Reframing the Future: Partnering for Children and Families

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Indiana State Fair Grounds
Indianapolis, Indiana
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GOALS

• Where is DCS today
• Strategic planning
• Local data
• National data
• Economy and budgets
• Where is DCS going
• Change
Where is DCS Today?
Where is DCS Today?

- Department of Child Services
- Cabinet level Agency
- Vision / Mission / Values
- 800 new FCMs - 1590 FCMs
- Expanded number of Supervisors
- IU Social work training partnership
- Reduced case loads - by statute
- Defined Practice Model - TEAPI
- Regions
Where is DCS Today?

- Regional Services Council
- Service standards
- Foster care consultants
- Centralized Hotline
- Staff attorneys
- Extensive hiring & training program
- State payment for services
- CFSR data measurements
- Data & outcome driven
Strategic Planning

DCS went/goes through this
What is Strategic Planning?

• A thoughtful & structured process for responding to “change drivers” in the environment

• The allocation of resources to programmed activities, calculated to achieve a series of organizational goals in a dynamic competitive environment
Use Strategic Planning to Match Resources to Mission

Strategic planning is:

• The Agency’s process of continually assessing it’s internal capacity and the external environment*

• Used to determine how best to use its resources

• Employed to meet strategic objectives

*Payers, consumers & competitors
Overall Strategy Process

- Review Mission/Vision objectives
- Gather external data for analysis
- Gather internal data for analysis
- ID options for achieving objectives- select strategies, tactics, markets & services
- Develop marketing and development plan
- Develop operating / HR /IT Plan
- Develop budget / financing plan
- Develop action plan, timetable. etc
Common Strategic Challenges

Revenue maximization (lost opportunities)
- Expand core to new markets – new technology

Revenue Diversification (depend on few payers)
- Diversify funding for current services
- Expand current service to new markets
- Create new service for current market
- Create new service for new market

Profitability Management (negative margin)
- Driven by service line performance metrics (social re-engineering & value proposition strategy)
- Management of unit/case costs with withdrawal from markets as payment changes (“last man standing”)
- Model of integration, merger, & collaboration (the “sugar daddy” and/or “herd” strategy)
Strategic Positioning and the Strategic Planning Process

Market Analysis
- Define Product Line & Market Segments

Competitor Analysis
- Determine Market Differentiation Opportunities

Define Mission & Key Organizational Objectives

Internal Analysis of Marketing, Operations, & Financial Functions

Select Target Market Segments & Market Positions For Each

Set Target Price & Cost

Develop Marketing Promotion and Tactics Plan

Develop Operations & IT Plan

Develop Finance Plan

Finalize Market Positioning & Business Strategy

Measure Strategic Performance Via Key Performance Indicator Reporting

Re-Engineer to Achieve Target Cost
“Strategic Options” to Consider

1. Close services that are not profitable, affordable or good fit.
2. Try to improve margins of existing services.
3. Build “value added” products to increase the margin.
4. Expand successful product- geography, new clients, etc.
5. Diversify revenue sources.
6. Reconfigure services in “value chain”.
7. Address shifting “economy of scales”.
Things That Could Happen

- Loss of major contract
- Decrease in payment rate
- Drop in referrals/market share
- New competition
- New service line
- Slow pay
- Loss of key staff
- ?????
CHANGES
Statements of Change

• If you want to make enemies, try to change something.  *Woodrow Wilson*

• The main changers in this life are the people who want to change everything- or nothing.  *Lady Astor*

• If you don’t like change, you’re going to like irrelevance even less.  *Gen. Eric Shinseki, Former Army Chief of Staff*

• Change is the law of life. Those who look only to the past or present are certain to miss the future.  *John F. Kennedy*
CHANGING LANDSCAPE OF CHILD WELFARE SERVICES

Tighter Time Lines and Higher Level of Accountability to:

- Ensure the safety and well-being of children—health & safety
- Assess the willingness and ability of parents/caregivers
- Mobilize services for the child and family
- Expedite the achievement of the permanency goal unless there are “Compelling Reasons”
CHANGING LANDSCAPE OF CHILD WELFARE SERVICES

