

Indiana Department of Child Services

Annual Staffing and Caseload Report

to the State Budget Committee and Legislative Council

State Fiscal Year 2020

(July 2019 – June 2020)



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Contents

Executive summary	3
SFY 2020 year-end snapshot.....	3
Recruitment, retention and training of family case managers	4
Recruitment and retention.....	4
Training	5
Staff caseload data	6
Methodology used to compute caseloads	6
Compliance with standards and plans to reduce caseloads.....	7
Assessments per month and change from SFY 2019.....	7
Effective and efficient delivery of child protection services.....	8
Hotline	8
Exhibit 1: 12/13/13 Staffing and Caseload Report, State Fiscal Year 2020.....	10

Executive summary

The Indiana Department of Child Services is entrusted with the well-being of Hoosier families and children in crisis. Some of the most integral among the agency's staff members are family case managers (FCMs). They are the state's front line against child abuse and neglect. Maintaining manageable caseloads for these staff members is critical to ensuring the agency provides the best service possible to those in need. This report details current staffing levels as they compare to ongoing need.

During State Fiscal Year 2020, Indiana law required DCS to abide by the 12/12/13 standard in accordance with the following code:

SECTION 2. IC 31-25-2-5, AS AMENDED BY P.L.128-2012, SECTION 86:

Sec. 5. (a) The department shall ensure that the department maintains staffing levels of family case managers so that each region has enough family case managers to allow caseloads to be at no more than:

- (1) twelve (12) active cases relating to initial assessments, including investigations of an allegation of child abuse or neglect; or
- (2) twelve (12) families monitored and supervised in active cases relating to ongoing in-home services; or
- (3) thirteen (13) children monitored and supervised in active cases relating to ongoing services who are in out-of-home placements.

(b) The department shall comply with the maximum caseload ratios described in subsection (a).

Each year, DCS compiles an annual report for the Legislative Council and State Budget Committee detailing the agency's compliance with the staffing standard.

This report seeks to:

- Demonstrate agency recruitment, training and retaining of FCMs.
- Describe the methodology used to compute caseloads for each FCM.
- Indicate whether the statewide average caseloads for FCMs exceed agency standards, and if so:
 - o Include a written plan to reduce caseloads.
 - o Identify best management practices and resources required to achieve effective and efficient delivery of child protection services.

SFY 2020 marked the first year the agency transitioned to the 12/12/13 standard from the previous 12/17 standard. These changes were intended to improve FCMs' workloads, resulting in better outcomes for Hoosier families and children. The first year for the 12/12/13 caseload standard delivered promising results: DCS finished the state fiscal year at 102% compliance on a statewide basis.

SFY 2020 year-end snapshot

- 2,291 field FCM staff (individuals currently carrying a caseload)
- 190 FCMs in training
- 0 vacant field FCM positions
- 15 of 19 regions met the 12/12/13 standard
- 18 of 19 regions had at least 90% of staff needed to meet the 12/12/13 standard
- Statewide staffing level met 102% of need

Note: DCS uses a six-month caseload average for reporting its compliance with the 12/12/13 standard. Not all cases are weighted evenly; e.g., in-home cases are weighted by case, while out-of-home cases are weighted by child.

Recruitment, training and retention of family case managers

The Indiana Department of Child Services is more than 4,900 strong, staffed by people committed to the well-being of Hoosier families and children. Of those employees, more than 2,700 are family case managers, or FCMs, whose work offers critical support to Hoosier families and children in crisis. Every day, they connect those we serve with the services needed to help them recover from abuse or neglect. In the best scenarios, their dedication prevents future maltreatment as they help families rebuild and provide a safe environment for the loved ones in their care.

Continuity of case management has a direct impact on the children and families the department serves, and high FCM turnover can result in longer stays for children in foster care; delays in timely assessments of allegations of abuse and neglect; disruptions in child placements; and an increased rate of repeat maltreatment.

Supporting these employees is paramount to ensuring the best service for the children in our agency's care. With that in mind, the agency is constantly evaluating strategies to recruit the best candidates for child welfare work as well as retain the important staff members who have already dedicated themselves to this cause. Part of this process requires DCS to assure our front-line staff members carry manageable caseloads.

