Region 3

Biennial Regional Services Strategic Plan
Child Protection Plan and Service Array Plan

Section 4 – Service Array

SFY 2015-2016

February 2, 2014
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I. Introduction/Summary:

Every two years, the Department of Child Services works collaboratively with the Regional Services Council, providers, and other community members to review the services available in the region and prepare the Biennial Regional Services Strategic Plan (the Plan). The preparation for this plan began in summer of 2013. The planning process to develop the Plan involved a series of activities led by a guided workgroup composed of representatives from the community. The activities included:

1. a review of relevant data including Practice Indicator Reports, Quality Service Reviews, and prevention and ongoing service utilization data.
2. a service needs assessment survey completed by Family Case Managers, Probation Officers, providers, and other community members.
3. public testimony
4. financial information

While all of this data is typically reviewed regularly by DCS, it is during the Biennial Regional Services Strategic Planning process that the information is viewed through a contracted service lens. The workgroup considered all of the information and determined the appropriate utilization of available services and identified gaps in service. As a result, the workgroup developed a regional action plan to address service needs and gaps. In addition, the workgroup completed budget projections by service for the next fiscal year as well as the next biennial budget.

II. DCS Strategic Plan, Safely Home – Families First

DCS Strategic Plan

The Biennial Regional Services Strategic plans are developed in line with the DCS Strategic plan. DCS recognizes that in order to ensure Indiana is achieving the best outcomes for children and families, the Department can never stop evaluating its current practice. To that end, and in line with Governor Pence’s roadmap agenda goal of improving the health, safety and well-being of Hoosier children, DCS developed a strategic plan to continue Indiana’s practice reform over the next year. The Department’s strategic plan includes three priorities:

1. New child support system
2. Trauma informed care
3. Staff recruitment and retention.

DCS Strategic Plan - New child support system

Every child has the right to the financial support of both parents, whether or not the parents are married or live together in the home with the child. The Indiana DCS Child Support Bureau (CSB) in conjunction with its county partners enforces this right. Title IV-D of the Federal Social Security Act requires every state to operate a child support program to perform parental locate functions, paternity establishment, support order establishment and enforcement, payment processing, and child support disbursement. In Indiana, the Title IV-D Child Support Program is administrated by the Department of Child Services Child Support Bureau, and is carried out locally by the county prosecutor's office, the office of the county clerk, and the courts.
In order to administer the IV-D program, states are required to have a federally certified Statewide automated computer system. Indiana’s system is called ISETS. ISETS is responsible for maintaining 351,000 Title IV-D cases and approximately 150,000 non-IV-D (private) cases. It processes almost $1 billion in child support payments annually. Unlike other human services programs where the automated system may be an important, but peripheral aspect of a worker’s daily routine, automated child support systems are a worker’s daily routine. If the system does not work or does not work well, it negatively impacts the state’s ability to ensure child support monies are reaching children.

ISETS is a legacy system built on dying technology and is long overdue for replacement. Although the system was developed in the mid-1990’s, the original technology was developed in the late 1980’s. Its rate of decline appears to be increasing because portions of its technology are no longer supported, making it difficult and extremely expensive to make system changes. This results in growing costs in both technology changes and staffing, an inability to provide changes to improve child support worker’s productivity, and difficulty in meeting federal/state mandated functionality changes and audit requirements.

To address these issues, the DCS Child Support Bureau (CSB) has embarked on a multi-year project, in conjunction with its county partners, to build and launch a new child support system. The new system will be called the Indiana Verification and Enforcement of Support (INvest). INvest will have a number of benefits, including increased collections for families, increased opportunity for collaboration, and decreased maintenance costs.

While INvest will take many years to complete, the Department’s strategic plan for this project includes the following goals for SFYs 2014-2015:

- Finalize all system requirements,
- Complete and ensure approval of the Federal Feasibility Study,
- Gain final approval of the RFS, and
- Complete the competitive procurement.

