

Public Children Services Association of Ohio
UPDATED STRATEGIC PLAN for 2016
 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 2016 Priorities are articulated below. Additionally, PCSAO members articulated two issue areas that should receive attention as PCSAO capacity and the policy environment present opportunities. Finally, PCSAO will maintain 4 ongoing commitment areas over the next two years.

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.			
2016 Priority Initiatives			
Pursuing policy and resource assistance for Multi-System Youth.	Addressing the Integrated Health needs of children and families and ensuring access to trauma-informed services through Managed Care.	Increasing the awareness for child protection efforts to keep children safe and families stable with a particular focus on the opiate epidemic.	
Ongoing Commitments			
Ensuring supports and services for Transitional Youth emancipating from care.	Increasing Permanency efforts for all children in care.	Supporting Membership & Enhancing Program Excellence among the county PCSAs.	Advocating for Federal and State sound public policy and adequate resource investments.
Opportunity Issues			
Advancing the practice of the Courts as it impacts child protection practice and the Child and Family Services Review (CFSR).	Mitigating processes and rule requirements that add burdensome administration to caseloads, including needed SACWIS adjustments.	Enhance efforts to recruit and retain a quality workforce for CPS and APS.	



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2016 Priority Initiatives: Multi-System Youth

Priority 1: Pursuing policy and resource assistance for multi-system youth so that custody relinquishment does not need to occur in order to access appropriate levels of care and services.

Time Frame: January 1, 2016 – December 31, 2016

Measures of Success: Design system funding, policies, and accountability for serving multi-system youth.

- ✓ A method for serving multi-system youth who are not primarily abused or neglected outside of the child protection system.
- ✓ Funding for services and placements for multi-system youth who are not primarily abused or neglected.

Strategies:

1. Pursue possible strategies focused on addressing the needs of youth with DD challenges, including following the success and lessons learned with the DODD residential project.
2. Pursue possible strategies focused on addressing the needs of court-ordered/juvenile justice involved youth.
3. Advocate for the Joint Legislative Committee on Multi-System Youth recommendations to be included in the next biennium budget via the administration and the legislature.

Value/Messaging:

- Ohio’s child protection spends millions of dollars on these multi-system youth much too late to often help them be successful. Costs to all systems can be reduced by intervening earlier and thus preventing custody relinquishment.
- 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 contributing, these youth end up in Ohio’s adult systems costing taxpayers even more.
- These youth need systems without silos. Funding to spend specifically on these youth; to be youth-centered. Expertise from all systems to serve these youth. State level leadership without silos is needed – possibly a place for a revitalized FCFC.

What is Needed:

- More data to define these multi-system, custody relinquished youth.
- Cost of these multi-system youth = multi-system fund request
- Outcome accountability for these youth, particularly for residential centers

Membership Lead:

- Thomas Pristow, Cuyahoga County DCFS
- Chip Spinning, Franklin County CS
- Tim Schaffner, Trumbull County CS

PCSAO Lead:

- Angela Sausser, Executive Director
- Mary Wachtel, Legislative Director



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2016 Priority Initiatives: Integrated Health	
Priority 2: Addressing the integrated health (physical & behavioral) needs of children and families, including a focus on trauma and parental addiction issues and ensuring access to trauma-informed services through Managed Care.	
Time Frame: January 1, 2016 – December 31, 2016	
<p>Measures of Success: A more comprehensive array of services exist, including trauma-informed care, addiction services, and a sound plan for working with managed care.</p> <ul style="list-style-type: none"> ✓ The priority interventions PCSAO BHLG has identified and recommended to OhioMHAS, ODM & OHT. ✓ A mechanism is designed to manage and coordinate care and various sources of funds are coupled with improved access to an expanded service array. ✓ All child priority parents, including youth, have priority access to treatment and ongoing supportive case management/recovery services. ✓ Recommendations in the memo to Director McCarthy are followed for successful transition from fee for service to managed care. 	
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Continue to convene the BHLG as needed and the core PCSAs to provide feedback and suggestions. 2. Continue to participate on the OHT BH Redesign Workgroups; provide recommendations to Medicaid/OhioMHAS on the redesign efforts, proposal and implementation thereafter. 3. Continue to participate on the ODM Children in Custody-MC Workgroup and related small workgroups and provide feedback and recommendations on the transition to Managed Care for children in custody. 4. Continue to provide ongoing educational opportunities to PCSAs on the Managed Care system and what the transition(s) will entail; how to prepare for it; and seek feedback on issues encountered. 5. Continue to advocate for no to minimal cost-shift to PCSAs as a result of the BH redesign and transition to MC. Continue to partner with other associations and organizations that have similar concerns regarding the proposed services and rates and if needed, determine joint advocacy strategies beginning in January 2016. 6. Continue connecting this work to the Multi-System Youth priorities beginning in January 2016. 7. Assess and propose to Membership the Supplemental Assessment Dues needed to support the consultation and technical assistance for 2017 from VHCA by September 2016. 	
<p>Value/Messaging:</p> <ul style="list-style-type: none"> ➤ 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. 	
<p>What is Needed:</p> <ul style="list-style-type: none"> • Expansion of Medicaid billable services under EPSDT • Funding to support the consultation & technical assistance provided by VHCA (annual budget - \$150,000) • Outcomes for accountability 	
<p>Membership Lead:</p> <ul style="list-style-type: none"> • Tim Schaffner, Trustee, Behavioral Health Leadership Group, Trumbull County CS • Pam Meermans, Behavioral Health Leadership Group Co-Chair, Clark County JFS 	<p>PCSAO Lead:</p> <ul style="list-style-type: none"> • Angela Sausser, Executive Director • Vorys Health Care Advisers