Recruitment and retention

In the past year, DCS took the next steps to fully implement Monarch, a system aimed at transforming the state employee experience from re-

cruitment to departure. Monarch empowers state agency leaders, managers and employees to excel in five integral areas:

- Recruiting
- Onboarding
- Performance & goal-setting
- Learning
- Succession and development

Monarch improves the recruitment process for potential employees through the use of internal and external job boards that make it easy for candidates to match their skill set to an open position within DCS. Employees are encouraged to set custom job alerts to make sure they're among the first to know when something that interests them becomes available. Internal job boards increase participation among employees looking to move up or transfer to another position within the agency by putting the tools to apply at their fingertips.

The past year also saw the launch of an improved external job board, WorkForIndiana.IN.gov. Its updated content better promotes the benefits of a career in public service while highlighting diversity, well-being, and work-life balance at the state. The external job board makes the agency more effective at sourcing qualified external candidates. Features like resume-importing make it quick and easy for users to create profiles and opt in to receive notifications about jobs that align with their qualifications and interests.

DCS HR has also developed more creative means of introducing new candidates to the

work required of a child welfare employee. Through the use of a virtual reality headset, applicants seeking a family case manager position are now able to test-drive their potential work environment by working through lifelike scenarios in a safe environment. Their performance serves as an indicator of their potential success as an employee while simultaneously giving them a clearer picture of the work.

A stable workforce is critical in the child welfare system, making retention of skilled employees equally important as recruitment. Each year, DCS tracks departures from the agency and the reason each employee sought opportunities elsewhere. This, coupled with caseload data, helps agency leaders determine how to best allocate vacant positions to meet operational needs in the field.

Agency turnover includes all employees who left their positions. Agency turnover held steady at 19% in SFY 2019 and 20.4% in SFY 2020.

Monarch improves the employee experience by transforming the way agency goals are communicated to all agency staff, how managers and employees collaborate on setting and achieving goals and how success at all levels is defined. Rollout to state agencies began with training in January 2020.

Additionally, DCS in the last year has undertaken an agency-wide initiative to improve workplace culture. In the past year, DCS has implemented a number of creative solutions aimed at improving the employee experience; namely, we as an agency committed to the principles of Lean, a business methodology aimed at helping employees work as efficiently and effectively as possible, eliminating wasteful processes that frustrate workers. We have

committed to hosting Rapid Improvement Events to address problem areas; these multi-day workshops allow a multi-disciplinary group of employees to analyze the current state of a process and its desired state, then revise the steps, immediately implementing solutions.

The agency has also implemented an employee survey series that seeks to understand the challenges family case managers (as well as supervisors) face during their first 12 to 15 months of employment. This helps the agency understand employees' needs and develop solutions to meet them more quickly. It complements exit surveys; instead of asking why people leave, we evaluate why they stay. This helps DCS leadership better understand what employees value and find ways to honor those values, making it more attractive to stay with DCS.

DCS recognizes that a shift in workplace culture takes time, and we are actively seeking employee feedback throughout the process. In SFY 2020, we launched the TrustLine, a secure hotline that allows employees to report concerns about agency issues that they may not feel comfortable addressing with their immediate supervisor.

Training

FCMs receive specialized training to ensure they are thoroughly prepared to assess allegations of child abuse and neglect. FCMs go through a comprehensive training program, including 12 weeks of training before taking on a full caseload. Incoming FCMs are initially classified as FCM trainees, receiving a \$35,776 annual salary. The starting salary for an FCM is \$40,092 once the employee graduates from the 12-week training program.

The FCM training program comprises 26 classroom days and 32 local office transfer-of-learning days. In addition to the classroom training, 28 Computer-Assisted Trainings (CATs) were developed for these new workers to complete at their local offices. The training ensures new workers receive ample time in the local offices to gain hands-on experience relative to the area where they'll be working. New DCS employees are not immediately handed an entire caseload; we find it is more encouraging to incoming employees to

take on smaller caseloads that we build upon as their comfort level grows.

DCS begins a new training cohort every two weeks. In the last fiscal year, DCS started 27 cohorts, and 811 cohort members graduated.

DCS continues to focus on leadership trainings for both directors and supervisors. The agency has provided workshops for supervisors and directors including the following: Building a Healthy Work Environment; Meaningful Recognition; Cultural Humility; and True Collaboration.

Staff caseload data

Each month, DCS' case management system, Management Gateway for Indiana Kids (MaGIK), gathers information about current staffing levels and caseloads; this data helps agency leaders, in conjunction with the HR department, determine which regions are in the greatest need of additional employees.

