

**Public Children Services Association of Ohio**  
**STRATEGIC PLAN for 2017 - 2018**  
 Executive Summary



The Public Children Services Association of Ohio provides daily support and advocacy services to its member PCSAs. This includes maintaining a focus on how federal, state and county decisions impact child protection policy, practice and public resources to the system in pursuit of positive child and family outcomes. Every two years, the membership of PCSAO establishes its biennial budget position and priority initiatives to be pursued collectively. The 2017-2018 Priority Initiatives and ongoing commitments are articulated below.

**PCSAO Mission Statement**

PCSAO is a membership-driven association of Ohio’s county Public Children Services Agencies that advocates and supports child protection program excellence and sound public policy for safe children, stable families, and supportive communities.

**2017 – 2018 Priority Initiatives**

Secure additional resources and supports for the child protection system to adequately respond to the crisis created by the opioid epidemic.	Ensure children and families can access integrated physical and behavioral health services, and their needs are met through Medicaid Managed Care.	Pursue policy and resource assistance to meet the needs of multi-system youth -- when possible, outside of the child protection system.
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**2017 – 2018 Ongoing Commitments**

Improve education and employment outcomes for foster youth, youth emancipating from care and former foster youth.	Improve permanency outcomes for children and PCSAs by expanding best practices and building supports for parents, kinship families, and adoptive parents.	Support membership and enhance program excellence among the county PCSAs.	Advocate for state and federal sound public policy and adequate resource investment in child protection.
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## STRATEGIC PLAN 2017-2018

### Priority Initiatives: System in Crisis - Opioid Epidemic

**Priority 1:** Secure additional resources and supports for the child protection system to adequately respond to the crisis created by the opioid epidemic.

**Time Frame:** January 1, 2017 – December 31, 2018

**Measures of Success:**

- ✓ New funding investment(s) are made in the SFY 18-19 budget related to child protection core services.
- ✓ Additional supports are established to assist child protection in responding to opioid-related cases.
- ✓ New partnerships are formed to support Ohio’s child protection system in crisis from the opioid epidemic.

**Strategies:**

1. Work with the Success Group to advocate for an increase in the State Child Protection Allocation to help all counties appropriately respond to the opioid epidemic.
2. Partner with State Departments, foundations, and other stakeholders to expand supports, provide education, and implement effective strategies for PCSAs to respond to opioid-related cases.
3. Assist PCSAs in educating lawmakers, the media, and others about the impact of the opioid epidemic on child protection.
4. Present the impact of the opioid epidemic on Ohio’s child protection system at state and national conferences.
5. Seek out and respond to media requests to highlight the impact of the opioid epidemic on the child protection system.

**Value/Messaging:**

- Ohio’s child protection system is in crisis due to the opioid epidemic.
- The state has invested a lot of funding into addressing the opioid epidemic, but to date, none of this money has gone to help Ohio’s most vulnerable citizens, the children.
- PCSAs have experienced a significant rise in placement costs, more children in care and staying longer, less successful reunifications, and a loss of caseworkers due to the opioid epidemic.

**What is Needed:**

- Many voices to show support for an increased investment in the child protection system.
- PCSAs to educate legislators and the media about the local impact.

**Membership Lead:**

- Board of Trustees
- Targeted PCSAs

**PCSAO Lead:**

- Angela Sausser, Executive Director
- Mary Wachtel, Director of Public Policy
- Scott Britton, Assistant Director



**STRATEGIC PLAN 2017-2018**

**Priority Initiatives: Integrated Health – Managed Care**

**Priority 2:** Ensure children and families can access integrated physical and behavioral health services, and their needs are met through Medicaid Managed Care.

**Time Frame:** January 1, 2017 – December 31, 2018

**Measures of Success:**

- ✓ More children in custody are able to access physical, dental and vision services through Medicaid Managed Care.
- ✓ More children in custody are able to access behavioral health services through Medicaid Managed Care.
- ✓ Improved information sharing between PCSAs and Managed Care Plans.
- ✓ No cost shift occurs from providers, especially behavioral health, to county PCSAs.

**Strategies:**

1. Work with Vorys Health Care Advisors (VHCA) to carefully monitor the transitions to managed care in January 2017 and to the new behavioral health services in July 2017. This will include soliciting feedback from PCSAs, providing educational tools and resources, troubleshooting, assessing services, and preventing cost-shifting to counties for medical services.
2. VHCA will lead strategic and technical work related to statewide and local priority issues for children served by the child protection system as the state’s behavioral health redesign process continues.
3. VHCA will coordinate and communicate with PCSAO “Core Team” to enable discussions with the Kasich Administration, including facilitation of at least monthly teleconferences.

