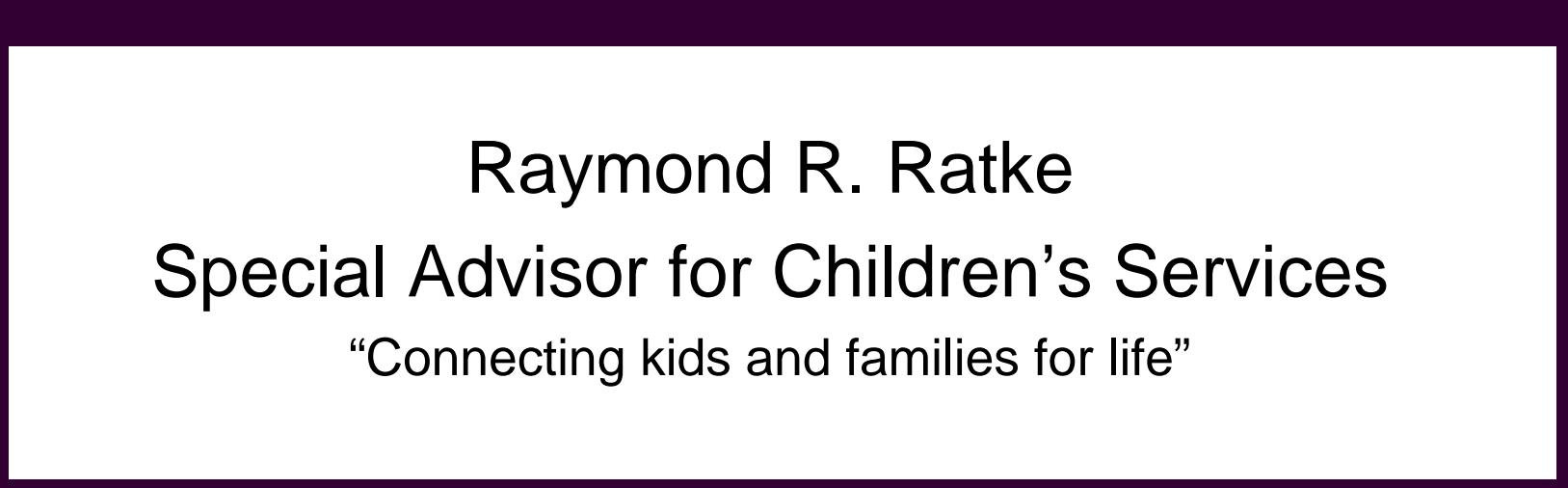




Children's Services System Transformation

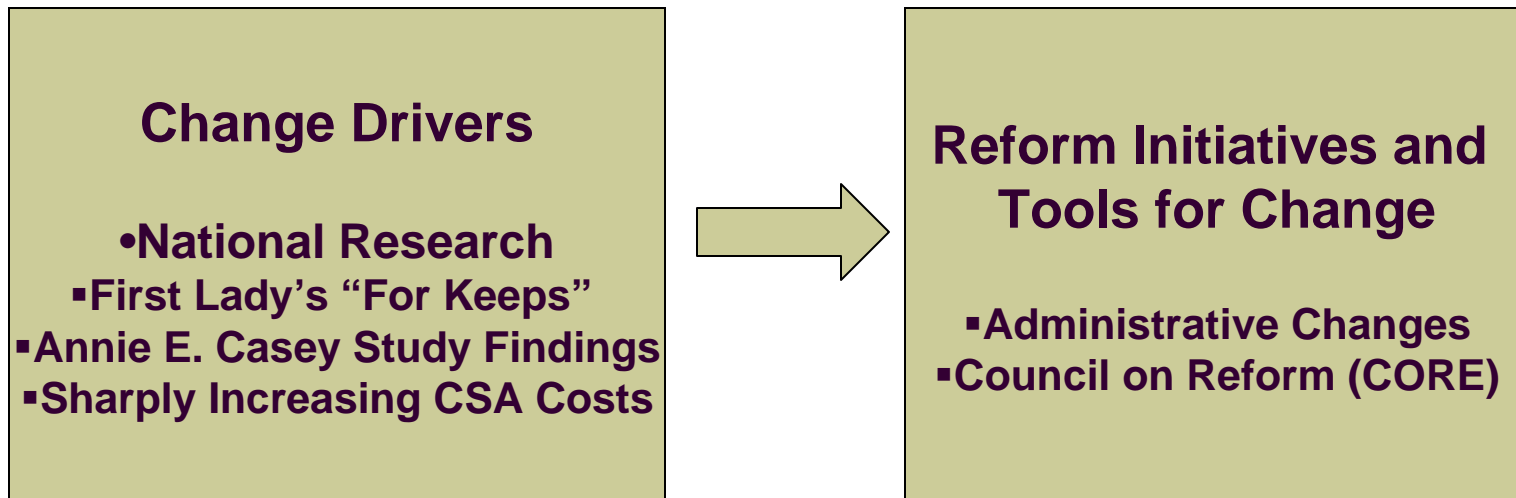
October 6, 2008



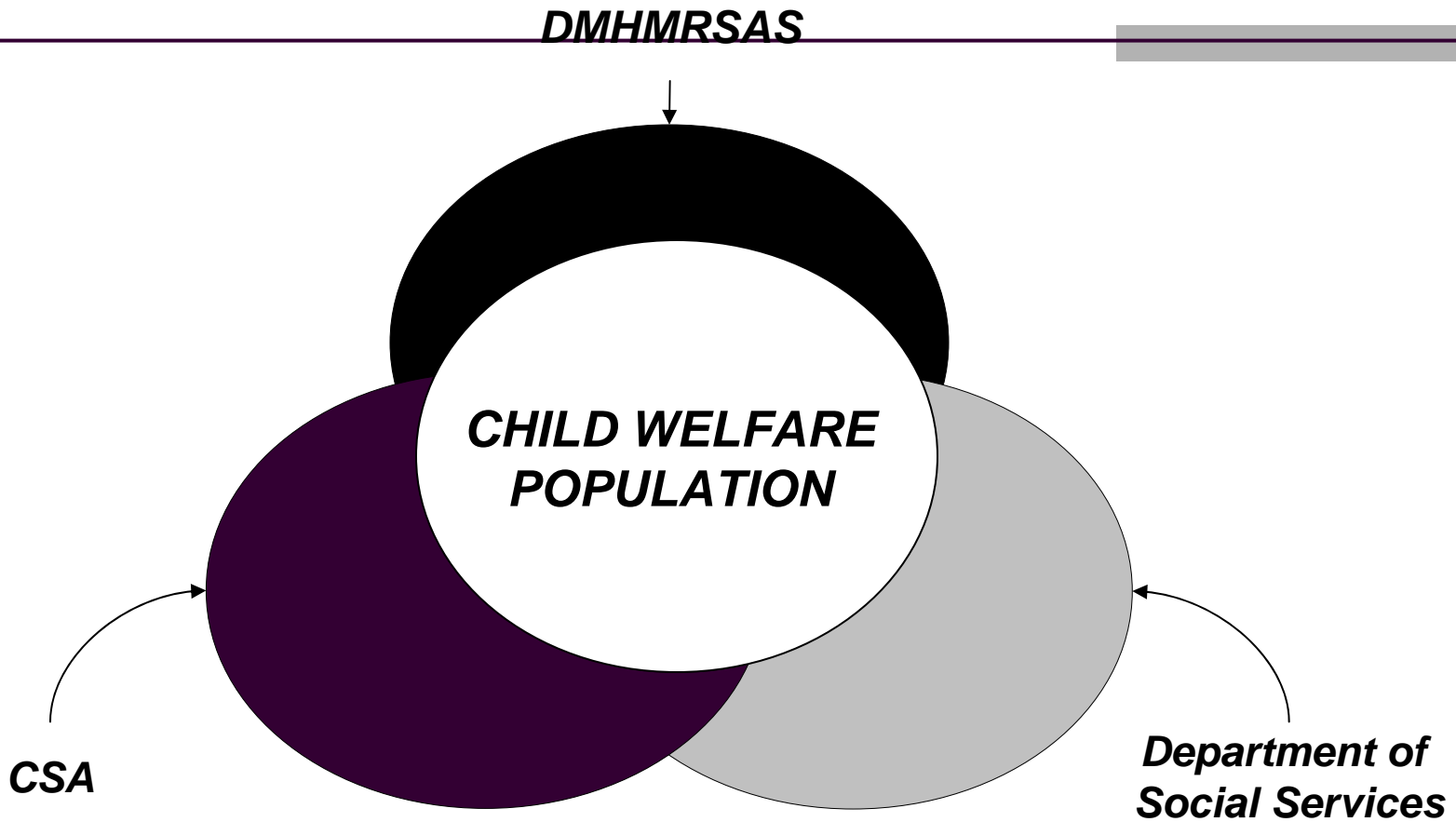
Raymond R. Ratke
Special Advisor for Children's Services
"Connecting kids and families for life"

Virginia's Children's Services System Transformation

We are engaged in a number of interrelated efforts to fundamentally change how human services are delivered to children and families in the Commonwealth.



DSS, DMHMRSAS, and CSA (among other agencies) each play critical roles in a healthy Child Welfare System



National Research: Foster Youth Who Age Out

- One in four will be incarcerated within the first two years after leaving the system.
- Over one-fifth will become homeless at some time.
- About 60% will have a high school diploma at age 19 – compared to about 90% of non-foster youth.