MaGIK tracks new assessments opened each month, as well as ongoing cases, broken down by county. PeopleSoft, the state's human resources information system, compiles staffing levels, including total staff, staff in training and staff unavailable for other reasons (such as leaves of absence).

DCS is organized into 18 geographical regions, with each region comprised of between one and nine counties. Additionally, the department created the central office region to encompass FCMs from the institutional assessment unit and the collaborative care unit, for a total of 19 regions.

With the switch to SAP SuccessFactors in 2019,

we moved from regional-based job postings to county-based postings to allow each manager in the regions to have the ability to pipeline candidates for when they do have allocations and to collaboratively share candidates with other nearby counties. This move also allows the candidate more flexibility in choosing their desired location.

Methodology to compute caseloads

There is no universal caseload standard governing all states, and most states do not have caseload standards codified in statute. Moreover, many states weight cases differently in calculating caseload compliance, which means that case counts are not a function of just volume, but also complexity.

To provide the most accurate reflection of caseloads, the methodology used to compile this report:

- Removes from the 12/12/13 caseload analysis those specialized FCMs who do not carry caseloads (E.g., hotline intake specialists, foster care and relative care specialists and staff in training).

- Utilizes a six-month caseload average to measure compliance.
- Highlights current caseload trends, providing a more accurate representation that allows the agency to make better staffing and management decisions.
- Weights cases based on the work required.

Compliance with standards and plans to reduce caseloads

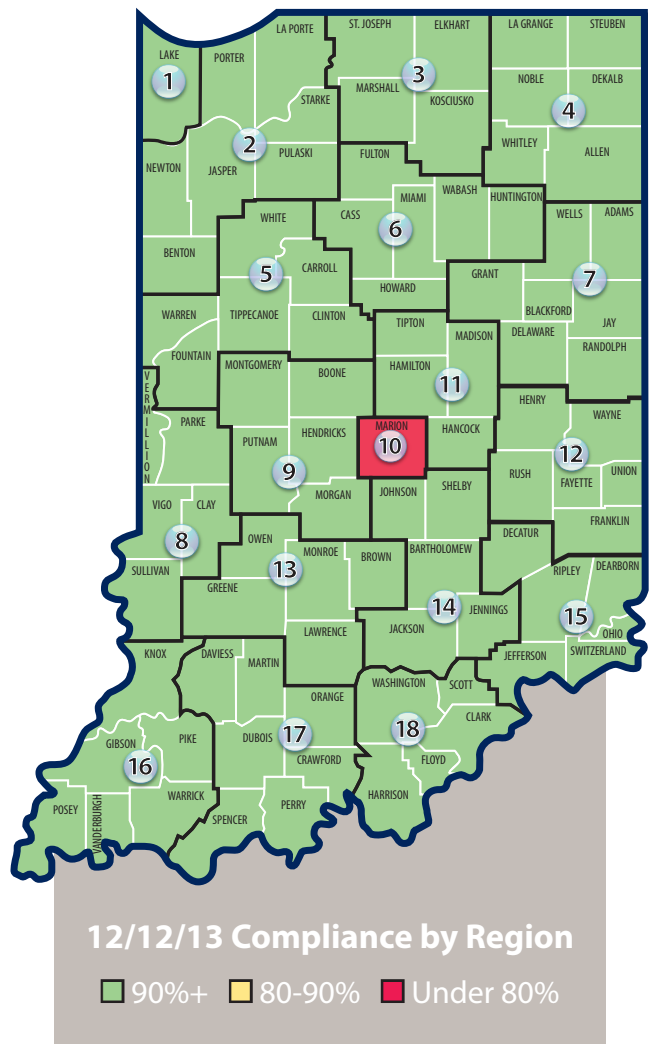
SFY 2020 reflects a slight downward trend in the number of cases handled by DCS. At the end of the state fiscal year, DCS had a total of 21,200 open cases (including informal adjustments, collaborative care and CHINS), compared with 22,700 open cases the prior year.

At the end of SFY 2020, the agency staffing level was at more than 102% of need, with 15 of 19 regions meeting or exceeding the 12/12/13 standard.

This number is calculated in each region thus: Six-month average FCMs needed minus the number of FCMs already deployed to the field. FCM trainees are removed from the calculation because prior to graduation, they do not carry any cases.

In addition to analyzing the number and types of ongoing cases, DCS evaluates the number of assessments opened each month. Staffing to meet the 12/12/13 standard is particularly challenging because of the fluctuation in reports DCS receives each month. This trend continued in SFY 2020, as evidenced by the range of assessments between the highest month total (11,136) and the lowest (6,238).