**Value/Messaging:**

- Child protective services can make reasonable efforts for reunification if adequate treatment services are readily available and accessible.
- Need to break down the silos for integrated, person-centered case management and treatment.
- Enhanced services are needed but should not be made possible through a cost shift to PCSAs.
- Managed Care should take a role in improving CFSR outcomes.

**What is Needed:**

- Agreement from Department of Medicaid to require MCPs to share responsibility for some CFSR measures.
- Improved electronic sharing between SACWIS and MITS.
- PCSA data and information to ensure no cost shift occurs.

**Membership Lead:**

- Tim Schaffner, Trumbull County CS
- Pam Meermans, Clark County JFS
- Kristie Burre, Fairfield County JFS

**PCSAO Lead:**

- Angela Sausser, Executive Director

**Priority Initiatives: Multi-System Youth**



## STRATEGIC PLAN 2017-2018

<p><b>Priority 3:</b> Pursue policy and resource assistance to meet the needs of multi-system youth -- when possible, outside of the child protection system.</p>	
<p><b>Time Frame:</b> January 1, 2017 – December 31, 2018</p>	
<p><b>Measures of Success:</b></p> <ul style="list-style-type: none"> <li>✓ Fewer youth with MH and/or DD needs are in child protection’s custody as a state-level safety fund has been established to prevent custody relinquishment from occurring.</li> <li>✓ A congregate care study has been conducted and recommendations are being implemented.</li> <li>✓ New services are added to Medicaid that can assist youth with multi-system needs.</li> <li>✓ Peer support for youth and families has been expanded in Ohio.</li> <li>✓ Stronger partnership develops to address “cross-over” youth from the juvenile justice system to the child protection system.</li> </ul>	
<p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Advocate for the creation of a state-level safety/stabilization fund to help assist families and multi-system youth in crisis who have unmet behavioral health and/or DD needs so custody relinquishment does not occur.</li> <li>2. Advocate for a congregate care study to be conducted that would assess Ohio’s capacity to provide appropriate levels of care, outcomes that residential facilities should meet, and treatment planning for kids.</li> <li>3. Work with partners to improve crisis stabilization of youth via hospitals, residential treatment, and/or other placement options.</li> <li>4. Advocate for Medicaid to create a “High Fidelity Wraparound” service, youth and family peer support, and assess children’s congregate care.</li> <li>5. Identify and work with partners to begin addressing “cross-over” youth from juvenile justice to child protection.</li> </ol>	
<p><b>Value/Messaging:</b></p> <ul style="list-style-type: none"> <li>➤ Ohio’s child protection system spends millions of dollars on multi-system youth, often too late to help them be successful. Costs to all systems can be reduced by intervening early and thus preventing custody relinquishment.</li> <li>➤ Child protection should not have to be involved just so a youth can access treatment. Child protection alone cannot address all the issues youth with many needs have, and thus, without other systems’ contribution, these youth end up in Ohio’s adult systems, costing taxpayers even more.</li> <li>➤ These youth need systems without silos; funding specifically for these youth should be youth-centered.</li> </ul>	
<p><b>What is Needed:</b></p> <ul style="list-style-type: none"> <li>• Improved state-level data exchange among all involved systems.</li> <li>• State funding to address custody relinquishment’s driver, unmet and uninsured needs of youth who are in crisis and unable to access appropriate levels of care and services.</li> <li>• Medicaid state plan amendment to add services.</li> <li>• Juvenile Justice partners to help address “cross-over” youth issues.</li> </ul>	
<p><b>Membership Lead:</b></p> <ul style="list-style-type: none"> <li>• Tim Schaffner, Trumbull CS</li> <li>• Chip Spinning, Franklin County CS</li> </ul>	<p><b>PCSAO Lead:</b></p> <ul style="list-style-type: none"> <li>• Angela Sausser, Executive Director</li> <li>• Mary Wachtel, Director of Public Policy</li> </ul>



**STRATEGIC PLAN 2017-2018**

**Ongoing Commitments: Education & Employment**

**Commitment #1:** Improve education, post-secondary education, and employment outcomes for current foster youth, youth emancipating from care, and former foster youth.

**Time Frame:** January 1, 2017 – December 31, 2018

**Measures of Success:**

- ✓ Every Student Succeeds Act (ESSA) is implemented in every county and at all school districts.
- ✓ Foster youth receive supports and services on Ohio’s campuses through Ohio Reach and BRIDGES.
- ✓ Foster youth are connected to employment with support through BRIDGES and CCMEP.

