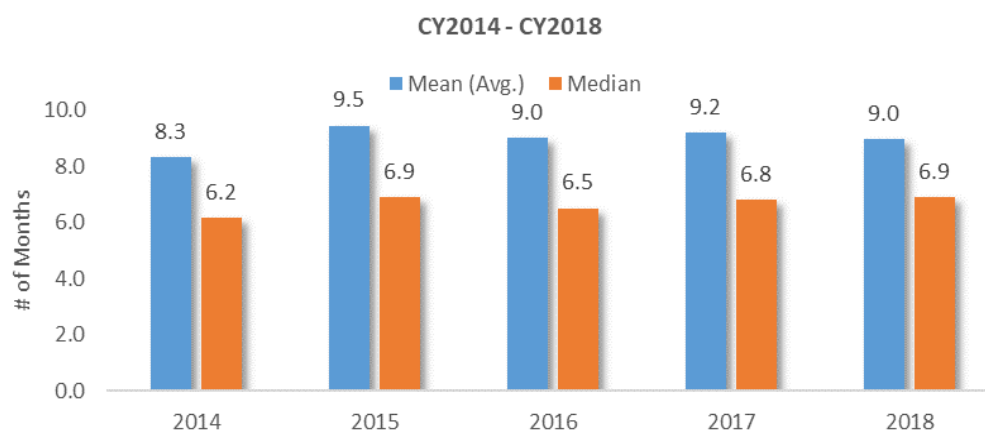
Chart 7: Number of Youth Exiting Out of Home Care to Reunification

At a Glance: Number of Youth Exiting to Reunification

2014	2193	40.8 % of all exits
2015	2011	37.5 % of all exits
2016	1895	34.8% of all exits
2017	2087	36.1% of all exits
2018	2339	36.4% of all exits

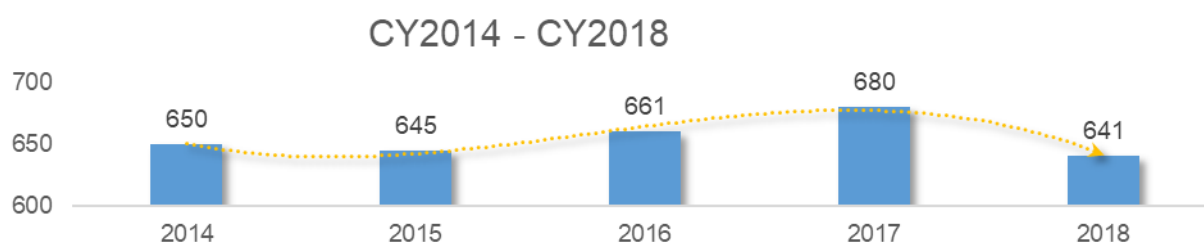
Improvements have been consistent over the last 2 years for youth exiting to reunification. Continued attention will be necessary to build on this momentum.

Reunification is the number one permanency goal for a child who enters OOHC.