Change Driver: First Lady's "For Keeps" Initiative

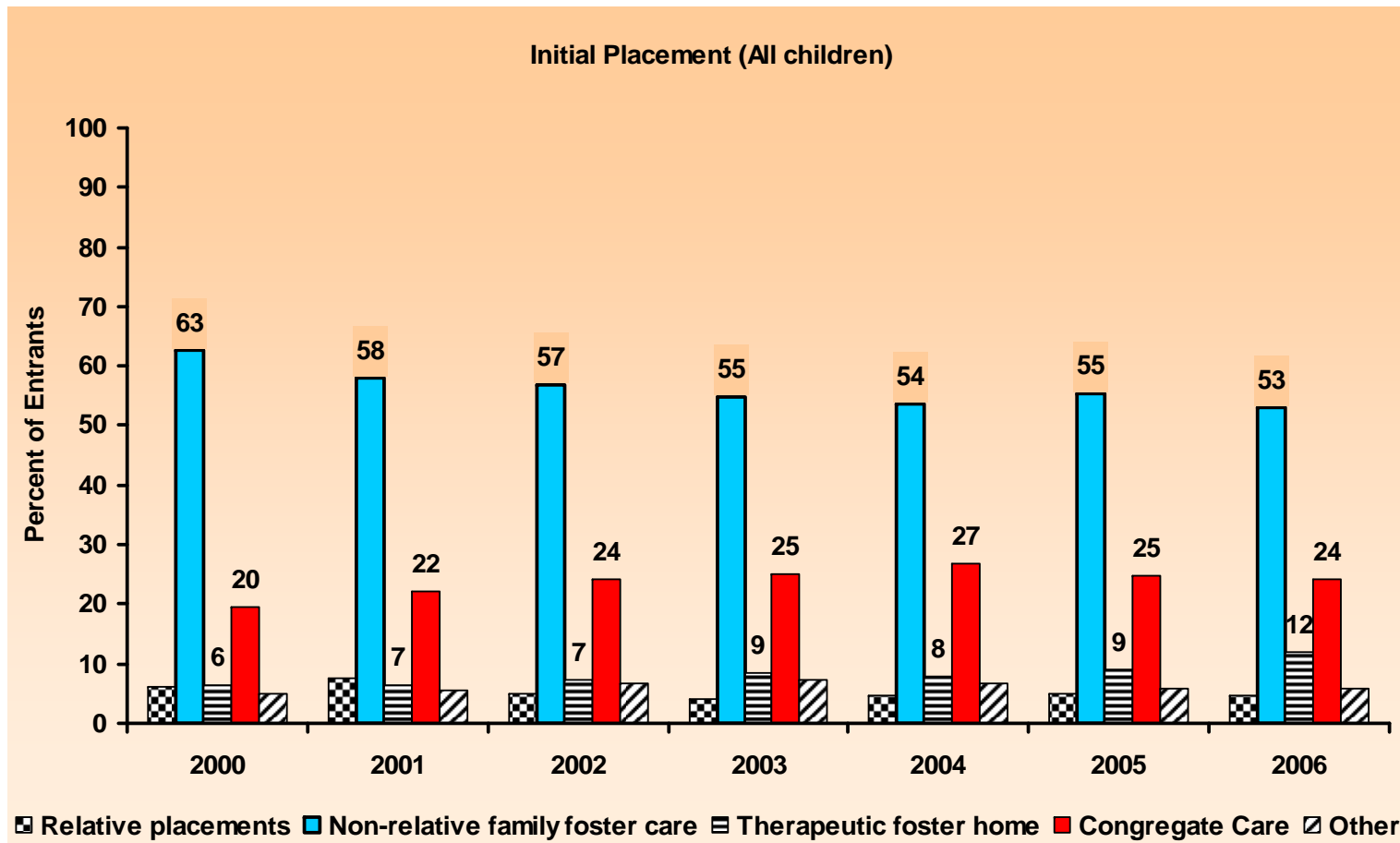
- For Keeps is an effort by the First Lady Anne Holton to:
 - Strengthen the voices of youth in foster care and of foster parents
 - Find permanent families and family connections for children in foster care or at risk of coming into care
 - Champion efforts to improve family and community supports for all children

KEY DATA

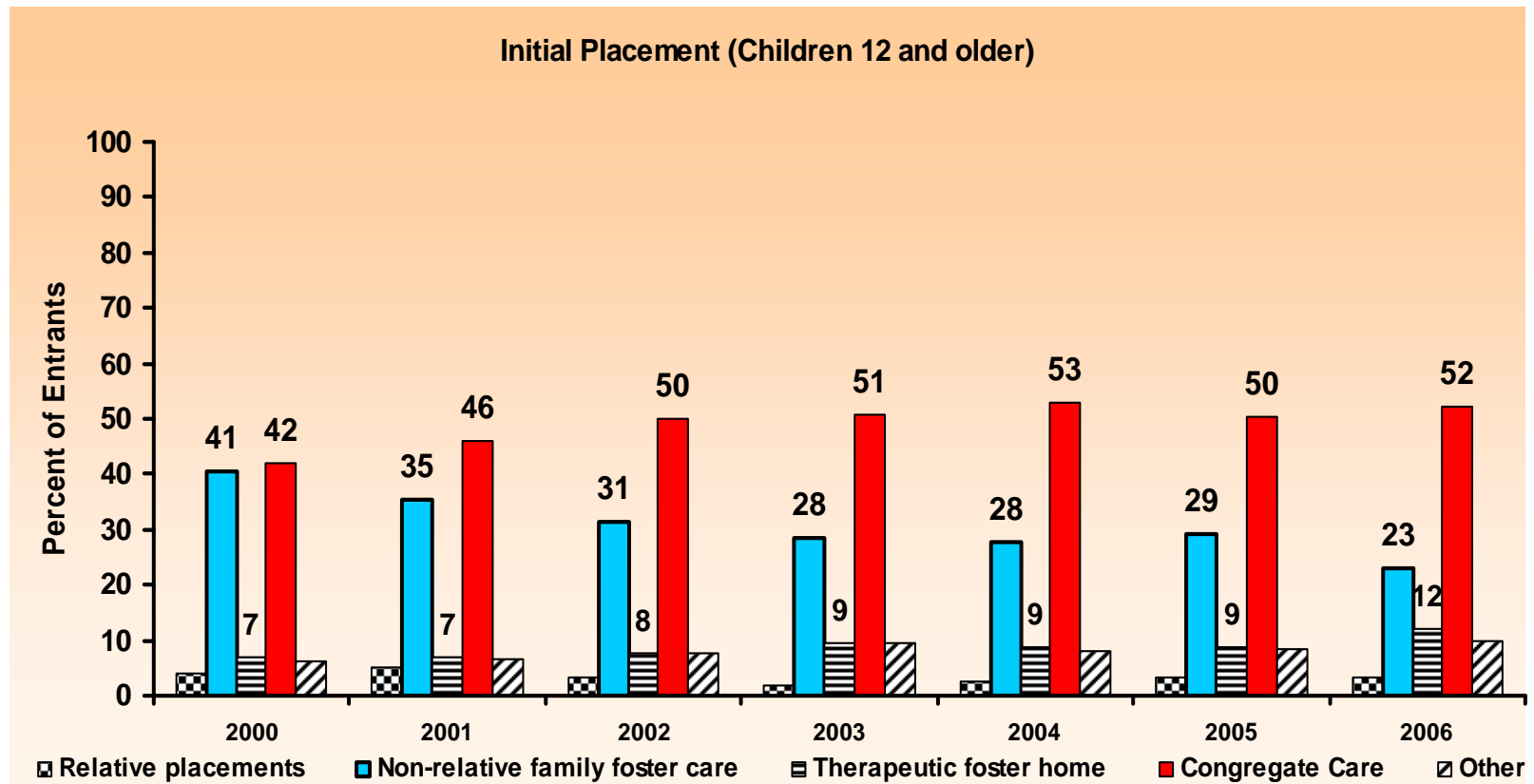
- In 2006, 45% of CSA expenditures were used to support congregate placements**
- In Jan '07, 24% of foster care children were in congregate care (national average = 18%, better jurisdictions place less than 10%)
- 52% of teen (12 and up) initial placements were in congregate care, a 24% increase from 2000
- In 2003, 44% of teens achieved permanence, a 28% gap from the national average of 72.%
- The use of regular foster care for teens has decreased from 41% in 2000 to 23% in 2006, while usage of formal kin placements has declined to almost nothing