Once implemented, this system will help get child support monies to more kids, better enabling Indiana to ensure the financial well-being of Hoosier children.

**DCS Strategic Plan- Trauma Informed Care**

The second pillar of the Department’s strategic plan is to ensure the well-being of Hoosier children by integrating a trauma-informed care approach into our child welfare practice.

Traditionally, child welfare systems have focused on ensuring the safety and permanency of youth and placed limited emphasis on acknowledging and treating the trauma that children entering the child welfare system are known to experience. Research demonstrates that trauma experienced by children at a young age can have a significant impact on their mental and physical health later in life, including altered brain development, impaired social relationships, learning difficulties and problems in school, physical and mental health conditions, increased risk for chronic health conditions and even premature death. Most children who enter the child welfare system have experienced some type of trauma, and this trauma is compounded when
children are removed from their homes.

Historically, Indiana has had a “blind spot” for trauma; the Department hasn’t done a good job identifying or treating the trauma experienced by children who enter the system. Indiana has required providers to treat the “symptoms” of trauma, but never required that they use trauma informed and evidence-based practices.

DCS is working to integrate trauma-informed care into child welfare practice by collaborating with stakeholders to share resources and improve service delivery across systems. By working with providers, schools, courts, probation, and state agencies, DCS can ensure that appropriate services are available and that all are educated on what it means to identify and treat trauma, as opposed to just reacting to its symptoms. Effectively providing for the well-being of Hoosier children involved with the child welfare system requires a multi-pronged approach that includes:

1. **Collaboration**: Improving coordination of services with other agencies.
2. **Integration**: Increasing emphasis on child well-being and integrating trauma-informed care into our child welfare practice through training and assessing for trauma.

**DCS Strategic Plan- Staff Retention and Recruitment**

DCS will seek to improve the safety and well-being of Hoosier children by hiring and retaining a qualified, competent, and sustainable workforce to support the DCS mission, vision and values.

The Department employs over 3,400 individuals, more than half of whom are Family Case Managers (FCMs). FCMs work directly with children and families on a daily basis. The environment is high stress and FCMs must make difficult decisions everyday that significantly impact the lives of children and families.

FCMs are the backbone of Indiana’s child welfare system. FCM turnover has a direct effect on the children and families we serve, including significantly longer stays in foster care; delays in timely assessments; disruptions in child placements; and an increased rate of repeat maltreatment and reentry into foster care. During the first five months of SFY 2013, DCS saw a significant spike in FCM turnover. In response to this spike, and as a part of its strategic plan, DCS developed a comprehensive recruitment plan to ensure Indiana maintains a diverse, competent, committed and effective child welfare workforce.

In order to recruit qualified employees, DCS is utilizing a number of traditional and contemporary recruitment tools, including print advertisement, internet job boards, social media and job fairs. DCS also operates the BSW Scholars Program in conjunction with the Indiana University School of Social Work. DCS currently funds 50 scholarships, up from 36 in SFY 2013, for students majoring in Social Work. Upon graduating and completing the program, which includes child welfare specific coursework, students are offered a Family Case Manager position with the Department and commit to work for DCS for at least two years.
DCS and its provider agencies recognize the need to ensure a sufficient pool of social workers to support the entire continuum of services provided to vulnerable children and families. As a result, DCS is collaborating with service providers and other state agencies to promote the social work field in order to increase the pool of viable candidates with a social work background.

The Department is seeking to not only recruit new, qualified staff, but to reduce turnover so that DCS can retain its current workforce. One key strategy in this effort is to improve workplace satisfaction and commitment. DCS is partnering with Casey Family Programs to develop and launch an employee recognition program in 2013. The Department is also collaborating with the IU Kelley School of Business to identify factors leading to child welfare field staff turnover, ways to mitigate the negative effects of those factors, and develop strategies to improve staff retention.