Chart 8: Months to Permanency: Reunification

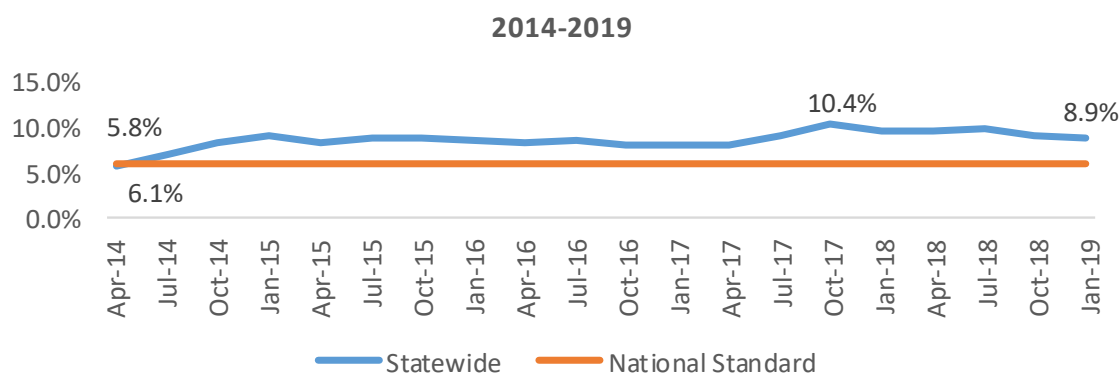
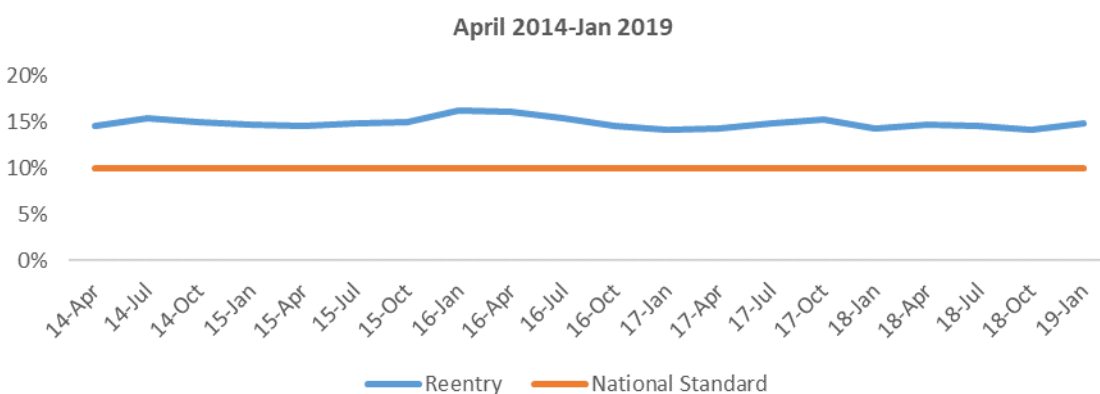
Note: This data set reflects calendar year; therefore, the 2019 data will not be available until January 2020.

The majority of children who enter OOHC are returned to their homes of origin. The percentage of re-entries, whether within the next year or over the span of the child's childhood, indicate the need for greater community supports for reunification and family stability. DCBS has recently expanded prevention and reunification services, though FFPSA offers promise of further expansion and serves as impetus for states to build a more robust prevention continuum, including primary prevention services through child-serving entities above and beyond the child welfare agency.

Chart 9: Youth Exiting Out of Home Care without Achieving Permanency

Note: This data set reflects calendar year; therefore, the 2019 data will not be available until January 2020.

The number of youth exiting OOHC without achieving permanency has reduced over time; however, more work is needed. The Permanency Workgroup within CWT is dedicated to increasing timely permanency for the entire continuum of care. In 2018, there was a 6% decrease in youth who exited OOHC without achieving permanency compared to 2014. This means more children are finding permanency prior to exiting care. DCBS wants to continue improving this trend and leverage the transformation efforts to improve outcomes for this population by making more connections toward permanency.

Chart 10: Recurrence of Maltreatment**Chart 11: Percent of Children Re-entering OOHC in <12 Months**

Charts 10 and 11 show the recurrence of maltreatment and children re-entering OOHC and will be monitored closely as DCBS moves forward with facilitating a data informed and outcome driven system. These two key data points will help inform our transformation efforts as they are measures in which we can evaluate the effectiveness of our implementation of strategies. DCBS has remained above the national standard for both of these outcomes since 2014. This data is concerning, and there are implications for DCBS to explore in order to gain a better understanding of the contributing factors. Factors needing further analysis are related to how staff turnover has impacts on these outcomes; maximization of evidence based prevention services; community engagement as part of the larger child welfare system to focus more on primary and secondary prevention; and identifying and developing adequate reunification services and supports when children are reunified to help stabilize families during the transition. These and other key considerations need to be considered as we move into the next phase of child welfare transformation.

NEXT STEPS

In calendar years 2018 and 2019, Casey Family Programs held multiple meetings among state child welfare leaders to evolve state child welfare systems into the 21st Century. This evolution requires state child welfare systems to incorporate innovations into practice and depart from decades-old interventions that are not evidence-based and may actually cause more harm than the initial basis for which the child came to the attention of the child welfare agency. The evolution necessitates that we collectively accept the responsibility for the child welfare system, removing the isolation and sole burden from the state's lead child welfare agency. DCBS leadership has committed to realizing this vision. Increasingly, as example, DCBS and its stakeholders are rebranding the child welfare system, touting new or renewed practices, including efforts to improve relationships at all levels, and welcoming others into the child welfare transformation and ongoing improvement efforts.