** CSA data cited comes from CSA Data Set or CSA Fiscal Data.

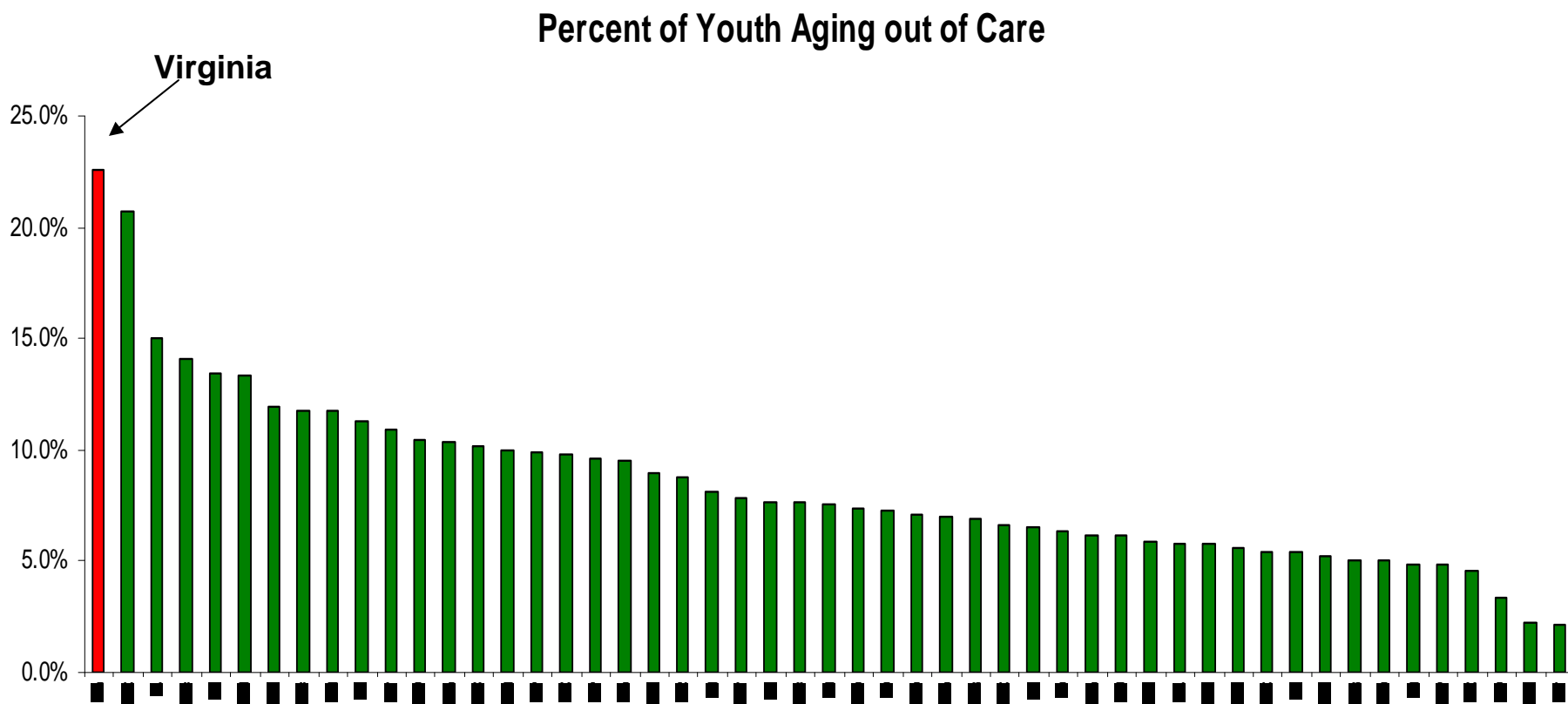
Increased Initial Placement in Restrictive Settings