UPDATED STRATEGIC PLAN FOR 2016

2016 Priority Initiatives: Strategic Communications/Budget Priorities

Priority 3: Increasing the awareness and understanding for child protection efforts to keep children safe and families stable with the action that new investments are needed in the system.

Time Frame: September 1, 2016 – December 31, 2016

Measures of Success: New investments are made in the SFY 18-19 budget related to child protection core services and enhanced services.

Strategies:

1. Child Welfare Investment:
2. Opiate Related Investment:
3. Multi-System Youth Investment:
 - a. State Safety Net Fund: Advocate for new resources at the state level to be available to counties to access and off-set non-insurance covered services and supports.
 - b. Congregate Care Study: Advocate for a small investment for an independent research body to evaluate Ohio’s congregate care delivery system with recommendations to transform residential care.
4. Specific ODJFS Investments to “move the needle”:
 - Ideas include: Timeliness of investigations is an area of concern; incentivizing keeping kids at home/out of care ; visitation incentives; reentry incentives

Value/Messaging:

- 11% increase in cases since 2011; 6.7% increase since 2014. While state funding has reduced 9% since 2011; overall PCSAs have lost \$73 million since 2009.
- Opiates is a big driver for the increase in cases since 2011.
- Multi-System Youth is the other big driver impacting local finances and driving up the cost of care.

What is Needed:

- Funding to support consultation for messaging, targeting key legislators, and working with Administration to adopt recommended strategies.
- Data to justify the impact of the new investments.
- Budget campaign for legislators, Administration and media.

Membership Lead:

- Board of Trustees

PCSAO Lead:

- Angela Sausser, Executive Director
- Scott Britton, Assistant Director
- Mary Wachtel, Legislative Director



UPDATED STRATEGIC PLAN FOR 2016

2016 Ongoing Commitments: Transitional Age Youth	
Commitment #1: Ensuring supports and services for Transitional Age Youth emancipating from care.	
Time Frame: January 1, 2016 – December 31, 2016	
Measures of Success: Improved supports for youth aging out of foster care. <ul style="list-style-type: none"> ✓ Ohio Reach is expanded. ✓ Enhance supports to youth aging out of foster care, including increased percentage enrolling and maintaining Medicaid coverage. ✓ Increase normalcy for transitional age youth. 	
Strategies: Ohio Reach: <ol style="list-style-type: none"> 1. Provide liaison trainings to interested campuses in September 2016. 2. Hold College Day Retreat for former foster youth in August 2016. 3. Summarize and share impact of Ohio Reach Pathways Conference held in July 2016. 4. Continue to provide safety net fund to eligible foster scholars. 5. Monitor new mentoring program and related outcomes by December 2016. 6. Promote the Ohio Reach Mentee Scholarship Fund to possible donors beginning in September 2016. 7. Continue identifying possible sustainability plans for Ohio Reach including presenting to college presidents in September 2016. 8. Explore possibility of expanding Ohio Reach to the juvenile justice population with ODYS by December 2016. Fostering Connections: <ol style="list-style-type: none"> 1. Participate in the implementation of Fostering Connections (HB 50) through the ODJFS taskforce beginning in September 2016. 2. Identify opportunities and provide strategies for connecting PCSAs/foster youth to the JFS CCMEP beginning in July 2016. 3. Ensure implementation dollars when identified are not impacting current state investment in child protection. 	
What is Needed: <ul style="list-style-type: none"> • Fundraising to grow the Ohio Reach Scholarship Fund. • Funding to sustain Ohio Reach past September 2017. • Funding for the implementation of Fostering Connections. 	
Membership Lead: <ul style="list-style-type: none"> • Tim Schaffner, Trustee, Trumbull County CS • Julie Barnes, Trustee, Summit County CS 	PCSAO Lead: <ul style="list-style-type: none"> • William Murray, Ohio Reach Coordinator • Mary Wachtel, Legislative Director



UPDATED STRATEGIC PLAN FOR 2016

2016 Ongoing Commitments: Permanency

Commitment #2: Increasing Permanency efforts and supports for all children in care.