One of the reasons that FCMs leave the agency is due to the nature and stress of the work. The State and DCS have a number of tools to help support employees in this matter. The Department is working to increase awareness and understanding of secondary traumatic stress for all employees. DCS has also created a new Critical Incident Response Program to support staff who experience traumatic job-related events, such as a child fatality. Lastly, the Department will promote employee well-being by leveraging existing state benefit programs in an effort to improve employee physical, emotional, and financial health.

In a field as high stress as child welfare, DCS doesn't expect, nor desire, to have turnover at zero percent. It is imperative that the individuals who work with children and families remain committed to this very difficult work. To that end, the Department is continuously seeking ways to ensure that the right staff are hired and supported, allowing them to effectively serve Hoosier children and families.

Safely Home – Families First

As DCS continues to partner with families and communities to provide children with safe, caring, and supportive environments, we are constantly measuring our efforts. In so doing, it is important to ask these questions in keeping with the core values of DCS: Are we doing the very best we can do to protect children from abuse and neglect? Are we providing every child with appropriate care and a permanent home? Are we making the best possible efforts to keep children in their own homes or with relatives?

One of the values that DCS believes is that the most desirable place for a child to grow up is in their own home as long as the family is able to provide safety and security for the child. But each child deserves a permanent lifetime home where they know they belong and are loved. And that the child deserves to have that permanency established in a timely manner. Our practice model is built around our Mission, Vision and Values and is supported by the service array and capacity managed by the Support Services department and acquired through the Regional Services Councils. Finally, DCS has worked to develop a full support network of individuals and systems to support the practice model and provide the appropriate care and permanent homes for each child in our care and responsibility.
DCS is constantly working to achieve improved outcomes for children and families, and reviews existing and emerging research to continually guide and inform our practice. There is significant research that shows that the least restrictive and most family like setting is in the best interest of children. In fact, both federal and state law require that, along with child safety, the least restrictive environment is a primary consideration, when consideration of DCS involvement is required. There are some situations in which our decisions regarding the safety of the child lead us to determine that the removal of a child from the home is in their best interest. In these circumstances, we weigh the possible risks of leaving a child with his/her own family with the knowledge that there is certain damage when a child is removed from the home. It is in therefore imperative that we always look at protective factors within the child’s family.

As the recent In-Service training on this topic showed, the five protective factors are:

1. A parent’s attachment or bond to the child;
2. A parent’s understanding of the child’s needs and developmental stages;
3. The family’s resilience and ability to effectively address issues;
4. The family’s social connections; and
5. The concrete supports available to the family.

Protective factors should be used to develop appropriate and realistic case plans, more effective interventions and to improve the safety, permanency and well being of the children we serve.

When a child cannot be safely maintained in the home, we are committed to finding absent parents and relatives. We look for family members who know the child and who are familiar and comfortable to the child. They have established relationships and the trauma of removal is mitigated by being with people the child knows and who desire to help the child feel included in their family. Our own Practice Indicators demonstrate that when children are placed with relatives, they are more likely to find permanency faster than when they are placed in non-relative environments.

“Safely Home—Families First” is nothing new, but in fact is a renewed and heightened effort to provide for the well-being of our children, to identify those protective factors that will help keep a child at home safely, to help family members find resources and their own informal supports, and to quickly locate relatives in the event a child is not able to remain in the home. There are many parts of this effort including the expansion of in home support services, wraparound services, intensive family preservation, intensive family reunification and others. Having those services available in a timely manner, at times when the services are needed and with the flexibility to adjust to the needs of the family have been the absolute necessity before these efforts of Safely Home—Families First can be successful.

There are many tools that are currently available to achieve this goal:

1. Sobriety Treatment and Recover Teams (START) are a partnership between DCS and CMHC’s to provide quicker access to Substance Use Treatment Services, increased intensity of those services, and a team comprised of a Family Mentor (former client in recovery),Treatment Coordinator, and the Family Case Manager that will all be specially
trained to provide the services the family needs while supporting the family’s ability to safely maintain the children in their home.

2. The CANS is a tool that can assist in identifying the strengths and challenges within a family so that more targeted treatment interventions can be pursued.