Older Children Placed in Congregate Care



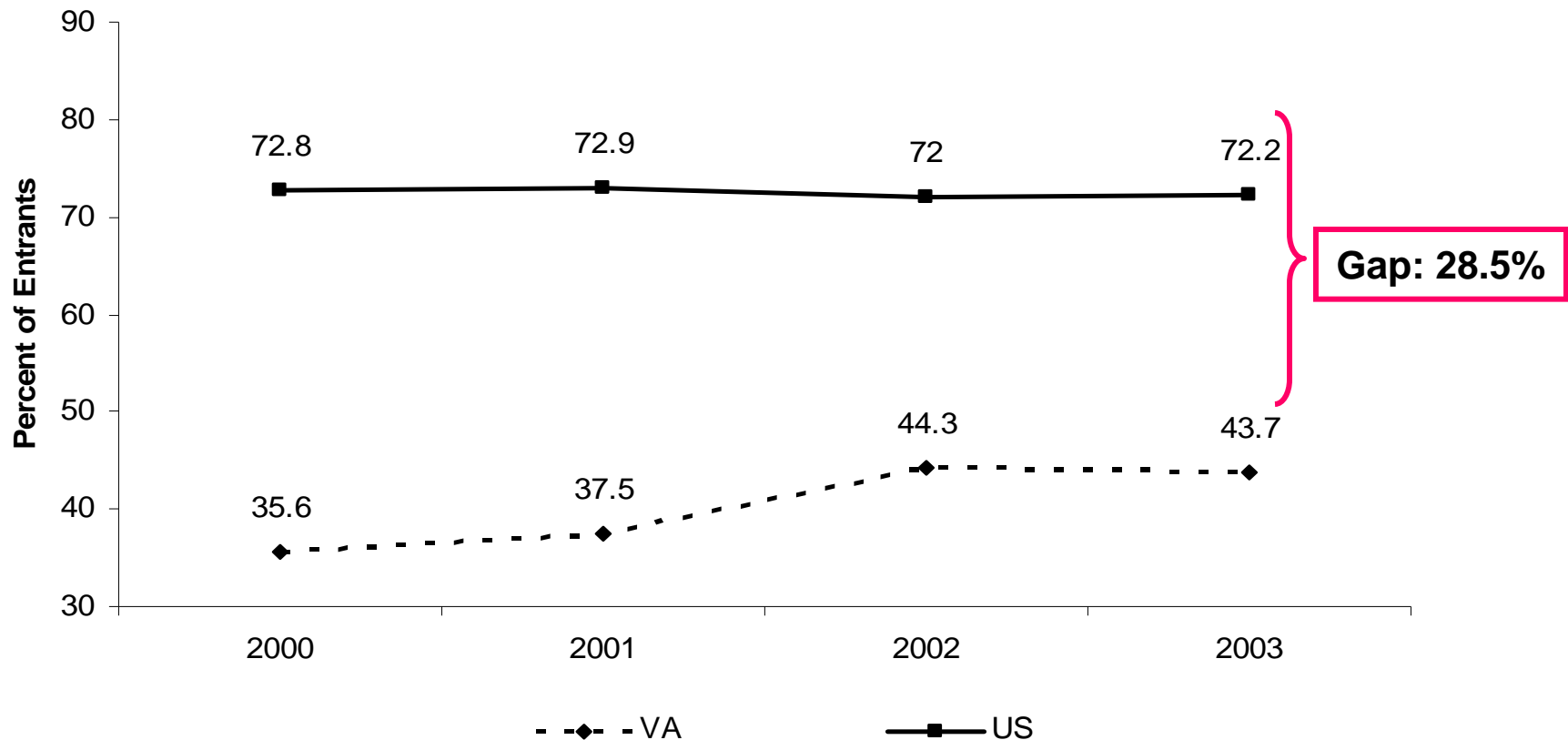
Virginia has the *highest percentage* of teens aging out of foster care in the country



Source: Child Welfare Outcomes 2003 Annual Report, HHS Children's Bureau

Overall, Virginia's performance in achieving permanence for teens in foster care is below the national average