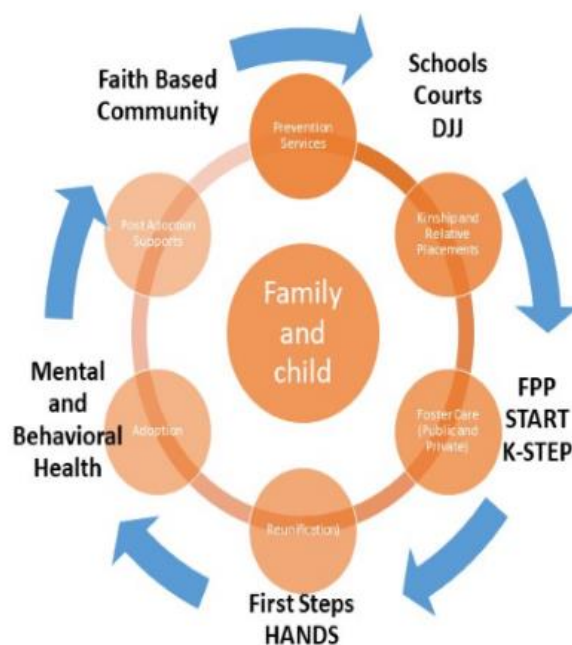
Family First Prevention Services Act provides the lever to help the Kentucky child welfare system shift paradigms: affording prevention services to avoid a child's removal or the severing of a child's birthrights, redefining foster care as a temporary intervention of last resort, and right-sizing the use of congregate care for foster children. FFPSA, though imperfect and covered with complicated "strings", is a monumental step in fiscal policy that acknowledges child development, attachments, and the impacts of trauma, and that better aligns federal fund sources with federal practice mandates. Through CWT, Kentucky promises to pioneer implementation of FFPSA and serve as a national leader and policy influencer.

On the forefront of year two, phase 2 of CWT is the state's FFPSA early implementation on October 1, 2019. To ready the state, CWT will reorganize to appreciate gains made, respect system capacities and the need for efficiencies, and address newly identified areas warranting attention, such as expansion of prevention services, performance-based contracting implementation planning, requirements of qualified residential treatment programs, technology and practice guidance to support new federal claiming, development as a data-informed and outcome-driven child welfare system, and judicial engagement. Year two, phase two of CWT will also play an instrumental role in shaping DCBS' budget ask and legislative agenda for the 2020 Regular Session.

Longer-term, CWT is being embedded in the state's five-year Child and Family Services Plan with the federal government as a quality assurance structure for the state's child welfare system. This longer-term plan recognizes that, at some point, transformation is operationalized in daily practice. The CWT's gains must be sustained, and the system must continue to develop, implement, and evaluate. The voice of families and children must be infused in all initiatives and have a place at the table before elected officials and policymakers. CWT must continue to drive the good work underway across the state and garner the commitment of all citizenry to the betterment of Kentucky's families and children, for the betterment of Kentucky.

Not treating the symptoms, implementing a cure!
Child Welfare Belongs To All Of Us.....

Child Welfare Continuum



APPENDICES

WORKGROUP SNAPSHOTS

Workforce Supports	
<i>Purpose:</i> To identify and implement supports and resources necessary to strengthen our DCBS workforce and build capacity.	
Scope of Work: Key Themes	
1.1	Explore changing current job specs around expanded education requirement
1.2	Expand Probation Period to 12 months
1.3	Leadership Engagement/Outreach
1.4	Centralized Permanency Review Team (removed from scope)
1.5	DCBS Reorg Implementation
1.6	Staff Supports
1.7	Identify DPP positions/job functions that could be filled by Co-Op/Apprenticeships
1.8	Mentor Program/Leadership Development
1.9	Child Welfare Certification for Staff
1.10	Build a statewide platform around the Central Intake model
1.11	Data and Outcomes
1.12	Staff Recruitment and Retention
Strategies Implemented to Date	
<ul style="list-style-type: none"> • DCBS re-organization, effective October 2018, included the creation of the Clinical Branch and the Transitional Services Branch to provide support to the field. • The First Lady's initiative for technology solutions that included the purchases of new tablets and the development of an offline solution. • Implementation of a Culture of Safety framework. • Probationary period expanded to 12 months to allow more time for supervisory evaluation. • Centralized Intake state-wide platform in testing phase. • A communications/media staff assistant has been hired in the Commissioner's office to maintain Social Media platforms Facebook and Twitter to improve communications with stakeholders and field staff. 	
Phase II	
<ul style="list-style-type: none"> • A staff recruitment video is in the early stages of production. • The Field Training Specialist program is in the early stages of development. • Centralized Intake statewide platform to be implemented after testing phase. • Development of a competency-based leadership program for supervisors. • Development of a formalized process for tracking staff turnover and retention data. • Explore additional technology and data enhancements. • Explore alternative work sites as part of DCBS' recruitment and retention of staff. 	

