



INDIANA
DEPARTMENT OF
CHILD
SERVICES

Year in Review



LET'S BE HONEST;
2020
WAS TOUGH.

The Indiana Department of Child Services, like all state agencies, was faced with the challenges of having to quickly adapt to an environment that demanded more virtual collaboration than ever before.

It tested us as individuals. It tested us as professionals. It proved just how much we can accomplish when we come together in times of crisis.

-Director Stigdon

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DCS in 2020



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*try clicking on a division!



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CONTENTS: FROM THE DIRECTOR

2021



"One thing stayed constant amidst all the changes in 2020 – our steadfast focus on providing continually-improved service to the Hoosier families and children we serve. I have said it before, and it holds just as true today as ever-together, we can do great things."

CHANGED FOR THE BETTER

This past year was filled with incredible challenges and equally incredible triumphs. 2020 forced us to adapt in many ways; from the ways we worked to how we interacted with others. It may have been a tumultuous year, but the chaos and adjustments also revealed some unexpected strengths and enhancements.

Here we are in 2021, and our agency has emerged from these challenges even stronger than before and well-positioned for a bright future. I am proud of how every DCS employee stepped up this past year to continue making a positive impact on the children and families we serve. It has been overwhelmingly humble to witness how each of you responded to your call to action in service. It has not been easy, but your hard work, dedication and determination have made it possible to get to where we are today, looking back on another successful year in the face of seemingly overwhelming odds.

We maintained our momentum, celebrating a national-best number of adoptions, removing barriers to permanency, improving relationships with foster parents, elevating the voice of the youth and the parents, and eliminating enrollment barriers for parents who needed help with getting child support. We co-hosted a statewide virtual event with the Administration for Children and Families, which was an exceptional opportunity to highlight many of our accomplishments. When we transitioned to working from home, we took the next logical step and introduced virtual visits with families when possible. We engaged more directly with our foster parents and older youth – including a special monthly Lunch With the Leader conversation that has allowed the older youth to use their experiences in the foster care system to improve our policy and practice.

One thing stayed constant amidst all the changes in 2020 – our steadfast focus on providing continually-improved service to the Hoosier families and children we serve. I have said it before, and it holds just as true today as ever– together, we can do great things. Together, we have done great things. I am privileged to be in a position to thank all of you for the work that you do each and every day. I look forward to seeing what 2021 brings!

A handwritten signature in black ink that reads "Jerry Stagdon".

CONTENTS: AGENCY GOALS

2023 LOOKING TOWARD



Improve employee experience to attract and retain a diverse and high performing workforce in a safe learning culture.



Appropriately identify the right family at the right time and provide the right service to fit the needs of the family while achieving racial equity.



Embrace and utilize a public health approach by supporting unique partnerships to enhance family well-being.



Upgrade IT systems for CSB and CW to build a process driven organization with alignment of people, processes and technology.



Maximize investments to achieve and sustain financial stability with variable funding streams.

CONTENTS: AGENCY GOALS

2021 LOOKING TOWARD

To truly succeed, we must move forward with racial justice, equity and inclusion at the heart of everything we do.



Develop and empower management to understand and address the root causes of turnover that then results in improved retention.

- Improve employee retention through an enhanced employee experience
- Improve the internal customer service experience



Build a lean management system that empowers staff and key stakeholders to identify and solve problems and supports change that aligns to agency goals.

- Accurately identify children and families in need of DCS intervention through Lean
- Improve upon therapeutic foster care resources for children in need of treatment
- Prioritize permanency by facilitating timely reunification, guardianship or adoption
- Rapid permanency Review statewide expansion
- Support guardianship as a permanency option



Develop and enhance relationships with community-driven stakeholders who can support grass roots initiatives that support the well-being of children and families.

- Identify and implement a screening process that reports the strengths and needs of children and families to better coordinate appropriate services and placements
- Utilize the RJEI advisory council to address and eliminate inequities and bias that impact the outcomes of children and families in need.
- Support community initiatives that allow for family preservation.



Adhere to Advanced Planning Document (APD) timelines for INvest and CCWIS systems to move IT systems to a common platform.

- Complete implementation of phase one for I-Kids and INvest



Create appropriate traceability for accurate reporting and claiming of federal and state dollars.

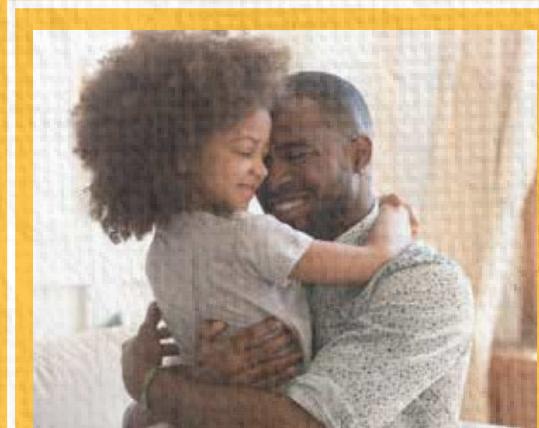
- Improve upon the process of federal claiming and reporting

mission:



“The Indiana Department of Child Services leads the state’s response to allegations of child abuse and neglect and facilitates child support payments. We consider the needs and values of all we serve in our efforts to protect children while keeping families together whenever possible.”

vision:



“Children will live in safe, healthy and supportive families and communities.”

values:



“We at the Indiana Department of Child Services empower our team, in collaboration with state and local partners, to make decisions in the best interest of every child in our care by embracing: respect for all, racial justice, diversity and inclusion, a culture of safety and a commitment to continuous improvement.”

CONTENTS: RACIAL JUSTICE, EQUITY AND INCLUSION

#CONNECT2PURPOSE

STEERING COMMITTEE



Terry Stigdon, MSN, RN
Director, Indiana Department
of Child Services



Honorable Geoffrey Gaither
Magistrate, Juvenile Division
Marion County Superior Court



Sean McCrindle
Chief Operating Officer
Bashor Children's Home



Eric Miller
Chief of Staff, Indiana
Department of Child Services



Heather Kestian
Deputy Director, DCS,
SSAT



Dejuna Rodriguez
Young Adult Leader

CULTURE & CLIMATE WORKGROUP LEADERSHIP



Sonya Rush
Assistant Deputy Director
DCS, PPS



Jennifer Lee, MSW
Program Manager
DCS, PPS



Ellis Dumas
Regional Manager
DCS, Region 1



Leslie Miller
Assistant Deputy Director
DCS, PPS

POLICY & PRACTICE WORKGROUP LEADERSHIP



Sean Gorman
Assistant Deputy Director
DCS, Child Support Bureau



Gretchen Grier
Foster Care and Kinship Care
Director, Central, SW & SE

HIRING & EMPLOYEE RELATIONS WORKGROUP LEADERSHIP



Rachel Russell
Deputy General Counsel
DCS, Legal Operations



Catina Anderson
Local Office Director
DCS, Marion County North

CONTENTS: RJEI

#CONNECT2PURPOSE

SERVICES & RESOURCES WORKGROUP LEADERSHIP



David Reed
Deputy Director
DCS, Child Welfare Services



Bill Horton
Division Manager
DCS, St. Joseph County

TRAINING & CURRICULUM WORKGROUP LEADERSHIP



LaTrece Thompson
Deputy Director
DCS, Staff Development



Dawn Sanford
Training Manager
DCS, Staff Development

YOUNG ADULTS WITH LIVED EXPERIENCE WORKGROUP LEADERSHIP



Megan Trible
Director of Youth Engagement
Foster Success



Anisa Evans
Older Youth Initiatives Manager
DCS



DeJuna Rodriguez
Young Adult Leader

CONTENTS: RJEI

RJEI WORKGROUPS

Culture & Climate:

- Address the issues within the agency's culture that promote racism, inequities and a lack of inclusion.
- Support team members, partners and stakeholders while improving the work environment so everyone feels valued and safe.
- Equip all areas of the agency with the tools needed to sustain a safe culture.

Private & Public Partnership:

- Develop relationships with service provider partners and public stakeholders.
- Identify and share data regarding disparities in the child support and child welfare system.
- Ensure a diverse representation of partners within communities to promote resources that help prevent entry into the system.

Policy & Practice:

- Adjust policies and practices that contribute to the disparities seen in agency outcomes.
- Develop an assessment tool to guide the evaluation of policies and legislative proposals for their impact on racial justice, equity and inclusion.
- Implement assessment tool to use during the development, review and approval processes of new policies and legislative proposals.

Hiring & Employee Relations:

- Assess and address issues within the agency's processes for recruitment, hiring, promotions and determination of eligibility for rehire.
- Develop resources for leaders to understand the impact of implicit bias on agency operations.
- Collaborate with the State Personnel Department and different organizations to recruit a more diverse staff.

Services & Resources:

- Evaluate current data to examine how race is reflected in outcomes and the experiences of children and their families.
- Review provider trainings related to race equity, diversity and inclusion to ensure content is relevant, clear and impactful.
- Examine service standards to make sure provider organizations run by and predominantly represented by people of color are not excluded.

Training & Curriculum:

- Enhance trainings to educate and inform staff on the history of race, equity, inclusion and diversity.
- Equip trainers with the tools to pass these teachings onto staff.
- Develop trainings that focus on the history of race and racism.

Young Adults with Lived Experience:

- Inform the racial justice, equity and inclusion workgroups by sharing their experience in the system.
- Empower the voice of the customer and the people we serve to transform this system.



COVID-19 changed everything



Eric Miller
Chief of Staff
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The Indiana Department of Child Services is no stranger to crisis. Every day, we step up to help Hoosier families and children at their most vulnerable moments. But the COVID-19 public health emergency impacted us all in ways no one could have foreseen. Suddenly, we were charged not only with caring for those we serve but taking extra steps to keep ourselves and one another safe in the process.

In March, we created a COVID-19 Incident Command Team, comprising leaders from across the agency.

Having this team meet on a regular basis allowed us to coordinate the agency's response to the COVID-19 pandemic and collaborate to solve problems as they emerged. The news changed daily, sometimes by the hour. We were all tested as we tried to figure out what was happening and how to best respond. Many issues that arose were ones we had never encountered but immediately had to address.

There was no guide to navigating what we endured over the past year and what we continue to combat each day, but we have found strength in one another.

Looking back on 2020, it is easy to focus on the negative, but consider how much you overcame in service to those who need us most. The examples are many.

Among our successes:

Staying connected: DCS has always utilized a number of digital programs

to deliver child support and child welfare services. 2020, however, challenged us to rely almost entirely on virtual platforms to connect not only with our families but one another. We helped our families keep in touch with their children, an important form of emotional support during the pandemic. And we found ways to reach our coworkers, too. Across the agency, employees stepped up to learn the ins and outs of Microsoft Teams, which ensured as few disruptions as possible. We all learned and learned quickly. By the end of the year, we were ably hosting live events, virtual luncheons with older youth and more.

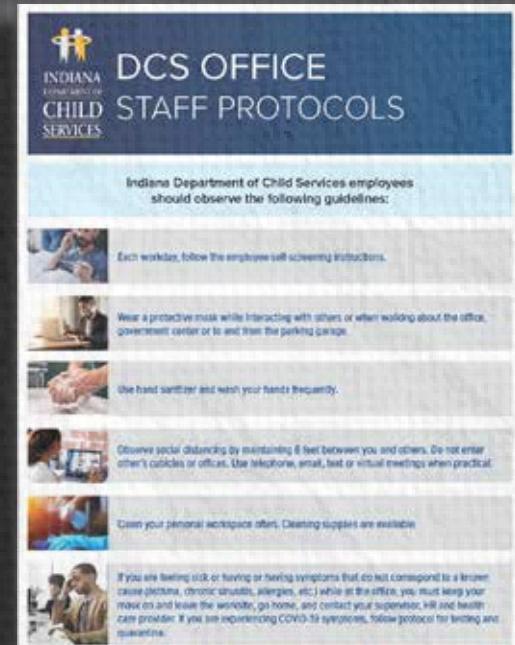
Working remotely: State agencies closed their doors in March to help prevent the spread of COVID-19, but the needs of our families and children continued. Workforce locations changed for all employees as we transitioned to working from home. We packed up our desks and set up

(continued on page 12)



DCS BACK ON TRACK

An Employee Guide



In March 2020, state agencies were faced with changing the way they did business. In the midst of the COVID-19 pandemic, we were all challenged to continue serving Hoosiers while taking extra steps to protect everyone's health and safety. With guidances and information changing at times by the hour, made it difficult for employees to feel confident they had the latest information available. With the need for clear communication in mind, guiding everything from cleaning protocols to remote scheduling, the DCS Back on Track Plan was born. The communications team worked with the DCS executive team to develop easy-to-follow guides for staff across the agency. And as state leaders received new information about the novel coronavirus, that information was passed down to updated the plan. Even today, the DCS Back on Track Plan exists as a living, breathing document that is frequently amended to keep staff members apprised of the latest details. Staff can refer to the plan at any time and feel confident DCS is taking every safety precaution to keep Hoosiers families and children safe while continuing to provide excellent service.