Percent of Children Achieving Permanence Who Enter Care After Age 12

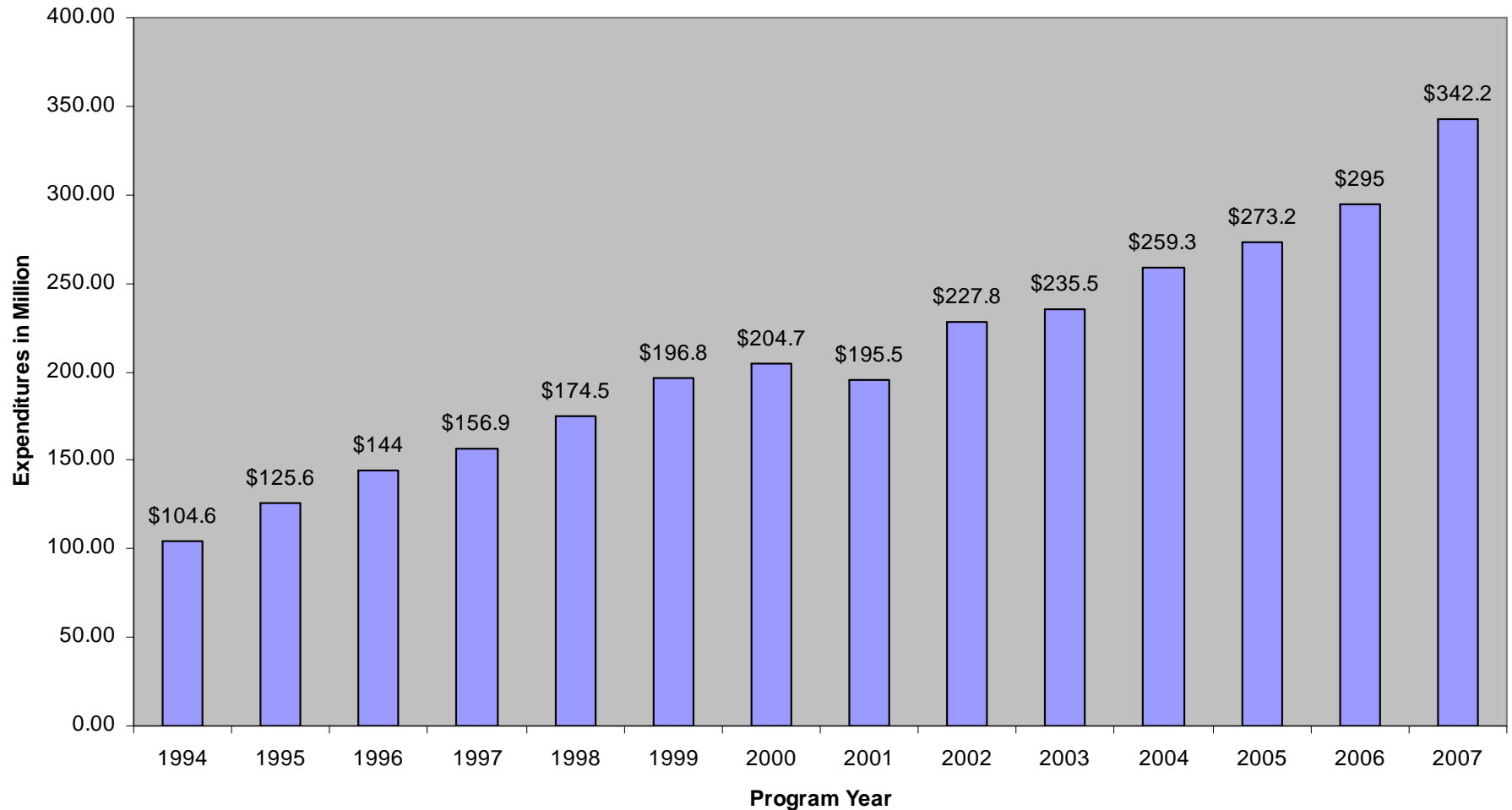


Change Driver: Increasing CSA Expenditures

- \$342.2 million in FY07 (*\$219.7 state; \$122.5 local*)
- \$47.2 million increase (*\$30.2 million state; \$17 million local*)