Greater Emphasis on Collaboration and Partnerships

– Community-Neighborhood Responses, Systems and Services, keeping the services as close and as accessible to the child & family as possible

– Partnerships – Emphasize Partnerships within the system- families, the family's natural supports, service providers, court participants and foster families
Accountability of all:
- Parents, providers, system, funders

Three targets:
- Youth, Partnerships, Tribes

Measurements:
- Composites, not measures
- 0 to 3- or some young age
- Mandatory TPR at some age
Outcomes:

• Measurable and real- Agency, Programs & Court

• Examples: ACE; case manager visits; finding fathers; extended families; CFTM; residential issues

• Philosophy and Practice

• Will change with outcomes and accountability- the CFSR
Market Movement

The market will never, never stay the same:

- Drive in, Blockbuster, Redbox, Netflix
- I-Pods, cell phones, Kindle, electric cars, texting, Facebook, blog etc.
- In changing markets, reframing is key
- Inevitability of business life cycles
- Reframers look at long term value
- Either find new markets for service or find new services for the market
1. What trends are influencing market? 
   shift in financing, service delivery structure, legislation, consumer movements, funding capacity, leadership

2. Who are “customers” & what do they want? 
   payers and consumers 
   image and positioning 
   value and quality definitions

3. How much will payers & consumers pay for the services?

4. What agencies are competitors?
The Reframers

- Question the current business practices
- Think with head AND heart; long term value of core principles & use that as guide to new models
- They are a part of the catalyzing change that goes with time
- May not be popular, but the status quo will never stay- not with this economic climate
Disruptive Innovation

• New service models (& technology) that cause services to be delivered cheaper, by different professionals, in less expensive settings, with better outcomes

• Change will happen

• People are always looking for newer, better, faster, sleeker, simpler, effective, cleaner, safer,
Disruptive Protectionism

• When the response is to resist
• Action of specific stakeholders with vested $$ interests, who work to prevent changes that reduce the groups’ market power– even when the change is better
• Their Goal -- to maintain the status quo
• Change will be resisted by those vested in old and only slightly supported by the new ones
Survivors?

- Those who try to redo the current market place & meet the innovations demanded by others
- Those who try to fit changing environment into past business model will not see the opportunities and demand for change
Review State Data
Relative Placements

State Average:
Number of children- 3,680
Number of days- 1,429,801

Average number of days 403
## Average Length in Relative Care - Ranking in Days

**State Average - 403**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Facility</th>
<th>Length</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Reg 6</td>
<td>200</td>
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<td>291</td>
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<td>3</td>
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<td>7</td>
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<td>16</td>
<td>Reg 10</td>
<td>419</td>
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<td>17</td>
<td>Reg 3</td>
<td>448</td>
</tr>
<tr>
<td>18</td>
<td>Reg 1</td>
<td>631</td>
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</table>
State Average
Number of children    5,393
Number of days       3,594,163
Average - 686 days
### Average Length in Foster Care - Ranking in Days

**State Average** 686

<table>
<thead>
<tr>
<th>Rank</th>
<th>Region</th>
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<tr>
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<td>Reg</td>
<td>16- 463</td>
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<tr>
<td>3</td>
<td>Reg</td>
<td>12- 506</td>
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<tr>
<td>4</td>
<td>Reg</td>
<td>15- 529</td>
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<tr>
<td>5</td>
<td>Reg</td>
<td>8- 539</td>
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<td>6- 544</td>
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<td>Reg</td>
<td>17- 571</td>
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<td>9</td>
<td>Reg</td>
<td>11- 576</td>
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<td>10</td>
<td>Reg</td>
<td>2- 618</td>
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<td>Reg</td>
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<tr>
<td>18</td>
<td>Reg</td>
<td>1- 876</td>
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Residential Placement

State average
Number of children  1,072
Number of days     1,135,012

Average in residential- 1,058
## Average Length- Residential Care- Rank in Days

State Average- 1,058

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<th>Unit</th>
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<td>8</td>
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<td>17</td>
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<tr>
<td>18</td>
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To Sum it up

