



Lucas County Children Services

2019 – 2023 Strategic Plan



Our Vision

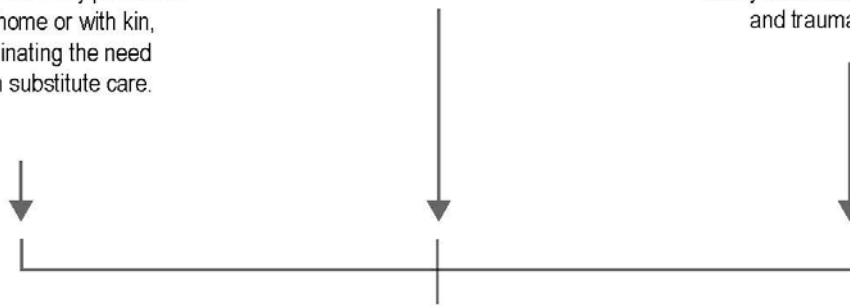
Lucas County Children Services will develop an equitable system of supports and services that ensure all children can be safely protected in their own home or with kin, thereby eliminating the need for long-term substitute care.

Our Mission

To lead the community in the protection of children at risk of abuse and neglect...

Our Practice Model

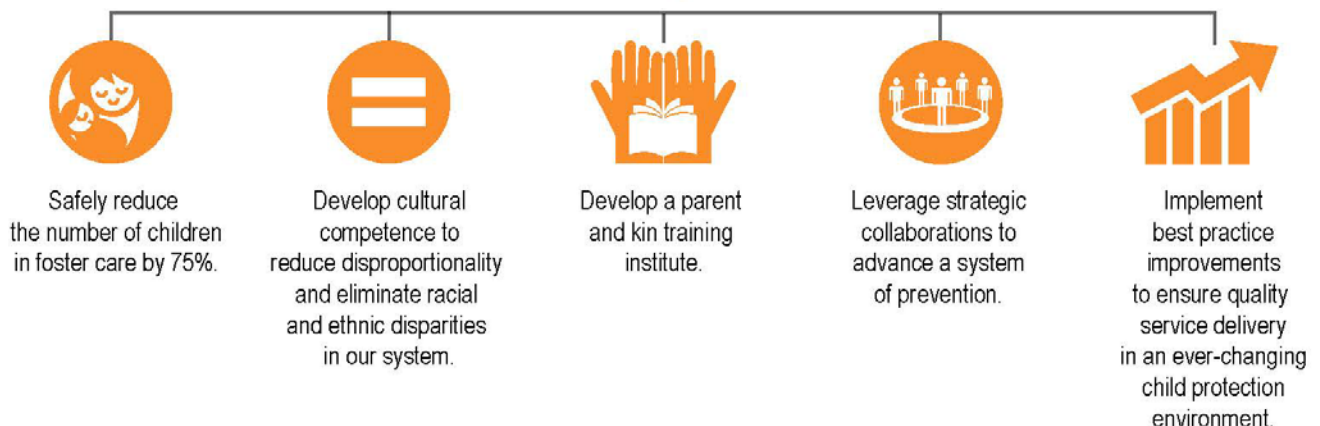
Culturally competent, strength-based, family-centered, child-focused, and trauma-informed.








Our Strategic Objectives



Our Core Strategic Priorities



	STRATEGY	TARGET	TIME
	<p>Safely Reduce the Number of Children in Foster Care by 75%</p> <p>Identify and develop preventive services and interventions that safely, yet substantially, reduce the number of children entering and remaining in foster care.</p>	Starting in 2020, safely reduce the children in foster care by a cumulative 75% as compared to the baseline year (2019).	Total 75% reduction by 12/31/2023
	<p>Develop Cultural Competence to Reduce Disproportionality and Eliminate Racial and Ethnic Disparities in Our System</p> <p>Establish and implement protocols for identifying implicit bias in decision making at all points in the system, including community referrals, screening decisions, dispositions, case openings, service delivery, custody/removal, placements, timely reunifications, and permanency decisions.</p>	Reduce racial & ethnic disproportionality to be reflective of the population of Lucas County.	12/31/2023
	<p>Develop a Parent and Kin Training Institute</p> <p>Strengthen the knowledge, skills and abilities of caregivers and parents in order to sustain the family unit and prevent child abuse/neglect in our community.</p>	<ul style="list-style-type: none"> Starting in 2020, safely reduce the children in foster care by a cumulative of 75% as compared to the baseline year (2019). Reduce re-entry into foster care from 10% to 5%. 85% of children entering relative placements will remain stable in their placement for at least 12 months (or reunify). 	12/31/2023
	<p>Leverage Strategic Collaborations to Advance a System of Prevention</p> <p>Enter into strategic partnerships with legislators, state agencies, and community partners to successfully implement FFPSA and obtain preventative services for our families.</p>	<ul style="list-style-type: none"> Establish minimum of five meaningful collaborations to move us toward FFPSA. Increase FFPSA-related media coverage by 10% each year. 75% of families on closed assessment cases are referred for preventative services referrals. Market research results reflecting sufficient positive community support of LCCS by Lucas County residents to support passage of a levy (51%). 	12/31/2023
	<p>Implement Best Practice Improvements to Ensure Quality Service Delivery in an Ever-Changing Child Protection Environment</p> <p>Implement best practices across the stages of child welfare and across agency departments to improve service quality.</p>	<ul style="list-style-type: none"> 100% compliance with training requirements. Complete internal review of one direct services and one support department per year, and develop best practice action plans to be implemented during the next year. 	12/31/2023

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Lucas County Children Services

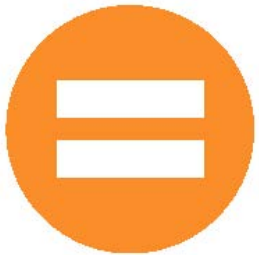
Operational Plan



Core Strategic Objectives



Starting in 2020, safely reduce the number of children in foster care by a cumulative 75% as compared to the baseline year (2019).



