

Indiana Department of Child Services

# Year in Review



2021

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## Divisions

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# A Letter from the Director



**Terry Stigdon**  
**Director**

*I continue to be impressed with how our large team came together and fought to overcome the challenges of the past two years.*

Every year presents challenges we must adapt to and opportunities that we can use to improve the level and quality of service we provide. 2021 was no different in this respect. I hope you celebrated the start of 2022 safely and with those you love. I'd like to highlight just a few of the many successes we have accomplished in the past year and thank every one of you for your sacrifices, contributions and participation in making DCS a better agency that provides better outcomes for Hoosier children and families.

I am so proud of the work we have done throughout the last year. 2021 marked another year of transformation for us here at DCS. We strengthened our resolve in working with families in crisis. Family preservation has been an enormous success. The results are very positive and paint a picture of a brighter future for many children and families all across our great state. We've continued to make progress on both our INvest and I-KIDS projects. We've decreased the number of children in residential treatment facilities and increased the number of relative/kinship placements. We extended services to young adults who would have aged out of our system during the pandemic. Your brave and bold thinking brought forward the idea of co-care, bringing biological and foster parents together in the best interests of children.

The pandemic has also impacted us personally. We have lost loved ones, it has changed our rituals and our wanderings, it has affected our communities. We have spent time mourning these

losses and considering what more will impact us in the days to come. With all of that in mind, I remain motivated to lead with an open mind and an open heart.

Our emphasis on continuous improvement, promoting respect for people and furthering a psychologically safe environment helped us make momentous changes internally as well last year. New initiatives were launched, enhancing the employee experience, along with improving practice by engaging our front-line team members in putting into place their ideas for change. You work incredibly hard to help others, and I want you to know that your efforts have not gone unnoticed.

I continue to be impressed with how our large team came together and fought to overcome the challenges of the past two years. We accomplished an incredible amount in 2021, and this book only scratches the surface. We will continue to do the right thing — the best thing — and focus on doing what is right for children and families, and the results of our efforts will speak for themselves. I am grateful for our DCS team, Indiana Youth Advisory Board, birth parent advisory board, resource parents, service providers, judicial partners and everyone else who has been integral parts of our transformation journey.

From the bottom of my heart, I thank you for all you do.

A handwritten signature of Terry Stigdon in dark ink. The signature is fluid and cursive, with the first name 'Terry' clearly legible and the last name 'Stigdon' written in a more stylized, connected script.

# DCS True North Goals

N  
90% of the agency trained in the fundamentals of continuous improvement.

N  
Zero fatalities from repeat maltreatment.

N  
Children in a home setting with needs met through appropriate services and support.

N  
Services provided to every family, relevant to their needs and in place only as long as necessary.



**Terry Stigdon**  
Indiana DCS Director



**Eric Miller**  
Chief of Staff

# Agency Goals for 2022



Increase capacity for children to live in home settings.

Ensure case management system upgrades meet agency needs.



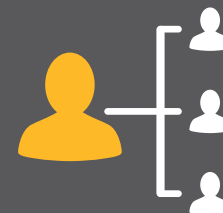
Decrease repeat maltreatment.

Transform employee recruitment efforts.



Improve DCS operations and decrease disparities in outcomes for children and families.

Expand collaboration among divisions.



Spend taxpayer dollars wisely and more predictably.

Develop key leaders' skills in continuing improvement, coaching and business management.





# Mission, Vision and Values

## MISSION

The Indiana Department of Child Services leads the state's response to allegations of child abuse and neglect and facilitates child support payments. We consider the needs and values of all we serve in our efforts to protect children while keeping families together whenever possible.



## VISION

Children will live in safe, healthy and supportive families and communities.



## VALUES

We at the Indiana Department of Child Services empower our team, in collaboration with state and local partners, to make decisions in the best interest of every child in our care by embracing: respect for all, racial justice, diversity and inclusion, a culture of safety and a commitment to continuous improvement.



# Racial Justice, Equity and Inclusion

The Indiana Department of Child Services has taken meaningful steps over the past two years to advance racial justice, equity and inclusion within the agency. While we celebrate this progress, we know there is much work left to do, and we're excited for the opportunities ahead. To date, our success has been thanks to DCS staff and stakeholders across the state coming together, recognizing common barriers and taking common-sense steps to overcome them.

The next big step in our journey to ensure racial justice, equity and inclusion for our agency and those we serve is to bring aboard a leader to spearhead our efforts. Our RJEI work groups have presented many innovative ideas, and we're excited to put them into practice. With a chief advocate for the principles of racial justice, equity and inclusion, 2022 promises to be an exciting year!

Racial Justice, Equity and Inclusion were a key areas of focus for our agency in 2021. Our RJEI Advisory Council – originally formed in the summer of 2020 – and its workgroups stayed busy and accomplished much in the past year.

- Obtained data about racial disparities in child welfare from Casey Families to educate providers/stakeholders
- Added “climate and culture” section to agency exit survey
- Put 10 staff members through specialized training on fighting racism and facilitating RJEI discussions/trainings
- Updated TrustLine complaint categories to include discrimination and harassment
- Created RJEI LinkedIn Learning Pathway
- Developed tracking outcomes for FFPSA to reduce bias in removal rates
- Created LGBTQ+ training to raise awareness

There are many things RJEI-related still in process, including:



A comprehensive resource guide for supporting LGBTQ+ youth in DCS care



Updates to the DCS code of conduct to reflect agency commitment to RJEI principles



A racial equity assessment tool for the policy and legislative development/review/revision processes

# LEAN

## Lean Management

If you worked for DCS in 2021, you felt the impact of Lean. DCS uses the Lean methodology to facilitate continuous improvement. Lean is a way of thinking that helps us improve as an agency by eliminating waste and standardizing processes. Basically, it means we stop doing the things that don't work or don't make sense and focus on making the things that do work even better.

We have three Value Stream Analyses (VSAs):

- Employee Experience – focused on the first 12 months of FCM employment
- Intake and Assessment
- Out-of-Home Care.

A VSA is used to find places where we can be better and identify the best methods for improvement. One option is a Rapid Improvement Event (RIE), which is a weeklong workshop where nine to 12 staff members from across DCS focus on an issue and discuss ways to improve it. Improvement Projects are used when the solution to a problem has been identified, but we need to work through the logistics to create a plan to implement the solution. “Just Do Its” and “Just Stop Its” are exactly what you'd think: things that common sense says we should just do or just stop doing, without further analysis.

In 2021, we recommitted to our True North goals, which are Lean's way of helping us define our ideal state.



### Lean by the Numbers

Rapid Improvement Events	17	Improvement Projects	10	Just Do Its	3	Just Stop Its	2
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# Family Preservation

Indiana Family Preservation Services program was available for the full year statewide for all new in-home CHINS and IAs (and cases likely to become in-home CHINS and IAs). The program — launched to help our agency progress toward the Family First Prevention Services Act and its requirement of evidence-based practices — has now served more than 5,500 families and more than 11,500 kids. The program has two primary goals: keeping families together and kids safe, and we're accomplishing both.

Only 6.6% of kids who have had at least 90 days of the service have experienced a removal, and only 5.5% have had another incident of repeated maltreatment. This has helped us to continue to drive down the number of children in Indiana who have had to experience the traumatic separation and disruption in bonding that occurs with being placed into foster care, but, further, we're also seeing our in-home cases close successfully (no removal and no repeated maltreatment) faster than we ever have before, which is driving down the number of families who have the burden of DCS involvement in their lives at all even faster.

In the 17 months since we launched INFPS, in-home CHINS and IAs are down 26.9% (compared to only declining 4.4% in the 17 months prior to INFPS's 6/1/2020 launch). These numbers represent meaningful improvements in lives of Hoosier children and families and represent brighter futures for more kids and their parents.

## Family Preservation by the Numbers

Launched statewide on **June 1, 2020**

**5,500 & 11,500**  
families children  
have received the service

**94.5%** of children who have had at least 90 days of the service have not experienced another substantiated incident of maltreatment (abuse/neglect)

**93.4%** have not experienced a subsequent removal

Families served by Prevention Programs

Healthy Families  
Indiana (HFI) **12,135**

Community Partners  
for Child Safety **20,692**

# INvest



INvest is the replacement for Indiana's legacy system, ISETS, which has been in use since the early 1990s. Work has been in progress for many years, and we are nearing the home stretch! Mock data conversions to ensure accurate transfer of data are already underway.

2022 will bring a frenzy of activity to the project. The vendor will complete end-to-end testing of INvest and then hand it to DCS/CSB to do User Acceptance Testing (UAT) in the first quarter. Implementation preparation and training then take center stage as we inch closer to pilot county go-live in June.

Partners from Indiana's clerks' and prosecutors' offices have been engaged along the way, attending monthly design/development sessions, Change Champion meetings, and participating in a series of pre-INvest related trainings. More than 300 individuals attended each of our four Design Open Houses, where they were treated to a behind-the-scenes look at system development.

Statewide implementation is expected by the end of 2022.

