



### **A Message from OFC Deputy Director Jennifer Justice – August 2, 2013**

Thank you to all the county staff and directors who made last week's Connecting the Dots Conference such a success. I understand that youth participation required agencies to invest in transportation and staffing, and I appreciate your efforts to make this experience possible for young people in your care. After a quick review of the post-conference evaluations, I feel confident that participating youth gained valuable information, made new connections with peers and (perhaps most importantly) had a fun experience.

My staff and other adult supporters have been singing praises, too: "It was great!" "The youth are so inspiring!" "She was amazing!" From a state-level perspective, I have been reminded of how maintaining connections with our county partners and customers affects the quality of our daily work. A post-conference email put it well:

"To actually see our agency have an impact on our citizens firsthand is something I think all [ODJFS] staff needs to experience at some point in their careers. Even if it's not in a 'support' capacity like mine was yesterday, to experience something like I did in person rather than read about it in News Today definitely impacted me."

I continue to believe that strong personal connections lead to better understanding of and solutions to our common issues. The Midwest Child Welfare Implementation Center (MCWIC) has completed the regional forums across Ohio. Through the forums, MCWIC representatives gathered information about your perspectives on how OFC is doing at establishing those connections through Partners for Ohio's Families (PFOF). They also noted your ideas for OFC's future direction, which will be used to help guide our work.

PFOF has a new link on the OFC website, <http://jfs.ohio.gov/Ocf/index.stm>, which includes all issues of past First Fridays, staff listings for regional technical assistance teams and a link to the 2013 PFOF Advisory Board. During the board's August meeting, we will decide on our "post-MCWIC" charter and future focus. Beginning in September, First Friday will include quarterly updates on the board's activities. PFOF Advisory Board members are your representatives, so I hope for ample two-way communication about PFOF. Our work with MCWIC will end in September, but I am committed to continue the progress we have started.

Much of our work with MCWIC has focused on issues of sustainability, fidelity and organizational transformation. We all have seen projects come and go. We know that just because an initiative is a good idea does not mean it is sustainable. In the early stages of Ohio's Differential Response model, we turned to the National Implementation Research Network (<http://nirn.fpg.unc.edu/>) to incorporate the science of implementation into our design. We will strive to do this with all our new initiatives. To help with this work, I am pleased to announce the establishment of a new OFC bureau, the Bureau of Federal and State Child Welfare Initiatives. Read on for more information!

## **Introducing OFC's Bureau of Federal and State Child Welfare Initiatives**

The Bureau of Federal and State Child Welfare Initiatives is the newest bureau within OFC. Its goal is to advance excellence in child welfare practice through strong collaboration with federal, state and county partners. The bureau was created with a strong focus on project management, research and partnership.

The bureau's five staff members are responsible for a variety of new and continuing initiatives and projects. Together, they will support data-driven planning and decision making, work with federal and local partners on Ohio's Child and Family Services Review (CFSR) and Program Improvement Plan (PIP), and help ensure that Ohio child welfare policy and practice are consistent with federal and state legislative and court directives.

We invite you to read the attached PDF for more information on the exciting work coming out of the bureau right now!



Members of the new OFC Bureau of Federal and State Child Welfare Initiatives, from left to right: Carla Carpenter, bureau chief; Roger Ward, data project manager; Joan Van Hull, program administrator; and Sayeh Shirvani, child welfare initiatives administrator.  
Not pictured: Sue Williams, intersystems program administrator.

## **Connecting the Dots Conference Recap**

About 280 current and former foster youth and about 80 county staff attended the second annual “Connecting the Dots Conference for Teens and Young Adults,” which ODJFS hosted July 25 at the Crowne Plaza North in Columbus.

The keynote speaker this year was Antwan Turpeau, who grew up in foster care and cofounded an organization called “Struggling Youth Equals Successful Adults,” which provides mentoring and support services for youth with socioeconomic challenges. Turpeau shared that he used the challenges he encountered as a youth as motivation to overcome poverty, obtain higher education and build a family of his own. He is married with children and holds a bachelor’s degree in psychology and a master’s degree in social work.

“For me, success means I’m self-sufficient,” he said. “I have a great family. I have friends. I wake up and do something I love every single day.” Turpeau said he thinks the most important ingredients for success are determination, learning to make good decisions and being emotionally stable.