Time Frame: January 1, 2016 – December 31, 2016

Measures of Success: Increased permanency supports for children in care.

- ✓ Wendy’s Wonderful Kids is maintained and expanded.
- ✓ Permanency Roundtables are successful and expanded when appropriate.
- ✓ Increase the availability of Primary Parents to support and increase reunification according to goals set by Casey Family Programs and the HOPE program.
- ✓ Increased number of children being adopted, reunified, or obtaining legal custody or guardianship.

Strategies:

Adoption/Wendy’s Wonderful Kids:

1. Serve as a supporting partner to the Ohio Adoption Planning Group beginning in January 2016.
2. Support the WWK program and the need for the State to maintain it in its next budget.

Permanency Roundtables:

3. Continue to 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 through December 31, 2016.
4. Possibly expand Youth-Centered PRT to Franklin CCS and PRT to Lucas CCS beginning in 2016.
5. Develop proposal for the PRT Evaluation and obtain commitment from Casey Family Programs for funding by September 2016.

Primary Parents:

6. Continue to support the work of HOPE (Helping Ohioans Parent Effectively) by contracting with Renay Sanders and providing stipends and mileage reimbursements to participating parents with support from Casey Family Programs and ODJFS through December 2016.
7. Continue to promote the work of primary parents in weekly updates, panels, and county presentations through December 2016.
8. Continue to advocate for Peer Support Services being available through the BH Redesign effort and link HOPE parents to such trainings.
9. Consider leveraging primary parents to support the need for new CPS investments related to opiates in the next biennium budget.
10. Spotlight successful parent partnership on PCSAO Factbook beginning in August 2016.

Kinship Care:

11. Support the transition of the Kinship Advisory Board to the Ohio Grandparent Kinship Coalition (OGCK) beginning in January 2016.
12. Fold the Kinship Ohio website into the PCSAO kinship page in August 2016.
13. Explore with Members the possible need to elevate Kinship Care to a new Priority for 2017-2018 strategic plan by December 2016.



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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
- Elevating Kinship Care to a Priority Initiative for 2017-2018 and defining the proactive policies

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
- Renay Sanders, HOPE Contractor
- Mary Wachtel, Legislative Director



UPDATED STRATEGIC PLAN FOR 2016

2016 Ongoing Commitments: Membership Support & Program Excellence

Commitment #3: Supporting Membership & enhancing Program Excellence among the county PCSAs.

Time Frame: January 1, 2016 – December 31, 2016

Measures of Success:

- ✓ 95% of PCSAs are members of PCSAO (84 JFS/CSBs are members for 2016).
- ✓ Executives, Child Protection Administrators, and Supervisors have opportunities to actively engage, feel supported, have a voice and be educated on the latest issues.

Strategies:

Membership Support:

1. Hold 3 Executive Membership Meetings in 2016 and a shared Advocacy 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 for Executive Members throughout 2016 and build 2017 schedule by December 2016.
3. Hold the Annual 3 Day Annual Conference for child protection professionals on September 21-23, 2016.
4. Continue to participate on the merged OJFSDA/PCSAO HR Committee and hold a special PCSAO HR meeting during lunch at those meetings.
5. Evaluate the impact and usefulness of the PCSAO Safety Survey for end of year consideration of continuation.
6. Continue to produce a weekly update that informs members of the latest activities, news, and alerts.
7. Staff will continue to attend District meetings and provide PCSAO updates.
8. Continue to host Metro Meetings that provide education and support on specific metro issues, but work with ODJFS & Casey Family Programs on its future focus so more impact can be made.
9. Continue to maintain an updated website that is informative to members and the general public, including members only site beginning in 2016.
10. Continue to work with Randy & Dan Advertising and PCSAs to provide accessible, customizable foster and adoptive home recruitment marketing tools to members.
11. Revise PCSAO Mission Champions for 2017 based on lessons learned in 2016 and launch at Conference.

Practice Enhancements:

1. Finalize the SFY 17-18 Biennial Factbook layout by March 2016 and have all data collected and layout beginning by December 2016.
2. Participate on ODJFS Committees where necessary or ask Members to take lead and report back in Weekly Update & at Executive Membership meetings on such discussions and activities (Partnerships for Ohio's Families Advisory Board, Differential Response Advisory Committee, ProtectOhio Consortium, CQI Statewide Advisory Team, Ohio Supreme Court Child Abuse Committee; Ohio Supreme Court Family Dependency Treatment Court grant expansion Sub-Committee).