## Pilot

Cutover Weekend

May 27-30, 2022

Go-Live Date

May 31, 2022

## Rollout One

Cutover Weekend

Sept. 2-5, 2022

Go-Live Date

Sept. 6, 2022

## Rollout Two

Cutover Weekend

Sept. 30-Oct. 1, 2022

Go-Live Date

Oct. 2, 2022

## Statewide Rollout

Cutover Weekend

Oct. 28-30, 2022

Go-Live Date

Oct. 31, 2022



## INvest by the Numbers

Pilot counties  
Clay, Howard and  
Vanderburgh

3



Change  
Champions

300

Super  
Users

300

People working  
on the project

279

System users  
when the project  
is complete

1,200

All numbers are approximate

# I-KIDS

## Why these projects were needed

The I-KIDS Project is the first step toward making DCS CCWIS-compliant. CCWIS is the new set of guidelines established by the Administration for Children and Families (ACF) for states to build their electronic child welfare information systems.

## What's been updated/improved

I-KIDS will replace the existing DCS system of MaGIK in two phases. The first phase, to replace Casebook in its entirety, began in the fourth quarter of 2020 and has continued throughout 2021.

**PHASE 1** | Phase 1 is intended to be implemented statewide by the end of 2022.



**PHASE 2** | Phase 2, replacing KidTraks, will start development by early 2023.



## Important steps made in 2021

2021 has included the ongoing development of stories and functionality of Intake, Assessment & Investigation, Case Management, Permanency, Post-Permanency, Eligibility, Operational Management, Integration, Court, Placement and Provider Management. At present, there are more 10,000 user stories related to needed functionality within I-KIDS that are being reviewed, discussed, designed and/or developed with Accenture. A Design Open House was held to demonstrate the Intake module, thus far, for the Hotline.

## What's to come in 2022

Phase 1 of I-KIDS is intended to be implemented in 2022. Two additional Design Open Houses are also planned for 2022 and will include a look at functionality related to the Assessment and Case Management modules.

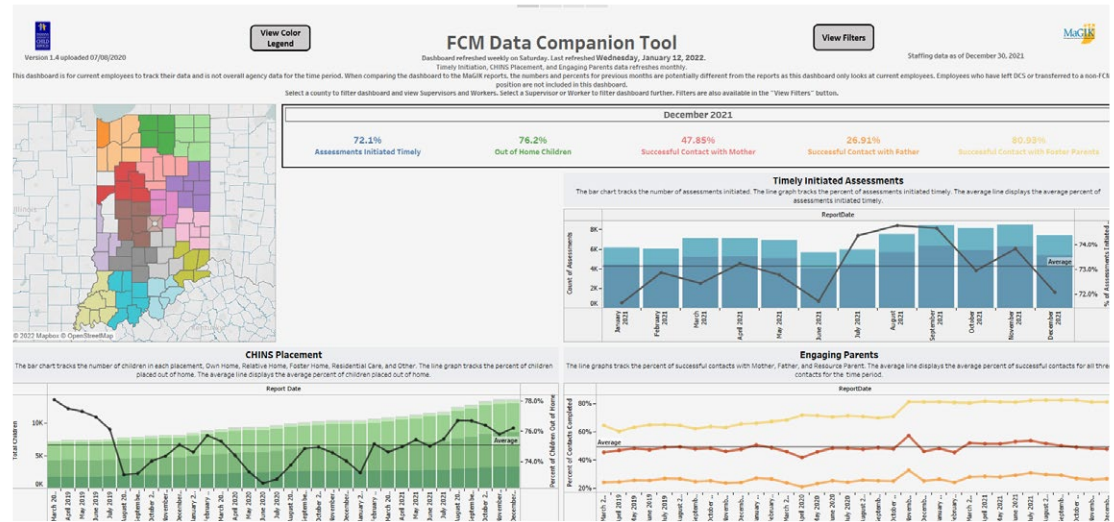
Throughout 2022, the project will continue to build on the existing development, undergo user acceptance testing and proceed toward a pilot consisting of the Hotline and Shelby County.

Training is being developed alongside the software and will be offered as a combination of pre-requisite computer-assisted trainings, job aids and instructor-led trainings for Assessment, Case Management, Placement, Permanency, Provider Management and Eligibility.

# Tableau

Tableau usage has soared this year, and the platform has hit some important milestones. If you aren't familiar with Tableau, it's a visual analytics platform that transforms the way we see and understand data. Instead of just numbers, Tableau converts the raw data into interactive graphics and dashboards.

The Tableau team is working on rolling out a second, more in-depth statewide training for early 2022 and is working on a Tableau Metrics Guide to give users quick information on specific dashboards and related metrics.



## Tableau by the Numbers

Views of the 12-12-13  
Daily Operational  
Caseload Report

10,000+

User  
subscriptions

200+

Views of the FCM Data  
Companion tool passed

9,000+

Views of eight  
different dashboards

500+



# SECC

## State Employees' Community Campaign

The annual State Employees' Community Campaign (SECC) offers state employees the opportunity to contribute to causes they care about. Every year, the effort raises about \$1.5 million for charity. The theme for 2021 was "We Make a Difference," and DCS employees certainly did.

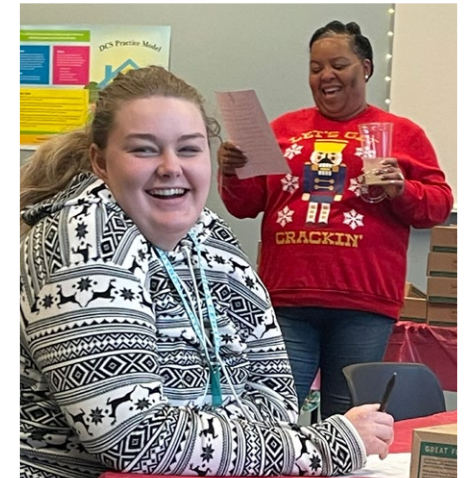
DCS' charity of choice was Isaiah 117 House in Marion County. Isaiah 117 House provides physical and emotional support in a safe and loving home for children awaiting foster care placement. Their house in Marion County is under construction, and DCS employees were encouraged to make one-time or recurring donations to support their mission. Additionally, proceeds from special campaigns and events went to Isaiah 117 House.

DCS played host to the statewide Lip Sync Battle. The virtual event closed with a record-breaking \$3,796 raised for Isaiah 117 House.

The DCS Grab Bag campaign asked for monetary donations to buy personal items — pajamas, blankets, shoes, etc. — for the bags the children take when they leave Isaiah 117 House for their foster care placement. DCS employees donated \$2,766 — enough to fill 69 bags! There was a contest to see which local office could raise the most money per employee. It was a close race, but Delaware County came out on top.



In 2021, DCS employees  
donated more than  
**\$58,600**







**Indiana DCS** Nov. 1

We are so excited that it is officially #NationalAdoptionMonth! We'll be celebrating all month long. In the meantime, check out @GovHolcomb's proclamation to learn more about why this month is so important to us (and to many children and families)!



TOTAL IMPRESSIONS: 17,480



**Indiana DCS** May 5

It was an honor today to watch Sharon Pierce, one of our greatest partners and friends and the former president and CEO of @villageskids, receive the Sagamore of the Wabash award from @GovHolcomb. She has done amazing work in her 30+ years in child welfare. Congratulations!



TOTAL IMPRESSIONS: 16,258



**Indiana DCS** April 13

Focusing on protective factors helps children, youth and families build resilience and contributes to positive outcomes. Learn more on the 2021 National Child Abuse Prevention Month website - [childwelfare.gov/topics/prevent...](https://childwelfare.gov/topics/prevent...) #ChildAbusePreventionMonth #ThrivingFamilies



TOTAL IMPRESSIONS: 13,103



**Indiana DCS** Sept. 7

September is #KinshipCareMonth - check out @GovHolcomb's proclamation below! - a time for us all to say thank you to our kinship caregivers who selflessly work to help Indiana's children and families. We hope you'll join us in raising awareness of these incredible people!



TOTAL IMPRESSIONS: 11,584



**Indiana DCS** Aug. 26

Our Director, Terry Stigdon, and @GovHolcomb both spoke this morning as part of the kickoff event for our State Employees' Community Campaign. We've had some great speakers and charities here, and we've got a dunk tank, food trucks and more. It's a good day at the Statehouse!



TOTAL IMPRESSIONS: 5,794



**Indiana DCS** May 24

Friday night was a special night for us, as we showed our foster parents how much we appreciate them during a special #FosterCareMonth event. We're honored to have had such amazing guests, including @GovHolcomb, @tstigdon, Kristin Ballard and Dae Rodriguez. Videos to come!



TOTAL IMPRESSIONS: 5,416

# Top Instagram Posts

Instagram @VoicesofDCS



**Nov. 23**  
**Indiana DCS** 

Impressions: 931

Yesterday was such an amazing day for the Patterson family - it was #AdoptionDay for Sy'tree and Sy'annha! We could not be happier for them, and we are so grateful to have been there to share in the amazing moment. Please join us in congratulating the happy family!



**Feb. 8**  
**Indiana DCS** 

Impressions: 818

During his interview, Dakota said that he is "here in the world to help others." Are you here to help him find a forever family? He's a social kid with a big heart, who loves basketball! Check out his video, courtesy of our partners at @indianakidsbelong, at <https://americaskidsbelong.org/project/dakota-4/to>, to learn more about him!