The group also heard from ODJFS Director Michael Colbert, motivational speaker Tei Street and former NFL player Michael Lehan, who appeared via a videotaped message. Lehan was adopted as a baby, placed in foster care when he was 14, and went on to play football for the Cleveland Browns and Miami Dolphins. Now he’s an assistant high school principal in Minnesota.

After the opening session, the youth participants attended workshops on a variety of topics, including “Youth Voice on Housing after Foster Care,” “College Survival 101,” “Online Job Search” and “Maintaining Employment.” They also had the opportunity to visit a resume clinic, a health screening room and an “Ask-a-Lawyer” table.

One of the most popular features of the day was “Suits for Success.” ODJFS staff and employees at other central Ohio agencies donated 1,700 new and gently worn garments, which were displayed in two rooms: one for girls and one for boys. Almost all the youth present left with a donated suit, pair of shoes or other item of clothing to wear at job interviews and other important engagements.

Feedback after the conference was overwhelmingly positive. OFC looks forward to hosting the third annual Connecting the Dots Conference next year!

### **Jennifer Justice Appointed to Advisory Committee**

OFC would like to congratulate Deputy Director Jennifer Justice on her new role as cochair of the Supreme Court of Ohio’s Advisory Committee on Children, Families and the Courts! The 23-member committee is made up of judges, magistrates and professionals who specialize in child and family issues. It was established in 2002 to provide advice on issues involving children and families in the Ohio’s courts.

The committee reviews and makes recommendations on such topics as domestic violence, guardians ad litem, domestic relations and juvenile matters. Jennifer was appointed by Chief Justice Maureen O’Connor to join the Honorable Deborah A. Alspach of Marion County as cochair. To learn more about this committee, visit <http://www.supremecourt.ohio.gov/Boards/familyCourts/default.asp>.

## **Welcome, New Differential Response Counties!**

Round 8 of the statewide Differential Response implementation was completed on July 15, as Darke, Geauga, Hancock, Hardin, Harrison, Henry, Holmes, Jackson, Pike, Union and Wood counties went live. This addition brings Ohio’s implementation up to 70 counties. Now, only two rounds of Differential Response implementation remain, with full implementation scheduled to be complete by June 2014.

As with any major change, initial implementation is only one step in a long-term commitment. State and county partners serving on Ohio's Differential Response Leadership Council and Statewide Implementation Team continue to collaborate to foster sustainable change. One example of this collaboration is Ohio's Differential Response Practice Profiles, which describe 10 essential skill areas necessary to a successful Differential Response approach: engaging, assessing, partnering, planning, implementing, evaluating, communicating, advocating, demonstrating cultural and diversity competence, and collaborating with the community. To view the profiles, go to <http://www.jfs.ohio.gov/ocf/> and click on the "Differential Response" button. This link also will take you to more information about Differential Response in general, intimate partner violence and other programs that are part of the Ohio Child Protection Law Reform Initiative.

### **Ohio Judges Fill NCJFCJ Leadership Roles**

Congratulations to Judge David E. Stucki, retired from the Stark County Family Court, who assumed the presidency of the National Council of Juvenile and Family Court Judges (NCJFCJ) during the organization's 76<sup>th</sup> annual conference in Seattle. Ohio Chief Justice Maureen O'Connor gave remarks as a part of the ceremony.

One of the largest and oldest judicial membership organizations in the nation, NCJFCJ serves an estimated 30,000 professionals in the juvenile and family justice system, including judges, referees and magistrates, commissioners, court masters and administrators, social and mental health workers, and police and probation officers.

"For over 76 years, the National Council of Juvenile and Family Court Judges has worked to improve juvenile and family court system practices for judges and our allied partners," Stucki said. "We have been in the forefront of research, training, technical assistance and advocacy to policy makers."

Ohio is well-represented in the organization's leadership. During NCJFCJ's general business meeting, Judge Denise Navarre Cubbon of Lucas County was elected to the Board of Trustees. She joins Judge Anthony Capizzi of Montgomery County on the 24-member leadership group. Visit <http://www.ncjfcj.org/> to learn more.