CSA State Pool Expenditures

1994-2007*

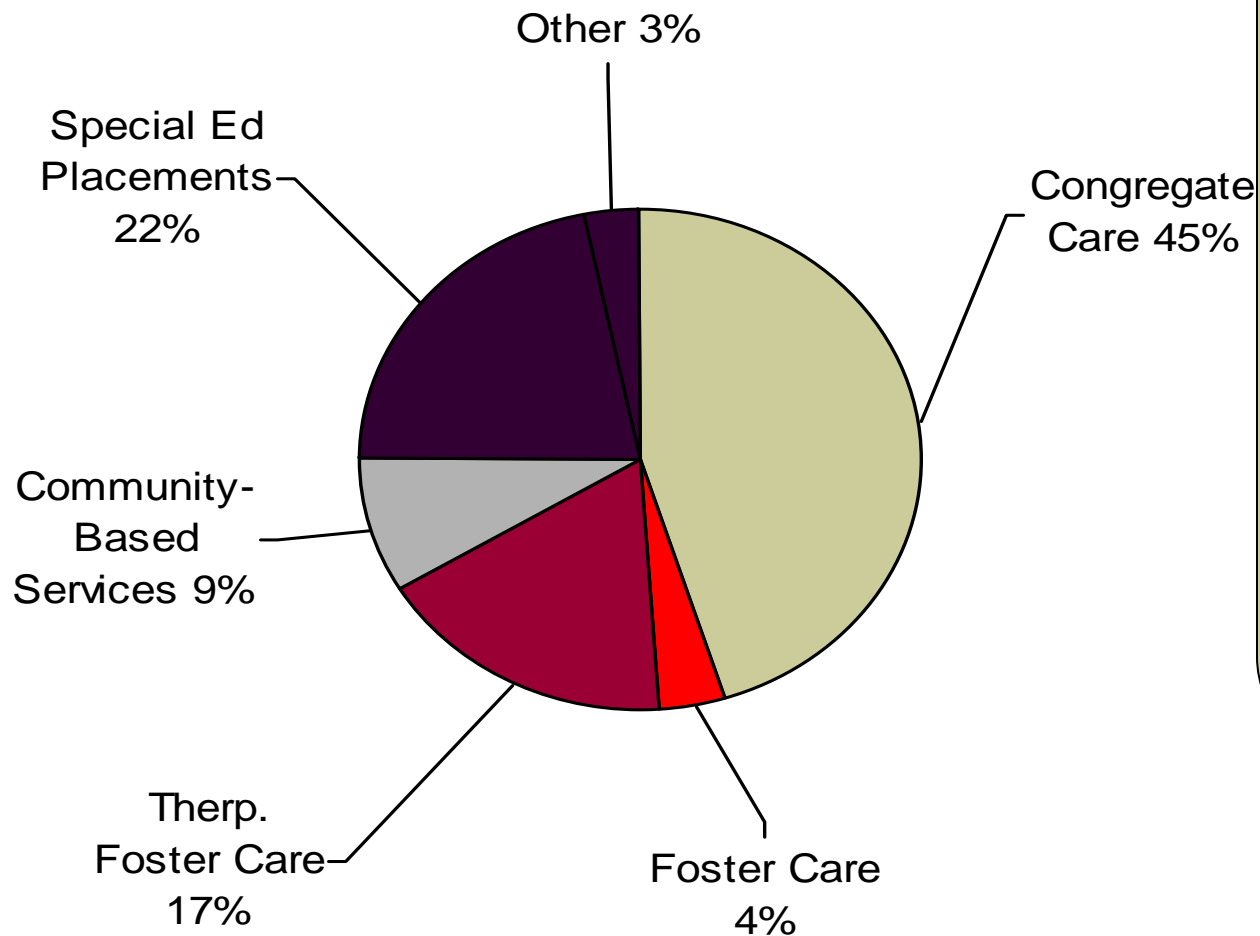


*Medicaid Introduced in January 2000 to help offset CSA Costs

* In FY07, average local match was 36%; average state match was 64%.

CSA Budget

Total CSA Costs (2006) = \$295 million*



CSA Funding Shortfall:

- Caboose Bill
 - \$54 million
- SFY09
 - \$65 million
- SFY10
 - \$93 million

Source: CSA Data 2006

* Does not include Medicaid dollars

Tools for Change: Administrative/Policy Initiatives

- Established “Special Advisor” position to lead system transformation across Child Serving Agencies.
- Ensuring the provision of “Care Coordination” for children in or at risk for placement in congregate care settings.
- Policy clarification regarding the provision of “start-up” funding.
- Policy clarification of the flexible use of CSA funding to facilitate the development of community based care and support best practices.

Tools for Change: Council On Reform (CORE)

The Council on Reform has been established to help lead this reform effort

Phase I – Work with 13 localities to develop shared vision for children’s services and best practices at state and local levels

Phase II – Implement reform statewide

The localities that help make up the CORE were asked to participate based on a criteria that considered the potential size of the impact, and statewide geography

Key Criteria:

1) Large enough populations to make a sizable impact on statewide outcomes:

The localities invited to participate, because of their large overall populations, also had significant numbers of youth in out of home care

2) Were geographically diverse across the state:

Localities invited represent each of the 5 districts served by the Department Of Social Services- Central, Northern, Eastern, Piedmont, and Western. Also, that localities were able to represent some diversity across urban and rural areas across the state.

Localities

Central

Richmond City
Henrico County
Chesterfield County
Dinwiddie

Piedmont

Roanoke City
Roanoke County
Charlottesville

Northern

Fairfax County
Prince William County

Eastern

City of Norfolk
Newport News
Virginia Beach

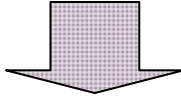
Western

Washington County

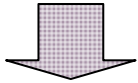
Localities were not asked to participate based on their performance (either good or bad)

OVERVIEW OF CORE PROCESS

- CRITICAL REFORM AREAS**
- Adopt a state-wide philosophy of care
 - Implement Practice Model / Training Program
 - Increase Family-Based Placements
 - Improve use of data as management tool



- CORE**
- Oversee the development of strategies for CRAs
 - Oversee the implementation of those strategies in locality
 - Review and incorporate data into decision-making



Practice Model



Training

Resource Family Development

Managing by Data

Private Provider

Richmond Approach

Work-groups

Community Resource Development

Family Engagement Models

CSA Best Practice



Full Implementation of Transformation in CORE Localities

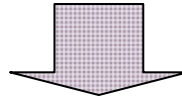
Critical Reform Areas

- Adopt a state-wide philosophy of care/Practice Model
- Implement Training Program based on the Practice Model
- Increase Family-Based Placements
- Improve use of data as management tool

OVERVIEW OF CORE PROCESS

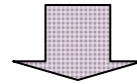
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Private
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Richmond
Approach

*Work-
groups*

Community
Resource
Development

Family
Engagement
Models

CSA Best
Practice

**Full Implementation of Transformation in
CORE Localities**

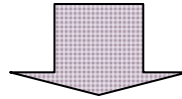
Council On Reform

- Membership:
 - Representatives from all 13 localities
 - Other local CSB and CSA representatives
 - Providers
 - FACES for Virginia's Children
 - Child services related organizations
- CORE Meets Every 6 Weeks
- CORE Workgroups meet more often

OVERVIEW OF CORE PROCESS

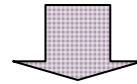
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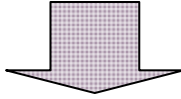
**Full Implementation of Transformation in
CORE Localities**

CORE Practice Model

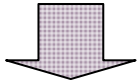
- We believe:
 - That all children and youth have the right to a safe environment.
 - In family, child, and youth-driven practice.
 - That children do best when raised in families.
 - That all children and youth need and deserve a permanent family.
 - In partnering with others to support child and family success.
 - That how we do our work is as important as the work we do.

OVERVIEW OF CORE PROCESS

- CRITICAL REFORM AREAS**
- Adopt a state-wide philosophy of care
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Practice Model



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CSA Best Practice



Full Implementation of Transformation in CORE Localities

As initial measures of the success of the Transformation, we will be focused on the following goals:

- Increasing the number of youth who exit foster care to permanency
- Decreasing the amount of time it takes those youth to exit the foster care system to permanency
- Increasing the number of youth entering family-based care
- Increasing the number of youth entering kinship care placements
- Decreasing the number of youth in congregate care
- Decreasing the length of time youth spend in congregate care

CORE Data Highlights

- CORE localities have reduced congregate placements by 103 children (October, 07 – July, 08)
 - Statewide (exclusive of CORE) that number has increased by 69 .
- Overall, the total congregate care population of CORE agencies has decreased by 12%
 - Statewide (exclusive of CORE) the total congregate care population has increased by 6.3%.