**Oct. 12**  
**Indiana DCS** 

Impressions: 790

"What I wish people knew was we don't want to be in your life. We wish no one abused and neglected kids. When we come to your house, it's because we have to. Someone has said that those kids are in danger. And I don't know how else to explain to anyone how important our jobs are if they don't understand we're here so kids don't get hurt, or if they are getting hurt, it stops." – Family case manager



**Feb. 3**  
**Indiana DCS** 

Impressions: 760

"Our focus has been to make sure children have permanency at the earliest opportunity, and having greater opportunity to see children avoid removal altogether and to be safe in the home. But then if removal is necessary, being assured at the earliest opportunity that we have the child in the right placement. That takes a lot of work. I think the end result is that things are going to be better. We've got children keeping those essential connections, having safety and permanency, and hopefully reducing the time out of home and maybe avoiding the out-of-home at all." – Judge



**Sept. 14**  
**Indiana DCS** 

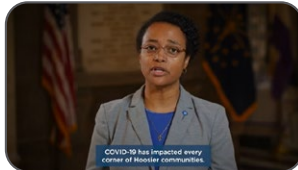
Impressions: 752

"My advice to anyone who is afraid to call is to just call and say, "I'm afraid to make this call because..." at the hotline we are mothers, we are fathers, we are children and we are people! We understand your fear and uneasiness about making the call. But what I fear the most is people being too scared to make the call and something happening to a child that could possibly have been stopped or prevented. You can call and say you want to remain anonymous, we don't mind, we would just rather something go reported. Make the call and you could save a child years of grief and possibly even save their life." – Family Case Manager





Finding Her Voice,  
The Legend West Story  
Views: 1.8K



Director Stigdon's PSA  
During COVID-19  
Views: 1.3K



A Day in the Life of...  
A DCS Hotline Worker  
Views: 746



Roads To Home Ep. 1  
"A home for Emma"  
Views: 681



About FFPSA  
Views: 644



A Day in the Life of...  
A DCS Family Case Manager  
Views: 524



Roads to Home Ep. 3  
"He can have hope"  
Views: 397



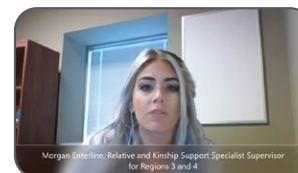
Proving Them Wrong:  
The Daisey Dyer Story  
Views: 364



Roads to Home Ep. 2  
"I don't regret it at all"  
Views: 331



Love and a Family:  
The Matthews Family Story  
Views: 261



Kinship Care Month - Thank You!  
Views: 168

# A Quick Introduction to the Divisions of the Indiana Department of Child Services (DCS)



## **Administrative Services**

Administrative services is DCS' financial division, responsible for accounting and budgets, financial management, procurement and payroll. This division also handles eligibility payments, vendor issues, report forecasting and facility management. Administrative services headquarters is on the west side of IGC-South 3rd floor.



## **Child Support Bureau**

Child support services are provided by county prosecutors and county clerks in cooperation with the Child Support Bureau (CSB). CSB services include locating parents, establishing paternity, establishing child support and medical support orders, and enforcing child support payment. CSB headquarters is located at 500 N Meridian St.



## **Child Welfare Services**

Child welfare services oversees all the services DCS provides to kids and families. This division's responsibilities include voluntary prevention services, intervention services for formal DCS involvements, community-based services, licensed child-placing agencies (LCPAs), residential-care facilities, and older youth services including collaborative care. This division also houses a team of integrated care professionals including educational consultants, clinicians and nurses who provide expert guidance when necessary to help improve outcomes for kids and families.



## **Communications**

The communications division promotes DCS' mission to internal and external stakeholders. This includes employee relations, media relations, community outreach and communication with legislators, providers and partners. This division is responsible for the agency's social media accounts and websites.



## **Field Operations**

The largest of DCS' divisions, field operations encompasses the frontline workers, including the family case managers in local offices across the state. This division also includes the foster care and adoption programs, the Indiana Child Abuse and Neglect Hotline, child fatality reviews and much more.



## **Human Resources**

The human resources division recruits new employees and supports DCS with employee relations and performance management. DCS HR staff members are employed by the Indiana State Personnel Department.





### **Information Technology**

The information technology (IT) division works with the Indiana Office of Technology (IOT) to provide DCS employees with computers and phones, expert tech support and the latest training on cybersecurity. DCS IT also develops and maintains technological systems, including online background-check and foster-care portals, used by employees and the public.



### **Juvenile Justice Initiatives and Support**

Juvenile Justice Initiatives and Support works with juvenile courts and probation officers to ensure youth in the juvenile justice system receive services available to address their needs. This division includes the Interstate Compact on the Placement of Children (ICPC) unit, overseeing out-of-state placement of children, and the Central Office Background Check Unit (COBCU).



### **Legal Operations**

DCS' legal operations division handles DCS' legal practice. In addition to CHINS (child in need of services) and TPR (termination of parental rights) cases, this includes reviewing, amending and approving contracts with service providers. This division works closely with field operations to make sure agency practice is always within the law.



### **Legislative Services**

Legislative services is DCS' liaison to the Indiana General Assembly. The division advocates for DCS during the legislative session, making sure legislators understand DCS' operation, goals and needs as they craft legislation that will impact the agency and Indiana's children. Legislative services is also responsible for responding to correspondence from constituents.



### **Strategic Solutions and Agency Transformation**

Strategic Solutions and Agency Transformation (SSAT), which oversees all agency policy, is charged with examining the way DCS functions and finding ways to make it better. With a focus on efficiency and continuous quality improvement (CQI), this division utilizes Lean methodology to streamline processes and eliminate waste.



### **Staff Development**

The staff development team is the division responsible for professional development and training of DCS employees, foster parents and providers. The staff development division develops and facilitates training on topics including the agency's practice model; equity, inclusion and diversity; leadership skills and personal well-being.



# Administrative Services

## LEADERSHIP TEAM



Aaron Atwell  
Chief Financial Officer



Joseph Fistrovich  
Controller



Rebecca Chauhan  
Contracts and Procurement  
Deputy CFO



Chris Fletcher  
Deputy CFO



Todd Fandrei  
Financial Management  
Deputy CFO



# Administrative Services

## DCS BY THE NUMBERS

### Project Management/Medicaid

The cost allocation unit was responsible for administrative costs of more than

**\$337**  
MILLION

### Financial Management

Increased allowable federal expenditures by

**\$116**  
MILLION

### Contracts and Procurement

Currently active contracts that DCS holds

**712**

### Accounting/Regional Budgets

In state fiscal year 2021 (July 2020-June 2021), probation spending was under budget by approximately 3%. The agency's service spend was covered with no additional general fund augmentation for the first time in four fiscal years.

For state fiscal year 2022, DCS' finance team created the agency's first-ever overall total budget for service-spend inclusive of general and federal revenue sources. Going forward, both revenue and expenditures will be measured against monthly budgetary targets and overall year-to-date performance.

### Financial Management

The eligibility, rate-setting and cost-allocation teams reviewed and revised materials and processes to better

align with the Family First Prevention Services Act (FFPSA). The eligibility team's enrollment unit worked toward completing the review and reporting of pre-2009 adoption eligibility cases.

Financial management efforts collected \$7.38 million in Supplemental Security Income (SSI) to help offset DCS' costs related to children in care, income that then follows the child when they return home.

### Contracts and Procurement

In coordination with the Indiana Department of Administration and the State Budget Agency, DCS renewed community-based, family-preservation and community-partner contracts for six-year terms instead of the standard four years. This allows better continuity of services for providers and shifts the renewal window to create lower annual volume for staff who prepare and execute contracts.



# Child Support Bureau

## LEADERSHIP TEAM



Adam Norman  
Deputy Director



Dawn Blanford  
Assistant Deputy Director



John Mallers  
Assistant Deputy Director



Peggy Boggs  
Assistant Deputy Director



# Child Support Bureau

## DCS BY THE NUMBERS

Increased  
child support  
collections

**68.5%**

National rank in  
overall performance

**7<sup>th</sup>**

Increase in casino  
collections since  
2019 (a record  
\$1.16 million  
collected)

**30%**

### **INvest**

The INvest project continued rapid development. In June, three pilot counties were chosen, and a training series was launched to help workers feel more comfortable with the transition to a new system.

### **Lean Improvements**

Two new units were created to support Lean process improvements at Child Support Bureau. Existing talent assisted in the development of a central mail-scanning unit and a central case-intake unit. Additionally, CSB participated in two rapid improvement events (RIEs) related to how it processes financial adjustments and manages annual support fees, which resulted in tremendous Lean improvements.

### **Online Enrollments**

CSB fully implemented the online enrollment form for child support services. Further, this option was expanded to allow for family case managers to enroll DCS foster care cases. Nearly 65% of all new child support service enrollments come from the online option, with a record high average of 1,300 new cases per month.

### **Casino Agreement**

The Four Winds Casino in South Bend will now withhold casino winnings from those who owe child support. This is the first time the state of Indiana has entered into an agreement of this type with the Pokagon Band of Potawatomi.



# Child Welfare Services

## LEADERSHIP TEAM



David Reed  
Deputy Director



Austin Hollabaugh  
Assistant Deputy Director



Crystal Whitis  
Assistant Deputy Director



Leslie Miller  
Assistant Deputy Director





# Child Welfare Services

## DCS BY THE NUMBERS

Children served by  
voluntary Children's  
Mental Health  
Initiative

1,200

Educational  
referral reasons  
resolved within  
30 days

85%

Counties added to  
Gov. Holcomb's  
"My Healthy Baby"  
initiative

25

### Traditional Services

DCS has been working with providers, foster parents, court-appointed special advocates (CASAs), courts and other stakeholders to improve foster care services. One result is a focus on supporting reunification and reducing trauma for children by encouraging, where appropriate, the development of relationships between foster and birth parents and encouraging them to support one another for the benefit of the children.