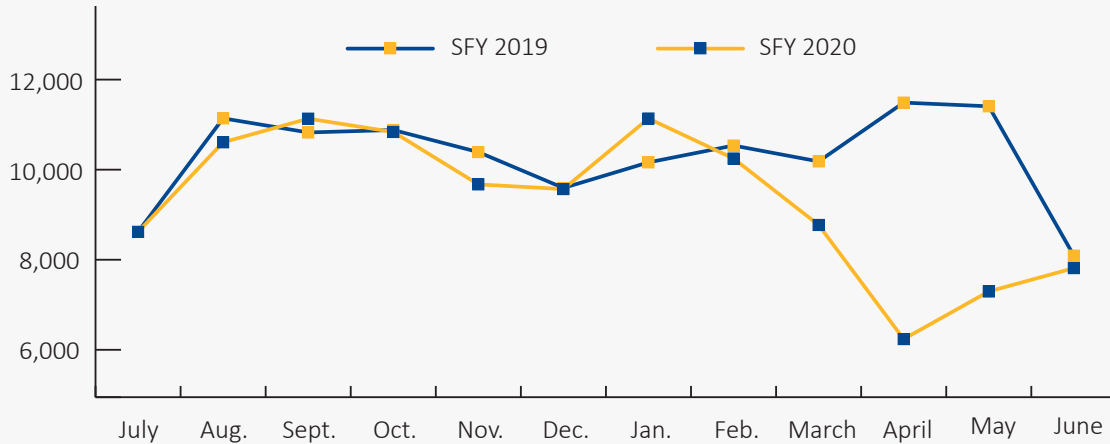
However, it should be noted that the onset of the COVID-19 public health emergency impacted assessment numbers significantly between March and May, so it is difficult to draw comparisons to the previous state fiscal year.



Assessments opened per month and change from SFY 2019

- **July 2019:** 8,618 (-0.03%)
- **August 2019:** 10,608 (-4.78%)
- **September 2019:** 11,133 (+2.84%)
- **October 2019:** 10,837 (-0.40%)
- **November 2019:** 9,673 (-6.91%)
- **December 2019:** 9,569 (-0.25%)
- **January 2020:** 11,136 (+9.58%)
- **February 2020:** 10,248 (-2.73%)
- **March 2020:** 8,772 (-13.86%)
- **April 2020:** 6,238 (-45.70%)
- **May 2020:** 7,295 (-36.05%)
- **June 2020:** 7,814 (-3.42%)

Assessments Opened per month, SFY 2019 and SFY 2020



Effective and efficient delivery of child protection services

SFY 2020 brought many improvements to Indiana’s child welfare system. Since that time, our agency has taken incredible steps to better serve Hoosier children and families. We have:

- Adopted the Lean business methodology to improve our processes.
- Met the Child Welfare League of America best practices standard for the supervisor-to-FCM ratio (1:5).
- Increased the number of children adopted from foster care.
- Improved the invoicing process for more efficient distribution of payments to providers.
- Implemented Family Preservation Services to improve outcomes for Hoosier families at risk of having their children removed from their homes.
- Developed specialized training for clerical staff to promote better support of FCMs.
- Created a 30-60-90 survey to gauge employee engagement throughout the beginning of their career with DCS.
- Took the next steps toward developing a new Comprehensive Child Welfare Information System.
- Completed the statewide rollout of the SafeSystem Implementation Tool (SSIT) to better analyze risk factors for child fatalities and near fatalities.

Hotline

Prior to 2010, there were more than 300 different phone numbers across the state a person could call to make a report. In 2010, DCS established the Indiana Child Abuse and Neglect Hotline to ensure consistent and improved handling of calls alleging

child abuse and neglect. The hotline is staffed with trained FCM intake specialists and at least one supervisor on every shift, 24 hours per day, 365 days per year. FCM intake specialists are specially trained to ask probing questions to obtain comprehensive information about a number of factors related to each potential case, including those that could impact worker safety. These specialists gather information from callers, enter the information into the DCS intake system and make recommendations to the DCS local office as to whether the information provided meets statutory criteria for DCS to conduct an assessment. The local office reviews the recommendations included in the report to make a final decision whether to open an assessment.