5 Tips & Tricks for virtual engagement



1 Stay positive

- Challenge youth to notice one good thing each day.
- Don't focus solely on COVID-19.
- (For children in residential) Avoid asking screening questions.
- End the call on a positive note with words of encouragement.
- Encourage youth to check-in on younger siblings and how they are feeling.



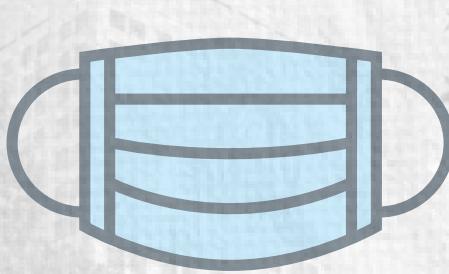
2 Show love



HOW TO SAFELY PUT ON DISPOSABLE GLOVES

FIRST, CLEAN:

- Wear disposable gloves.
- Clean surfaces using soap and water.
- Practice routine cleaning.



Face masks are
REQUIRED
in this office.

"It is vital that we do everything that we can to protect the health and safety of employees, service providers, natural parents, resource parents, community partners and children. Thank you for taking this seriously and doing your part."

CLEANING AND DISINFECTING YOUR OFFICE



SECOND, WASH:

- Wash hands for at least 20 seconds.
- Use warm water and liquid soap.
- Wet hands, lather, scrub, rinse, dry.



THIRD, DRY:

- Use paper towels or air dry.
- Avoid touching face.

- Wear gloves if handling surfaces.
- Wear gloves if handling trash.

- Wear gloves if handling food.
- Wear gloves if handling money.

- Wear gloves if handling laundry.
- Wear gloves if handling pets.

SOCIAL DISTANCING

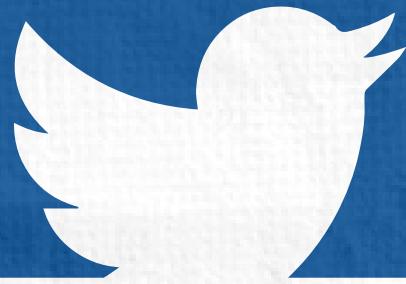
STAY 6 FT. APART

temporary offices. We changed our travel policies to better accommodate the change, and we found out just how much we are able to accomplish while working remotely. This change was abrupt, but you all rose to the occasion. It wasn't long before we were all used to working from home with the occasional family member or pet making a cameo appearance during a Teams call.

Social distancing: Keeping socially distanced was one of the first precautions announced by the Indiana Department of Health. DCS ensured proper spacing of staff in a number of ways. First, office entrances, exits and walking paths were relabeled to keep traffic patterns headed in one direction only. Local offices were provided with ample signage to remind both staff and visitors how to proceed. During the pandemic, we also implemented an office tracker that continues to allow us to monitor staffing levels. The future check-in feature has also helped everyone plan accordingly so we never exceed capacity.

From the bottom of my heart, I want to thank all of you. The sacrifices over the last year were many and the thanks, few. Across every division, our employees adapted to complete your daily work during a time of incredible obstacles so we could continue to provide the best service possible.

Every day, I am encouraged by what our agency continues to achieve. Here's to a happy and healthy 2021.



TOP TWEETS OF 2020



Indiana DCS ✅ @IndianaDCS • Dec 11

We wanted to take a moment to say THANK YOU to [@TiffanyHaddish](#). Tiffany - who has publicly shared her own experiences of being a child in foster care - wanted to do something special for Indiana's children, and boy, did she. More than 100 suitcases! Thank you, Tiffany!



Engagements: 2,770 Impressions: 31,343



Indiana DCS ✅ @IndianaDCS • June 3

We are very lucky to have such a giving, caring Director here at DCS, who has been picking up shifts whenever she has time to help out in her previous profession. Thank you, [@tstigdon](#), for all that you do!

Engagements: 511 Impressions: 29,126



Indiana DCS ✅ @IndianaDCS • June 3

Our Director wears her mask for child welfare workers. What about you? [#MaskUpHoosiers](#) [#INThisTogether](#)

Engagements: 567 Impressions: 5,994



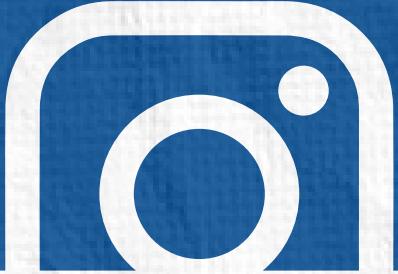
Indiana DCS ✅ @IndianaDCS • June 3

Monday was such an exciting day for us at DCS, but probably not as exciting as it was for Isaiah! After 12 years in foster care, he finally had his [#ForeverHome](#) and adoption finalized! He is pictured with two of his DCS caseworkers, his CASA, and his [#ForeverFamily](#). Congrats!



Engagements: 97 Impressions: 1,349

TOP POSTS OF 2020



voicesofdcs Dec 11

We wanted to take a moment to say THANK YOU to @tiffanyhaddish. Tiffany - who has publicly shared her own experiences of being a child in foster care - wanted to do something special for Indiana's children, and boy, did she. More than 100 suitcases!

Likes: 224 Impressions: 1,038



voicesofdcs Sept 8

Friday was an amazing day for Josh, who was officially adopted by his #ForeverFamily! Congratulations, Josh and family! We are so happy for you all!

Likes: 121 Impressions: 953



voicesofdcs June 8

Did you miss our big day last Monday? It was 16-year-old Isaiah's adoption day! He waited so long - 12 years in foster care - but now he has his #ForeverFamily. The turnout was great. So was the parade. It was such a special day for everyone involved.

Likes: 119 Impressions: 942



voicesofdcs April 6

Did you wear blue on Friday for Child Abuse Prevention Month? DCS staff across the state sure did!

Likes: 57 Impressions: 924



STRATEGIC SOLUTIONS & AGENCY TRANSFORMATION

meet the
ssat leadership team



Heather Kestian

Deputy Director

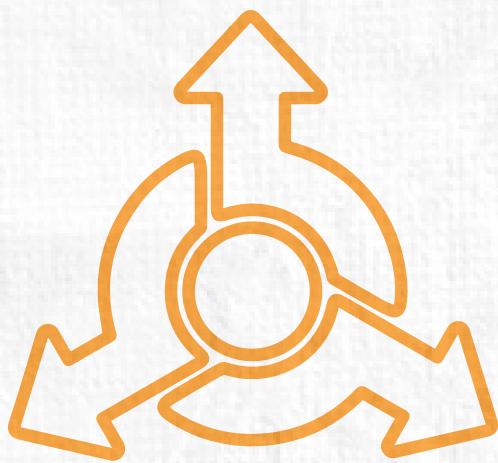
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Heather Hendley

Assistant Deputy Director

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WHAT HAPPENED IN SSAT?

PRACTICE MODEL REVIEW



The quality service and assurance team rolled out a practice model review protocol and workbook (PMR), which utilizes interviews with stakeholders and families along with case records to identify system strengths and areas needing improvement. This measures fidelity to the DCS practice model and compliance with federal standards. The data will help evaluate and improve outcomes for children and families.



safe systems

The safe system review (SSR) team was created to better understand system-related issues related to fatalities or near fatalities. The SSR team has reviewed more than 100 cases since the beginning of 2020. The SSR team has identified several system-level improvement opportunities, which led to the roll out of the spaced education initiative, which provides mini-quizzes to staff in hopes of helping with retention of material.

LEAN

The continuous quality improvement team launched a virtual training on Lean improvement. This year's Value Stream Analysis focused on employee experience and DCS' intake/assessment process. From these VSAs, specific and targeted rapid improvement events will be scheduled to drive further understanding and improvement opportunities throughout the agency.

EXPANDED HOTLINE RESEARCH



The research and evaluation team submitted two manuscripts to child welfare-focused journals in 2020 as part of an effort to expand the use of research and evidence-base information.

These focused on understanding screening threshold analysis and hotline text analysis.



System improvement led to rollout of spaced education

After reviewing more than 100 critical incidents and cases in 2020, the safe system review team identified several system-level improvement opportunities, which led to the rollout of spaced education. Spaced education comprises a weekly question sent out to all DCS case management users. The spaced education questions are developed intentionally and focus on themes that have been uncovered as learning opportunities during safe system reviews or suggested by staff during debriefs. Questions also cover updates in policies and other material surrounding DCS policy, practice and legislation. Research shows that spaced education increases retention of knowledge by providing short, repetitive questions surrounding themes. It serves as a refresher on policy and procedure as well as creates a space for continuous quality improvement. Providing information via spaced intervals ensures material is learned and retained more effectively than when presented all at once. Spaced education allows the mind time to form connections between ideas and concepts, allowing for knowledge to be built upon and recalled at a later time.



PERMANENCY & PRACTICE SUPPORT

meet the
PPS leadership team



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Deputy Director

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Leslie Millier

Assistant Deputy Director

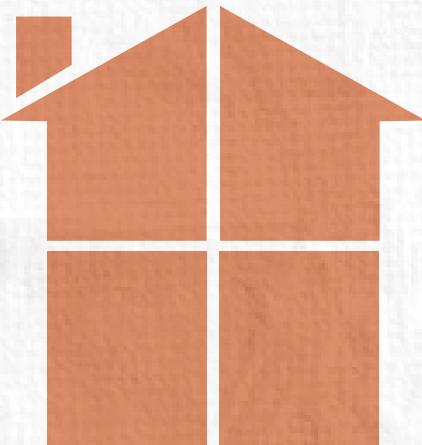
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Sonya Rush

Assistant Deputy Director

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WHAT HAPPENED IN PPS?



REGIONAL RPR LAUNCH

DCS in collaboration with Casey Family Programs, piloted rapid permanency reviews (RPR) in Delaware and Vanderburgh counties. The target population for RPRs are “long stayers” who are close to adoption. In 2019, 108 children were reviewed in Delaware and Vanderburgh counties. One year later, 84 (78%) of the children reviewed had been adopted. In 2020, RPRs rolled out virtually in regions 5, 6, 17, 18, 11, and 9.



REVISED POLICY PROGRESS

The policy team in collaboration with ChildFocus developed a new policy template and workflow. The new policy template asks the following questions to guide change effectively and efficiently:

- Why are we doing this?
- What do we need to do?
- How do we need to do it?



HUMAN TRAFFICKING RESPONSE SYSTEM

In 2020, DCS developed and implemented the DCS Human Trafficking Response System, comprising 55 DCS human trafficking regional leads across the state. The DCS HT regional leads have received extensive training to be able to consult and assist on human trafficking cases. Training has also been developed for field staff, in addition to a HT Fact Sheet, distributed to FCM’s statewide.

BIRTH PARENT ADVISORY BOARD

The Indiana Birth Parent Advisory Board (BPAB) took shape in 2020 with the technical assistance of the Children’s Trust Fund Alliance (CFTA). CFTA assisted the permanency team and a dedicated group of birth parents to lay groundwork for board development and recruitment.