Regular meetings are part of a focus on improving relationships with providers. That includes biweekly calls with Indiana Family Preservation Services providers, monthly meetings with licensed child-placing agencies (LCPAs), residential facilities and community mental-health centers (CMHCs), bimonthly meetings with the Indiana

Coalition for Family-Based Services (ICFBS) and regular meetings with Indiana Association of Resources and Child Advocacy (IARCA) leadership and member agencies.

More than 1,200 children were served by the voluntary Children's Mental Health Initiative (CMHI). This program provides intensive wraparound and stabilization services for families with a child who has significant mental health needs.



## Older Youth Services

Collaborative Care (CC) services were extended for youth beyond age 21 during the COVID-19 public health emergency, allowing approximately 120 older youths to continue receiving supports as they transitioned to adulthood while facing unexpected hardships caused by the pandemic. These supports included assistance with housing, food, clothing and independent-living skill-development services.

Nearly 300 Children in Need of Services (CHINS) and CC youths graduated from high school, 57% of whom were enrolled in post-secondary education.

Of the 126 individuals who received Voluntary Older Youth Services, 52% were enrolled in post-secondary education.

Director Terry Stigdon's monthly "Lunch With the Leader" meetings allowed her to hear directly from older youth impacted by our services.

DCS promoted the voices of older youth by participating in the sixth annual Normalcy Conference and involving older youth in DCS executive meetings, town halls, and the Racial Justice, Equity and Inclusion Advisory Council.

## Prevention

Of the families served by DCS' Community Partners for Child Safety program, 99.69% haven't had an open child welfare case.

Similarly, 99.98% of families who participated actively in the Healthy Families Indiana program have not gone on to have an open child welfare case.

Gov. Eric Holcomb's "My Healthy Baby" initiative, which seeks to reduce infant mortality, expanded from 17 counties to 42.

DCS' prevention efforts have drawn national attention, including a spotlight in the "Visioning for Prevention" series and corresponding podcast and a national webinar from the National Family Support Network.

The prevention services team supported and oversaw the creation of a Child Abuse Prevention Framework and Implementation Toolkit. The toolkit is centered on primary prevention efforts and provides a road map for the state and local communities to better support, empower and protect families.



## **Residential and LCPA**

DCS contracted with Maximus to complete objective, evidence-based assessments of children in need of services (CHINS) who may need intensive residential treatment. Hundreds of assessments have been completed since the program launched in April.

This helps ensure those who can succeed in family-based settings do not experience unnecessary residential care. The number of CHINS in residential care has fallen from 1,024 in April 2017 to fewer than 500 in November 2021.

Major provisions of the Family First Prevention Services Act (FFPSA) have been implemented. Indiana has more than 100 qualified residential treatment programs (QRTPs) providing family-based care.

## **Education**

Despite a reduced staffing capacity, the education services team handled a 22% increase in referrals.

85% of the reasons for referral were resolved within 30 days, 15% better than the previous year.

A video training on the Response to Referral Guide, covering standard operating protocol, was implemented for education consultants.

## **Nursing**

Through October, the nurses assisted with more than 400 cases through the permanency and practice support referral system.

The training program was upgraded, with nine training programs for DCS staff and a community training done through Indiana University. Topics included respiratory illness/distress, diabetes and neonatal abstinence syndrome.

A quick review process was implemented to allow the Indiana Psychotropic Medication Advisory Committee (PMAC) to review consent prior to a youth being placed on psychotropics. The quick review gives FCMs a response within 24 hours, compared with monthslong delays under the previous system.

## **Clinicians**

A new Child-Focused Treatment Review (CFTR) process was rolled out. Clinicians facilitated more than 300 CFTRs and attended more than 400 CFTRs since March 1.

The clinical team assisted with more than 1,800 permanency and practice support referrals and supervised 13 students pursuing their master's degree in social work.

The clinicians staffed 19 Integrated Care ECHO (Extension for Community Healthcare Outcomes) cases through August and presented the following training topics: attachment, trauma-informed care, anxiety, borderline personality disorder, diagnostic evaluations, evidence-based practice, PMAC, residential 101 and autism. More than 180 DCS staff attended these staffings and trainings.



# Communications

## LEADERSHIP TEAM



Noelle Russell  
Director of Communications



Brian Heinemann  
Deputy Director of Communications



### COMMUNICATIONS FUN FACT:

The communications team oversees more than 800 pages of content on DCS' internal and external websites.



## DCS BY THE NUMBERS

Unique followers  
across all social  
media accounts

9,614

Newsletters sent to  
internal and external  
stakeholders

87

Minutes of digital  
content produced

128

### Midyear Update

The communications team interviewed DCS staff and stakeholders from around the state for a 30-minute video that served as the agency's midyear update in July. Hosted by Director Stigdon, the video featured more than a dozen speakers and was one of the most-viewed videos created by DCS this year.

### Recruitment

To boost recruitment, the comms team produced two "behind the scenes/day in the life" videos, one with FCMs and one focused on the intake specialists for the Child Abuse and Neglect Hotline. The videos were attached to job posts, providing candidates a firsthand look at the work. The team also created graphics and social media posts to highlight our new sign-on and referral bonus programs.

### Back on Track

When the department returned to the office after more than a year away, the comms team shared regular updates about evolving schedules, guidelines and policies. The team produced a "Back on Track" guidebook for the transition and has since provided information about vaccines, COVID-19 exposure protocols, the office-tracker tool and more. These efforts were instrumental in allowing staff to work together as safely as possible.

### DCS Community

The comms team focused on making DCS Community, our agency's information hub, more user-friendly. A special effort was made to highlight our Lean transformation and educate staff about DCS' many process improvements in the last year. Employees can now access resources born of rapid improvement events (RIEs), updates on Just Stop Its and more, all in one convenient location.





# Field Operations

## LEADERSHIP TEAM



Sarah Sailors  
Deputy Director



Angela Smith Grossman  
Placement Support and  
Collaborative Care ADD



Nathan Johnson  
Child Abuse Hotline Director



Gilbert Smith  
Northern Indiana ADD



Rhonda Allen  
Central Indiana ADD



Barbara Bowling  
Southern Indiana ADD



## DCS BY THE NUMBERS

Percentage of  
children in rapid  
permanency reviews  
(RPRs) adopted **59%**

Children adopted  
after adoption  
recruitment **72**

Increase in  
licensing relative  
caregivers by  
more than **10%**

### Kinship Care

DCS has increased the licensing of relative caregivers by more than 10% since January 2021. Kinship champions and kinship teams were launched in all regions to improve support to relative caregivers.



### Placement Line

The placement-line team processed more than 4,700 placement referrals and helped 81 youths find step-down options from congregate care.

### Adoption

In 2021, 72 children were adopted after adoption recruitment efforts. The average child was 12 years old with 6.4 placements.

Rapid permanency reviews were conducted for 701 children from all 18 regions. Of these children, 415 have since been adopted.



## CAMI

DCS' Coaching and Mentoring Indiana (CAMI) program, established in March, provides a safe environment for supervisors to enhance their skills and develop their coaching styles. In the first seven months, 163 field supervisors were nominated for CAMI, and each region has had at least two family case manager supervisors graduate from the program. The CAMI team has held more than 500 coaching sessions so far.

**89** FCM supervisors have graduated from the CAMI program as of 11/5/2021:



assessment supervisors: **51**



permanency supervisors: **26**



hybrid supervisors: **12**

## SafeACT

DCS launched SafeACT (Safe Assessment Closure Team) in April. The program is designed to identify unsubstantiated cases that can be safely closed, allowing local county supervisors to concentrate on conditionally safe and unsafe children. The staffing process incorporates coaching and staff development while empowering FCMs. Since SafeACT launched, there have been significant decreases in both total assessments and overdue assessments.

**25,866** calls answered from the field.

More than **24,940+** clearly safe, clearly unsubstantiated assessments closed out.

Data indicates a correlation between SafeACT rollout and a decrease in total assessments, a decrease in overdue assessments and an increase in timely completion of assessments.



1



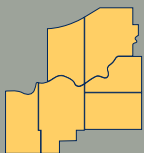
The number of children in care for three years or longer was reduced by 48 over the past year.

The percentage of DCS youth in residential care has been falling each year, down from 22% in 2009 to less than 5% in 2021.

Region 1's "absence of repeat maltreatment" statistics were better than national and state averages at 97% for the year.

## Northern Regions I

2



Region 2 continued to focus on the practice model and achieved 97.81% of cases teamed every three months.

Region 2 had DCS' highest practice model review score, with teaming at 83%, engaging at 50%, assessing at 83%, planning at 83%, intervention at 58%, and an overall case-score strength of 83%.

Caseloads have been reduced through permanency. Caseloads are down 21%, time since TPR is down by 114 days and repeat maltreatment is at 95.97%.

3



As of September, kinship placements were at 53.3%, up 7.6% from the year before.

"Safely Home, Family First" statistics show a 3.6% increase over the past year. This was achieved by utilizing informal adjustments (IAs), in-home CHINS and kinship care.

In the second quarter of 2021, 80.33% of cases achieved permanency within 24 months.