3. The Medicaid Rehab Option (MRO) has been expanded so that children and families are able to receive services within their community.

4. Wraparound, Systems of Care, Cross Systems of Care and 1915i/CMHI are options that assist in the development of informal and community supports so that successful family plans can be implemented and achieved.

5. New service standards have been developed such as Comprehensive Home Based Services to provide additional resources and support to families so that they can successfully parent their children.

After we have considered all the research, looked to other states for their successes and read all of our own practice reports, our practice model demands that we focus on each individual child. Children desire and deserve to remain with their own families, to sleep in their own beds, and to be surrounded by their own belongings. They want to go to the same school and see their friends and learn from the teachers they know in the schools they are familiar with. In acknowledgement of this, it is important that we as an agency also want those things for them, and strive to do the best we can to ensure that children are with their own families when they can be so safely.

The foundation of excellence is in place, the service array is broad and expanding, the data is available and measured, national research and experts indicate the appropriateness of our efforts, and exceptional people are in the field, local offices and supervisory positions to assure the success of this effort. Soon we will each be able to answer the question “How are the Children” and be assured and proud of the answer.
III. Service Array Plan:

The following portion of this document includes the summary of: the available services; needs assessment/survey, public testimony; Fiscal Trends, Regional Action Plan and the unmet needs. The supportive documents are in the Appendix’s (such as: the survey, minutes to Public Testimony, listing of services by county, fiscal information, etc.)

The Department of Child Services (DCS) makes every effort to offer an efficient and comprehensive array of services to meet the needs of children and families they serve. While service needs vary greatly from region to region within the State, the present process is designed to more clearly identify areas of service availability and gaps that may require further attention from DCS. More specifically, information contained in this section attempts to answer two very basic questions: first, “What does a region have in terms of services offered to families and children?” and second, “What does a region need in terms of service?” Supportive documents are in the Appendix’s, such as:

- A glossary of regional prevention service offerings,
- A glossary of regional intervention services offerings (DCS standardized services),
- A listing of (both DCS-funded and non DCS-funded) prevention services and providers
- A listing of (DCS contracted) intervention services and providers,
- Summary of workgroup perceptions of service availability/accessibility,

Service offerings detailed in the section fall into one of two basic categories: prevention services, and intervention services. Intervention services are characterized by a formal involvement of the DCS in a case and are available:

- Through informal adjustments, which are agreements made by involved parties when a family admits to a problem and the child is at minimal risk in the home;
- To children in need of services (CHINS), which are children made wards of the court; and
- As reunification services, which are services provided to families when a child who has been removed from the family has a goal to return to the family.

It is the goal of both agencies to prevent unnecessary separation of children from their families by identifying family problems, assisting families in resolving them, and returning children who have been removed from their homes to their families. Department of Children Services offers services through informal adjustments, which are agreements made by involved parties when a family admits to a problem and the child is at minimal risk in the home; to children in need of services (CHINS), which are children made wards of the court; and as reunification services, which are services provided to families when a child who has been removed from the family has a goal to return to the family. Juvenile Probation offers services through informal and formal probation. Again, informal probation involves an agreement between parties. Formal probation involves mandates by the court with the goal of decreasing recidivism. In all cases, the best interest of the child and family are of prime importance.
Services offered may be preventative or intervening and may include but are not limited to:

- education
- counseling
- visitation
- sexual abuse treatment
- parent aides
- homemaker services
- home-based family services

Additionally, DCS offers other ancillary and support services including adoption services, foster parent training and support services, and Collaborative Care/Independent living services for children aging out of the system.