Locality Highlights

Prince William County:

- Began CORE with 80 children in congregate care. As of September 6, 2008 there were only 44 children in congregate care; a 45% decrease
- Out of the 36 children that left congregate care, 31 of these children were eventually discharged to reunification.

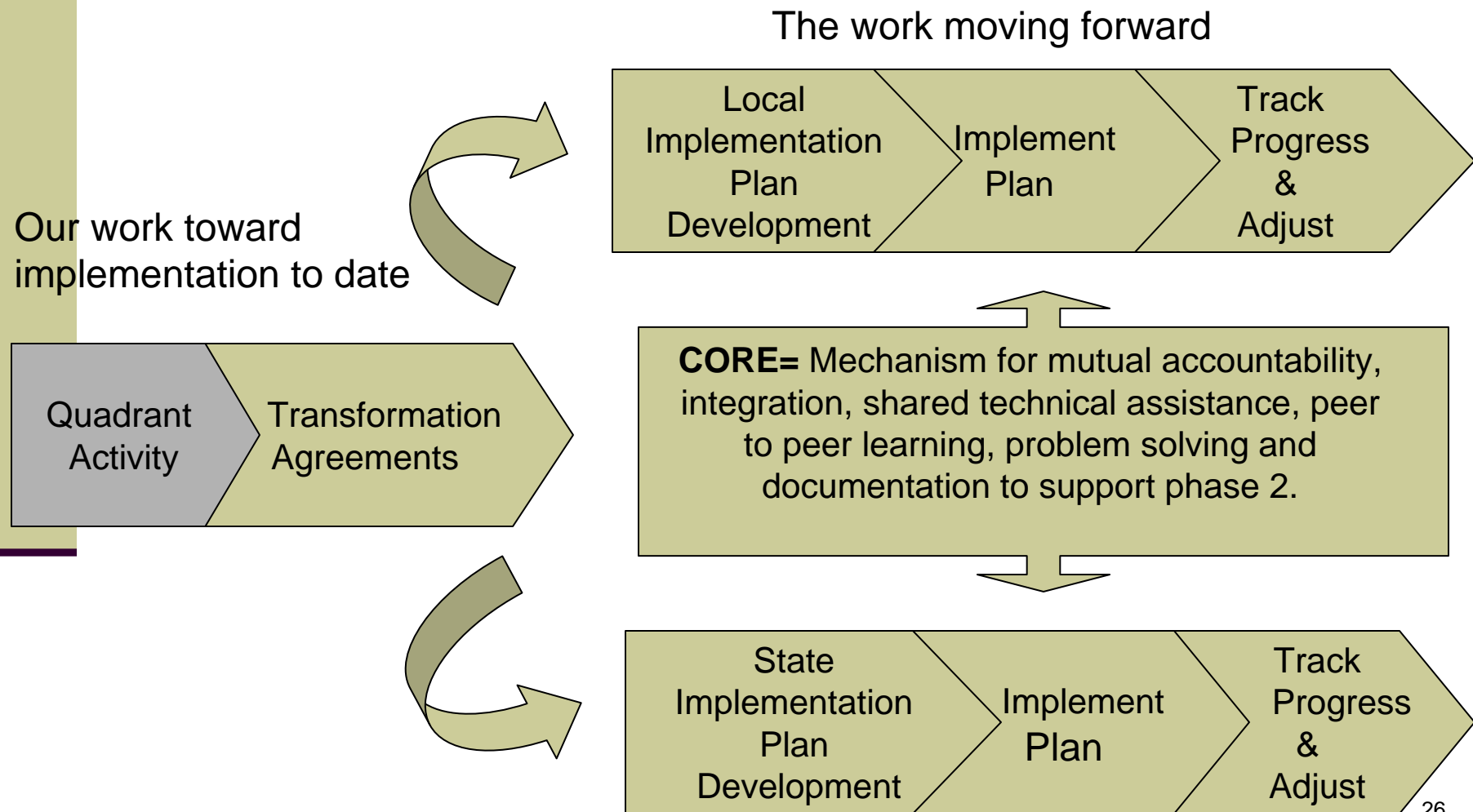
Roanoke County:

- Began CORE with 120 youth in foster care overall. That number has decreased to 92
- In the same time period the number of youth in congregate care has decreased from 35 to 19; a 45.7% decrease

Richmond City:

- Began CORE with 577 youth in foster care overall. That number has decreased to 485; a 16% decrease
- In the same time period the number of youth in congregate care has decreased from 223 to 181; a 19% decrease

The Work of CORE Towards Transformation: A Parallel State and Local Process



Lessons Learned

- In order to be fully successful, everyone has to be on board
- This is about culture change not just a reduction in congregate care
- We have to shift our focus from placing children to creating placements
- We have to expand the notion of what is possible
- We have to find ways of engaging families and parents as partners
- We have to focus on prevention

Next Steps

- Complete Transformation Agreements and Implementation Plans with CORE localities
- Monitor Implementation in CORE localities
- Complete Data Clean-up and CORE Measures
- January, 2009 – Expand transformation process to rest of the state.