"All-In for Adoption" Panel

A statewide "All-In for Adoption" virtual panel event was co-hosted by the Indiana Department of Child Services and the Administration for Children and Families. DCS seeks to reunify children with their families whenever possible, but when returning a child to their home is not in their best interest, adoption is a positive way to achieve permanency. Hoosier families seeking to open their homes welcome children who need a home where they feel safe and loved. Following the success of nearly 2,500 adoptions in 2019, Indiana seeks to drastically decrease children who are waiting for families to adopt them in 2021 by asking our providers to be all in with our work to support Indiana's adoptive families using high-quality pre- and post-adoption services. The event featured ACF Assistant Secretary Lynn Johnson, Governor Eric Holcomb, DCS Director Terry Stigdon, Children's Bureau Associate Commissioner Jerry Milner, Chief Justice Loretta Rush, Regional Administrator for the ACF Region 5 Angela Green, National Adoption Competency Mental Health Training Initiative Implementation Specialist Edna Davis-Brown and more. The "All-In for Adoption" event had 417 people in attendance.



LEGAL OPERATIONS

meet the **LEGAL** leadership team



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WHAT HAPPENED IN LEGAL?

PERMANENCY

DCS' local office attorneys, with assistance from their management team, led the charge to encourage courts to continue moving children to permanency despite the daunting challenges of the public health emergency. Field litigation attorneys and clerical staff across Indiana acted quickly and decisively to transition from traditional court to an often-changing broad spectrum of hybrid and virtual hearings.



COACHING PROGRAM



The DCS legal training team implemented a coaching program to ensure training skills are applied. They conducted a multi-disciplinary training in Region 18 with DCS attorneys and family case managers as well as CASAs, public defenders and members of the judiciary. During the Pandemic, the team created and delivered over a hundred virtual webinars for lawyers and transitioned all training to virtual.



EXPUNGEMENT REQUESTS

There is now a process for expungement requests from field to Central Office. Expungement requests now come to three staff members: one supervisor and two staff attorneys. Staff attorneys make sure documents were granted under appropriate statutes, then legal staff follows up to ensure the local DCS office received notice. Legal staff then forwards to the IT team for expungement.

POLICY REVIEW TEAM



The legal policy review team was created to provide faster and more comprehensive legal reviews of policies, forms and tools. The team is comprised of fifteen DCS attorneys at all levels from E7 through deputy general counsel, and includes central office attorneys and field attorneys from different parts of the state.



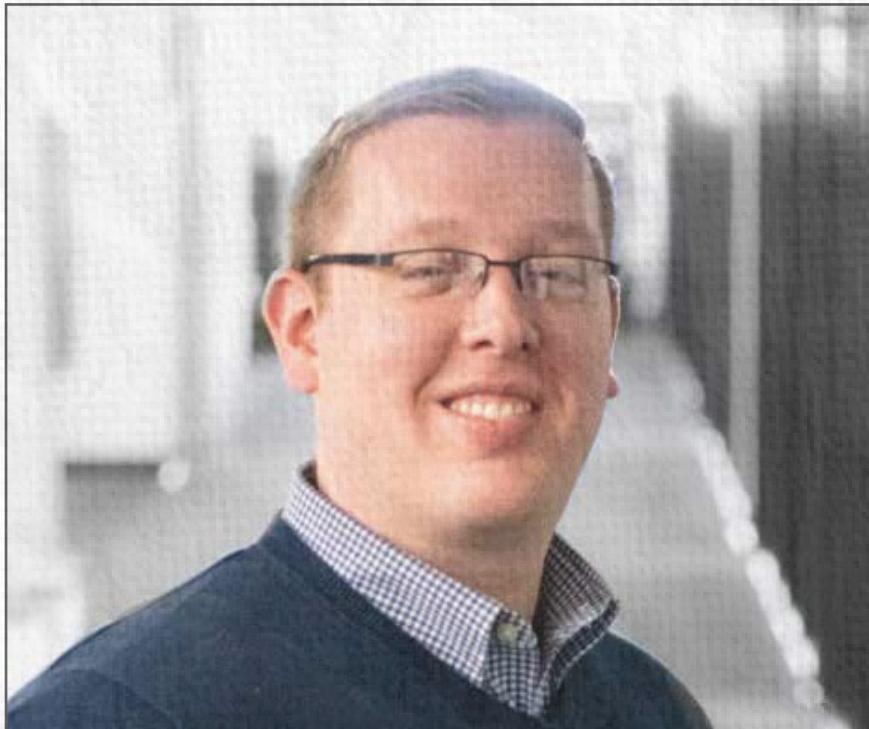
Hearings changed for the better

Prior to March 2020, "going to court" meant going to a courthouse for a hearing in which all of the involved parties, attorneys and witnesses were present in a courtroom. Telephonic or video testimony or appearance by a party or witness was an exception. The public health emergency has changed the nature of court hearings drastically and perhaps permanently. DCS local office attorneys immediately found themselves facing the tremendous challenge of learning new technology while adapting to, and often helping to develop, new practices for representing DCS in courtrooms. Each juvenile court in Indiana's 92 counties created its own unique plan for conducting hearings. Some courts are operating in person as before, some are fully virtual, and some are a hybrid of the two systems. Courts have depended upon DCS attorneys to ensure that not only DCS staff but also witnesses and parents are able to participate by video or telephone.

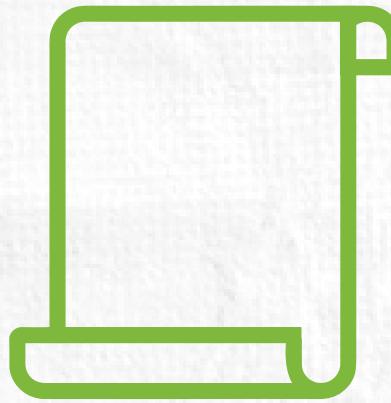


LEGISLATIVE SERVICES

meet the
LEGISLATIVE
leadership team

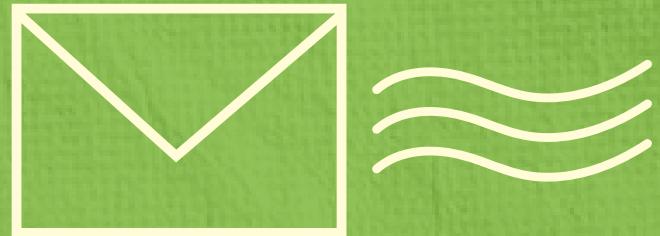


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WHAT HAPPENED IN LEGISLATIVE SERVICES?

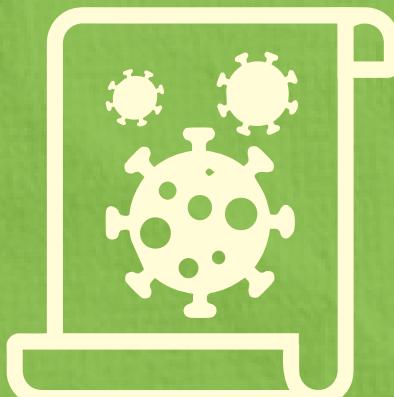
**1,100
inquiries**



The legislative services team received and processed almost 1,100 constituent and legislative inquiries in 2020. These include the important responses made during the pandemic related to COVID-19 and the changing circumstances and operations of the department.

LEGISLATIVE INBOX

To better manage incoming inquiries from the General Assembly, the Legislative Services team implemented a legislative inbox for emails.



COVID-19 EMERGENCY RESPONSE REPORT

The legislative services team, as required by the Indiana General Assembly, worked with agency leadership to develop the DCS COVID-19 Emergency Response Report. The department's mission is naturally interpersonal and interactive, which presented unique challenges as DCS adapted to the COVID-19 pandemic. Like countless other Hoosiers around the state, DCS staff rose to the occasion and met these challenges head on.



Emergency Response Report

The COVID-19 health crisis forced agencies across the state to examine their disaster readiness plans, adapt quickly and prepare for what was clearly going to be a fluid situation. DCS was required to submit a report to the Indiana General Assembly's Interim Study Committee on Public Health, Behavioral Health, and Human Services, outlining its response. The report detailed how agency operations were changed during the COVID-19 pandemic to ensure proper service was still being provided to Hoosier families and children. It also contained information about agency preparations for future emergencies and detailed the agency's legislative recommendations to address for future emergencies. DCS staff stepped up quickly during the pandemic and continue to adapt their work as needed. There were many changes and temporary modifications made to agency operations during the course of the pandemic to keep DCS families and staff safe as well as maintain the delivery of services. The final report documented the agency's important response efforts as they related to both child welfare and child support.



FIELD OPERATIONS

meet the

FIELD operations leadership



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WHAT HAPPENED IN FIELD?



The 10 person rapid safety feedback (RSF) team manages Eckerd Connects.

- Highest review volume of all Eckerd RSF jurisdictions across the country
- Since January 2018, there have been nearly 2600 assessments for review
- Completed more than 5,000 RSF survey tools
- Which supported hundreds of colleagues and served thousands of children
- Held first virtual training in region 8

700 assessments



SPECIAL INVESTIGATORS (SI) are currently positioned in regions 5 and 11. The investigators assist DCS staff with navigating complicated cases, improving communication with law enforcement agencies, assist staff in court case preparation, locating parents and runaway children, recognizing staff safety issues and enhanced training for assessments involving domestic violence.

by the #s

19,975
open cases

Child Abuse and Neglect hotline reports SFY 2020: 225,872

58.21% of reports turn into assessments, 60.54% in SFY 2019

Children living outside home of origins: 12,062

2,000 finalized adoptions

FRONTLINE TEAM MEMBER ADVISORY COUNCILS

The FCM and supervisor advisory councils were created in August 2018. The councils assist in breaking down communication barriers between the DCS local offices and the executive team. Sarah Sailors, deputy director of field operations, oversees the advisory council. Council members commit to 12-month terms, which assists in accessibility for other supervisors and family case managers. The council assists in mitigating gaps in communication, improving inclusivity in decision-making and bringing all voices to the table.

"I am very proud to have been part of a council that transitioned pretty easily to the virtual model and continued the goals of the council without meeting in person. I feel with us having short weekly meetings it allowed us to be able to provide timely feedback and ask important questions that our peers had. I was told on numerous occasions how thankful my peers were at some of the information that I was able to provide them from these meetings during such a time of unknowns."

James "Blake" Neal - Supervisor

"I think that this council is a great opportunity for those of us on the front lines to have our voices heard. We are also able to brainstorm together with others throughout the state to come up with ideas on how eliminate concerns or get ideas on how to approach things differently and think outside of the box... I feel privileged and honored to be apart of Advisory Council." *Brittany Turner - FCM*

"I have gained a lot of knowledge on how things are done in our agency. This has given me a big picture view of my job, FCMs job and DCS as a whole. I am proud of the opportunity I was given by being on the Council. I am also proud of the conversations/discussions and insight all the FCMS provide during our meeting."

Justin Littman - FCM Supervisor

"I am very impressed to see executives ready to listen to frontline staff. I have felt that they truly listen to our suggestions and problems and if possible do what they can to help. This means a lot. It has been good to have information early that I can share with my peers." *Rachel Buendia - Regional Foster Care Specialist*

"I will admit that before I was one of the workers that felt that Central Office spent their days looking for ways to make field staff's lives more difficult. By being on this council, I learned that I was completely wrong. I realized that the entire executive team is dedicated to making our lives easier."

Eric Zegaczewski Practice Consultant

"The council has provided me with more knowledge and a voice to help our agency navigate working through a pandemic. Not only this, but I have gotten to be a source of knowledge for other members in Region 17 and ensure that Region 17 employees stay informed and have a voice on matters within our agency."