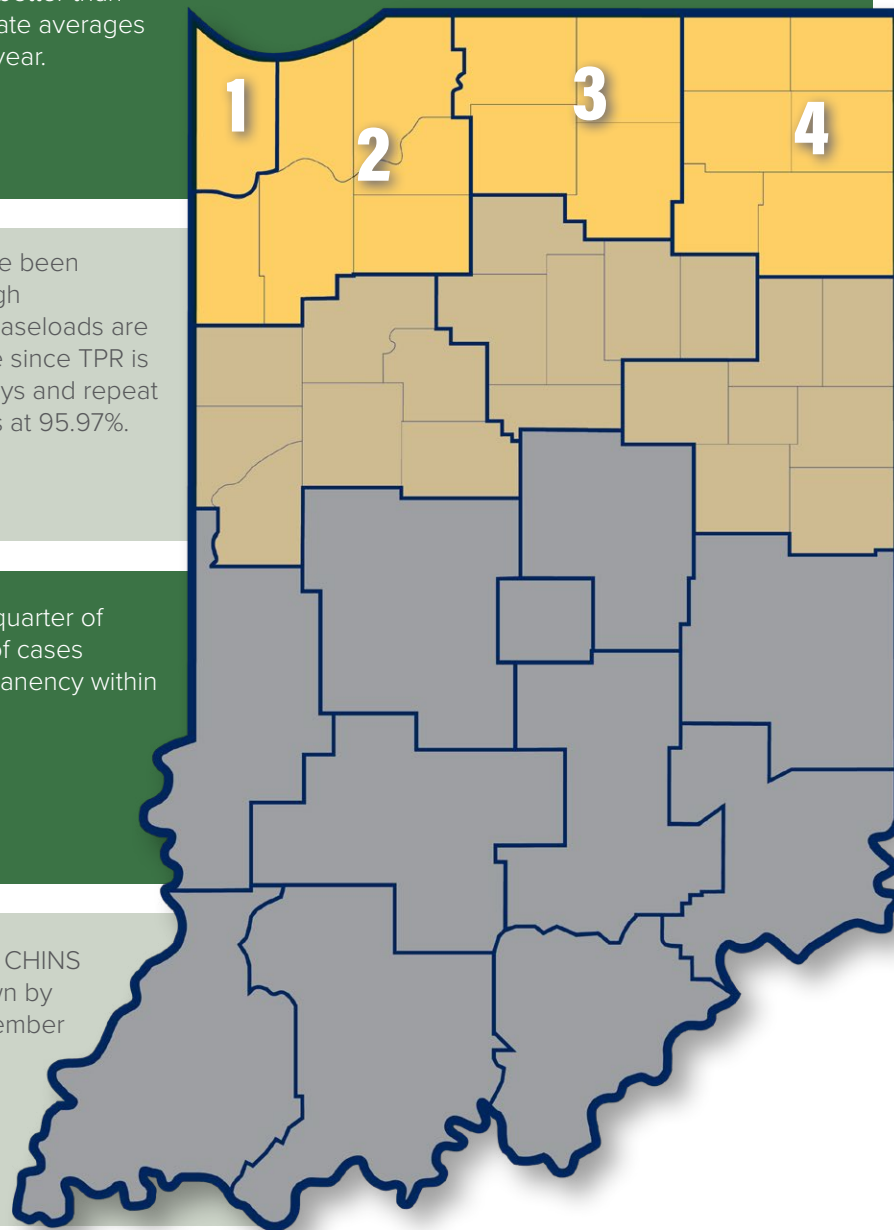
4



Through October, region 4 closed 91% of assessments in a timely manner, up from 75% the previous year.

Through September, region 4 achieved permanency for 66 children in care for more than 731 days, also known as "long-stayers."

The number of CHINS cases was down by 237 from September 2020 to September 2021.



## Northern Regions II

5

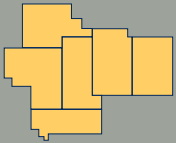


Roughly 56% of children placed in out-of-home settings in October 2021 were in relative/kinship care.

Monthly “absence of repeat maltreatment” statistics were best in the state from June through September, with a regional high of 97.86% in August. This is a rebound from a regional low of 91.9% in March.

Region 5’s new FCM Council focused on worker experience and retention.

6



In 2021, 60 children were adopted. Another 29 are in active recruitment, 21 of whom have identified homes.

There were 526 children in care in October, down from 654 one year earlier.

As of November, nine children were in residential care, a 64% decrease since January.

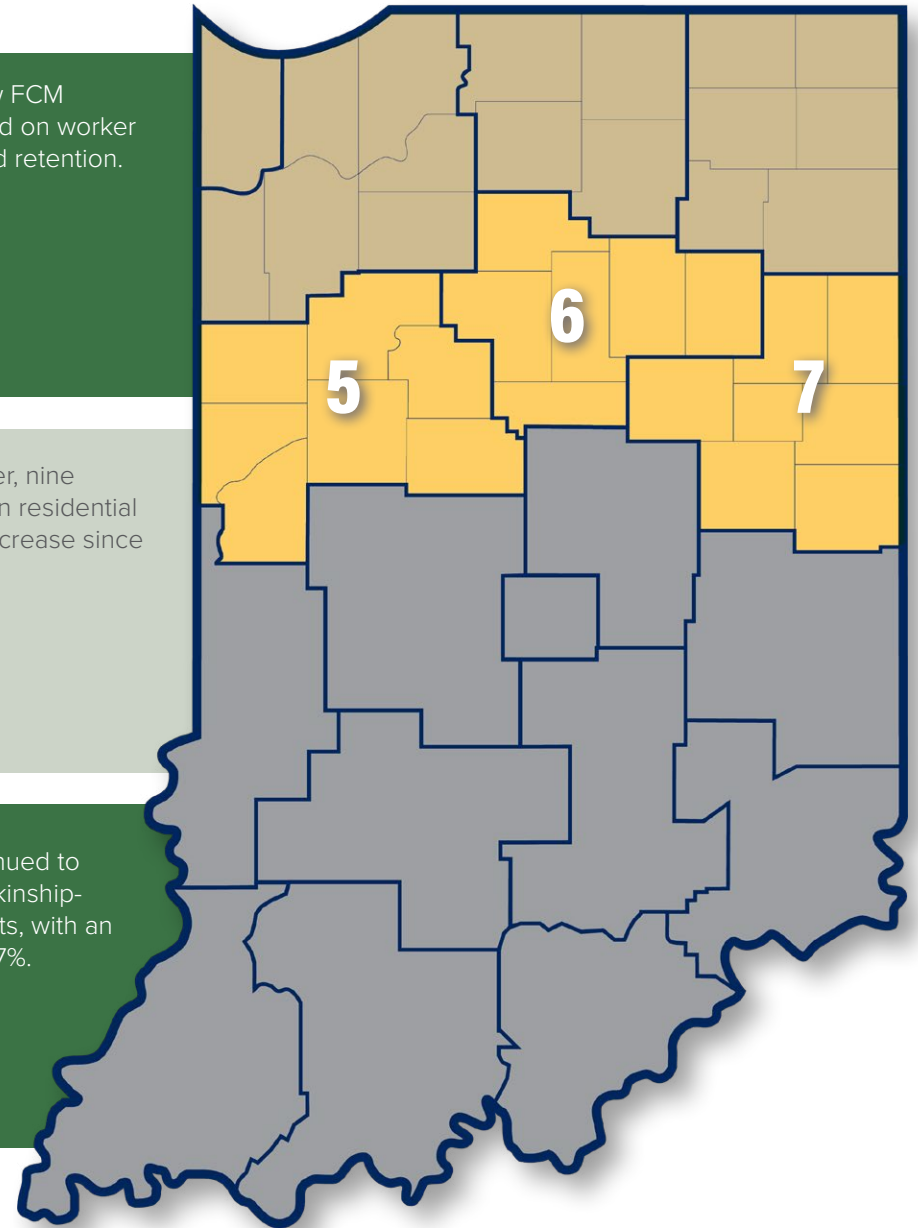
7



In the first nine months of 2021, region 7 decreased total CHINS by 77 while in-home CHINS were up 3.1%.

Family resource centers were opened in Delaware and Grant counties in January. Through October, there had been more than 1,750 visits by children and families.

Region 7 continued to be a leader in kinship-care placements, with an average of 55.7%.





## Central Regions

9



Region 9 was regularly in DCS' top three for initiation rates, assessment closures and relative placements.

The number of CHINS cases was reduced from 606 to 486 in the first nine months of the year.

10



Over a six-month period, region 9 reduced the number of in-home CHINS cases by approximately 40%.

A process was implemented to reduce the number of children in emergency shelter care (ESC) and the average length of stay. The number of youth on the residential list went down by roughly 30%.

Region 10 has the fewest open IA and CHINS cases since 2014. At the end of October, there were 3,228 open cases, down from a high of almost 6,000 in 2016.