**Strategies:**

Education:

1. Maintain a listserv for PCSAs, ODE, and ODJFS to ask and respond to questions regarding ESSA implementation.
2. Work to educate schools on the importance of supporting foster youth, including immediate transfer of records, transportation to maintain enrollment in home district, and working closely with PCSAs.

Post-Secondary Education:

1. Expand Ohio Reach-involved campuses through regional liaison trainings.
2. Hold annual Pathways to Success Conference in partnership with ODJFS and possibly a College Day Retreat.
3. Provide safety net fund to eligible foster scholars.
4. Monitor new mentoring program and related outcomes.
5. Identify possible sustainability plans for Ohio Reach post the AG Office’s grant.
6. Expand Ohio Reach to the juvenile justice population by involving ODYS on Board and in activities.

Employment:

1. Participate in the implementation of BRIDGES (HB 50) through the ODJFS advisory group.
2. Identify opportunities and provide strategies for connecting PCSAs/foster youth to the JFS CCMEP.

**What is Needed:**

- More state involvement to educate schools about the importance of ESSA and monitor compliance.
- Sustainability funding for Ohio Reach.
- Funding for the implementation of BRIDGES.

**Membership Lead:**

- Tim Schaffner, Trustee, Trumbull County CS
- Julie Barnes, Trustee, Summit County CS

**PCSAO Lead:**

- Scott Britton, Assistant Director
- William Murray, Director of Ohio Reach
- Mary Wachtel, Director of Public Policy



**STRATEGIC PLAN 2017-2018**

**Ongoing Commitments: Permanency**

**Commitment #2:** Improve permanency outcomes for children and PCSAs by expanding best practices and building supports for parents, kinship families, and adoptive parents.

**Time Frame:** January 1, 2017 – December 31, 2018

**Measures of Success:**

- ✓ Permanency Roundtables are successful and expanded when appropriate.
- ✓ Increase the availability of primary parents and recovery coaches to increase reunification.
- ✓ Increase supports provided to kinship families so as to maintain permanency.
- ✓ Support adoptive strategies to increase permanency of children.

**Strategies:**

Permanency Roundtables:

1. Work with Casey Family Programs, ODJFS, OCWTP, and Dave Thomas Foundation to introduce counties to PRT models, provide trained facilitators to those counties, and track successes.
2. Evaluate the impact of Permanency Roundtables and publish results.

Primary Parents:

3. Support the work of HOPE (Helping Ohioans Parent Effectively) by contracting with Renay Sanders and providing stipends and mileage reimbursements to participating parents.
4. Promote the work of primary parents in weekly updates, panels, social media and county presentations.
5. Pilot START with funding from the AG’s Office and Casey Families Programs in SE Ohio to improve recovery of parents and increase permanency.

Kinship Care:

6. Form a Kinship Workgroup to identify options to enhance supports and services to kinship families.
7. Advocate for access to subsidized child care for kinship families and foster families, and for the re-establishment of a statewide kinship navigator program.
8. Research and weigh options of licensing kinship families vs. providing a subsidy vs. Ohio’s current model.

Adoption:

9. Serve as a supporting partner to the Ohio Adoption Planning Group.
10. Support the WWK program and adoption incentives and the need for the State to maintain these programs.

**What Is Needed:**

- Identification of specific measures of success and data to track measures
- Maintaining Casey Family Programs funding for PRTs and HOPE work
- Increased state funding to support such efforts, especially Kinship supports

**Membership Lead:**

- Kristie Burre, Fairfield County JFS (PRTs)
- HOPE Pilot County Leads (HOPE)
- Megan Stevens, Franklin County CS (Kinship)
- Tim Harless, Richland County CS (Kinship)

**PCSAO Lead:**

- Scott Britton, Assistant Director
- Mary Wachtel, Director of Public Policy
- Renay Sanders, HOPE Coordinator



## STRATEGIC PLAN 2017-2018

### Ongoing Commitments: Membership Support & Program Excellence

**Commitment #3:** Support membership and enhance program excellence among the county PCSAs.

**Time Frame:** January 1, 2017 – December 31, 2018

**Measures of Success:**

- ✓ 95% of PCSAs are members of PCSAO.
- ✓ Executives, Child Protection Administrators, and specialized staff have opportunities to actively engage, feel supported, have a voice and be educated on the latest issues.
- ✓ Tools and other resources are provided to PCSAs to enhance program excellence.