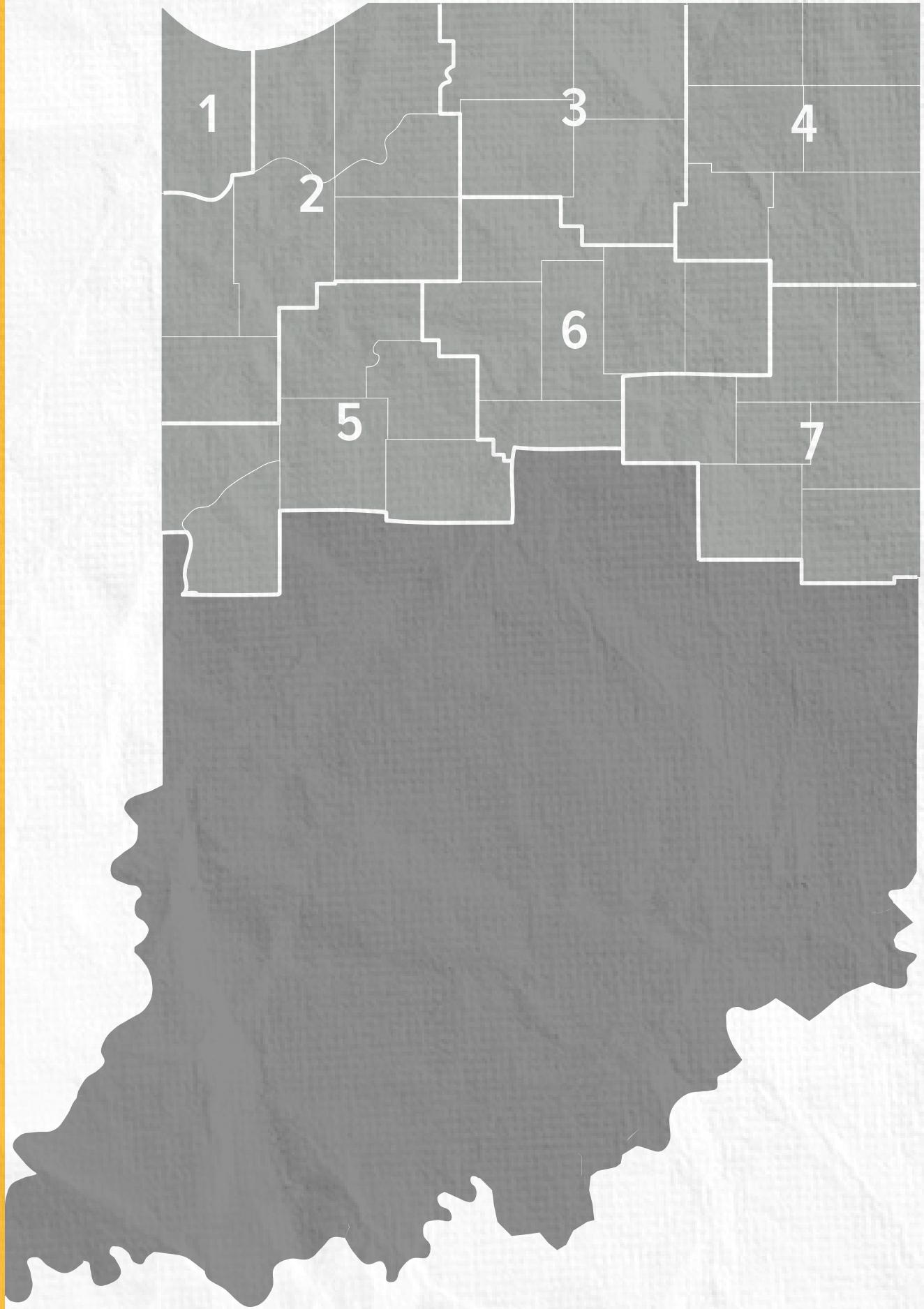
Michaela Claise - FCM

"By far the biggest thing that I've gotten out of being on the council is a feeling that I am important, that my voice and my thoughts and ideas are important, and having a sense of connection with the rest of the state. Being in the furthest southern point in Indiana, we often feel forgotten or like we aren't really a part of the state but having the honor to be on the council and gaining first-hand information in real time has been invaluable."

Allie Cole - Family Case Manager Supervisor

"Participating in the FCM advisory council has been an extremely positive experience for me personally. I have enjoyed the opportunity of gaining knowledge on the front line and to be able to provide a perspective from the field role." *Jami McDaniel - FCM*

NORTHERN INDIANA



Regions • 1 • 2 • 3 • 4 • 5 • 6 • 7

NORTHERN

REGION 1: *Lake County*

- Ended regional budget for June 30, 2020, with a \$4.5 million surplus.
- Decreased children in care by 15%.
- Maintained the highest number of children placed locally in the state with an 86% average.
- Increased relative placement by 7%.

REGION 2: *Porter, La Porte, Newton, Jasper, Pulaski & Benton counties*

- Increased the region's average Child and Family Team Meetings to 90% occurring at least once every 3 months. Quality of those meetings has increased from an average score of 12 to 24 on a 30-point quality scale.

REGION 3: *St. Joseph, Elkhart, Starke, Marshall & Kosciusko counties*

- Served more youth in their homes to preserve the family unit. The Safely Home, Families First, initiative increased 3%,
- Placed children with relatives more often (3% increase) when removal was necessary to keep the child safe.
- Decreased the number of overdue assessments to less than 10 by year's end.

REGION 4: *La Grange, Steuben, Noble, DeKalb, Whitley & Allen counties*

- Dedicated a family case manager to track residential placements in an effort to decrease use of these facilities unless treatment there is absolutely necessary. This FCM works with the FCM on the case, connects with providers, sets up child and family team meetings and ensure proper care after discharge.
- Placed children locally in 70% of out-of-home cases.

REGION 5: *Warren, White, Carroll, Fountain, Tippecanoe & Clinton counties*

Participated in the Rapid Permanency Review in September. Finalized adoptions for 10 children by the end of October.

98% of the children on the RPR list are currently placed in adoptive homes.

Increased relative placements to 48%.

REGION 6: *Fulton, Cass, Miami, Wabash, Huntington & Howard counties*

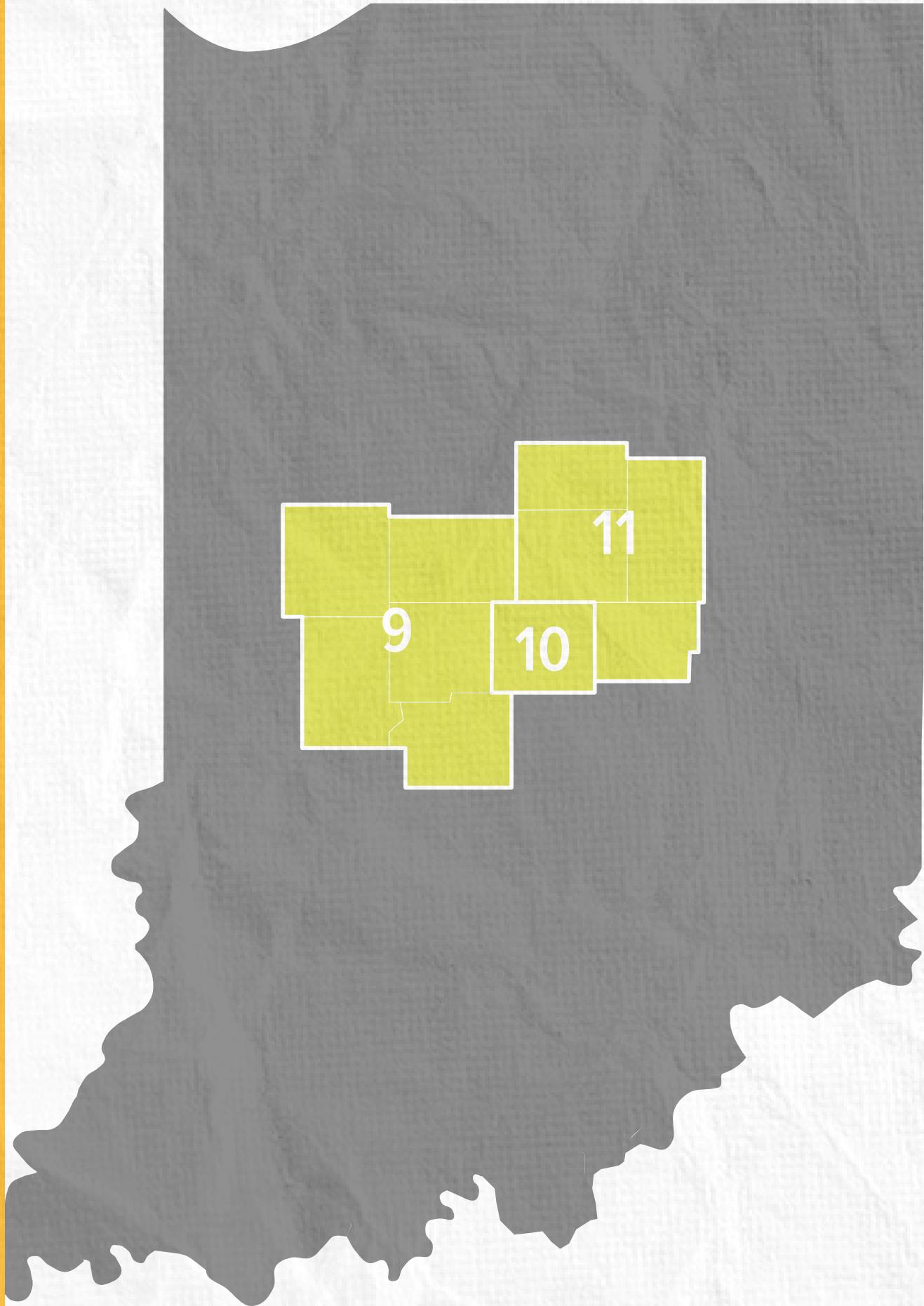
- Decreased Child in Need of Services cases by 99
- Decreased out-of-home placements by 87.
- Held 4,900 Child and Family Teams meetings between January and November, an increase of 1,257 over 2019.

REGION 7: *Wells, Adams, Grant, Blackford, Jay, Delaware & Randolph counties*

Held nearly 4,900 child and family team meetings (CFTMs) between January and November 2020, an increase of 1,257 over 2019.

Averaged 82.8% timely initiation compliance through October.

CENTRAL INDIANA



Regions • 9 • 10 • 11

REGION 9: *Montgomery, Boone, Putnam, Henricks & Morgan counties*

Region 9 has a phenomenal practice team that led the region-wide emphasis on teaming this year by focusing on children that have a child and family team meeting within 180 days. At the close of 2020, 99.74% of the children in Region 9 had been teamed in the last 180 Days!