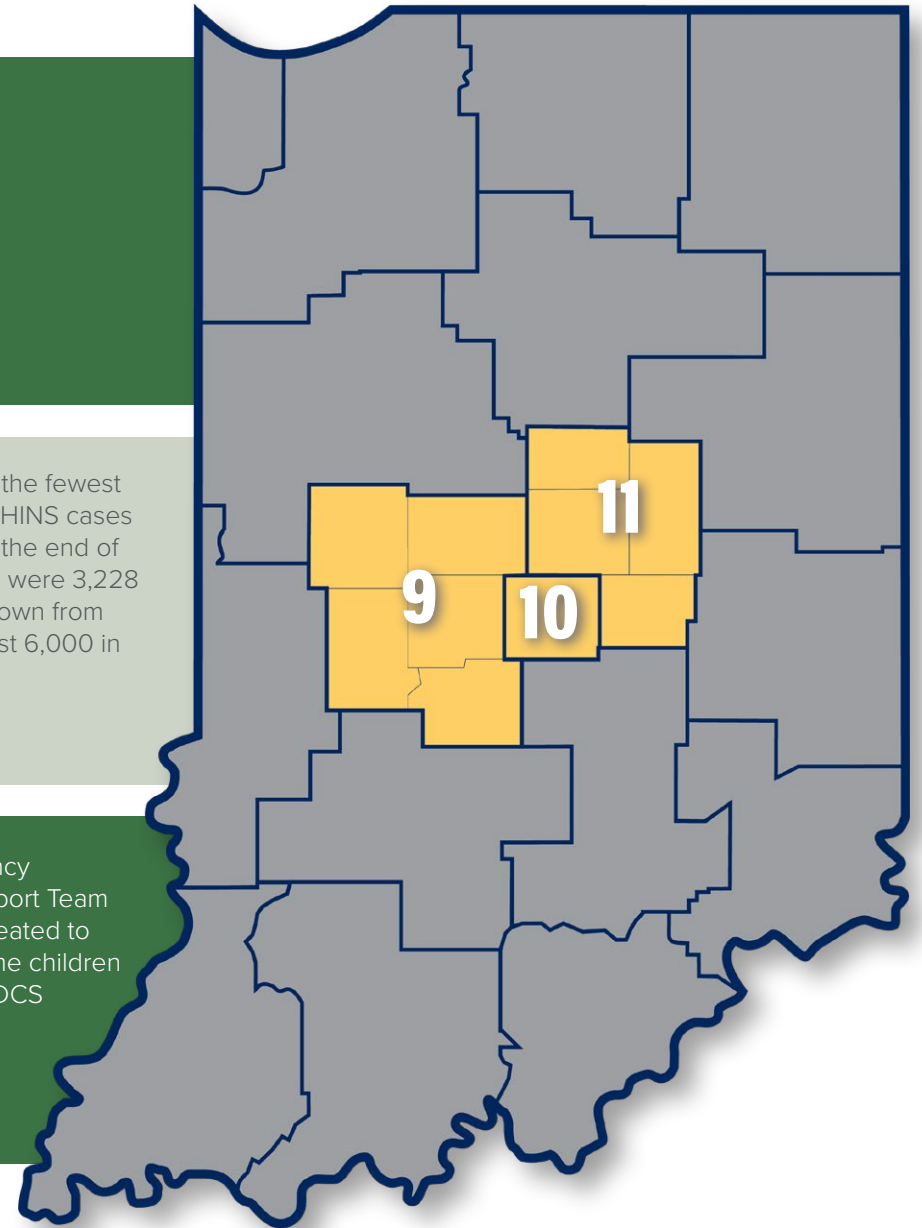
11



Family resource centers were opened in Tipton and Madison counties.

The number of children with a child and family team meeting (CFTM) in 90 days increased significantly. Only 6.5% of the caseload has not had a CFTM in the past six months, exceeding 2020 goals.

The Permanency Outcome Support Team (POST) was created to shorten the time children remain in the DCS system.



8



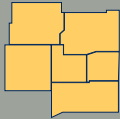
Through October, 68 children achieved permanency through adoption and 80 children achieved permanency through guardianship.

From January through October, there were 55 fewer children in out-of-home placements and 150 fewer CHINS cases compared to 2020.

More than half of children in out-of-home placements were in relative/kinship homes.

## Southern Regions I

12



Region 12 utilized SafeACT for more than 70% of monthly assessments.

The average length of stay decreased by more than 100 days.

Across region 12, 26 children who had been in care for three years or more found permanency.

13

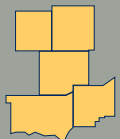


Region 13 focused on front-end practice, improving timely initiation of assessments and reducing the time to assessment completion.

Owen and Brown counties improved their initiation rates to 100%. From February to October, the regional initiation rate improved from 79.4% to 82.5%.

Early in the year, one county had 47 cases overdue for filing TPR. By summer, the entire region had zero.

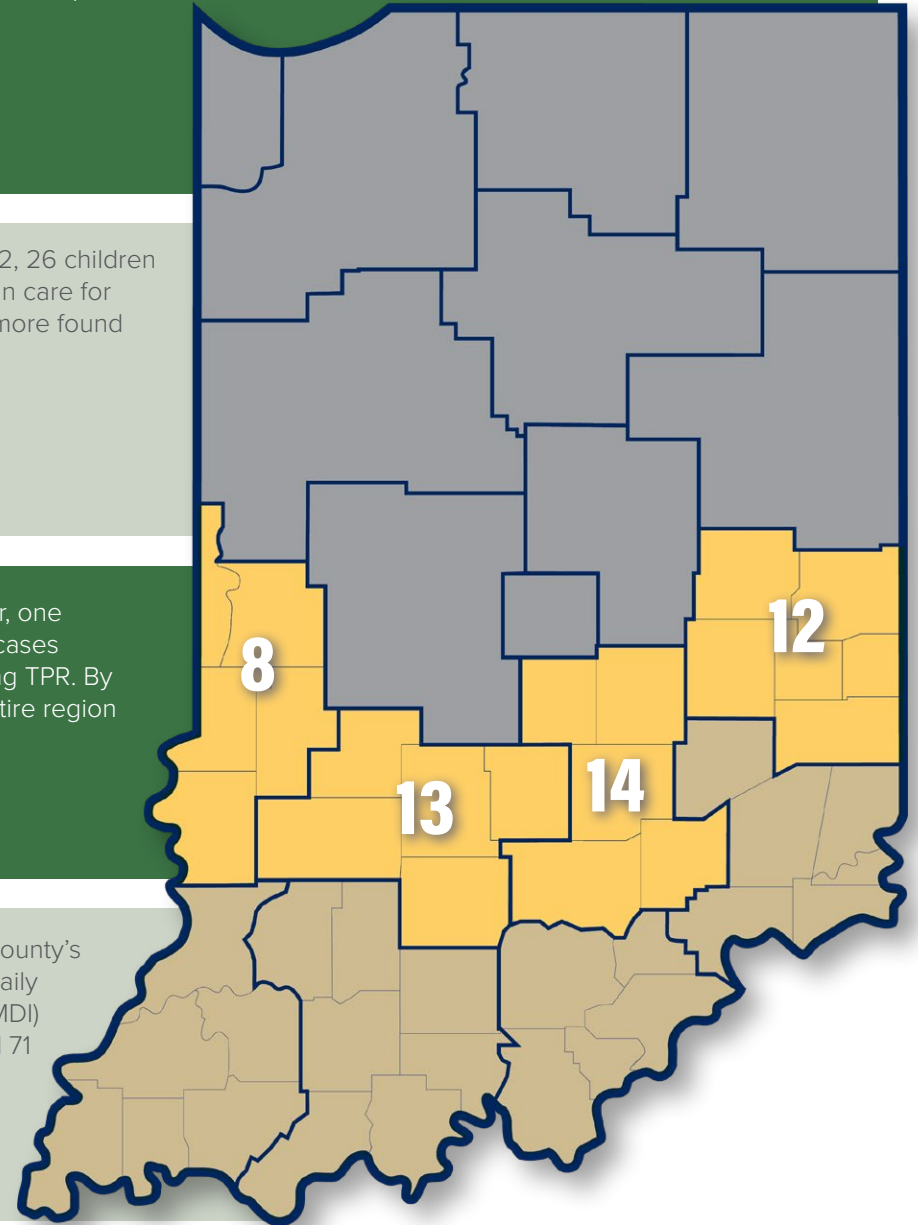
14



The Jennings County court system's new facilitation process resulted in a 100% success rate of agreed entry during CHINS hearings and a 100-day reduction in the average length of stay.

Johnson County worked with children in residential care across region 14 to ensure that any youth who longer needed treatment were removed.

Bartholomew County's Managing for Daily Improvement (MDI) process helped 71 children reach permanency through September.



15



CHINS cases were down from 431 in January to 367 in October.

The percentage of children in residential treatment decreased from 5.5% to 4.9%.

Through the end of October, 41 children had reached permanency through adoption, with a regional goal of 50 for the year.

## Southern Regions II

16



Region 16 committed to the concept that children should not be in residential care any longer than necessary.

The number of children in residential treatment facilities was reduced by 59% from January to October.

Region 16 set a goal to reduce overall length of stay to under one year. Training was provided and risk management was a primary topic of discussion. The current median length of stay is 319 days.

17



A regional newsletter from FCM supervisors was launched to share noteworthy updates with staff.

Region 17 teamed with the SSAT division for a regional value stream analysis (VSA) on quality teaming. The VSA team will plan up to four regional rapid improvement events (RIEs) or other projects in 2022.

The number of children in residential treatment facilities was decreased by six from January to October.