Reports have been decreasing since 2018:

- SFY 2015: 200,118
- SFY 2016: 211,502

- SFY 2017: 235,609
- SFY 2018: 247,658
- SFY 2019: 240,756
- SFY 2020: 225,872

From SFY 2015 to SFY 2019, the hotline received a 20% increase in reports. We believe this is due in large part to increased awareness of the hotline. SFY 2020 saw a 6% reduction in reports.

During SFY 2020, the hotline adopted the Intake-to-Outcome program for staff. This program fosters a sense of closure for intake specialists by allowing them to request information on the outcome of three reports per quarter. This promotes emotional well-being among staff members who might otherwise be left to wonder what happened in a case that impacted them.

Exhibit 1

12/12/13 Staffing and Caseload Report, State Fiscal Year 2020

County Name	6-Month Average Number of FCMs Needed ¹	Available FCMs Carrying Full Caseload ²	Additional FCMs Needed ³	Percentage of Need Filled by FCMs carrying Full Caseloads ⁴	FCMs in Training ⁵	FCMs Needed minus Training and Vacancies ⁶
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Statewide

Total	2,248	2,291	(43)	102%	190	(233)
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Central Office

Total	82	88	(6)	107%	0	(6)
Collaborative Care	69	70	(1)	101%	0	(1)
Institutional Unit	13	18	(5)	138%	0	(5)

Region 1

Total	128	146	(18)	114%	8	(26)
Lake	128	146	(18)	114%	8	(26)

Region 2

Total	81	88	(7)	109%	8	(15)
Jasper	7	10	(3)	143%	0	(3)
Laporte	30	30	0	100%	4	(4)
Newton	5	8	(3)	160%	0	(3)
Porter	24	23	1	96%	4	(3)
Pulaski	4	6	(2)	150%	0	(2)
Benton	2	2	0	100%	0	0
Starke	9	9	0	100%	0	0

¹Average number of caseload-carrying field FCMs needed to meet 12/12/13 standard

²Number of caseload-carrying field FCMs

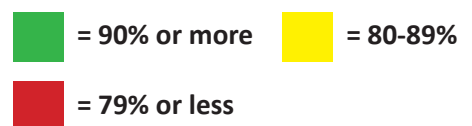
³Additional FCMs needed to meet 12/12/13 standard (Column 2 minus Column 3)

⁴Percentage of staff need that is currently filled (Column 3 divided by Column 2)

⁵The number of FCMs currently in training

⁶Additional FCMs needed to meet 12/12/13 standard, not counting vacancies and FCMs in training (Column 4 minus Column 6, as there are no vacant positions.)

Note: Staff numbers are rounded to the nearest 1 person. Some figures may be slightly off because of rounding.



County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage of Need Filled by FCMs carrying Full Caseloads	FCMs in Training	FCMs Needed minus Training and Vacancies
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Region 3

Total	146	164	(18)	112%	11	(29)
Elkhart	39	41	(2)	105%	6	(8)
Kosciusko	17	14	3	82%	0	3
Marshall	8	12	(4)	150%	0	(4)
St. Joseph	82	97	(15)	118%	5	(20)

Region 4

Total	181	191	(10)	106%	12	(22)
Allen	134	129	5	96%	6	(1)
Dekalb	11	14	(3)	127%	1	(4)
LaGrange	8	8	0	100%	3	(3)
Noble	13	18	(5)	138%	0	(5)
Steuben	8	12	(4)	150%	0	(4)
Whitley	7	10	(3)	143%	2	(5)

Region 5

Total	73	87	(14)	119%	10	(24)
Carroll	4	5	(1)	125%	0	(1)
Clinton	9	12	(3)	133%	1	(4)
Fountain/Warren*	7	7	0	100%	1	(1)
Tippecanoe	47	54	(7)	115%	8	(15)
White	6	9	(3)	150%	0	(3)

*Combined office

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage of Need Filled by FCMs carrying Full Caseloads	FCMs in Training	FCMs Needed minus Training and Vacancies
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Region 6

Total	81	94	(13)	116%	5	(18)
Cass	11	15	(4)	136%	1	(5)
Fulton	9	7	2	78%	0	2
Howard	30	35	(5)	117%	0	(5)
Miami	9	12	(3)	133%	1	(4)
Huntington	12	13	(1)	108%	1	(2)
Wabash	10	12	(2)	120%	2	(4)

Region 7

Total	135	146	(11)	108%	3	(14)
Adams	13	14	(1)	108%	1	(2)
Blackford	5	8	(3)	160%	0	(3)
Delaware	54	59	(5)	109%	1	(6)
Grant	31	29	2	94%	1	1
Wells	12	14	(2)	117%	0	(2)
Jay	8	9	(1)	113%	0	(1)
Randolph	12	13	(1)	108%	0	(1)