Foster Care and Adoption	
<i>Purpose:</i> To create a more efficient process for recruitment and approval of foster and adoptive families and to identify needs and strengthen the network of resources to provide support.	
Scope of Work: Key Themes	
2.1	Recruitment
2.2	Inquiry
2.3	Home Study Process
2.4	Ongoing Supports and Engagement
2.5	Training
2.6	Adoption Process
2.7	Develop Respite Program
2.8	Regulation Reviews and Updates
Strategies Implemented to Date	
<ul style="list-style-type: none"> • Establishment of a Diligent Recruitment subcommittee to address barriers to recruitment. • A Partnership Plan was developed and implemented to promote a collaborative relationship between DCBS and foster parents. • Implementation of the Ky FACES portal, an online resource for foster parents. • The respite provider program to increase capacity is in the early stages of development; DCBS is partnering with EKU to build the tracking system. • Development of a Foster Parent registry; scheduled to go live in May 2019. • Contracting with a provider to assist DCBS with writing foster parent home studies to expedite the approval process. • Implementation of Gov.Delivery, a list serve that allows DCBS to enhance its communication capability with foster parents by sending mass emails and text messaging. • Development of a child-specific mentoring program for foster parents through the University of Kentucky is underway. • Regional training calendars have been expanded to include Saturdays to accommodate foster parent's schedules; early stages of implementation and the calendars are being monitored to ensure the modifications have been implemented. The antiquated SNAP (special needs adoption) website was updated and renamed to KAPE (Kentucky Adoption Profile Exchange) 	
Phase II	
<ul style="list-style-type: none"> • Enhancements to the Ky FACES portal to streamline access to resources for foster parents or individuals inquiring about providing support to foster parents. • Collaboration with the Kentucky Chamber of Commerce to develop a process for communicating to local businesses about opportunities to support foster parents. • Explore the opportunity to leverage the Ky FACES portal as a recruitment platform for the KAPES children. • Enhancements to post-adoption supports to include respite and preparing families better. • Creating Kentucky "Just In Time" website, a training platform through University South Florida. This will allow foster parents and caregivers to have access to online trainings. • Implementation of the child-specific mentoring program to support foster parents. • Implementation of the respite provider program that will give DCBS the ability to track families and support foster parents. 	

Transition Aged Youth

Purpose: *To build processes and supports necessary to better prepare youth for adulthood and reduce the number of youth with negative outcomes.*

Scope of Work: Key Themes

3.1 Youth With Disabilities

3.2 Independent Living

3.3 Tracking Youth

3.4 Extended Commitment

3.5 Marketing Plan

3.6 Engage Voices of the Commonwealth

3.7 Family First Prevention Services Act

Strategies Implemented to Date

- Voices of the Commonwealth youth meet with the Commissioner of DCBS to provide input and feedback regarding the strategies identified.
- Voices of the Commonwealth youth have been given membership to the Permanency workgroup and the Foster Care and Adoption workgroup to provide inputs.
- House Bill 158: Foster Child Bill of Rights was signed into law.
- Collaboration between Murray State and Foster Club to develop a training for foster parents and Independent Living Specialists in the service regions; the draft curriculum is under review.
- Independent Living pilot in 3 regions to test incentivizing youth to recommit.
- Development of a statewide template for exit packets and exploring an online option for youth "myvault.com" for important documents.
- Chafee funds were made available for youth in foster care for car insurance, tutoring, and extracurricular activities.
- A front facing portal KY RISE (Resources for Independent Success and Empowerment) is under development to support transitioning aged youth; it will be introduced during the Independent Living event in June 2018.
- Expansion of aftercare services for youth ages 21-23.
- The Youth with Disabilities Resource manual was updated.
- DCBS collaborated with HUD to create a process for youth aging out of care to have access to rent assistance vouchers.