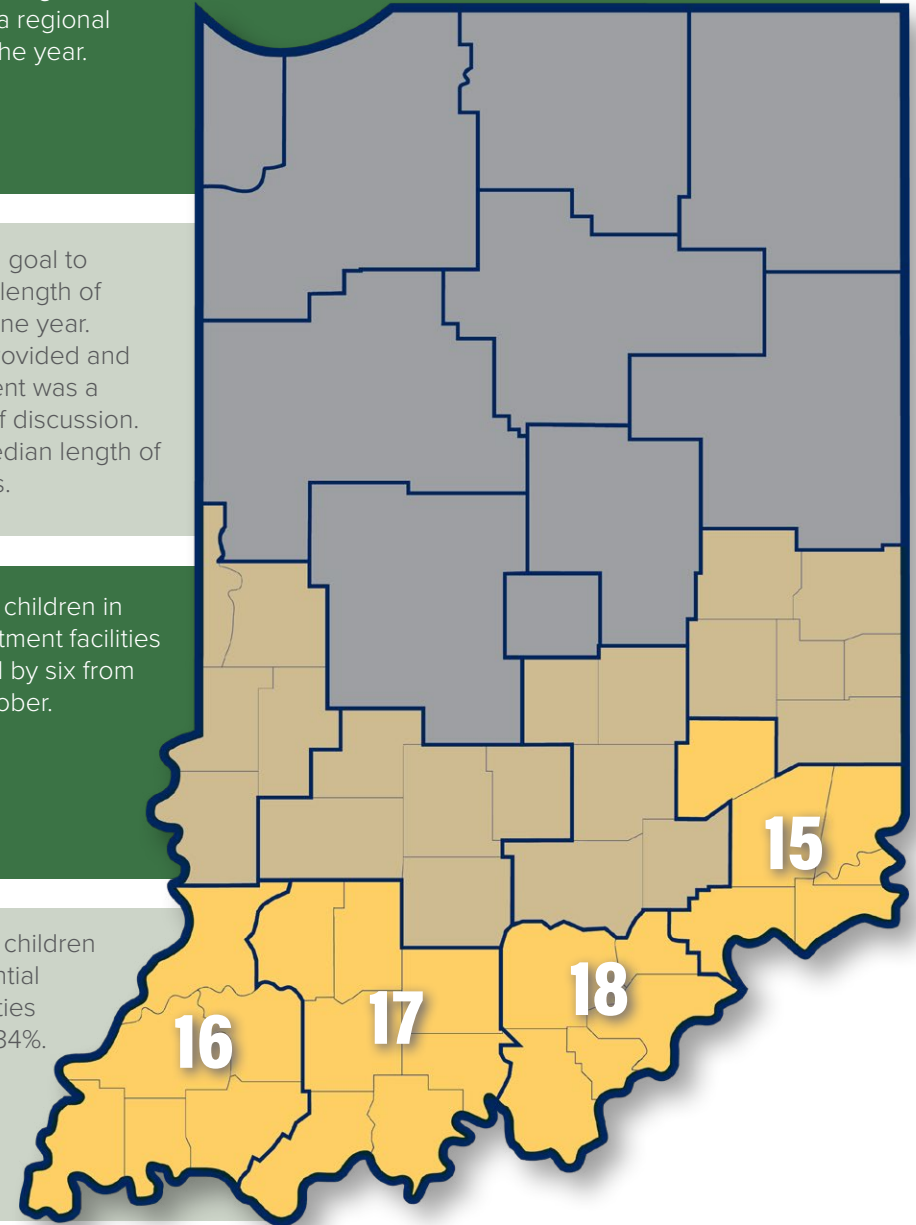
18



More than 100 children achieved permanency through adoption.

The total number of CHINS cases is down by 63.

The number of children living in residential treatment facilities decreased by 34%.



## Hotline

Through October, the child abuse and neglect hotline handled 10,692 more calls than in 2020.

The hotline team updated procedures to better identify situations that require intervention, with a goal of reducing assessments in a way that reduced workload without compromising child safety. October assessments were down 9.3% compared to the previous year, and there has been a substantial increase in accurate screen-outs.

A Lean improvement project to streamline calls by eliminating questions that didn't provide value was such a success that time spent with callers immediately dropped by 11%.

## Fatality Consultants

Through October, the fatality review team had consulted on 235 fatality assessments and trained more than 600 DCS field staff members on fatality procedures.

## Foster Care

With a more effective and efficient Interstate Compact on the Placement of Children (ICPC) process, Indiana doubled the number of approvals for placement compared to 2020. The majority were kinship placements, so more youth across the country were reunited with their families.

At end of October, there were fewer than 60 pending revocations of licenses — a dramatic decrease from 2020. This is the result of efforts to improve licensing processes and demonstrates the efficiency of cross-system collaboration.





# Human Resources

## LEADERSHIP TEAM



Kim Pierson  
Deputy Director



Lauren Hawk  
Assistant Deputy Director



Lesley Hendrickson  
Assistant Deputy Director



Wesley Maynard  
Assistant Deputy Director



Current DCS Headcount:

4,246





# Human Resources

## DCS BY THE NUMBERS

Full-time staff  
members hired

804

Family case  
managers hired

612

Staff attorneys  
hired

40



### Division Highlights

DCS' human resources team worked with executive staff to ensure new or updated COVID-19 guidance was put into place. As COVID-19 rates spiked across the state, guidance became a major focus in conversations with local offices.

Office-specific flyers were created to help several local offices with recruiting. These flyers included QR codes that linked to job postings, state benefit options and a video documenting a day in the life of a DCS family case manager.

Through mid-November, the HR division held 15 job fairs which resulted in 83 interviews, most of them virtual. The team also visited 23 universities and colleges to speak with students about potential careers with the agency.



# Information Technology

## LEADERSHIP TEAM



Dawn McNeal  
Interim Chief Information Officer



Allison Bannister  
Director of Organizational  
Change Management



Amber Njau  
Director of Systems Engineering



Gram Lester  
Child Welfare  
Chief Technology Officer



# Information Technology

## LEADERSHIP TEAM



Lori Kuhn  
Director of Product Delivery



Nicole Ford  
Director of Data Analytics



Mark Morris  
Director of IT Operations



Troy Barnes  
Director of Product Delivery



Prasad Paradkar  
Child Support  
Chief Technology Officer



Stephen Jean  
Director of Organizational  
Change Management



# Information Technology

## DCS BY THE NUMBERS

PCs distributed  
in the PC refresh  
project

2,274

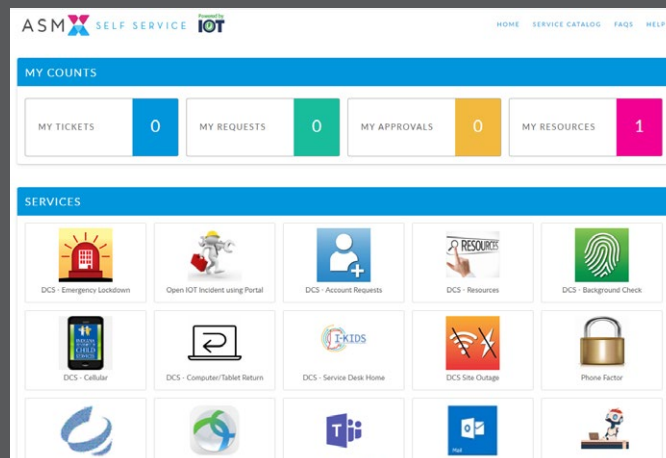
Tickets  
opened

4,670

Tickets  
closed  
per day

20-30

### Division Highlights



Link: <https://vsm.iot.in.gov/vsm/Portal.aspx>

DCS IT completed 54 projects and 27 forms on the current child support and child welfare applications.

The support team focused on the PC Refresh project, distributing 2,274 PCs. There are fewer than 500 remaining in this refresh cycle.

The IT team launched a new self-service portal. It allows users to track help desk tickets while serving as a hub for other services, including account requests, outage reports and password assistance. New features are regularly added to the portal.

The team opened more than 4,670 tickets to support the agency software, hardware and telephone needs, completing between 20 and 30 tickets per day.



# Juvenile Justice Initiatives and Support

## LEADERSHIP TEAM



Don Travis  
Deputy Director



Waylon James  
Assistant Deputy Director



### JUVENILE JUSTICE TRIVIA:

Since October 2014, the number of juvenile justice cases with youth in residential treatment has dropped 42%.





# Juvenile Justice Initiatives and Support

## DCS BY THE NUMBERS

Central Office Background Check Unit (COBCU) conducted the following evaluations:

Fingerprint transactions:	77,860
Criminal and/or CPS waivers:	470
Child Protective Index (CPI):	93,252

Juvenile Justice (JJ) unit reviewed the following number of probation cases:

Residential placements:	800
Comprehensive services:	358

Interstate Compact on the Placement of Children (ICPC) unit:

Incoming ICPC cases:	684
Outgoing ICPC cases:	595

## Division Highlights for 2021

In response to FBI audit findings, COBCU began the implementation of requirements that DCS staff update their fingerprints and CPI/CPS checks. In addition, all DCS employees were required to complete Criminal Justice Information Services (CJIS) training.



The Juvenile Justice unit expanded their role with the probation departments, adding the completion of 30-day assessments on top of the implementation of the Family First Preservation Services Act (FFPSA) and Qualified Residential Treatment Programs (QRTPs). The team worked intensely to align their responsibilities under Indiana statute with the new federal law.