Preventative Services are utilized to prevent formal DCS involvement and may include services accessed by DCS referral, but not funded by the DCS or provided by a DCS contracted provider. Preventative services also include the DCS Family Evaluation Process, Children’s Mental Health Initiative, Community Partners for Child Safety (CPCS) program and the Healthy Families Indiana program.
IV. Prevention Services and Family Evaluations/CMHI

a) Community Partners

Community Partners for Child Safety (CPCS) provides an array of child abuse and neglect prevention services. The program is available to families not actively involved with the Department of Child Services or Healthy Families. The CPSC program offers a service continuum that builds community support for families identified through self-referral or community agency referral by connecting these families to resources needed to strengthen the family and prevent child abuse and neglect.

Funds under this program may be used for developing, operating, expanding, and enhancing statewide networks of community-based, prevention-focused, family resource and support programs that:

1. Prevent child abuse and neglect.
2. Decrease the risk of homelessness.
3. Provide respite care services.
4. Improve families’ access to formal and informal community resources that prevent child abuse and neglect, and prevent homelessness.
5. Provide or arrange for the provision of family resource and support services.
6. Provide family resource and support outreach service.

Services provided are primarily home-based including on-call availability, crisis intervention counseling, support and advocacy services, prevention support services, and referrals to resources and supports within the community. Services provided through the Community Partners Program are short term and goal directed.

b) Healthy Families

Healthy Families Indiana is a voluntary home visitation program designed to promote healthy families and children (0-3 years of age) by reducing child abuse and neglect and improving childhood health outcomes through a variety of services, including child development, access to health care, and parent education.

The program systematically identifies families that could benefit from education and support services either before or immediately after birth by providing screening and assessment of families in targeted areas throughout the state. Service entry points include WIC Programs, health clinics and local hospitals. Families assessed to have a need are offered the opportunity to participate in a voluntary home visiting program tailored to their individual needs.

c) Family Evaluations

The purpose of Family Evaluations is to provide service access to families when a child is determined to be a danger to him/herself or others and the family does not have the ability or
resources to access the services needed. Family Evaluations can reach many children/youth with mental health needs, developmental disabilities, and intellectual delays. Some children struggle with significant mental health issues or developmental disabilities which contribute to behaviors making their home environment unsafe. In addition, some families have difficulty accessing services generally due to inability to pay for services and have bounced from agency to agency trying to access services. In order to address this issue, DCS partnered with other agencies such as the Division of Mental Health and Addiction (DMHA), the Bureau of Developmental Disabilities (BDDS), and Community Partners for Child Safety programs around the State to ensure children with these types of needs are being served appropriately. Family Evaluations are a way to ensure these children and youth are being served in the correct system, they are being provided consistent and appropriate care regardless of financial burdens or insurance capabilities, and to ensure advocacy for the families and children being served.

DCS will serve these families by providing a Family Evaluation by specially trained Family Case Managers. DCS will conduct Family Evaluations to determine if services are needed in order to maintain the safety of the child or family members. DCS will review what might need to be offered to maintain the child safely in his/her home and if that is not possible, DCS will review if placement is an option. DCS will then connect the family to the necessary resources. Those resources include:

- Connecting families and children to Medicaid services such as Medicaid Rehabilitation Option services, Psychiatric Residential Treatment Facilities, Clinic services and the 1915i (coming soon).
- Connecting families and children to Bureau of Developmental Disabilities Services
- Providing 2 months of community based services under the Family Evaluation
- Referring the family to Community Partners for Child Safety, and/or
- Filing a CHINS 1 case with no substantiation to provide placement services or other community based services in excess of 2 months.

Family Evaluations will continue to be provided to families and children who will be best serviced in this capacity. However, once the Children’s Mental Health Initiative and 1915i roll out across the entire State, Family Evaluations will continue for children who do not meet those specific criteria and for children/youth with developmental disabilities and intellectual delays. (Please see the Children’s Mental Health Initiative summary for more details).

