



PARTNERS
FOR OHIO'S FAMILIES

OFC policies and supports should be strength-based and recognize the uniqueness of each community and agency.

OFFICE OF FAMILIES & CHILDREN

Table of Contents

From OFC Deputy Director Dan Shook – 1/6/17	1
Predictive Analytics Update.....	2
First Step: Data Cleanup.....	2
COI Corner	3
Foster and Adopted Children Moving to Managed Care.....	4
Congrats to the OCWTP	4
CFSR Update.....	5
Thank You to the Peer Reviewers!	5
CPOE: We Need Your Help!.....	5
Every Student Succeeds Act Guidance.....	6
Welcome, Tequilla Brown!	6
Global Emails	6

Principle of the Month

OFC policies and supports should be strength-based and recognize the uniqueness of each community and agency.

Want to subscribe to First Friday or send feedback? Email First_Friday@jfs.ohio.gov.

From OFC Deputy Director Dan Shook – 1/6/17

Welcome, 2017! I think everyone would agree that the year ahead is likely to bring changes, challenges and unexpected surprises. At OFC, we're also anticipating it to be a year of innovation and progress.

One of the new initiatives that we're most excited about is the Predictive Analytics Project. Predictive analytics is a field of data science aimed at predicting the likelihood of future outcomes or behaviors. In child welfare, predictive analytics can help us harness the power of data to better understand which children are at risk for the most adverse outcomes, such as a fatality or near fatality. What we do with this information can literally be life-saving. Although predictive analytics can't prevent all harm, it can help us better focus our resources and approach with families to ensure the safety of children.

Also new is the federal requirement that schools and child welfare agencies work together to ensure the educational stability of children in foster care, as a result of the Every Student Succeeds Act. Check out the new "Educational Stability for Foster Youth" button on **OFC's website** and page 6 for more details.

This also is the month that children in foster care and children who have been adopted from foster care will transition from Medicaid fee-for-service to Medicaid managed care plans. I would like to express my appreciation to our partners at the Ohio Department of Medicaid

(ODM) for their commitment to ensuring that children in care are linked to appropriate and effective services. We're working with ODM to establish five positions within OFC to help county agencies with this task.

And, of course, 2017 brings Round 3 of Ohio's Child and Family Services Review (CFSR). Kudos to OFC staff and our county partners for their willingness to take on the rigorous preparation required by the state's choice to self-assess. See page 5 for a CFSR update and for an opportunity to share your feedback about the Child Protection Oversight and Evaluation (CPOE) review, so we can make it even more impactful.

One of my many 2017 resolutions is to meet more with our partners so we can better understand each other's perspectives, priorities and challenges. I had several excellent opportunities to do just that last month: at the PCSAO Executive Membership Meeting, the annual winter meeting of the Ohio Association of Juvenile Court Judges and the Meigs County Department of Job and Family Services, where I spoke to all staff and was greatly impressed by the turnout.

Many thanks to PCSAO, the Ohio Judicial College and Meigs administrators Christopher Shank and Terri Ingels for their hospitality. Here's to many more get-togethers in 2017!

Predictive Analytics Update

As mentioned in the **August 2016 First Friday**, later this year OFC will begin a pilot Predictive Analytics Project in Franklin and Hamilton counties to improve our responses to child welfare cases identified as being at greatest risk for a child fatality or near fatality. If successful, it will be expanded to all Ohio counties.

Predictive analytics is a field of data science that applies computational analysis to current and historical data to predict future outcomes or behaviors. Although it has been used widely in fields such as marketing, health care and financial services, predictive analytics is relatively new to child welfare. However, a small number of communities have begun using it to improve outcomes for children and families.

We're excited about the potential this project has to improve outcomes and prevent tragedies, and we created a new section within the Bureau for Systems and Practice

"The Rapid Safety Feedback model has been a wonderful opportunity for Maine's child welfare agency to prioritize and align resources with our neediest families. ERSF has provided us with the ability to identify our highest risk families in conjunction with the ability to support field staff with complex decisions. This model has refocused our assessment work and reinforced the shared responsibility that the whole agency has in relation to protecting children and strengthening families. ERSF has been a positive addition to our work and is changing our practice in real time."