What is Needed:

- Regular and at least annual feedback from Executive Members that these are the right supports and practice enhancements.
- Continued dues support and additional funding to support the Factbook and PCSAO's daily operations.



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Membership Lead:

- Matt Kurtz, President
- Cathy Hill, Vice President

PCSAO Lead:

- Angela Sausser, Executive Director
- Scott Britton, Assistant Director
- Mary Wachtel, Legislative Director
- Jeed Jitprasert, Operations Director



UPDATED STRATEGIC PLAN FOR 2016

2016 Ongoing Commitments: Advocacy

Commitment #4: Advocating for Federal and State sound public policy and adequate resource investments.

Time Frame: January 1, 2016 – December 31, 2016

Measures of Success: Increased support and improved policies for Ohio’s child protection system.

- ✓ Federal funding is maintained or increased for child protection.
- ✓ Federal legislation enhances child protection practice.
- ✓ State policies (legislation) enhances child protection practice.

Strategies:

State Legislation:

1. Continue to convene the PCSAO Legislative Committee that actively monitors state legislation to ensure child protection perspective is represented and is not harmful to PCSAs and the children and families in care, and reach out to Trustees for consideration if and when PCSAO needs to take a position.
2. Continue to maintain and strengthen relationships with child protection legislative champions on an ongoing basis, connect with the Children’s Caucus if and when it reconvenes, and cultivate relationships with newer members of the General Assembly, focusing on leadership and key committees beginning in January 2016.
3. Consider hosting 1 Legislative briefing in 2016 focused on budget priority(ies).
4. Continue to produce PCSAO legislative updates on the PCSAO website and in the weekly update beginning in January 2016.
5. Continue to 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.
6. Continue to serve on key policy and advocacy committees, workgroups, etc. to ensure child protection/PCSA perspective is represented.
7. Secure a sponsor for PCSAO’s Petition for Access language by December 2016.

State Rules/Policies:

8. Continue to convene the PCSAO Rules Review Committee to actively monitor child protection rules review and engage in administrative advocacy to ensure rules enhance practice on an ongoing basis.
10. Continue to produce PCSAO rules updates on the PCSAO website and in the weekly update.
11. Work with ODE and ODJFS on the state’s implementation of ESSA and its impact on PCSAs.

Federal Legislation:

11. Monitor the First Family Act and determine its impact on Ohio’s child protection system if and when it passes.
12. Follow and decide if any position needs to be taken on federal child protection reform or budgets.

What is Needed:

- Connection to the federal level through the NACHSA and others to keep PCSAO abreast of pending legislation and budgets.
- Additional funding for successful legislative messaging and advocacy.

Membership Lead:

- Randy Muth, Legislative Committee Chair & Board Ex-Officio
- Rick Tvaroch, Rules Committee Chair

PCSAO Lead:

- Mary Wachtel, Legislative Director
- Angela Sausser, Executive Director
- Scott Britton, Assistant Director



UPDATED STRATEGIC PLAN FOR 2016

2016 Opportunity Issues: Caseworker Recruitment & Retention	
Issue 1: Enhance efforts to recruit and retain quality workforce for CPS and APS.	
Time Frame: When opportunity arises between January 1, 2016 – December 31, 2016	
Measures of Success:	
<ul style="list-style-type: none"> ✓ Increase caseworkers for CPS and APS. ✓ Lower turnover for CPS and APS caseworkers. 	
Strategies:	
<ol style="list-style-type: none"> 1. When opportunities arise in 2016, provide strategies to PCSAs and JFS to enhance recruitment and retention efforts. 2. Seek support and possibly assistance from the OJFSDA HR Committee by December 31, 2016. 3. Educate County Commissioners and other stakeholders on the Day in the Life of a PCSA Caseworker by October 2016. 4. Consider providing another Legislative Briefing on the Day in the Life of a PCSA Caseworker to the Ohio General Assembly. 	
Value/Messaging:	
<ul style="list-style-type: none"> ➤ CPS and APS Caseworkers should be viewed as 1st Responders and be valued as much as other 1st Responders for ensuring the safety of children and older adults. ➤ Some counties are stating that a caseworker is considered “seasoned” after 1 year due to the high turnover rates for child protection caseworkers. 	
What is Needed:	
<ul style="list-style-type: none"> • Specific changes needed to SACWIS to reduce administrative burden. • Re-establish PCSAO Rules Committee. 	
Membership Lead:	PCSAO Lead:
<ul style="list-style-type: none"> • David Wigent, Trustee 	<ul style="list-style-type: none"> • Scott Britton, Assistant Director • Angela Sausser, Executive Director