**Children’s Mental Health Initiative**

The Children’s Mental Health Initiative (CMHI) provides service access for children with significant mental health issues who have historically been unable to access high level services. The Children’s Mental Health Initiative specifically focuses on those children and youth who do not qualify for Medicaid services and whose families are struggling to access services due to their inability to pay for the services. The CMHI helps to ensure that children are served in the most appropriate system and that they do not enter the child welfare system or probation system for the sole purpose of accessing mental health services. The Children’s Mental Health Initiative is collaboration between DCS and the local Access Sites, Community Mental Health Centers and the Division of Mental Health and Addiction. Available services include:
- Rehabilitation Option Services
- Clinic Based Therapeutic and Diagnostic Services
- Children’s Mental Health Wraparound Services
  - Wraparound Facilitation
  - Habilitation
  - Family Support and Training
  - Respite (overnight respite must be provided by a DCS licensed provider)
- Placement Services

Eligibility for the CMHI mirrors that of Medicaid paid services under the 1915i and includes:
- Child or adolescent age 6 through the age of 17
- Youth who is experiencing significant emotional and/or functional impairments that impact their level of functioning at home or in the community (e.g., Seriously Emotionally Disturbed classification)
- Not eligible for Bureau of Developmental Disability Services
- Not eligible for Medicaid
- Needs based criteria include: DSM-IV-TR Diagnosis- Youth meets criteria for two (2) or more diagnoses.
- CANS 4, 5, or 6
- Dysfunctional Behavior- Youth is demonstrating patterns of behavior that place him/her at risk of institutional placement & unresponsive to traditional outpatient and/or community-based therapy.
- Specifically: Maladjustment to trauma, Psychosis, Debilitating anxiety, Conduct problems, Sexual aggression, and Fire-setting
- Family Functioning and Support- Family/caregiver demonstrates significant need in one or more of the following areas: Mental health, Supervision issues, Family stress, and Substance abuse

Anyone can make a referral to the CMHI on behalf of the child/family. The family will then be able to enter into the multiagency services approach through the Access site in their local community. Pre/post screenings are completed prior to the assessment to determine eligibility requirements. If a family is not eligible for services through the CMHI, the access site will refer that family to other appropriate services. (JD/JS) case will not be eligible for the CMHI. If the CHINS or JD/JS case is opened, the child should be served through available services under the CHINS or JD/JS case (not the Children’s Mental Health Initiative). An assessment for the Children’s Mental Health Initiative may be completed while there is an open case to determine where that child and family would be best served. If the child/youth is eligible for the CMHI, then the case would need to close prior to service provision.

The CMHI started as a pilot project and has spread throughout Indiana in 2013 and early 2014. The CMHI and the Family Evaluation process were implemented jointly to improve service access to families without requiring entry into the probation system or the child welfare system in order to access services. As the CMHI service availability expands, the need for Family Evaluations for this target population diminishes.
V. **Available Services**

Region III is comprised of four (4) counties. St. Joseph is the large urban county in the region and therefore, has somewhat of an advantage regarding accessibility of services for the families in which DCS serves. The remaining three (3) counties (Elkhart, Kosciusko, and Marshall) in Region III are comprised of largely rural populations. The largely rural populations are at somewhat of a disadvantage because there are less providers willing to provide services to the rural areas and transportation for clients hinders accessibility of DCS services.

Primarily, Region III selects services that are available to the entire region. There are however, some providers who elect not to provide services in some of the counties in Region III, which depending upon the county, limits the number of providers available to provide a particular service. Upon review of the 2013-2015 contracted providers for the region, Region III has ensured that they have selected providers to cover all services available under the current service standards, except for Functional Family Therapy Services.
VI. **Needs Assessment Survey**

Each region in the state conducted a needs assessment survey of the Department of Child Services (DCS) Family Case Manager’s (FCM) and specific community members who have knowledge and experience with child welfare services. The intent of the survey was to evaluate local service needs and gaps. Results of the survey were to be used to assist in determining the regional child welfare service needs and the appropriate service delivery mechanisms. DCS local office directors (LOD) compiled lists of “key” respondents (refer to Section E for key informant categories). An electronic version of the survey was distributed to persons on the contact lists. The DCS FCM survey consisted of thirty-nine (39) questions that included both DCS funded services, as well as other community-based services not currently funded through DCS. It also included questions pertaining to the FCM position such as case load, case types, ages of children, etc. The survey for “key” community individuals consisted of 12 questions that included both DCS funded services, as well as other community-based services not currently funded through DCS. In both survey’s, respondents were asked to rate each service in terms of need, availability when needed, utilization when available, and effectiveness when utilized of the service to children and families in a particular county.