Phase II

- Roll out of the new Independent Living Curriculum "LYFT" upon approval.
- Roll out of the online portal KY RISE for the new Independent Living program.
- Implementation of a web-based training for staff and foster parents.
- Implementation of the new Independent Living program that incentivizes youth to recommit.
- Collaboration with the Voices of the Commonwealth for identifying legislative issues for the next session.
- Identify key performance indicators to evaluate DCBS' services to the aging out youth.
- Explore a partnership with the Jobs for America's Graduates (JAG) as an opportunity to utilize Chafee funding
- Explore the opportunity of the Child Specific Foster Home type to recruit foster parents for specific youth.
- Implementation of the online document site "myvault.com" and link it on the Ky RISE Portal.
- Implement the process for using Gentrack for survey data collection.
- Development of a peer mentorship program as an incentive for youth to stay connected with DCBS.
- Explore using gov.delivery as a communication pathway to track transition aged youth.

Prevention Supports	
Purpose: <i>To identify and expand services and resources necessary to prevent maltreatment and support healthy families.</i>	
Scope of Work: Key Themes	
4.1 Incorporation of Prevention in Casework	
4.2 Secondary and Tertiary Measures	
4.3 Expand K-Step and START	
4.4 <i>Judicial Engagement (removed from Scope)</i>	
4.5 Families First Prevention Services Act implementation	
4.6 Early Intervention/Connecting Families to Services Before DCBS involvement	
4.7 Community Needs Assessment	
Strategies Implemented to Date	
<ul style="list-style-type: none"> • Expansion of K-STEP into Montgomery, Fleming, Lewis and Bath counties. • Expansion of START services into Boone and Campbell counties. • Modification of FPP contracts to remove language requesting plan to return child within 30 days of intervention and FFPS language was incorporated to extend FRS interventions beyond 120 days. • Expanded the FPP contract to 25% more families. • Family First Prevention Services Act (FFPSA) implementation Readiness Assessment completed and data being compiled. • Evidence Based Program and Data subcommittees have been formed to inform and support the FFPSA implementation. • An analysis of HANDS is underway to determine the utilization within the regions to inform targeted expansion of referrals and an examination of how protective factors are incorporated in casework and training. 	
Phase II	
<ul style="list-style-type: none"> • Implementation of FFPSA as it relates to prevention services: <ul style="list-style-type: none"> ◦ Identification of the candidacy population who would be eligible for services under the FFPSA provision. ◦ Development of Kentucky's Prevention Plan. ◦ Judicial engagement and training for FFPSA implementation. ◦ Review of the provider readiness assessment to determine opportunities to increase the service array for families. • A Safety Model using a structured decision making process will be implemented to support DCBS staff to make critical decisions. • DCBS will be exploring alternative or differential response for intakes that do not meet criteria for investigation. • Collaboration with Public Health and other agencies in a primary prevention initiative. 	

Relative Supports	
<i>Purpose:</i> <i>To identify needs and implement structures and processes necessary to adequately support relatives who provide care for children in the child welfare system.</i>	
Scope of Work: Key Themes	
5.1 Assessment	
5.2 Legal/Fiscal Analysis	
5.3 Development of Service Array	
5.4 Implementation Strategies	
Strategies Implemented to Date	
<ul style="list-style-type: none"> • House Bill 2 was signed into law establishing the new service array for relative and fictive kin caregivers (included in 922 KAR 1:565) and outlines: <ul style="list-style-type: none"> ○ The custody options upon placement of a child and if the child is not able to be reunified with its family; ○ Linkages to supports such as Medicaid, Child Care Assistance Program and other resources specific to their needs; and ○ Requirements that the relative or fictive kin caregiver be fully informed of available resources and their placement options to help guide decision making. • Creation of a new child-specific foster home type; • DCBS received Kinship Navigator Funds for new training and technology to add relative/fictive kin to new foster/adoptive parent portal KY FACES. • Developed a menu of legal options and associated service options for relatives/kin, inclusive of sustainable monetary supports, in-home services, and post-permanency supports • A training video was published on the KY FACES portal for relatives and fictive kin to inform them of their options. • A brochure outlining options was developed and made available to relatives and fictive kin providers. 	
Phase II	
<ul style="list-style-type: none"> • DCBS will be exploring the option of establishing a Guardianship Assistance Program. • Enhancements to the Ky FACES portal to streamline access to resources for relatives and fictive kin caregivers. • Leveraging new federal funding opportunities under FFPSA and the second Kinship Navigator grant. 	