–Jim Martin, Director, Office of Child and Family Services, Maine Department of Health and Human Services

The first name in second chances.™



Advancement to manage it: the Data Analytics and Rapid Consultation Section. We also chose a national firm with a proven track record in predictive analytics to develop, deploy and maintain Ohio's system: Eckerd Youth Alternatives. Eckerd will use SACWIS data to develop the algorithms that will help identify children who may be at an elevated risk of serious harm. Eckerd also will design a quality assurance protocol to provide support and consultation to caseworkers and supervisory staff working with families.

Eckerd has combined predictive analytics with quality assurance (QA) since 2013, when it partnered with Mindshare Technology to launch the Eckerd Rapid Safety Feedback® (ERSF) model in Hillsborough County, Florida. Since then, Eckerd and Mindshare have developed ERSF systems in five other states: Maine, Connecticut, Alaska, Oklahoma and Illinois.

OFC will build a team of QA specialists who will assess the cases the system flags and provide supportive consultation to county service teams working with each family. The model relies on QA services being provided by someone highly skilled yet removed from the case so as to provide an objective viewpoint. We expect most PCSAs to use the state team of QA reviewers but anticipate that metropolitan agencies may elect to establish in-house QA reviewers who will be trained to implement the model. To guide the assessment and consultation process, Eckerd will work with OFC to develop a QA case review tool tailored specifically to Ohio's child welfare practices.

For more information about this exciting new initiative, check out the **August 2016 First Friday** or email Lindsay.Williams@jfs.ohio.gov.

"If the only thing you do is come up with a list of cases that are high risk, all you've done is identify the train that's coming at you on the tracks. You've got to have a way to switch the track."

–Bryan Lindert, Senior Quality Director, Eckerd Kids

First Step: Duplicate Data Cleanup

To ensure the accuracy of our predictive analytics efforts – and to improve data reporting in general – OFC is asking all PCSAs to review their list of duplicate person records and merge any duplicate records.

Eckerd's technology partner, Mindshare, will use historical SACWIS data to create the predictive model that will be applied to real-time SACWIS data to identify cases with the highest risk of the most adverse safety outcomes. For this reason, it's very important that SACWIS data be as accurate as possible.

Starting this month, an application will run the first Saturday of each month to help identify duplicate records in SACWIS. However, ensuring the accuracy of SACWIS data is a team effort! For more information about merging duplicate person records, refer to the SACWIS Knowledge Base links below:

jfskb.com/sacwis/index.php/administration/163-utilities/279-identifying-duplicate-persons

jfskb.com/sacwis/attachments/article/280/Merging%20Duplicate%20Persons-pub.pdf

jfskb.com/sacwis/index.php/person/733-identifying-and-merging-duplicate-person-records

CQI Corner: New Recurrence Report

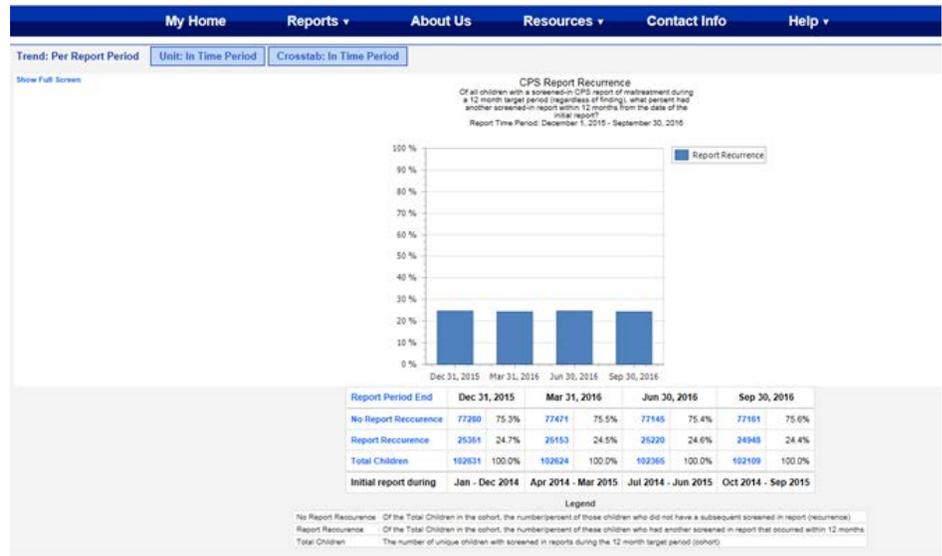
The CQI Corner is a recurring column featuring examples of continuous quality improvement (CQI) at work in child welfare.