Most of the counties within Region III had many services rated 3.0 to 4.0 in terms of availability and service quality, which indicate sometimes to usually availability of services as well as moderately to very effective service quality and effectiveness.

The survey’s respondents did indicate the following services as being either not available or available but not effective as other services offered in Region III: Inpatient Substance Use/Abuse Services for Youth and Adults, Domestic Violence, and Father Engagement Services.
VII. **Public Testimony**

Public Testimony for the Child Protection Service Plan/ Biennial Regional Services Strategic Plan was scheduled for November 18, 2013 at 10:00 AM. It immediately followed the normally scheduled Regional Service Council for Region IV. Notice of the Public Testimony was advertised in each of the four (4) local DCS counties within Region III and on the DCS’ website. Written testimony was not submitted. Following is a summary of the Public Testimony provided by the Community.

Rachel Tobin Smith, SCAN –

I am representing Prevention Services and Community Partners Program. I want to advocate that in the plan there be adequate, if not increased funding for prevention services which would include Community Partners as well as Healthy Families Services. I think that it is an important part of the continuum that can help prevent families from getting into the DCS system; I think that it is cost effective and we are seeing more and more serious cases that are coming into prevention services. I also think that the local prevention dollars that are given to the community allow each community to have its own services that are really targeted to the needs of that community. I want to advocate for the State to make sure that this is allowed in the plan.

Libby Martin, Lutheran Social Services –

We are a provider for Community Partners in Kosciusko and St Joseph County. I would just like to echo what Rachel said, that without these services we would have many families that are in need, that they would not receive the services that they could, their children could have the chance of being placed outside their home, and without these services inside their home they are not connected to the resources they need and do not receive education, really the support they need inside their home to make their home the best for children.

Candy Yoder, President and CEO, CAPS –

I would echo the support that Rachel expressed in terms of prevention services. I know from the work we do with families’ everyday that we are keeping children out of the formal protection system through the prevention services that are offered and so I would encourage continued support for that. I also would encourage that the state would consider the collaborative efforts that the State has practiced in the past and I believe that it is really valuable for us all to work in the community together in a collaborative way to solve problems and address needs.

Debbie Branfield, Crossroads Child and Family Services-

Also a provider for Community Partners and we would also echo the efforts of this program to keep children out of the child welfare system and to build stronger families right in
their homes and in their communities. In addition, I would like to encourage the State to continue the work they are doing on the Children’s Mental Health Initiative. This is a very important program that is filling the gap for non-Medicaid eligible children to make sure that they are receiving the mental health treatment they need, again keeping them out of residential treatment and in their homes and communities.
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**Other Funding**

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<tr>
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<th>SFY 2013 Actual Spending</th>
<th>SFY 2014 Budget</th>
<th>SFY 2014 Q1 Actual Spending</th>
<th>SFY 2015 Budget Forecast</th>
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<td>INTEGRATED SERVICES PILOT</td>
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<td>PARENTING / FAMILY FUNCTIONING ASSESSMENT</td>
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<td>10,965.77</td>
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<td>PERMANENCY</td>
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<td>SEX OFFENDER TREATMENT; VICTIMS OF SEX ABUSE TREATMENT</td>
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<td>TRANSITION FROM RESTRICTIVE PLACEMENTS (TRP)</td>
<td>43,174.75</td>
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<td>TUTORING / LITARACY CLASSES</td>
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<td>VISITATION FACILITATION-PARENT/CHILD/SIBLING</td>
<td>1,228,876.04</td>
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Grand Total                                           | 28,566,684.35            | 9,084,381.82                |
Region 3