ICPC consultants administered training on ICPC regulations and requirements in all DCS regions, with an eye toward training DCS' legal team next.

On September 30, probation service consultants transitioned from the three-day review process to completing 30-day reviews for probation youth in conjunction with the implementation of QRTPs.



# Legal Operations

## LEADERSHIP TEAM



Joel McGormley  
General Counsel



Rachel Russell  
Deputy General Counsel



Erin Bognar  
Assistant General  
Counsel



Kimberly Spindler  
Assistant General  
Counsel



Erin Lahr  
Deputy General Counsel



Deborah Burke  
Assistant General  
Counsel



Kimberly Nightingale  
Assistant General  
Counsel



## DCS BY THE NUMBERS

Final Agency  
Authority decisions  
issued from DCS  
Administrative Appeals

286

Percentage  
of DCS cases  
affirmed by  
appellate courts  
as of 12/21/21

97%

Decrease  
in number  
of children  
waiting for  
permanency

12.7%

### Division Highlights

Legal operations brought on a new attorney to manage agency risk using a holistic look at DCS. Additionally, the division created an Americans with Disabilities Act Coordinator role to help recognize the needs of families and children with disabilities and how best to accommodate those needs.

In 2021, the contracts team amended contracts for all DCS community-based providers, family preservation services providers, older youth services providers and licensed child-placing agencies (LCPAs). 481 contracts were amended, ensuring that quality services and placements continued without disruption to children and families.

DCS' field litigation team took major steps toward permanency improvement by implementing a Managing for Daily Improvement (MDI) framework incorporating data review with regular huddles. Field litigation staff members across the state have been building on that framework to identify trends, barriers and successes that will contribute to the continuous improvement of DCS' legal practice and case outcomes.

More than 2,500 people attended trainings by the legal division's training team.



# Legislative Services

## LEADERSHIP TEAM



Will Young  
Legislative Director



Sarah Faulkner  
Deputy Legislative Director



### LEGISLATIVE TRIVIA:

There are 150 legislators who serve in the Indiana General Assembly.



# Legislative Services

## DCS BY THE NUMBERS

Deputy director  
position filled after a  
long vacancy

1

Bills passed  
impacting DCS  
operations

20

Constituent  
and legislative  
inquiries  
responded to

900



### Division Highlights for 2021

The legislative services division worked with the General Assembly and the governor's office on successful passage of the DCS agency bill. HEA 1536-2021 amended Indiana Code to provide flexibility for older youth services and foster youth during a future state of emergency.

Legislative services also helped prepare and deliver testimony before the newly created legislative Interim Study Committee on Child Services regarding the DCS Annual Report of Child Abuse and Neglect Fatalities in Indiana.





# Strategic Solutions and Agency Transformation

## LEADERSHIP TEAM



Heather Kestian  
Former Deputy Director



Sonya Rush  
Interim Deputy Director  
(Effective Dec. 13, 2021)



Heather Hendley  
Assistant Deputy Director



Aubrey Kearney  
Assistant Deputy Director



# Strategic Solutions and Agency Transformation

## DCS BY THE NUMBERS

Cases reviewed by Quality Service and Assurance team using the practice model review (PMR)

395

Cases reviewed by SSR team

141

New and revised policies adopted

188

### Focused Needs

The interactive International Cultural Affairs (ICA) desk guide and language-access service-provider map were updated and released to assist staff in areas involving international issues including immigration, verifying citizenship, international parent search and language access.

### Permanency Initiatives

The permanency initiatives team collaborated with regions 4, 7 and 11 to deliver permanency competency trainings to internal and external stakeholders. Focus areas included youth engagement and the five permanency options for youth.

### Critical Incident Response Team

The safe system team expanded the critical incident response team (CIRT) to include more responders and streamlined the request process.

### Research and Evaluation

The Research and Evaluation team submitted several manuscripts for publication. The most recently published article makes the case for a state Institutional Review Board within state government and was featured in the Journal of Science Policy and Governance.

The article, titled “Expanding State Research Capacity in Child Welfare: The Need for State Institutional Review Boards (IRBs)” can be found at <https://doi.org/10.38126/JSPG190113>.



# Staff Development

## LEADERSHIP TEAM



LaTrece Thompson  
Deputy Director



Nicole Henderson  
Assistant Deputy Director



Chatney Grice  
Assistant Deputy Director



Harmony Gist  
Assistant Deputy Director



# Staff Development

## DCS BY THE NUMBERS

Discussions completed  
by the practice team

384

FCMs  
graduated from  
cohort training

370

Course on implicit  
bias developed for  
all staff

1

Staff development launched the Emerging Leaders Academy in 2021, and there were a total of 95 graduates from the program.



Leadership Academy  
for Supervisors

31



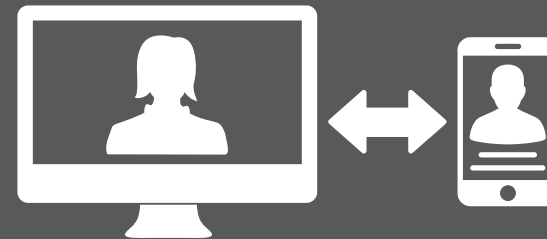
Leadership Academy  
for Middle Managers

24



Emerging Leaders  
Program

40



The RAPT team facilitated **832** pre-service trainings to resource parents. The team also held its first virtual RAPT conference for foster, adoptive and relative caretakers, DCS staff and providers.





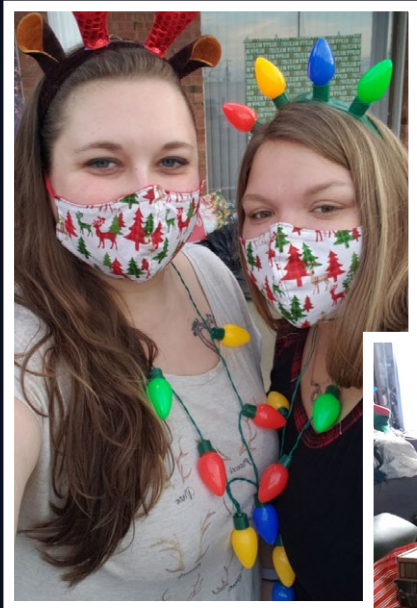
# Year in Pictures

2021

JANUARY

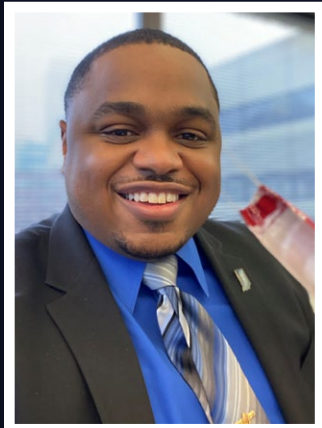
FEBRUARY

MARCH



WEAR BLUE ON JAN. 11  
AND POST A PHOTO USING  
#WEARBLUEDAY TO RAISE  
AWARENESS OF HUMAN  
TRAFFICKING.

Indiana DCS



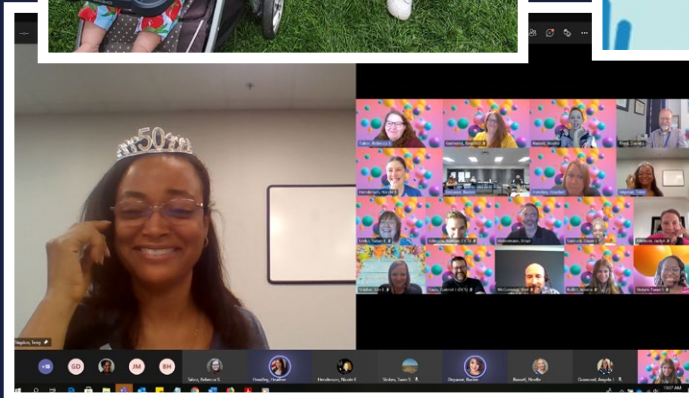


# Year in Pictures

APRIL

MAY

JUNE





# Year in Pictures

JULY

AUGUST

SEPTEMBER





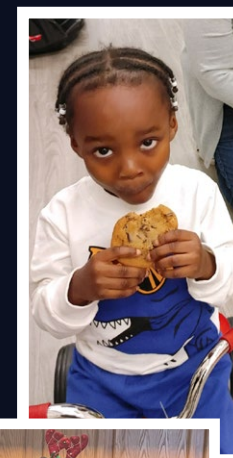
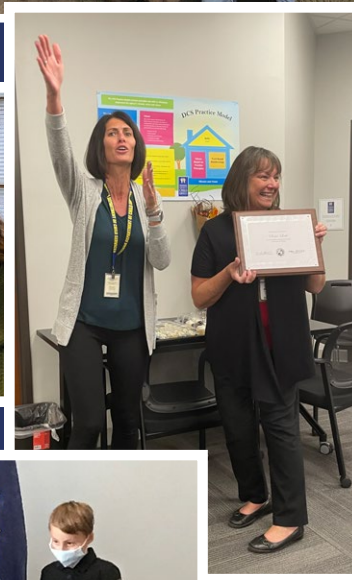
# Year in Pictures

OCTOBER

NOVEMBER

DECEMBER

2022



**DCS GRAB BAGS**

SECC 2021 & Isaiah 117 House

October 4th - October 29th

**CLICK HERE**  
to select the items you'd like to donate