The federal recurrence of maltreatment measure examines whether children experience repeat maltreatment (a second substantiated or indicated report of abuse or neglect within 12 months). This measure excludes cases served via Alternative Response, as those do not receive a disposition.

However, starting later this month, thanks to a new Results Oriented Management (ROM) report, county agencies will be able to examine data closely related to recurrence for all cases, including those served via Alternative Response. The report, titled "CPS Report Recurrence," will provide a more holistic look at outcomes for an agency's entire caseload. It will show whether children named in screened-in abuse or neglect reports during a specified time have subsequent screened-in reports within 12 months of the first report. The report can be used to assess children's well-being and also to identify characteristics of children and families who do or do not experience multiple reports of child abuse or neglect.

As the top sample report on the right shows, over the last year 24.4 to 24.7 percent of children statewide with screened-in abuse or neglect reports had a subsequent screened-in report within 12 months. The report defaults to a statewide view for the last six months. Filters can be applied to obtain data for individual agencies or to change the time period. Statewide, the percentage of report recurrence for individual agencies varied from 5.6 to 38.8 percent for children with initial reports received between Oct. 1, 2014, and Sept. 30, 2015.

The Crosstab View allows users to choose the variables they'd like to

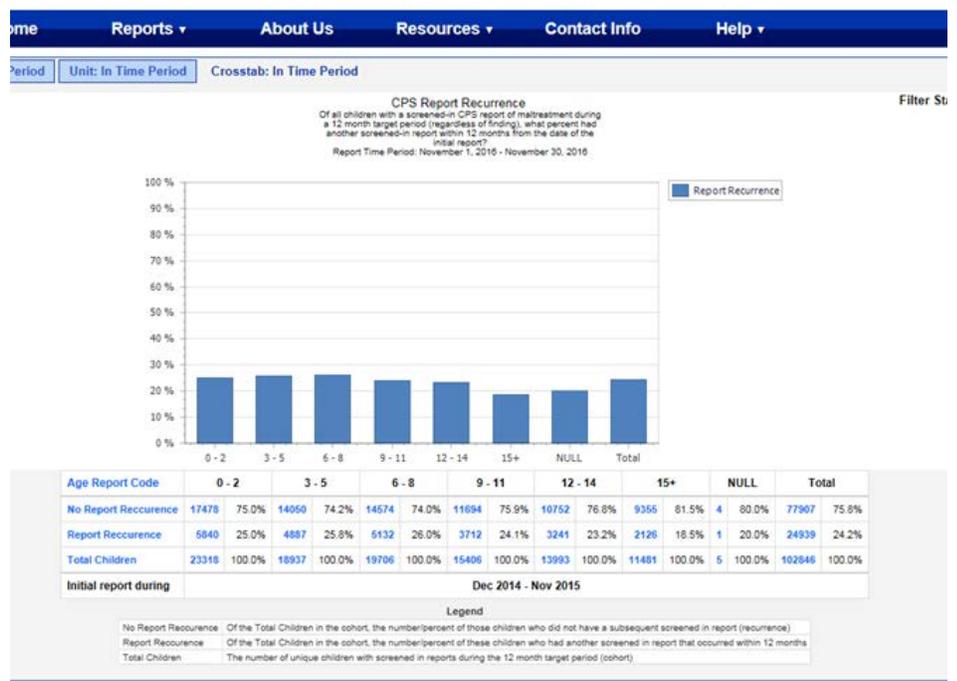


examine. For example, reports can be run to show the age of the child at the time of the initial report (as in the sample below). They also can be run to show how many initial reports were indicated or substantiated, or how many initial reports were served via Traditional or Alternative Response. The report below shows that, statewide, children 8 and younger had the highest rates of report recurrence in November 2016.

For detailed information about individual children, just click on any

of the numbers in the data grid. In addition to standard demographic and initial intake information, the grid also has fields for such things as number of children in the home, prior screened-in reports, prior indicated or substantiated reports, and days since the last substantiated report. This allows users to further analyze the population. For example, by filtering for children with initial reports received between Oct. 1, 2014, and Sept. 30, 2015, who also had three

(continued on next page)



(continued from previous page)

or more prior screened-in reports, users can see that 34.2 percent had a second screened-in report within 12 months. Only 17.6 percent with fewer than three screened-in reports had a second screened-in report within 12 months.