<table>
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<th></th>
<th>SFY 2012 7/1/11 to 6/30/12</th>
<th>SFY 2013: 7/1/12 to 6/30/13</th>
<th>SFY 2014-Q1 7/1/13 to 9/30/13</th>
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<tbody>
<tr>
<td>Community Partners*</td>
<td>484</td>
<td>773</td>
<td>240</td>
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<tr>
<td>Healthy Families Indiana**</td>
<td>1422</td>
<td>1516</td>
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<tr>
<td>Youth Services Bureau***</td>
<td>106</td>
<td>73</td>
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</tbody>
</table>

*Service includes those that consented to service or met needs prior to enrollment (Information & Referral)
**Service includes those with an Assessment and/or Home Visit.
***Service includes enrollment in a program in time frame.

Units of service for YSB is per client/per day, per client/per week, per client/per session, or per client/per month.

Funding, utilization and number served for Community Partners for Child Safety, Healthy Families Indiana, Youth Services Bureau, and CHAFFEE Independent Living Services are listed below. While these services benefit DCS children at a local level, the funds are distributed at a state level. As such, the figures above represent statewide not regional data.

Overview

The Regional Action Plan presented in this section is based on all data collected that addressed regional service needs. These data sources assessed the following areas:

- Service availability (through the needs assessment survey, Section E)
- Service effectiveness (through the needs assessment survey, Section E)
- Public perception of regional child welfare services (through public hearings, Section F)
- Practice Indicators (13-month summaries, Section G)
- Regional workgroup determination of service available/accessibility (service array tables with codes, Section H)
- Additional input provided by the workgroup

These data sources were considered by regional workgroups to determine service needs that were to be prioritized by a region for the relevant biennium. To address these service needs, regional workgroups formulated action steps which included distinct, measurable outcomes. Action steps also identified the relevant parties to carry out identified tasks, time frames for completion of tasks, and regular monitoring of the progress towards task completion.

<table>
<thead>
<tr>
<th>Measurable Outcome:</th>
<th>Improve well-being of child(ren) and role/voice of both parents, as evidenced by improved QSR outcome data in 2016.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Step</td>
<td>Identified Tasks</td>
</tr>
<tr>
<td>1. Select a provider for mediation services for use with parents who are unable to form a positive parenting team.</td>
<td>Complete the RFP process</td>
</tr>
</tbody>
</table>
### Measurable Outcome:
Region 3 will increase the percentage of non-custodial fathers who are actively involved in open cases, as measured by comparing the percentage of involvement during the first quarter of 2014 with the percentage of involvement during the first quarter of 2015.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Identified Tasks</th>
<th>Responsible Party</th>
<th>Time Frame</th>
<th>Date of Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Contract with one or more additional Father Engagement Providers to serve the Region.</td>
<td>Reach out to current Father Engagement providers in Regions 2, 4, and 6 to determine interest in expanding into Region 3.</td>
<td>Regional Service Consultant; Region 3 Manager; Region 3 LODs.</td>
<td>January-March 2014</td>
</tr>
</tbody>
</table>

### Measurable Outcome:
Region 3 will see a reduction in the number of placements for both Probation and DCS during 2014 by providing Functional Family Therapy services to appropriate families in Region 3.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Identified Tasks</th>
<th>Responsible Party</th>
<th>Time Frame</th>
<th>Date of Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Select a provider for Functional Family Therapy services in Region 3.</td>
<td>Open a RFP for FFT and select a FFT provider</td>
<td>Regional Service Consultant; DCS/Probation Staff</td>
<td>July 2014</td>
</tr>
</tbody>
</table>
X. **Unmet Needs:**

The 2013 Needs Assessment Survey identified several needs that will not be addressed or met with the 2013-2015 Biennial Plan. These identified unmet needs include: The need for more translation services, Domestic Violence services, Transportation Issues, and Inpatient Substance Use/Abuse Services for Youth and Adults.