Judge Anthony Capizzi



Judge Denise Navarre Cubbon



Judge David E. Stucki

### **How Do Caseworkers Spend their Time?**

To answer this question, the Public Children Services Association of Ohio (PCSAO) has been working with its membership to develop an updated functional job analysis of child welfare caseworkers.

In April, PCSAO collected more than 600 caseworker responses to a survey it distributed regarding case complexity issues. A report of the findings soon will be available.

Huron, Ottawa, Sandusky and Stark counties require workers to complete time logs. PCSAO asked for additional

volunteers to join a three-month time study that began on August 1. As a result of that request, 14 additional counties representing the range of the established Child Protection and Oversight Evaluation (CPOE) size categories decided to require caseworker participation. (See attached for a complete list of counties.)

For the purposes of the study, caseworkers will use the time log built into the SACWIS activity logs to capture their time spent on casework. PCSAO estimates that close to 1,600 direct service workers serving 40 percent of Ohio's child population will be represented in the time study.

PCSAO is working with an outside evaluator to compile and analyze the findings. To learn more about the project and better understand the participation requirements, you can watch a video at <http://www.youtube.com/watch?v=kWRPPaSfmZ4> or <http://www.screencast.com/t/EpmkfymMojS>.

### **July 2013 Global Emails**

The following emails were sent in July from Jennifer Justice to PCSA directors and/or private agency directors. They are organized below by mailing date and key word.

7/23/13 - SACWIS Update and ACF Guide

7/30/13 - Child Welfare Managers' Meeting

### **PRINCIPLE OF THE MONTH:**

It is OFC's responsibility to provide leadership and maintain organizational and professional competence.

If you want to subscribe to First Friday, have comments or ideas about content, or would like to be removed from the mailing list, please send an email [First\\_Friday@jfs.ohio.gov](mailto:First_Friday@jfs.ohio.gov). For additions to or removals from the list, be sure to include your name, organization and email address.



**PARTNERS**  
FOR OHIO'S FAMILIES

The Bureau of Federal and State Child Welfare Initiatives is working on a number of exciting projects and partnerships. Read on for more information on each!

### **Partnership Spotlight: Deemed Status Workgroup**

We have heard strong feedback from many private agencies that pursuing both ODJFS licensure and national accreditation results in duplication of efforts and other difficulties. The bureau recognized that this process creates too much inconvenience for agencies that demonstrate a commitment to quality through accreditation. Bureau member Sayeh Shirvani is partnering with other ODJFS staff and selected stakeholders to create a new licensure process that recognizes and rewards agencies that are nationally accredited.

The group is exploring how to grant “deemed status” to licensed agencies that have obtained accreditation through the Joint Commission (formerly JCAHO), the Council on Accreditation (COA) or the Commission on Accreditation of Rehabilitation Facilities (CARF). Once this plan is implemented, licensed agencies will no longer undergo repetitive certification processes for certain requirements that already were met through the accreditation process.

To date, the workgroup has begun the process of “cross-walking” ODJFS regulations against the national standards of each of the accrediting bodies. This cross-walk will identify both the areas where accreditation standards meet or exceed ODJFS licensure requirements and the areas with gaps between the accreditation and licensing standards. The workgroup also met with representatives from COA, CARF and the Joint Commission at the end of July to hear presentations on the accrediting standards and review processes for each of these entities. The effort is moving forward in collaboration with the Ohio Association of Child Caring Agencies, the Ohio Council of Behavioral Healthcare Providers and our partners with the Midwest Child Welfare Implementation Center.

### **Highlighting Practices that Work: Family Team Meetings Make a Difference**

Bureau member Joan Van Hull works with the Bureau of Child and Adult Technical Assistance to analyze data from the Child Protection Oversight and Evaluation (CPOE) process. A comprehensive report is created for each round of CPOE reviews, and each report highlights areas of strength and weakness, as well as opportunities for improvement in meeting national standards. During CPOE Stage 8, county and state reviewers identified areas of practice that resulted in positive outcomes for children and families. One of the most frequently cited successful practices was the use of Family Team Meetings (FTMs).

PCSAs engaged in a variety of activities and involved a variety of participants during FTMs, which were used to:

- Develop case plans and identify service needs with the family and child. One agency had both assessment and ongoing caseworkers present to discuss the need for and availability of local services.
- Review current case plan goals and services needed and/or provided.
- Engage noncustodial parents, relatives and youth in case planning and service identification.
- Discuss safety issues.
- Discuss the needs of foster caregivers.