- Relative-------- 403
- Foster---------- 686
- Residential---- 1,058

What is best for kids?
<table>
<thead>
<tr>
<th>Practice Measure</th>
<th>Mar-2010</th>
<th>Jun-2010</th>
<th>Sep-2010</th>
<th>Dec-2010</th>
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<tbody>
<tr>
<td>Increase relative placements.</td>
<td>34.71%</td>
<td>35.28%</td>
<td>35.57%</td>
<td>35.65%</td>
</tr>
<tr>
<td>Increase absence of repeat maltreatment.</td>
<td>92.42%</td>
<td>92.24%</td>
<td>91.87%</td>
<td>90.14%</td>
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<tr>
<td>Increase permanency.</td>
<td>2,574</td>
<td>2,811</td>
<td>2,837</td>
<td>2,592</td>
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<tr>
<td>Increase number of children placed locally.</td>
<td>74.31%</td>
<td>73.95%</td>
<td>72.67%</td>
<td>71.97%</td>
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<tr>
<td>Increase child visitations.</td>
<td>19.30%</td>
<td>18.00%</td>
<td>19.40%</td>
<td>19.30%</td>
</tr>
<tr>
<td>Increase FCM face-to-face contacts with child.</td>
<td>96.90%</td>
<td>96.90%</td>
<td>97.60%</td>
<td>97.00%</td>
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<tr>
<td>Increase number of siblings placed together.</td>
<td>71.51%</td>
<td>71.34%</td>
<td>71.38%</td>
<td>70.77%</td>
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<tr>
<td>Decrease stay - children out of home placement.</td>
<td>363.5</td>
<td>363.39</td>
<td>374.55</td>
<td>399</td>
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<tr>
<td>Decrease number of placement moves.</td>
<td>2.76</td>
<td>2.72</td>
<td>2.7</td>
<td>2.72</td>
</tr>
<tr>
<td>Decrease rate of removals to substantiated assessments.</td>
<td>28.97%</td>
<td>30.77%</td>
<td>30.40%</td>
<td>30.28%</td>
</tr>
<tr>
<td>Month</td>
<td>Total CHINS</td>
<td>Own Home Count</td>
<td>Relative Home Count</td>
<td>Foster Homes Count</td>
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<tr>
<td>------------</td>
<td>-------------</td>
<td>----------------</td>
<td>---------------------</td>
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<td>Feb 2007</td>
<td>12,979</td>
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<td>1996</td>
<td>5807</td>
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<tr>
<td>Aug 2007</td>
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<td>Feb 2008</td>
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<td>2258</td>
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<td>Aug 2008</td>
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<td>Jan 2011</td>
<td>14172</td>
<td>4207</td>
<td>3554</td>
<td>5192</td>
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<tr>
<td>Month</td>
<td>Total CHINS</td>
<td>Own Home %</td>
<td>Relative Home %</td>
<td>Foster Homes %</td>
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<td>-----------</td>
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<td>16.44%</td>
<td>41.63%</td>
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<td>14172</td>
<td>29.70%</td>
<td>25.10%</td>
<td>36.60%</td>
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<tr>
<td>Clean up Report</td>
<td>Cases on 10/01/10</td>
<td>Matching</td>
<td>Closed from 10/01/10</td>
<td>New on 01/03/11</td>
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<td>-----------------</td>
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<tr>
<td>Children age 5 and less in substitute care 300+ days.</td>
<td>1,860</td>
<td>1,428</td>
<td>432</td>
<td>412</td>
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<tr>
<td>Children age 18 and older.</td>
<td>434</td>
<td>319</td>
<td>115</td>
<td>149</td>
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<td>IA and CHINS cases in home for over 180 days.</td>
<td>849</td>
<td>303</td>
<td>546</td>
<td>587</td>
</tr>
</tbody>
</table>
National Data
Changes in the racial makeup of the child welfare population over time

Data Source: Adoption and Foster Care Reporting and Analysis System, Reports 10-17 (1998-2009). Children's Bureau, Administration on Children, Youth, and Families (USDHHS, ACF)
What is the Likelihood of Entry?

Rate of Admission/1,000 Children by Age
(Average 2001-2008)
How Long do Children and Youth Stay in Care?