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage of Need Filled by FCMs carrying Full Caseloads	FCMs in Training	FCMs Needed minus Training and Vacancies
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Region 8

Total	104	115	(11)	111%	8	(19)
Clay	14	16	(2)	114%	1	(3)
Parke	6	0	6	0%	0	6
Sullivan	9	13	(4)	144%	1	(5)
Vermillion	8	20	(12)	250%	0	(12)
Vigo	67	66	1	99%	6	(5)

Region 9

Total	95	104	(9)	109%	12	(21)
Boone	14	17	(3)	121%	1	(4)
Hendricks	21	19	2	90%	8	(6)
Montgomery	19	23	(4)	121%	0	(4)
Morgan	24	27	(3)	113%	0	(3)
Putnam	17	18	(1)	106%	3	(4)

Region 10

Total	396	311	85	79%	41	44
Marion East	106	75	31	71%	14	17
Marion North	97	66	31	68%	12	19
Marion South	69	72	(3)	104%	8	(11)
Marion West	124	98	26	79%	7	19

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage of Need Filled by FCMs carrying Full Caseloads	FCMs in Training	FCMs Needed minus Training and Vacancies
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Region 11

Total	132	123	9	93%	14	(5)
Hamilton	32	32	0	100%	4	(4)
Hancock	21	21	0	100%	0	0
Madison	74	64	10	86%	10	0
Tipton	5	6	(1)	120%	0	(1)

Region 12

Total	64	64	0	100%	8	(8)
Fayette	10	12	(2)	120%	1	(3)
Franklin	5	6	(1)	120%	0	(1)
Henry	20	20	0	100%	3	(3)
Rush	5	4	1	80%	2	(1)
Union	2	2	0	100%	0	0
Wayne	22	20	2	91%	2	0

Region 13

Total	83	95	(12)	114%	3	(15)
Brown	4	6	(2)	150%	0	(2)
Greene	13	14	(1)	108%	0	(1)
Lawrence	21	26	(5)	124%	1	(6)
Monroe	35	37	(2)	106%	2	(4)
Owen	10	12	(2)	120%	0	(2)

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage of Need Filled by FCMs carrying Full Caseloads	FCMs in Training	FCMs Needed minus Training and Vacancies
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Region 14

Total	93	99	(6)	106%	7	(13)
Bartholomew	29	29	0	100%	3	(3)
Jackson	12	15	(3)	125%	1	(4)
Jennings	14	16	(2)	114%	0	(2)
Johnson	26	26	0	100%	1	(1)
Shelby	12	13	(1)	108%	2	(3)

Region 15

Total	59	67	(8)	114%	7	(15)
Dearborn	12	17	(5)	142%	0	(5)
Decatur	13	16	(3)	123%	1	(4)
Jefferson	16	16	0	100%	3	(3)
Ohio	2	0	2	0%	0	2
Ripley	12	14	(2)	117%	1	(3)
Switzerland	4	4	0	100%	2	(2)

Region 16

Total	136	133	3	98%	12	(9)
Gibson	12	13	(1)	108%	1	(2)
Knox	22	26	(4)	118%	3	(7)
Pike	4	5	(1)	125%	0	(1)
Posey	12	14	(2)	117%	0	(2)
Vanderburgh	71	61	10	86%	8	2
Warrick	15	14	1	93%	0	1

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage of Need Filled by FCMs carrying Full Caseloads	FCMs in Training	FCMs Needed minus Training and Vacancies
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Region 17

Total	68	69	(1)	101%	8	(9)
Crawford	8	10	(2)	125%	0	(2)
Daviess	12	14	(2)	117%	1	(3)
Dubois	10	8	2	80%	1	1
Martin	4	5	(1)	125%	0	(1)
Orange	11	11	0	100%	2	(2)
Perry	12	11	1	92%	2	(1)
Spencer	11	10	1	91%	2	(1)

Region 18

Total	110	107	3	97%	13	(10)
Clark	29	37	(8)	128%	0	(8)
Floyd	40	34	6	85%	4	2
Harrison	9	10	(1)	111%	2	(3)
Scott	24	18	6	75%	6	0
Washington	8	8	0	100%	1	(1)

Prepared by the Office of Data Management, Reports and Analysis. Source: MaGIK Monthly Data