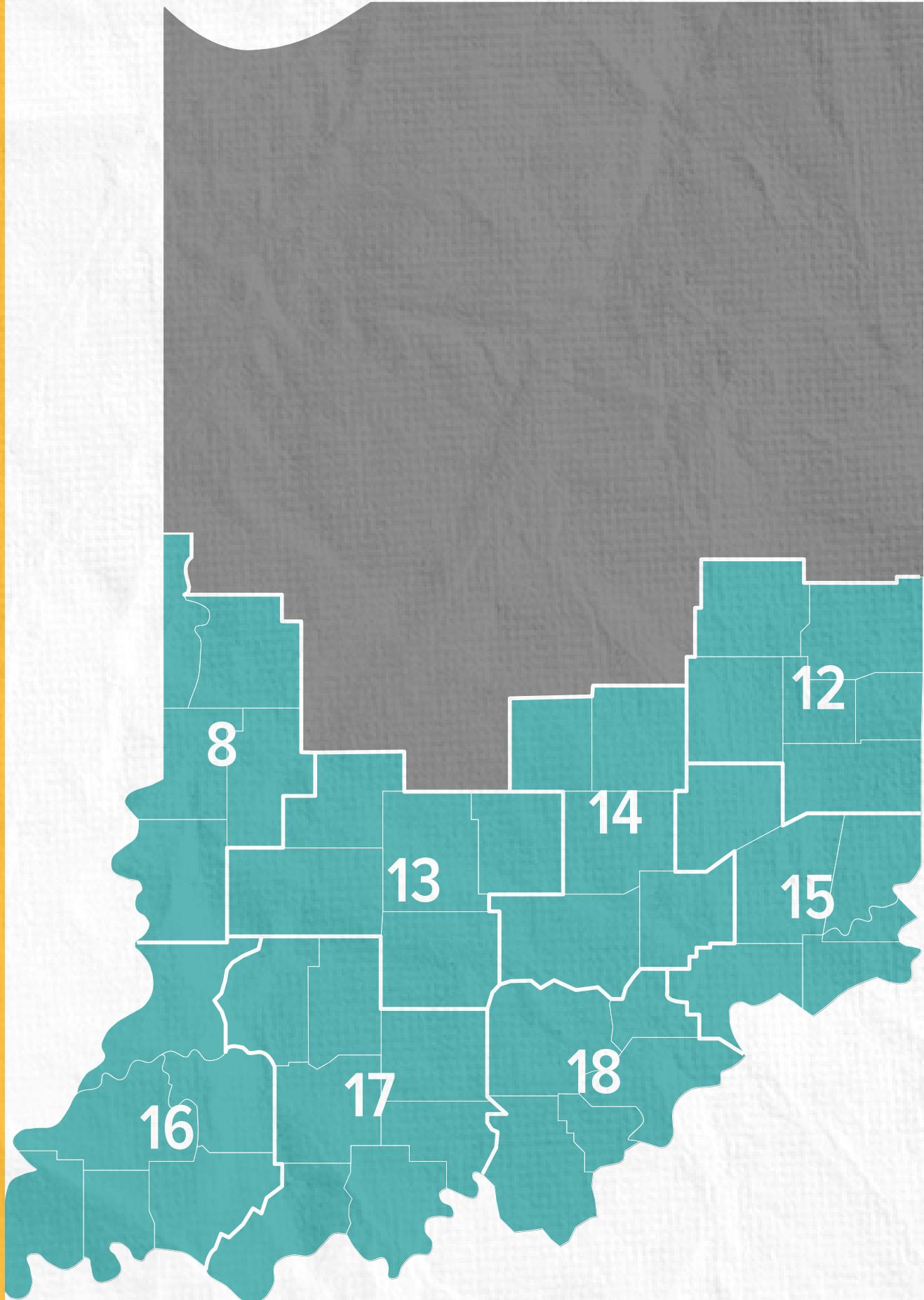
REGION 10: *Marion County*

Region 10 held a rapid improvement event (RIE) to improve the work experience for their family case managers. As a result of this event, Region 10 has already implemented a method to assign on going cases based on the location of the case within the county. Each Marion County office also has a front-line team member driven committee to determine the new processes that will help the FCMs experience better work-life balance.

REGION 11: *Tipton, Madison, Hamilton & Hancock counties*

Region 11 expanded the practice enhancement group for additional membership and practice skill development within each office. An alternative-to-residential work group was developed later in the year to prevent and reduce the length of time children and youth spend in residential facilities for treatment.

SOUTHERN INDIANA



Regions • 8 • 12 • 13 • 14 • 15 • 16 • 17 • 18

SOUTHERN

REGION 8: *Vermillion, Parke, Vigo, Clay & Sullivan counties*

Region 8 focused on decreasing how often children are sent to residential facilities for treatment. Staff now review cases more frequently to ensure there are appropriate plans for each child in DCS care. Those children with long lengths of stay have their cases reviewed at least quarterly to ensure there are solid transition plans. These efforts have resulted in 12 fewer children in residential settings.

REGION 12: *Henry, Wayne, Rush, Fayette, Union & Franklin counties*

Region 12 has made great progress in finding permanency for children served, reducing the CHINS caseload by 156 kids.

REGION 13: *Owen, Monroe, Brown, Greene & Lawrence counties*

Region 13 focused on decreasing the number of children placed in residential care. One child moved to a foster home after living two years in residential facilities. Another child was able to move to Mexico with her father after more than a year of work between the two governments.

REGION 14: *Johnson, Shelby, Bartholomew, Jackson & Jennings counties*

Region 14 focused on engaging parents in 2020. In January, the region was at 76.1% engagement with a high of 92% in September. The region's average for 2020 was approximately 85% of parents engaged.

REGION 15: *Decatur, Ripley, Dearborn, Jefferson, Ohio & Switzerland counties*

Region 15 saw decreases in CHINS cases and residential care and an increase in children living with their relatives when they were not deemed safe in their home of origin. The region initiated a residential workgroup including community service providers, field staff, foster care and LCRA representatives to help remove barriers for children who are ready to leave residential care.

REGION 16: *Knox, Gibson, Pike, Posey, Vanderburgh & Warrick counties*

Region 16 celebrated the newly launched Isaiah 117 House in Evansville, a valuable addition to the area. There is excitement for a second house in Region 16. In response to changes resulting from the COVID pandemic, the region has formed well-working teams including staffers from all levels.

REGION 17: *Daviess, Martin, Dubois, Crawford, Orange, Spencer & Perry counties*

Region 17 was able to finally fully staff its legal team, allowing counties to tackle a backlog of TPR filings. Additionally, the new fatality review team meets regularly with FCMs to address issues surrounding prevention.

REGION 18: *Washington, Scott, Clark, Harrison & Floyd counties*

Region 18 worked to improve relationships with CASAs and the court over the past year. The region also focused on decreasing residential placements and creating immediate step-down plans for children in residential facilities.



CHILD ABUSE & NEGLECT HOTLINE

SCREENING THRESHOLDS

In partnership with the SSAT division, the hotline division has begun making changes to the structured decision-making tool to better help intake specialists determine the appropriate level of involvement for the agency. This supports DCS' ongoing efforts to provide the right support to the right child at the right time. This will inform decision making so the agency puts resources where they are most needed while preventing unnecessary intervention.



30% of the Hotline management team has completed the leadership academy for supervisors. One of DCS' goals as an agency over the past few years has been to provide

better management to employees at all levels. This helps boost employee morale and supports better outcomes for Hoosier families and children. The leadership academy equips supervisors to support their staff members and lead for better outcomes.

99% QAR SCORE

Talking to an intake specialist at the hotline is often the caller's first contact with DCS. Recordings of 100 calls to the hotline are reviewed every quarter to ensure quality, sound decision making, professionalism, etc. On the most recent hotline quality assurance review, the division scored an average of 99%

by the #s

Number of calls: 178,772

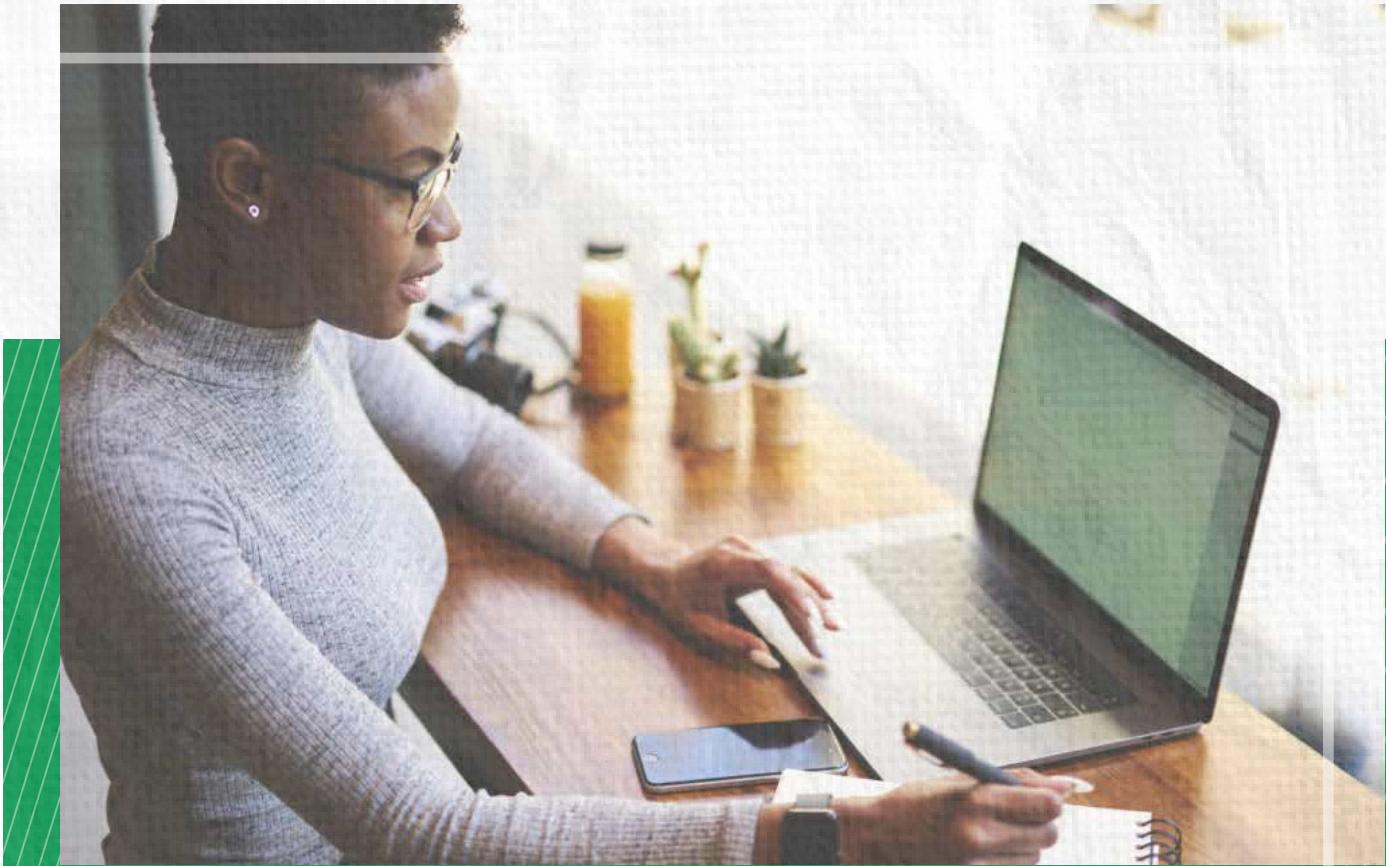
Staff:

124 FCMs

24 Supervisors

3 upper managers

7 clerical



Permanent remote trainings better prepared employees

Across the agency, 2020 called for division leaders to adapt their procedures to protect workers and prevent community spread of the COVID-19 virus, all while continuing to serve Hoosiers when they need us most. The Hotline division was no exception, pivoting quickly to ensure the safety of workers. The division transitioned most of the training for new workers to digital platforms, allowing for remote learning. Even with this move to remote training, the training continues to receive very high reviews from new staff. One trainee that went through the new training noted that the training was the best she's ever had and she felt well-prepared for her new role. After careful consideration, Hotline leaders opted to make some of the changes permanent. Continuing to allow for remote training, for example, reduces travel demand/stress for new hotline staff and significantly reduces travel expenses. Additionally, by reducing the travel requirements, the agency hopes to expand the talent pool for the Hotline.



WHAT HAPPENED IN COLLABORATIVE CARE?

2020
CC

145 → 132

youth in collaborative care that
were in a residential setting

246

youth in collaborative
care, compared to 167
at the end of 2019

NEW PARTNERSHIPS

The CC team has worked diligently in 2020 to partner with the Foster Youth Independence Initiative. This effort is a partnership with local housing agencies across the state and would provide affordable, stable and supported housing for youth transitioning to adulthood. Their efforts have increasing this resource from 1 county to 13 counties in 4 months and continues to grow.

EXCELLENT SERVICE

The Collaborative Care team is exceptional in its care and compassion for all of the youth DCS serves, and 2020 was no exception when it came to excellent service. These team members work tirelessly to find treatment options and care that will give their youth the best chance at a successful transition to adulthood. They stand by their youth when success is not easily achievable or immediately evident. They regularly pull together as a team to fight for the youth to have safe and appropriate care.