Length of Stay in Out-of-Home Care by Age at Admission
(Average 2001-2008)
More children are moving out of child welfare; fewer children are being brought into the system

Data Source: Adoption and Foster Care Reporting and Analysis System, Reports 10-17 (1998-2009). Children's Bureau, Administration on Children, Youth, and Families (USDHHS, ACF)

Data Source: Adoption and Foster Care Reporting and Analysis System, Reports 10-17 (1998-2009). Children's Bureau, Administration on Children, Youth, and Families (USDHHS, ACF)
When to do What!!

- “Thousands of good engineers can design bridges, calculate strains & stresses, & draw up specs
- The great engineer is one who can tell whether the bridge should be built at all.. And when…”

Eugene Grace
The Economy and Budget
With Tight Budgets - States Revisit Rates

Why?

**Uniformity** - hard time explaining the wide variances in rates

**Fairness** - comparable rates for comparable services

**Simplicity** - take less work to maintain and fewer chances of error

**Predictability** - can plan for budgets

**Accountability** - support system goals and increase accountability
The “New Normal” – Recovery May Be Slower and Shallower

Current economy- more than a cyclical event – deep structural changes in every industry

Economic activity & demand patterns will not return to pre-recession levels– 2012 not 2007

Some pre-recession trends will be reversed; others will be sharply accelerated

What are the characteristics of the New Normal; for their industries, their markets, and the people they serve?

Human Services organizations that restructure for their “New Normal” will be best prepared to serve their citizens in good & bad times
We Are at a Crossroads

We can choose to keep doing what we are doing

OR

We can use this time of the economic crisis to make the structural changes we need to prepare the Service Delivery infrastructure for later.

1. **Control costs** through good fiscal management and good use resources

2. **Redesign Service Delivery** to be cross-program and child and family outcome-focused

We can have the same impact on service delivery infrastructure as highway infrastructure – make an investment from which our children will enjoy the benefits
Where is the Market and DCS Going?
What we are Doing

- Improve safety measures
- Management training
- Waiver application
- Foster care support
- MaGIK implementation
- Institutional & fatality teams
- Stability and sustainability
- Child Welfare Leadership Academy
Where is the Market & DCS Going?

- Community Partners
- Keep ‘em home – safely
- Find absent parent and family
- Place with relatives - with support
- Faith based services
- Really good foster care - fewer kids
- Better support for foster care
- Near home- school and friends
- TFC homes- shorter stays
- Reassess for step down
The Market and DCS Going

- More clinical
- Fewer residential
- Closer to home residential
- Shorter residential and step down
- Aftercare for all services
- Wrap around or Systems of Care
- Assessment tools- CANS, SDM, etc
- Reduce time to permanency
- Reduce maltreatment occurrence
- Reduce reentry to foster care
What to Watch
We All Have to Watch

• This is our passion and job
• We cannot ignore the reality of $$$
• Money is not the most important thing, but…
• Funding is changed for years
• Programs & expectations must also
• Demands of limited resources
• What happens to the service folks
• The local, state and national scenes
Things We Watch -

- Watch Congress & new bills & cuts!!
- Enforcement of the old - NYTD, Fostering Connections, ASFA/CFSR/PIP, etc
- New Governors and legislatures
- Small agency survival
- Agency consolidation- it will happen
- $$$ to United Ways, Foundations
- Agency turnover- at the top
- Agency turnover at case worker
- Data- data- data!!!!!!
Things We Watch - 2

- Federal budgets- cuts/cuts/cuts
- Local & state budgets
- Nationally- other states’ budgets
- Agency changes in tough times
- Increased cooperation from others
- New leadership taking these challenging times to lead
- New family dynamics and support
- Trends in states and industry
Issues to Address

- Services availability
- Services available in a timely way
- Services done in 3-6 months or less
- More in home, at home, near home
- Relative support
- Process to find an adoptive family
- Changing mindset of system people
- Doing more with less- $$ & people
- Doing cheaper and faster- turnover

OUTCOMES OUTCOMES!!!!
Closing

• Have a mission and vision
• Know the industry
• Know the market
• Know vision & mission of customer
• What are the trends
• Understand the financial climate
• Be nimble - it’s going to be a ride
• BUCKLE UP