Fiscal Modernization	
Purpose: <i>To improve provider relationship and ensure return on investment.</i>	
Scope of Work: Key Themes	
6.1 MCO Implications	
6.2 Privatization Review/RFP	
6.3 Explore Privatization of Recruitment and Certification	
6.4 Performance Based Contracting	
6.5 FFPSA implementation	
6.6 Review Statutory/Legislative Impacts	
6.7 Provider Assessment	
6.8 Privatization Review/RFP	
6.9 Title IV-E	
Strategies Implemented to Date	
<ul style="list-style-type: none"> Decoupling work is underway. <ul style="list-style-type: none"> Four regional forums were held with residential and therapeutic foster care providers to review the results of the readiness assessment and to discuss their needs moving forward. MCO contract modification. Title IV-E claiming preparation for FFPSA The study groups for <u>Performance Based Contracting (PBC) and Privatization</u> were established. <ul style="list-style-type: none"> Meetings are facilitated by Casey Family Programs and Chapin Hall. The PBC study group submitted its first work product, a report with 20 recommendations, on November 30, 2018 . The Privatization study group held its first meeting on January 17, 2019, and is required to submit a report with recommendations by July 1, 2019. 	
Phase II	
<ul style="list-style-type: none"> Implementation of FFPSA as it relates to Title IV-E Claiming. DCBS in partnership with Medicaid is moving to one MCO for the foster care population. <ul style="list-style-type: none"> RFP's will be issued early spring 2019. Contract will be awarded in the fall of 2019. Decoupling work will continue as DCBS prepares for implementation. <ul style="list-style-type: none"> The new MCO contract will be implemented in July 2020 at the time decoupling becomes effective. 	

Permanency	
Purpose: <i>Increase appropriateness of timely permanency for the entire continuum of care.</i>	
Scope of Work: Key Themes	
7.1 Presentation Summary Process	
7.2 Statewide Permanency Tracking Implementation	
7.3 Implementation of Internal/External Best Practices Statewide	
7.4 Enhancing a Culture of Permanency	
7.5 Promoting Appropriate Placement and Treatment	
7.6 Transition Planning	
Strategies Implemented to Date	
<ul style="list-style-type: none"> • The Presentation Summary process was streamlined to reduce barriers to timely permanency. • A statewide permanency tracking protocol was implemented that involves monthly calls with regions to discuss barriers to adoption. • The Continuous Quality Improvement (CQI) specialists are now participating in the regional permanency calls and they are responsible for sharing data with the Administrative Office of the Courts (AOC) related to regional permanency outcomes. • A Culture of Permanency values training is in development and the curriculum is being finalized. • The Family First implementation focus on the congregate care provision of the act is managed in this work group to build capacity and processes for appropriate placement and treatment. 	
Phase II	
<ul style="list-style-type: none"> • Implementation of FFPSA as it relates to Congregate Care. <ul style="list-style-type: none"> ◦ The Children's Review Program will be engaged to develop the process for the functional assessment (CANS) prior to a child's placement in a Qualified Residential Treatment Program (QRTP). • The Utilization Review (UR) consultation process will be enhanced to better track decision making. • The Culture of Permanency Values training is scheduled for June of 2019 to begin in each region. • Transition Planning policy will be implemented issued to establish guidance for how children and families are supported during times of transition from one placement to the other. 	

DCBS Service Region/Field Implementation

Purpose: *To identify and implement structures and processes necessary to implement transformation measures in the field.*

Scope of Work: Key Themes

8.1 CWT Communication Structure for the field

8.2 Field Review Process for SOP Implementation.

8.3 Message to staff best practices and desired outcomes as it relates to initiatives; it's not an event.

8.4 Improve Community Partner Relationships

8.5 Implementation of a Culture of Safety

Strategies Implemented to Date

- Communication structures and processes have been implemented to ensure DCBS staff are informed of the Child Welfare Transformation (CWT) efforts.
- A process has been implemented to allow DCBS staff the opportunity to review policy changes and to provide comment prior to implementation.
- CWT leads have been identified for each service region to be a liaison and provide support for CWT implementation and FFPSA implementation.
- Child Welfare Transformation (CWT) forums have been held in all services regions to engage staff regarding the CWT efforts and provide them with a high level overview of FFPSA.

Phase II

- Regional engagement for the Implementation of FFPSA:
 - Regional forums will be held beginning May 2019 in each service region to begin preparing community partners, stakeholders and staff for FFPSA implementation; DCBS is partnering with KYA for these events.
- The Service Region Administrator's (SRA's) will be engaged each month to facilitate communication about the CWT efforts and FFPSA implementation.

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