**Strategies:**

Membership Support:

1. Hold 3 Executive Membership Meetings per year and a shared Statehouse Day with OCDA & OJFSDA.
2. Provide quarterly distance learning webinars for Executives and leaders with continuing education credits available, orientation for New Executives, and Executive Coaching opportunities.
3. Attend PCSAO District meetings and provide updates.
4. Host 3 Metro Meetings that provide education and support on specific metro issues and outcome attainment.
5. Facilitate the Community Education Committee to promote Wear Blue Day, statewide public relations efforts and messaging.
6. Participate in the merged OJFSDA/PCSAO HR Committee with a PCSAO HR meeting held simultaneously.
7. Maintain an updated website that is informative to members and the public.
8. Produce a weekly update that informs members of the latest activities, news, and alerts.
9. Promote PCSAO Mission Champions opportunity and ensure benefits are provided to champions.

Program Excellence:

10. Distribute the SFY 17-18 Biennial Factbook to state partners, legislature, and other key stakeholders and determine if an Annual Statewide Factbook data page will be created for the off-years.
11. Produce a high-quality 3-day conference each year for child protection professionals.
12. Serve as co-chair on the OCWTP Steering Committee and strive to strengthen training opportunities for PCSA staff and foster parents.
13. Convene a Leadership Academy for Middle Managers to strengthen the PCSA workforce.
14. Evaluate the impact and usefulness of the PCSAO Safety Survey to determine if it should continue.
15. Participate on ODJFS committees where necessary and report in the Weekly Update & at Executive Membership meetings. PCSAO will participate in: Partners for Ohio’s Families Advisory Board, CQI Statewide Advisory Team, Ohio Supreme Court FDTC SSRG Workgroup, and Members will participate in: Differential Response Leadership Council, ProtectOhio Consortium, Ohio Supreme Court Child Abuse Committee

**What is Needed:**

- Regular and at least annual feedback from Executive Members that these are the right supports and practice enhancements.
- Continued membership dues support and additional Mission Champions.
- Active participation from members.



## STRATEGIC PLAN 2017-2018

**Membership Lead:**

- Cathy Hill, President
- David Wigent, Vice President

**PCSAO Lead:**

- Angela Sausser, Executive Director
- Scott Britton, Assistant Director
- Mary Wachtel, Director of Public Policy
- Jeed Jitprasert, Director of Operations



**STRATEGIC PLAN 2017-2018**

**2016 Ongoing Commitments: Advocacy**

**Commitment #4:** Advocate for state and federal sound public policy and adequate resource investment in child protection.

**Time Frame:** January 1, 2017 – December 31, 2018

**Measures of Success:**

- ✓ State funding is maintained or increased for child protection.
- ✓ State policies enhance child protection practice.
- ✓ Federal funding is maintained or increased for child protection.
- ✓ Federal policies enhance child protection practice.

**Strategies:**

State Legislation:

1. Convene the PCSAO Legislative Committee that actively monitors state legislation to ensure child protection perspective is represented and is not harmful to PCSAs and children and families in care; reach out to Trustees for consideration when PCSAO needs to take a position.
2. Pursue PCSAO’s proactive legislative agenda.
3. Maintain and strengthen relationships with child protection legislative champions on an ongoing basis, cultivate relationships with newer members of the General Assembly, focus on leadership and key committees.
4. Host legislative briefings on PCSAO priorities when needed.
5. Produce PCSAO weekly legislative updates for Legislative Committee and Trustees, inform Members about ongoing legislation at District meetings, and maintain up-to-date website about pending legislation.
6. Meet regularly with Administration officials (ODJFS, OHT, OHSI, OhioMHAS, ODM, DODD, ODYS, OAG) to ensure productive working relationships and that child protection/PCSA perspective is represented.
7. Serve on key policy and advocacy committees to ensure child protection/PCSA perspective is represented.

State Rules/Policies:

8. Convene the PCSAO Rules Committee to actively monitor child protection rules and engage in administrative advocacy to ensure rules enhance practice on an ongoing basis.
10. Produce PCSAO rules updates for PCSAO’s weekly update and Executive Director/District Reports.

Federal Legislation:

11. Monitor federal legislation and take action when needed.

**What is Needed:**

- Connection to the federal level through NACHSA and others to keep PCSAO abreast of pending legislation and budgets.
- Active members on the Legislative and Rules Review committees.
- Active membership when calls to action are produced.

**Membership Lead:**

- Randy Muth, Legislative Committee Chair & Board Ex-Officio
- Erica Sabados, Rules Committee Chair

**PCSAO Lead:**

- Mary Wachtel, Director of Public Policy