WHAT HAPPENED IN FOSTER AND KINSHIP CARE?

6 employees processed **1,194** placement referrals for regions 1, 2, 5, 9 & 10



HANDS OF HOPE

The agency now has seven individual caseworkers who focus on retaining current foster families and recruiting new homes in their region. They have partnered with Hands of Hope and have begun nurturing community-based relationships that can support caregivers across the continuum of placement.

KINSHIP SUPPORT SERVICES

2020 marked the first anniversary of the Kinship Indiana model designed to support kinship families that have opened their homes to DCS placements. The early successes also led to deploying the model to Region 1 and deploying the crisis portion of the model statewide.

285 → **90**

pending foster home revocations.

With the partnership of the consultants and field staff, this number was reduced in 2020.

1,548

children in a quality early learning child care. At the beginning of 2020, there were only 620 foster youth receiving this service.



CHILD WELFARE SERVICES

meet the

CHILD WELFARE SERVICES

leadership
team



David Reed

Deputy Director

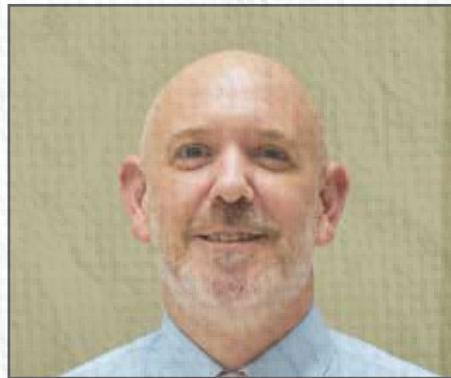
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Austin Hollabaugh

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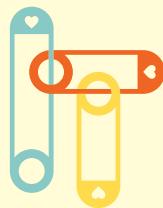


WHAT HAPPENED IN CHILD WELFARE SERVICES?

LUNCH WITH THE LEADER



The Older Youth Initiative team collaborated with public housing authorities and continuum of care organizations to roll out HUD's Foster Youth Interdependence Voucher program, providing housing vouchers, services and support. They strengthened youth engagement through Indiana Youth Advisory Board (IYAB) town halls, Director Stigdon's "Lunch with the Leader" meetings, and DCS' Racial Justice, Equity & Inclusion advisory council.



My Healthy Baby

Child welfare services focused on primary and secondary prevention through increased Community Partners funding to help families get through the pandemic; close involvement in the "My Healthy Baby" infant-mortality prevention program with FSSA and the Indiana Department of Health; and the June 1 launch of Family Preservation Services.



FPS launched statewide on June 1. This was a big step toward serving families "upstream," to work harder in preventing children from experiencing the trauma of separation from their families. FPS will prepare to implement FFPSA next fall. 96 providers are under contract for these services which use evidence-based practices and concrete supports to help keep families safely together. More than 4,000 children are already benefitting from these services.

IMPROVED TREATMENT PROGRAMS



In collaboration with group homes and residential treatment facilities, child welfare services developed a qualified residential treatment program (QRTP) attestation form to ensure access to high-quality treatment services, and opened an RFI to get provider input into how to best deliver aftercare services for those who have completed their residential treatment and are reentering the community.



Launched Family Pres.

Child Welfare Services focused on supporting DCS' values of prevention and safety. FPS launched statewide on June 1. This was a big step toward serving families "upstream," to work harder in preventing children from experiencing the trauma of separation from their families. FPS will prepare to implement FFPSA next fall. 96 providers are under contract for these services which use evidence-based practices and concrete supports, such as rental assistance, furniture or necessary supplies, to help keep families safely together. Supporting families, helping them to improve their circumstances, and, most importantly keeping them safely together predicts better futures for both the kids and their parents. Close to 2,000 families and more than 4,000 children are already benefitting from these services, and, while formal evaluation is just beginning, early data shows more Hoosier families being preserved and children staying safe

The division's focus on primary and secondary prevention has helped reverse Indiana's trend of dramatic increases in children entering out-of-home care, and, since 2017, the number of children in out-of-home care has been reduced by nearly 40%. By safely keeping more families together, we'll have fewer kids who, through no fault of their own, end up in foster care and ultimately age out of our system, which will allow us to realize the true promise of Family First.



JUVENILE JUSTICE & INITIATIVE SUPPORT

meet the
JJS leadership team



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Waylon James

Assistant Deputy Director

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WHAT HAPPENED IN JJIS?

Central Office Background Check Unit (COBCU)
conducted the following evaluations:



61,270

Fingerprint transactions processed



461

Criminal and/or CPS waivers processed



79,004

Child protective service index checks completed



1,965

Out-of-state inquiries with assessments



1,094

Probation consultant referrals processed

20%

for juvenile justice youth in residential care from November 2019, 34% from November 2018

ICPC TRAINING

The division continued to revise the ICPC unit by developing ICPC training that is now available to the regions. Regional managers receive monthly notifications and access to the ICPC Salesforce environment to monitor ICPC Cases. In 2020, **1,147 cases** were processed (551 outgoing/596 incoming) compared to 1,394 (689 outgoing/675 incoming) in 2019.

BACKGROUND CHECKS

Despite COVID and the many closures of fingerprinting locations, COBCU steadily maintained its production of background investigations and CPI/CPS check. These closures have shone a light on DCS' need for background investigations, which has led to the opening of 6 DCS offices as fingerprint locations.



Reduced use of residential treatment

One of DCS' ongoing goals is to ensure children are placed in residential treatment facilities only when they require that specialized level of care. Decreasing the number of children in residential has involved divisions across the agency, and 2020 brought great success in this area. During 2020, the juvenile justice unit took extra steps to analyze the cases of children who have been in residential care for more than nine months. Each month, every probation service consultant reviews the placement data for youth in care. After completing the review, the probation service consultant works with the probation officers who are overseeing the case to determine what options are available to the child. These consultations center on treatment goals and a plan for permanency. As a result of this cooperative effort with probation, residential placement for delinquent youth has been reduced by more than 34% over the course of two years.



STAFF DEVELOPMENT

meet the

STAFF DEVELOPMENT

leadership team



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Harmony Gist

Assistant Deputy Director

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Chatney Grice

Assistant Deputy Director

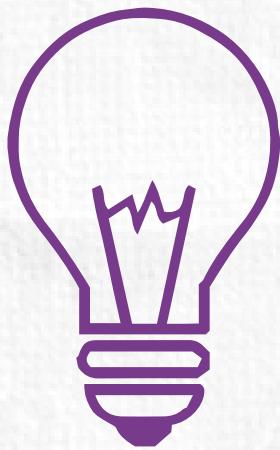
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Nikki Henderson

Assistant Deputy Director

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WHAT HAPPENED IN STAFF DEVELOPMENT?

Staff development continued to develop and offer trainings to DCS staff, foster parents, LCPAs, providers and other external partners including a national human service and child welfare audience. The in-person classroom training moved to a virtual platform.

44

New cohort trainings
848 participants

318

Experienced trainings
45 in-person/ 273 virtual

16

Clerical, Support, Admin trainings
377 participants



The leadership academies for supervisors and managers launched and graduated 49 leaders.

The annual supervisor and director conferences launched and the leadership forums and workshop trainings were facilitated to all agency leaders.



Continued staff trainings

The COVID-19 forced divisions across our agency to adapt quickly to continue serving Hoosier families and children to the highest level possible. Critical to these efforts was keeping staff up to date on the latest trainings to equip them to excel. It would have been understandable for some disruption to occur as employees adjusted to new schedules, work environments and virtual platforms; however, staff development pushed forward with no interruption in staff training. The DCS/IU training partnership expanded the amount of trainings offered to internal and external stakeholders, and all curricula were revised and adapted for a virtual platform. Leaders in the organization were provided more leadership trainings in 2020 than in prior years. The partnership developed trainings that were relevant to 2020, such as lessons focused on cultural humility and personal protection equipment and safety. The partnership was instrumental in providing a training for the National Staff Development Training Association on simulation and virtual training platforms.



CHILD SUPPORT BUREAU

meet the

CSB

leadership
team



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WHAT HAPPENED IN CSB?

THE STAFFORD ACT

The Stafford Act allows program flexibility when a major emergency is declared. CSB was granted two waivers to benefit Indiana's child support program during the COVID-19 crisis: one for several federally required performance timelines and another granting the ability to hold jointly filed tax offset payments for longer than six months. This will improve Indiana's federal child support performance, which is directly related to amount of federal incentive funds awarded to Indiana.



in the nation
for overall
performance



66.91%

FFY 2020 support collections:
compared to 66.96% FFY 2019

CSB implemented an online enrollment form for child support services. This is the first time families were able to sign up for child support services on a digital platform. This is an additional route to sign up for child support services in addition to signing up for services at the local county prosecutor's offices.



The design and development portion of the INvest project is in full swing for CSB's new statewide child support system.

With multiple offices closing or with limited staff because of COVID-19, for the first time CSB printed and sent Income Withholding Orders (IWO), which allowed for uninterrupted child support payments.





IT

meet the



leadership team



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Chief Information Officer

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Dawn McNeal

Deputy CIO - CSB

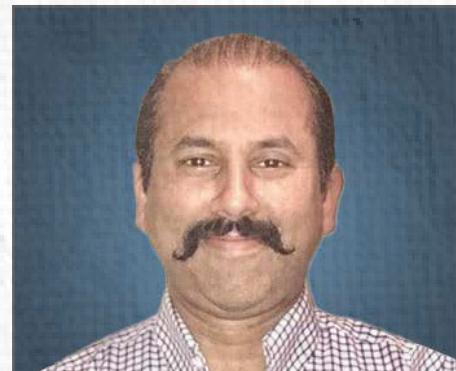
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Prasad Paradkar

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WHAT HAPPENED IN IT?



INvest

The INvest Project, which replaces CSB legacy application ISETS, started on June 1. DCS IT, CSB and its county partners (prosecutor and clerks) are working diligently with the four vendor teams to ensure a successful pilot in May 2022 with the final implementation in November 2022.



The CCWIS project, I-KIDS, will replace child welfare's current case management system, MAGIK. The development vendor onboarded on Aug. 4, and development started on Nov. 4. The new system has three vendor teams working with DCS to ensure successful implementation. Phase 1 is expected to replace Casebook by June 30, 2021.