Agencies invited service providers to FTMs and selected locations that were accessible by all parties. In CPOE Stage 8 review interviews, custodial and noncustodial parents and foster caregivers said they felt that FTMs were empowering and meaningful to helping them understand and feel connected to the case process. To learn more, please see the FTM Brief posted to the ProtectOHIO section of the ODJFS website at [http://jfs.ohio.gov/ocf/POHIO\\_FTM\\_Brief\\_Sept\\_2010.pdf.pdf](http://jfs.ohio.gov/ocf/POHIO_FTM_Brief_Sept_2010.pdf.pdf). A profile of the ProtectOHIO Title IV-E Waiver Demonstration Project, which includes FTMs as an intervention strategy, is available at [http://www.acf.hhs.gov/sites/default/files/cb/waiver\\_profiles\\_vol2.pdf](http://www.acf.hhs.gov/sites/default/files/cb/waiver_profiles_vol2.pdf).

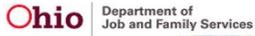
## Using Data to Guide Decision-Making: Ohio's CFSR Dashboard

The U.S. Administration for Children and Families (ACF) conducts the federal Child and Family Services Review (CFSR) to ensure that states conform to federal child welfare requirements and that practice achieves the intended outcomes for children and families. The CFSR includes federal performance measures to assess Ohio's outcomes in child safety, well-being and permanence. Failure to meet these measures results in fiscal penalties.

OFC has developed several tools to help counties track whether they meet these federal measures. Two applications, BIC and ROM, contain a range of performance information. The CFSR Dashboard in BIC reports on the CFSR permanency measures using the same logic and raw data files (AFCARS and NCANDS submissions) used by ACF.

To view the nine permanency measures, follow these steps:

1. Using Internet Explorer, click the Business Intelligence Channel link from "Popular Links"
2. Click "BIC Reports"
3. Enter your username and BIC password and click OK
4. Click "OFC - Office of Families & Children: Adult/Child Protection"
5. Click "CFSR"
6. Click "CFSR Dashboard"


Report ID: BICOCF3010



**Ohio's Children and Family Services Dashboard**  
 Review Period : 04/01/2013 to 03/31/2014  
 Current County: Statewide  
 As of Date: 07/26/2013

[View Statewide County Comparison](#)

Primary CFSR Measures	Current Status	PERFORMED: Cumulative Performance to Date	TARGET: Cumulative Target to Date	PERFORMED: Cumulative Percent to Date	TARGET: Cumulative Percent to Date	(Number of Children Observed) - (Number of Children Expected)	Number of Children Still being Observed	Detail Options
C1-3: Entry Cohort Reunification in < 12 months (Annual Target: 48.4%)	<span style="color: green;">●</span>	915	512	27.49%	15.38%	403	2,413	<a href="#">Remaining Child Details</a>
C1-4: Re-entries to foster care in < 12 months (Annual Target: 9.9%)	<span style="color: red;">■</span>	927	209	13.93%	3.15%	718	5,726	<a href="#">Remaining Child Details</a>
C2-3: In 17+ months, adopted at year's end (Annual Target: 22.7%)	<span style="color: red;">■</span>	254	290	6.31%	7.21%	-36	3,770	<a href="#">Remaining Child Details</a>
C2-4: In care 17+ months achieving legal freedom within 6 months (Annual Target: 10.9%)	<span style="color: green;">●</span>	315	70	15.66%	3.46%	245	1,697	<a href="#">Remaining Child Details</a>
C2-5: Legally Free children adopted in less than 12 months (Annual Target: 53.7%)	<span style="color: green;">●</span>	600	327	31.32%	17.07%	273	1,316	<a href="#">Remaining Child Details</a>
C3-1: Exits to permanency before 18th birthday for kids in care for 24+ months (Annual Target: 29.1%)	<span style="color: yellow;">◆</span>	261	262	9.22%	9.25%	-1	2,569	<a href="#">Remaining Child Details</a>
C4-1: Two or fewer placement settings for children in care less than 12 months (Annual Target: 86.0%)	<span style="color: green;">●</span>	3,766	1,116	92.24%	27.33%	2,650	317	<a href="#">Remaining Child Details</a>
C4-2: Two or fewer placement settings for children in care for 12 to 24 months (Annual Target: 65.4%)	<span style="color: green;">●</span>	4,374	1,157	78.54%	20.78%	3,217	1,195	<a href="#">Remaining Child Details</a>
C4-3: Two or fewer placement settings for children in 24+ months (Annual Target: 41.8%)	<span style="color: green;">●</span>	2,337	681	45.56%	13.28%	1,656	2,793	<a href="#">Remaining Child Details</a>