Examining your county's data can help your agency develop strategies for reducing repeat maltreatment. For example, an agency might take a new approach to after-care plans before case closure for families with three or more prior screened-in reports. In addition, following a county's data over time can help track whether new strategies made an impact.

Have questions? Email SACWIS Data Reporting Manager Jenni Watson at Jennifer.Watson@jfs.ohio.gov.

Congrats to the OCWTP!

The Ohio Child Welfare Training Program (OCWTP) has won a prestigious national award: the "President's Award for Pioneering Impact on the Field of Human Services Training and Development." This honor was presented by the National Staff Development and Training Association (NSDTA), an affiliate of the American Public Human Services Association, at its October conference in Brunswick, New Jersey. On hand to accept the honors were OFC's OCWTP coordinator, LeRoy Crozier; representatives from the Institute for Human Services (IHS); and representatives from the OCWTP's county-based regional training centers.

Did you know that the OCWTP recently celebrated its 30th anniversary? The program was founded in 1985 as a collaboration of ODJFS, PCSAO, IHS and eight

Foster and Adopted Children Moving to Medicaid Managed Care

This month, children in foster care and children who have been adopted from foster care will transition from Medicaid fee-for-service to Medicaid managed care plans. With fee-for-service plans, providers bill the Ohio Department of Medicaid for services. With managed care plans, providers bill the managed care plans. In return, the plan receives a set per-member per-month payment from the Department of Medicaid.

The managed care benefit package includes all the same services covered by Medicaid fee-for-service. In addition, some plans may offer vision, dental and transportation benefits.

Managed care offers many advantages, including enhanced accountability, easier access to

services and long-term efficiencies. Members have one point of accountability, case management and care coordination, services such as a 24-hour nurse line, health and wellness programs, and a member interaction/call center.

The Ohio Department of Medicaid is working with OFC to establish five positions within OFC to help PCSAs secure appropriate services for eligible children. These staff members can help assess children's medical needs, identify service providers and navigate provider networks. They also will work with other OFC staff to provide training and support.

For more information, email [Carla Carpenter@jfs.ohio.gov](mailto:Carla.Carpenter@jfs.ohio.gov) or [click here](#).

county agencies that agreed to host regional training centers. To mark the event, current and former leaders from ODJFS, IHS, PCSAO and the regional training centers gathered to commend

the program's three decades of innovation and commitment to providing comprehensive training for Ohio's child welfare practitioners. Each of the partners was presented with the award.



(Left to right) Current and former ODJFS staff members Dan Shook, Lisa Wiltshire, Mark Hartford, Christine Dobrovich and LeRoy Crozier were present to accept the award.

CFSR Update: Peer Reviewers

OFC is excited to report that Ohio received final federal approval to conduct its own state-led case review process for Round 3 of the Child and Family Services Review. Our plan to partner with volunteers from PCSAs and private agencies to help in the review process is already under way. Our peer reviewers will join state staff in reviewing cases in the 15 counties selected for the review. (See the **October 2016 First Friday** for a list of participating counties.)

After an intensive application process, we selected 22 participants, all of whom have impressive backgrounds and track records. Our peer reviewers have a combined

407 years of experience and an average child welfare tenure of 18.5 years. Nearly three-quarters of them hold master's degrees, and half are licensed social workers. All are engaged in intensive CFSR training and will receive certifications when that training is complete.

Following the CFSR, our long-term goal is to have an ongoing Peer Review Network, which will serve as a resource for all agencies' continuous improvement efforts. For example, if your agency has a practice that you would like to improve, you could ask a certified peer reviewer to help conduct an ad hoc case review. For more information, email Carla.Carpenter@jfs.ohio.gov.



OFC technical assistance specialists and managers join Ohio's volunteer peer reviewers during preparatory training. Technical Assistance Manager Justin Abel leads the exercise.

CPOE: We Need Your Help!

As we gear up for Round 3 of the CFSR this spring, we also are completing Stage 10 of the Child Protection Oversight and Evaluation and preparing for the next two-year cycle. In advance of that, we need your help!

Please take a few minutes to complete a brief survey at surveymonkey.com/r/X53ZHC5.