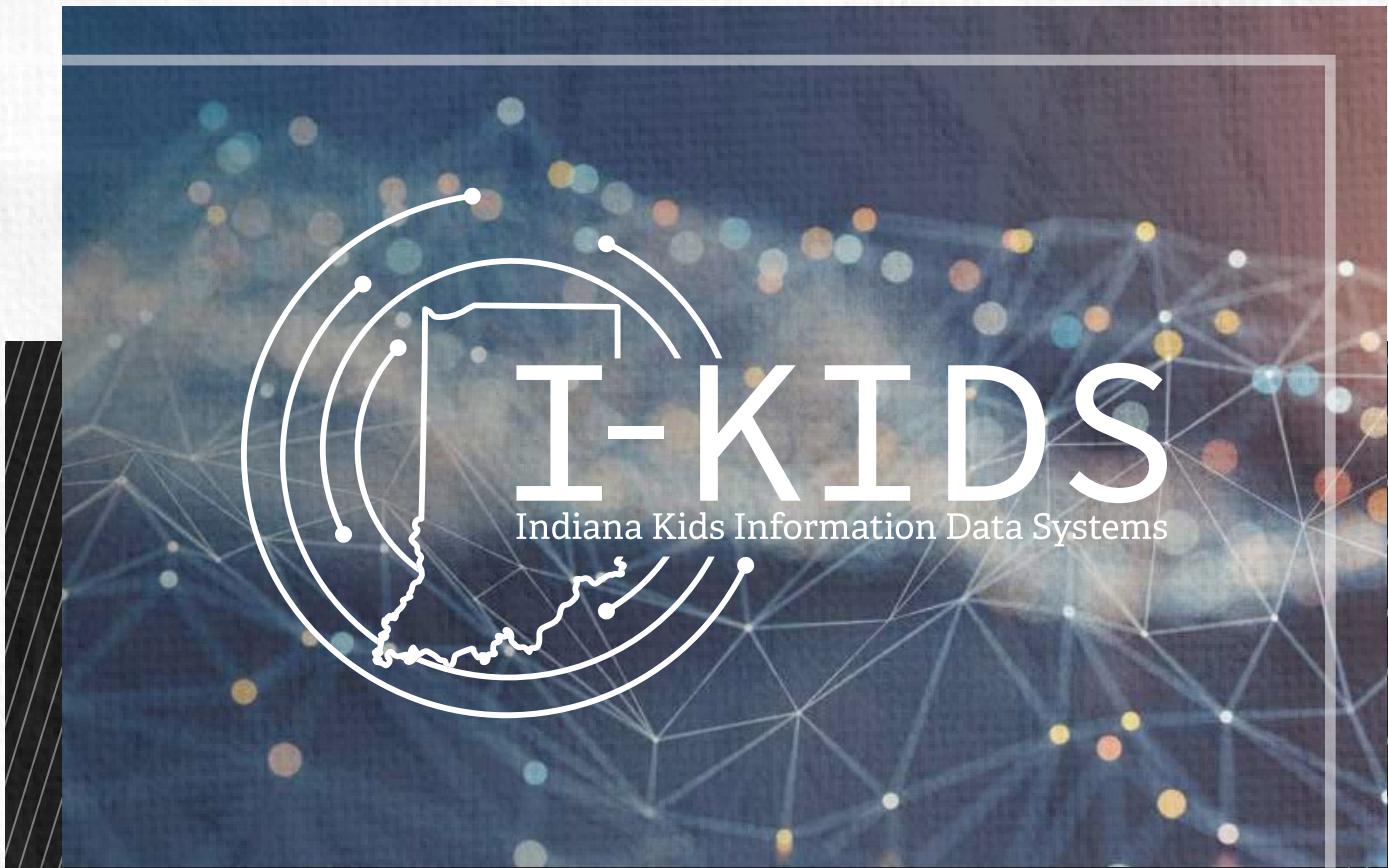
61 completed projects

In 2020, DCS IT completed 61 projects for both the child support and child welfare business teams. One project for COVID tracking was developed in Salesforce, rolled out to field in five days and nominated for an award. The Indiana DCS CCWIS Virtual Reality Employee Engagement Platform project won a national NASCIO award for the state of Indiana.



And the award goes to...

Kevin Jones, DCS CIO, led efforts to modernize two major systems concurrently and was recognized nationally and locally for his leadership. Kevin was awarded NASCIO Technology Champion and the Indianapolis Business Journal's CTO of the Year.



System Improvements

In 2020, the agency took significant steps toward the completion of two systems that impact the work the Indiana Department of Child Services does on a daily basis. Ultimately, the current child support ISETS system will be replaced by INvest; the current child welfare case management system, MaGIK, will be transitioned to I-KIDS. The prior systems have served the agency well in the past, but both have limitations that will be overcome by updated technology. Completing both system replacement projects at the same time is a challenge. However, this process has allowed DCS IT teams to learn and share knowledge while helping the business teams achieve goals that have been difficult to accomplish with the current systems. Utilizing the same platforms has been cost-effective and will continue to aid DCS IT in its goal of ease of maintenance and support once completed. DCS IT also restructured the organization in November to promote the one-team approach and began the journey to focus on people and processes that will be needed as the systems get closer to implementation.



ADMINISTRATIVE SERVICES

meet the

ADMIN

leadership team



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Joe Fistrovich

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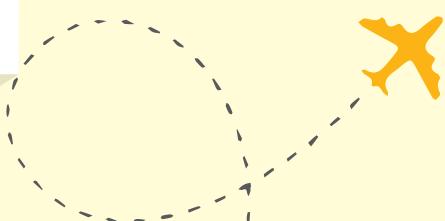
Todd Fandrei

Deputy CFO Financial Management

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WHAT HAPPENED IN ADMIN SERIVCES?



The DCS travel team had the challenge of adapting and implementing its Rapid Improvement Event recommendations and has since become more customer service-focused. The DCS travel team now consistently processes travel vouchers under the 30-day requirement. More importantly, the staff came together as a team to achieve these results.

71 completed audits

Historically, audits have been performed in person, but the COVID-19 pandemic made this a challenge. The DCS field audit team completed virtual desk audits in 2020 and increased production by 30% from previous years. In 2018 and 2019, the number of audits completed remained steady at 54 and 55, respectively. In 2020, the team completed 71 audits.



TITLE IV-E MOCK AUDIT

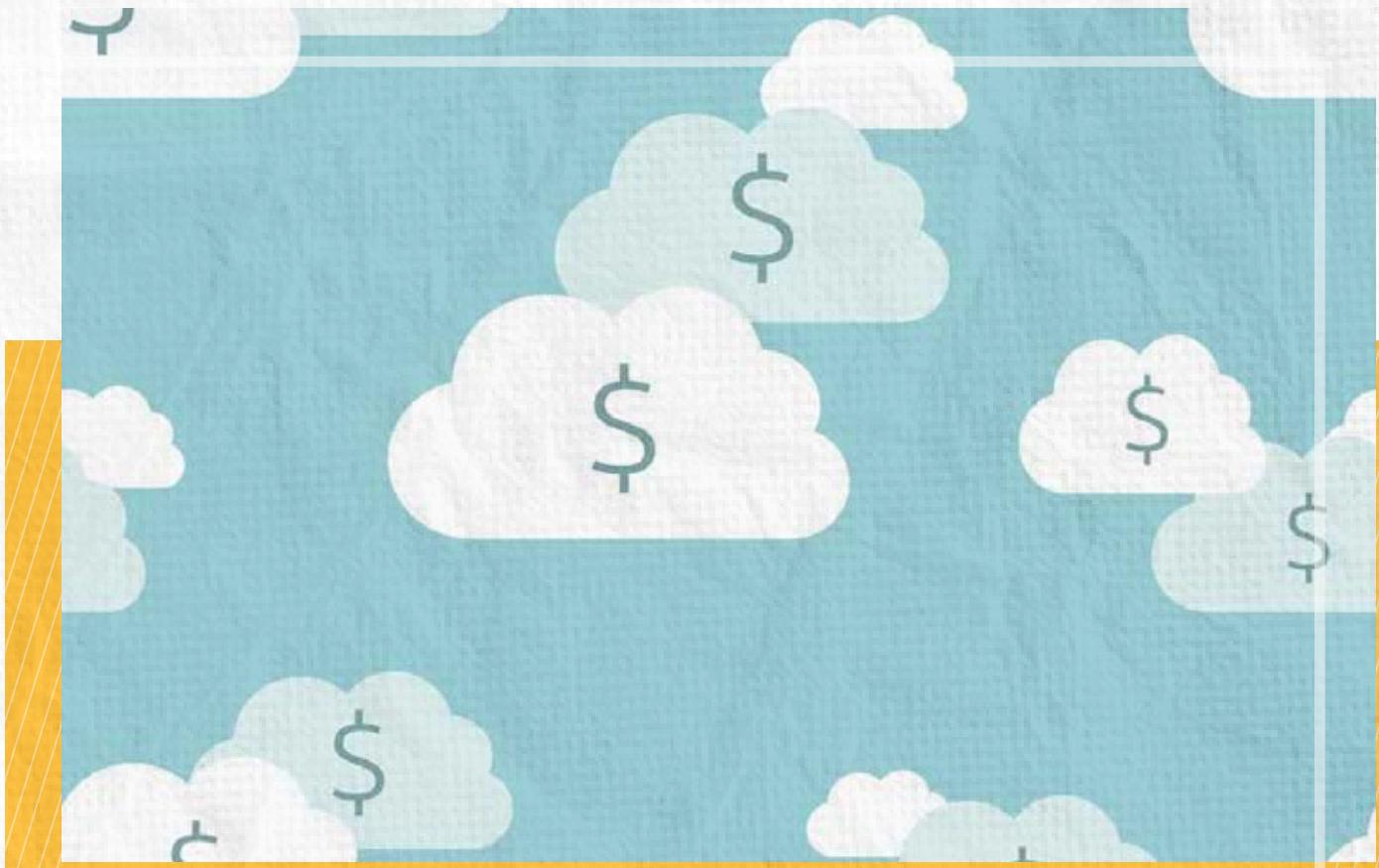
The DCS administrative services enrollment and eligibility unit conducted a mock Title IV-E audit in preparation for the upcoming

federal audit. Upon completion of the mock audit, the review team determined that all 80 of the sample cases met the eligibility requirements and were deemed non-error cases for the period under review (PUR).



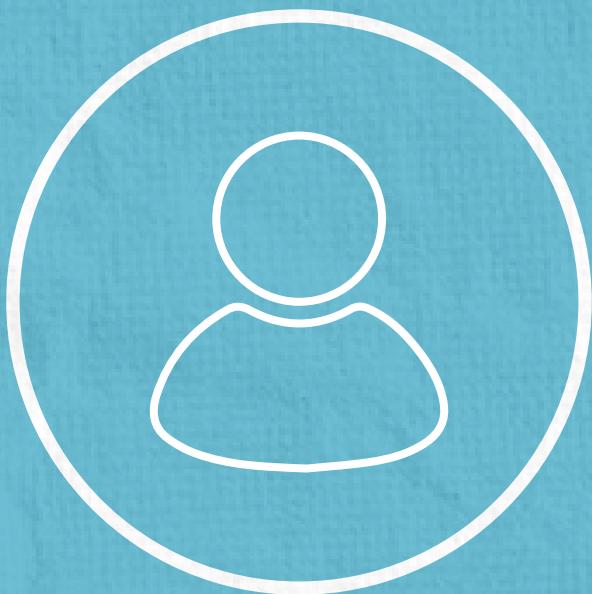
Project tracking and reporting

The DCS finance grant and projects team implemented a new project characterization standard to help track and report on federal as well as state projects.



Easier reporting of annual grants

DCS oversees 23 federal grants that are renewed on an annual basis. In order to ensure appropriate expenditures are billed to each grant, DCS utilizes PeopleSoft Projects to identify each grant. Historically, there has been no standardized naming convention for these projects, causing confusion and incorrect allocation of expenditures to grants. Some of our projects were merely strings of numbers that no one could identify without researching their meaning. In 2020, the grants and funding team fixed this issue by standardized the naming of projects to promote better understanding of what each represented. This also allows for cleaner and easier reporting. Now, when asked to provide information to State Board Of Accounts or the federal agencies overseeing the grants, DCS is able to quickly identify which projects are aligned with what grant and can run reports to obtain that information much more easily than before.



HUMAN RESOURCES

meet the

HR

leadership team



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Caitlin Floyd

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WHAT HAPPENED IN HR?



2020

4,767

New Hires/Rehires/Transfers In 2020 (as of 10/26/2020): 1,116



677 FCMs
79 specialty FCMs
55 FCM supervisors
46 local office attorneys
114 promotions



Decreased turnover

18.6

compared to 20.54% in 2019

RECRUITING INITIATIVES

Virtual job fairs: Because of COVID-19 limiting in-person activities, DCS HR assisted in the planning of five virtual hiring events in Marion and Madison counties. Interviews were held with 198 candidates, and 61 were hired.

College fairs: DCS HR hosted 12 events in partnership with colleges and universities across the state to build relationships with the next group of candidates entering the workforce.

Diversity and inclusion: In 2020, HR was proud to partner with local and national cultural organizations to promote DCS openings. These include the National Association of Black Social Workers, the Latino Social Workers Organization and the Hispanic National Bar Association.

NEW PROGRAMS

SAP Success Factors helps managers and employees work together to know what is expected of every position in the DCS workforce. In 2020, HR launched goal-setting features for all DCS positions. 2020 also marked the first year annual appraisals were able to be completed digitally.

Trustline Implementation: Employees now have another means to communicate concerns to DCS leadership.