● **Passing**
◆ **Caution**
■ **Below Standard**
[Measure Description](#)

Jul 30, 2013
1
11:54:50 AM

For each measure, red, yellow and green buttons represent your agency's performance. If the measure is green, your agency is doing well. If it is yellow, your agency needs to monitor the measure closely. If

it is red, your agency should take immediate action to improve. If you are not doing well on a measure, you can click on the “Remaining Child Details” hyperlink in the far-right column to view a list of children that are being monitored. These cases can then be reviewed by knowledgeable staff and discussed to determine what your agency can do to improve performance.

The CFSR Dashboard provides information on children while there is still time to act, before the federal observation period ends on March 31. If you need information on how a measure is constructed or ideas on how to improve performance, you can click the link “Measure Description” link at the bottom of the Dashboard.

We recommend checking the Dashboard weekly to monitor your agency’s progress. This small task will help us ensure that our efforts successfully improve children’s safety, well-being and permanence. If you have questions about the CFSR Dashboard, please email [Roger.Ward@jfs.ohio.gov](mailto:Roger.Ward@jfs.ohio.gov).

### **Program Highlights: Cross-Systems Collaborations**

Strong communication and partnerships across systems are vital to improving services and outcomes for Ohio’s children and families. The Bureau of Federal and State Initiatives is involved in active collaborations with various state agencies and many other partners, including the Supreme Court of Ohio, Ohio Family and Children First, and the Ohio departments of Medicaid, Mental Health and Addiction Services, Youth Services, Education, and Developmental Disabilities. Current collaborative projects include:

**Ohio Crossover Youth Program Model (OCYPM):** Since 2011, a partnership between ODJFS, the Center for Justice Reform at Georgetown University and the Ohio Department of Youth Services has supported the spread of the OCYPM to several Ohio counties. The model was developed around a core set of principles and is designed to improve outcomes for youth who “cross over” between child welfare and juvenile justice. It improves efficiency and effectiveness of services across systems by increasing collaboration among child welfare, juvenile justice and other systems. Hamilton, Cuyahoga, Franklin, Lucas, Mahoning, Montgomery, Stark, Summit, Carroll, Clark, Ross and Trumbull counties currently are participating in OCYPM. In addition to conference calls, site visits and webinars, the collaboration is supported by ongoing evaluation conducted by consultants for the Center for Justice Reform.

**Statewide Screening Workgroup:** In February 2013, the Governor’s Office of Health Transformation established a multi-system team to evaluate the feasibility of implementing a trauma screening tool to evaluate high-risk youth. Members of the team include representatives from ODJFS and the Ohio departments of Youth Services, Mental Health and Addiction Services, Health, and Medicaid. The team must submit a report by December 1. It will recommend trauma screening tools to be used, identify training procedures for those tools, define screening protocols, identify target populations and discuss treatment implications associated with the tools.

**Best Evidence for Advancing Childhealth in Ohio Now (BEACON):** This statewide public-private partnership facilitates collaboration among 21 key children’s provider organizations, five state agencies and several children’s advocacy groups in order to improve the quality of health care, which will lead to improved health outcomes and reduced costs. Partners include the Ohio Academy of Family Physicians, the Ohio Chapter of the American Academy of Pediatrics, Voices for Ohio’s Children, Ohio Children’s Hospital Association, the American College of Obstetricians and Gynecologists, the National Alliance for the Mentally III – Ohio Chapter, the Government Resource Center, The Ohio State University, ODJFS, and the Ohio departments of Medicaid, Health, Mental Health and Addiction Services, and Developmental Disabilities. Medicaid-eligible children are a targeted population for this initiative.