We'd like to hear your candid feedback about aspects of the CPOE that you find most and least beneficial so we can make it even more useful in improving practice

and outcomes. We're exploring ways to better support agencies' improvement goals; increase county voice; provide more consultation, information-sharing and technical assistance; and increase the usefulness of CPOE "products," such as counties' CPOE Final Report or the Quality Improvement Plan.

The survey will remain open through Wednesday, **Jan. 11**. Thank you in advance for taking the time to share your thoughts!

Thank You to the Peer Reviewers!

We appreciate the skilled professionals who have volunteered their time and expertise to serve as CFSR peer reviewers. Thank you to each of the agencies below for supporting this significant but important time commitment!

Athens PCSA
Barbara Cline

The Buckeye Ranch
Jeanne Evans

Butler PCSA
Kenyetta Lomax

Clermont PCSA
Barbara Banfill

Cuyahoga PCSA
Chris Cabot
Angelie Franklin-Branch
Jocelyn Jones
Margaret Shea

Franklin PCSA
Amanda Beach
Christopher Beach
Lesley Greenwood
Wendy Hite
Linda Peters
Patricia Wilson

Greene PCSA
Amy Amburn
Megan Murphy

Highland PCSA
Karen Sauers

Lorain PCSA
Kristen Fox Berki
Julie Haight
Andrea Hall-Miller
Jane Robertson

Trumbull PCSA
Richard Tvaroch

Every Student Succeeds Act Guidance

Last month, ODJFS and the Ohio Department of Education (ODE) released joint guidance to local partners on how to implement the federal Every Student Succeeds Act (ESSA). This important piece of legislation, which became effective Dec. 10, holds schools and child welfare agencies jointly accountable for ensuring the educational stability of students in foster care.

The **November First Friday** provided an overview of ESSA. In general, the law addresses several educational challenges that children in foster care face, such as:

- Maintaining school placement when doing so is in their best interest.
- Obtaining transportation to their original school.
- Immediately enrolling in a new school when necessary.

The guidance that ODJFS and ODE provided on Dec. 5 includes recommendations for making best-interest determinations, establishing transportation cost-sharing agreements, and ensuring credit recovery for students after school transitions.

Here are some important deadlines:

For all children:

- Custodial agencies must notify educational entities **within one school day** of a child's placement in foster care or a change in his or her living arrangement, by using the **JFS 01441 form**.
- A best-interest-determination meeting must be held **within five school days** whenever a student's new living arrangement is outside his or her original school boundaries, except in emergency situ-

ations where the custodial agency deems a school transfer necessary. This meeting must include child welfare representatives, school personnel and other interested parties.

For students remaining in their schools of origin:

- An interim transportation plan must be established **immediately**.
- A permanent transportation plan must be finalized **within five school days of the best-interest determination**.

For students enrolling in a new school:

- School personnel must place the child in a class **immediately** upon arriving at the new school.
- The enrolling school must request the child's records from the previous school on the child's **day of arrival**.
- The previous school must transfer the records **within one school day** of receiving the request.

Additional resources:

- **Process Flowchart**
- **ODJFS-ODE Joint Guidance**
- **OFC's Website** – Includes information about ESSA and county- and state-level contacts

For more information, email Susan.Williams@jfs.ohio.gov.

Welcome, Tequilla Brown!

Our Bureau for Systems and Practice Advancement is excited to welcome Tequilla Brown as the new Strategic Initiatives administrator. Tequilla formerly was a business analyst with the SACWIS team. With this promotion, she will have an integral role in continuous quality improvement initiatives. She also will oversee the Helping Ohio Parent Effectively (HOPE) initiative, which recruits and trains "primary parents" – birth, adoptive and foster parents who have been the subject of abuse, neglect or dependency allegations – to serve as resources for other parents engaged with the child welfare system.



Tequilla brings more than 18 years of human services experience in child welfare and developmental disability services, including 12 years of management and administrative experience. Prior to joining OFC, she was associate director of Performance Improvement at Franklin County Children Services and Quality Assurance supervisor at Greene County Children Services. Tequilla has a bachelor's degree in sociology from Central State University and a master's degree in

administration from Central Michigan University. She lives in Pickerington with her husband, two daughters and son. In her free time, she enjoys volunteering in the community and giving back in any way that she can.

Global Emails

The following emails were sent in December to PCSA and private agency directors.

- 12/5/2016** – Every Student Succeeds Act (ESSA) Announcement
- 12/6/2016** – Letters of Assurance