COMMUNICATIONS

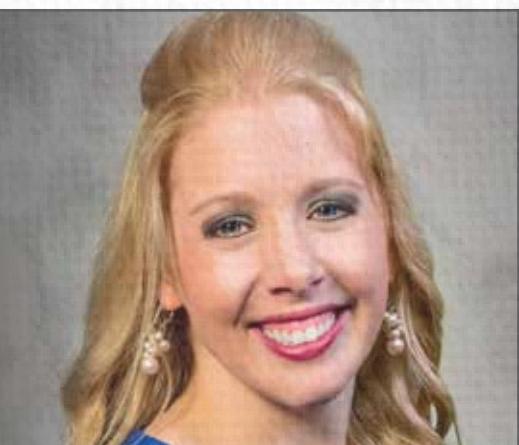
meet the **COMMS**

leadership
team



Erin Murphy

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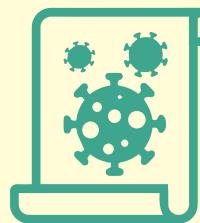


WHAT HAPPENED IN COMMS?



MISSION > VISION > VALUES

The comms team led efforts to update the DCS mission, vision and values to better reflect the agency's commitment to racial equity in the delivery of child welfare and child support services to Hoosier families and children. The division led a focus group during the drafting process to engage staff, stakeholders, foster, kinship and collaborative care youths in the process, ensuring many voices were heard.



DCS back on track

The COVID-19 health crisis required the quick creation of a number of materials to support our employees as they continued serving families. This included designing and distributing safety procedure signage to all county offices and publishing a detailed back-on-track guide to help DCS leaders manage remote workers, adjusted schedules and more.



VIRTUAL TOWN HALL

The comms team hosted the agency's first live virtual town hall to engage staff members across the state during quarantine. More than 1,200 attended the event, which included presentations from DCS leaders and an interactive Q&A. The event was recorded so staff members with scheduling conflicts were able to watch the agency update at their convenience.

Social media stats



@IndianaDCS

Followers: 1,990 to 2,430 (22%)

Impressions: 284,000 to 1,048,000 (269%)

@tstigdon

Followers: 468 to 631 (35%)



Instagram:

Followers: 1,178 to 1,375



VIRTUAL TOWN HALL

JULY 31 @ 9 A.M.

Transitioning to virtual platforms

Ensuring an open line of communication with county offices across the state was paramount during the COVID-19 health crisis. The communications division took the lead in disseminating the latest information from the Indiana Department of Health and Centers for Disease Control and Prevention to staff and providers. The division also drafted an easy-to-follow back-on-track plan to help managers keep their staff and clients safe as Hoosiers began to return to the workplace. The comms team provided local offices with important signage indicating safe walking paths, proper entrances and exits and more. The team adapted quickly to the ever-changing COVID climate, issuing updated materials that were hosted on DCS Community so they could be easily accessed by DCS leaders in every local office. Additionally, The 92 was expanded to include useful tech tips to help the agency shift to virtual platforms. Today, staff members regularly hold meetings, host live events and stay connected with the help of Microsoft Teams!



2
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1
9



In February, some of our employees spent a considerable amount going through a mock audit.



Director Stigdon was with the Indianapolis Colt's general manager Chris Ballard's Family and Cargo Service's CFO Steve Fugate to put together a virtual open house for 22 high school seniors.

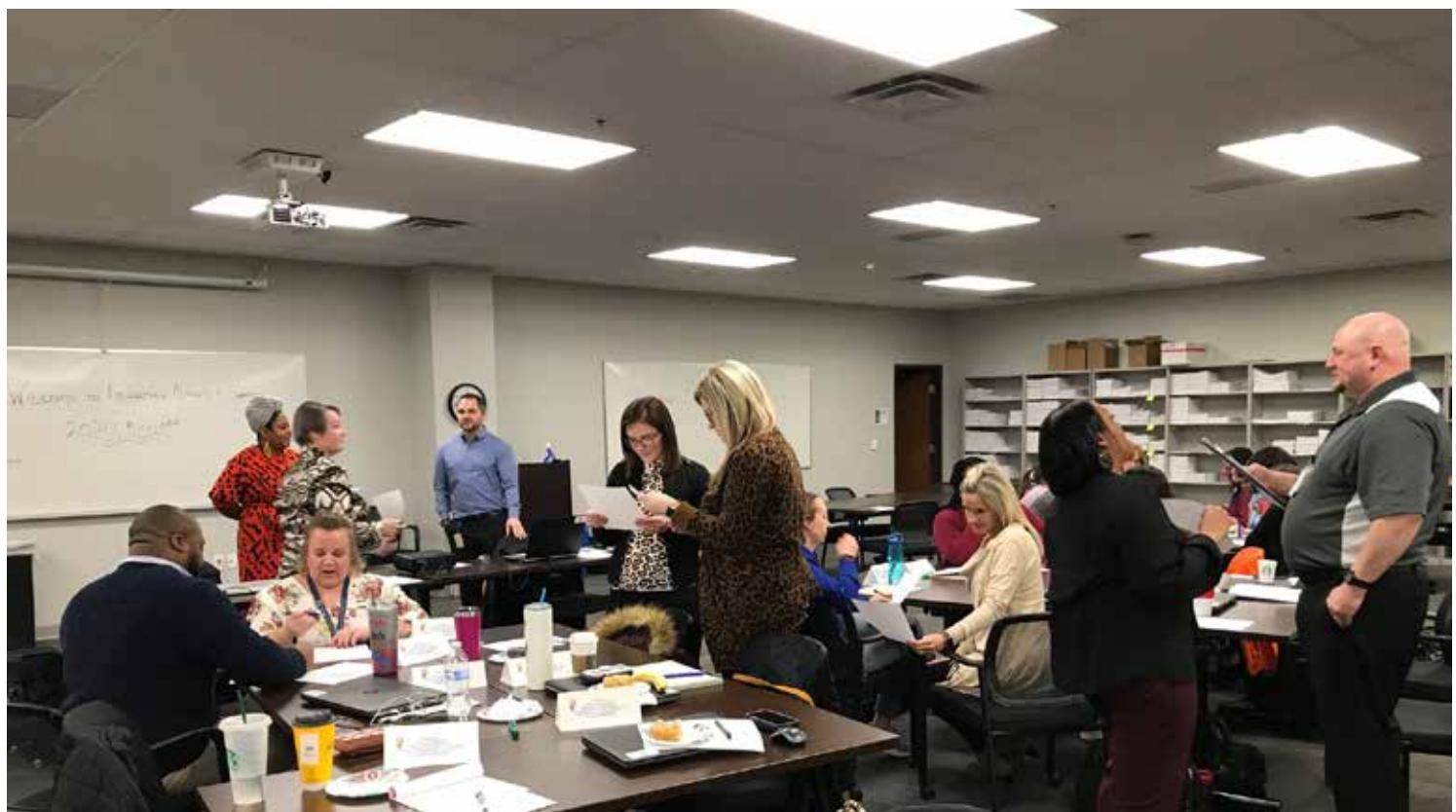


TOP: Gov. Holcomb, Director Terry Stigdon, Assistant Secretary Lynn Johnson and Josh Christian supporting the “All In” campaign during the Sept. 17. Press conference announcing DCS’ first in the nation for adoption numbers.

BOTTOM LEFT: Hancock FCMs that were working hard and were up all night taking care of 2 situations and finding placement. This is just one example of how our office comes together in a crisis and gets the job done.

BOTTOM RIGHT: Director Terry Stigdon with Dr. Sullivan at Gov. Holcombs Racial Equity and Inclusion Speech on August 18.





Both are part of February's 2020 Leadership Academy kick off meeting for our supervisors. Being in the Leadership Academy is a huge accomplishment, and we are proud of all who participated.





TOP: Two families in Lake counties find their forever home during Adoption Awareness month 2020.”



BOTTOM: Our Decatur County Child Support Division and their local Prosecutor’s office wore green to show support of the Child Support Awareness Month in August.





TOP LEFT & RIGHT: Both were the winners of our pet costume contest as part of our SECC fundraiser. Staff entered their animals and whoever raised the most money won! All proceeds went to YWCA.

BOTTOM: DCS Back to School Backpack Giveaway event on Aug. 22 In Lake County.





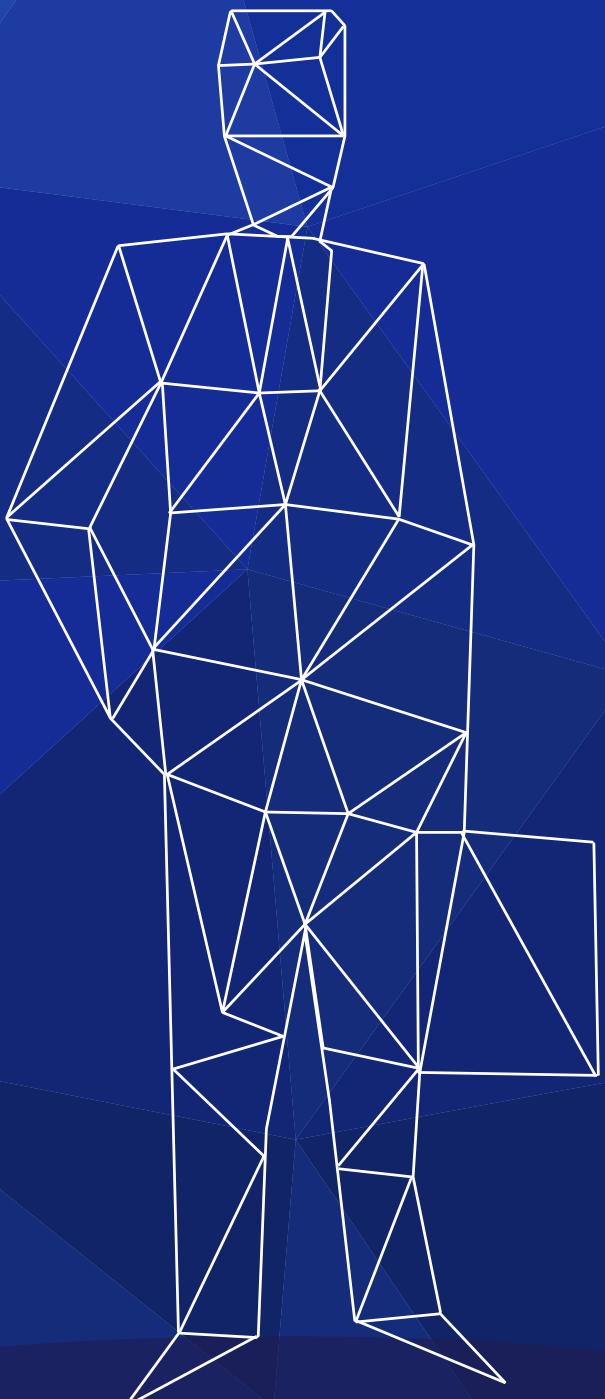
TOP: Both are fabric examples of the SECC mask fundraiser we did for this year's campaign. We had multiple staff volunteers give their time and money to make masks for staff to buy. Proceeds went to YWCA.

BOTTOM: This was taken at the August Employee Experience Value Stream Analysis and the 30-day assessment Rapid Improvement Event.



INDIANA
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CHILD
SERVICES

Should I say something?



YES!

If you see or suspect activity that violates DCS policy or standards, speak up.

Contact the DCS TrustLine with your concerns.

844-975-0765

in.gov.sharepoint.com/sites/DCSCommunity

 DCS TrustLine



Mondays! Check your inbox for local information
and happenings across the State of Indiana.



Need news now? Check out [DCS Community!](#)

Submission x 2020 Year in Review - OneDrive x DCS Community x Home +

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Visit our SECC page click here 2020-2021 SECC CAMPAIGN "It Starts Within"

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eNough

Do you suspect a child is being abused or neglected?

DON'T WAIT—CALL NOW!



1-800-800-5556

Indiana Child Abuse and Neglect Hotline

"Indiana children will live in safe, healthy and supportive families and communities."



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