One of BEACON’s priorities is improving appropriate use of psychotropic medication, especially among children in foster care. In the past year, Ohio has begun five major initiatives to advance this work. They include:

- Establishing prescription guidelines
- Improving data analyses and use of data to improve prescribing practices
- Developing a Psychotropic Medication Toolkit for Child Welfare
- Promoting evidence-based, non-pharmacological treatment.
- Establishing Ohio Minds Matter to advocate safe use of psychotropic medications through the following measures:
  - Establishment of three multi-county pilot sites (Summit, Portage, Trumbull and Stark counties; Franklin, Licking, Fairfield, Muskingum and Perry counties; and Montgomery, Greene, Miami and Clark counties) to examine effective cross-system practices
  - Enhancement of tele-medicine options and provision of prescriber peer support
  - Development of clinical guidelines based on aggression, attention and mood symptomology
  - Establishment of [www.Ohiomindsmatter.org](http://www.Ohiomindsmatter.org) to promote best practices

Additionally, BEACON is working to achieve the following:

- Increase timely access to safe and effective psychotropic medications in the context of evidence-based therapies
- Improve health outcomes for children in care who take psychotropic medications
- Reduce potential medication-related adverse effects

**Behavioral Healthcare Shared Learning Collaborative:** Casey Family Programs selected five states, including Ohio, to create a team that will participate in this unique state-to-state learning opportunity. Ohio's team includes state and county agency staff: Sue Williams, OFC Bureau of Federal and State Child Welfare Initiatives; Timothy Schaffner, director of Trumbull County Children Services; Kathryn Carr-Hurd and Elisha Cangelosi, Franklin County Children Services; and Kathy Coate-Artiz, Ohio Department of Mental Health and Addiction Services.

The collaborative gives each team the opportunity to:

- Learn about recent research and practice approaches that can support effective, trauma-informed screening and assessment
- Review participating jurisdictions' respective progress on and challenges of meeting benchmarks for behavioral health efforts
- Hear from jurisdiction partners about the identification, implementation, evaluation and sustainability of effective evidence-based practices
- Learn strategies for building strong partnerships between and across systems, partner agencies and others
- Learn about funding strategies for innovative behavioral health perspectives and practices
- Develop an individualized action plan to continue progress in adapting behavioral health to child welfare
- Consider technical assistance needs and opportunities specific to each state

We look forward to the information and strategies that our team will bring back!

For more information about these and other collaborative initiatives, please email [Susan.Williams@jfs.ohio.gov](mailto:Susan.Williams@jfs.ohio.gov) or [Sayeh.Shirvani@jfs.ohio.gov](mailto:Sayeh.Shirvani@jfs.ohio.gov).

# Counties in Time Study by CPOE Size and Levy

Small	Medium-Small	Medium	Large	Metro	Major Metro
Adams	Auglaize	Ashland	Allen	Butler	Cuyahoga
Carroll	Brown	Athens	Ashtabula	Lake	Franklin
Champaign	Clinton	Belmont	Clark	Lorain	Hamilton
Coshocton	Crawford	Darke	Clermont	Lucas	3
Defiance	Fulton	Erie	Columbiana	Mahoning	
Fayette	Guernsey	Geauga	Delaware	Montgomery	
Gallia	Highland	Hancock	Fairfield	Stark	
Hardin	Holmes	Huron	Greene	Summit	
Harrison	Logan	Jefferson	Licking	Trumbull	
Henry	Madison	Knox	Medina	Warren	
Hocking	Mercer	Lawrence	Miami	10	
Jackson	Ottawa	Marion	Portage		
Meigs	Preble	Muskingum	Richland		
Monroe	Shelby	Pickaway	Wayne		
Morgan	Union	Ross	Wood		
Morrow	15	Sandusky	15		
Noble		Scioto			
Paulding		Seneca			
Perry		Tuscarawas			
Pike		Washington			
Putnam		20			
Van Wert					
Vinton					
Williams					
Wyandot					
25					

KEY  
Participating

LEVY  
Green = Levy  
Red = No Levy

POPULATIONS  
 Major Metro: 800,000 +  
 Metro: 200,000 – 799,999  
 Large: 100,000 – 199,999  
 Medium: 50,000 – 99,999  
 Medium-Small: 40,000 – 49,999  
 Small: 39,999 and less