Reduce racial and ethnic disproportionality through equity-driven decision making to be reflective of the population of Lucas County.



Develop a Parent and Kin Training Institute to provide training and resources to all parents and kin with open cases.



Enter into strategic partnerships with legislators, state agencies, and community partners.



Implement best practices across the stages of child welfare and across agency departments to improve service quality and achieve operational excellence.

Strategy 2023: Operational Plan



Starting in 2020, safely reduce the number of children in foster care by a cumulative 75% as compared to the baseline year (2019).

Operational Approach

Action Step

Target Implementation Date

**Implement Family First
Prevention Services Act
(FFPSA).**

Collaborate with diverse service providers in pursuit of evidence-based services in the community so family needs can be met.

Ongoing

Identify and locate children's extended family as early in the case as possible.

Q1 2021

Educate local residential program providers on the requirements to become a Qualified Residential Program.

Q1 2021

**Participate in the Ohio
START Program.**

Obtain application process from State of Ohio.

Dec 2019

Identify mentors and link to Drug Court and LCCS staff DART officer.

Strategy 2023: Operational Plan



Starting in 2020, safely reduce the number of children in foster care by a cumulative 75% as compared to the baseline year (2019).

Operational Approach

Action Step

Target Implementation Date

Participate in 30 Days to Family.

Identify and hire dedicated caseworkers to establish a 30 Days to Family Unit.
Provide training on core program values and operations.

Q1 2021

Implemented

Refer and engage individuals to mentor family units.

Family mentoring.
Engage foster parents to foster the entire family in-home.
The Sustained Permanency Unit will work to support parents who are safely maintaining children in the family system.

Dec 2020

Implemented

Reduce the length of time children are in care to be in compliance with the CFSR permanency measure.

Review and expedite the adoptive placement process for children entering permanent custody.
Engage more parents in participating in Building a Better Future.

Dec 2020

Strategy 2023: Operational Plan



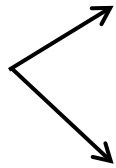
Reduce racial and ethnic disproportionality through equity-driven decision making to be reflective of the population of Lucas County.

Operational Approach

Action Step

Target Implementation Date

Collaborate with agency partners to focus on educating the agency, partners and the community on discrimination and bias.



Discrimination and bias trainings:
Jane Elliot
Implicit Bias
Cultural Core

Ongoing diversity discussions in all departments

Q3 2019 and
Ongoing

Availability of culturally competent services in the community for families.



Diverse service providers in the community will be sought so the needs of all families can be met.

Q2 2019 and
Ongoing

Ensure all children in Lucas County have an equal opportunity for a free and beneficial preschool education.



Partnering with the community to develop and implement Universal Pre-K in Lucas County.

Q2 2019 and
Ongoing

Strategy 2023: Operational Plan



Develop a Parent and Kin Training Institute to provide training and resources to all parents and kin with open cases.

Operational Approach

Strengthen knowledge, abilities, and skills of caregivers, parents, and community partners.

Action Step

Establish Parent Institute/Parent Cafes to provide training and resources to parents in the community.

Focus learning on navigating government processes, advocating for their family, and understanding how they can influence the success of their own family.

Target Implementation Date

Q3 2021



Enter into strategic partnerships with legislators, state agencies, and community partners.

Fund creative programs to align with Family First Prevention Services Act and navigate the agency through the process of ensuring the mandates are met.

Policies and procedures will be updated.

Evidence-based services for families will be located.

Collaborate with state and federal leaders to ensure the agency is in compliance.

Ongoing

Develop relationships with public, private, and government agencies.

Establish meaningful collaborations to move toward FFPSA implementation.

Increase FFPSA-related media coverage.

Refer families on closed assessments to preventative services.

Ongoing

Strategy 2023: Operational Plan



Implement best practices across the stages of child welfare and across agency departments to improve service quality and achieve operational excellence.

Operational Approach

Action Step

Target Implementation Date

Reduce childhood fatalities.

Utilize predictive analytics.

Nov 2019

Mandatory sentinel injury training.

Dec 2020

Child fatality and near fatality review process.

Targeted preventative media campaigns.

Ongoing

Foster care recruitment and retention.

Modernize by looking at *per diem*.

June 2020

Expand tiered level beyond traditional and treatment classifications.

Dec 2020

Targeted foster care recruitment for homes taking single child placements.

Ongoing

Changes in case planning, activity logs and safety planning.

Retrain caseworkers on case planning that explores something beyond "cut and paste."

Dec 2020

Retrain caseworkers on activity logs and safety plans.

Strategy 2023: Operational Plan



Implement best practices across the stages of child welfare and across agency departments to improve service quality and achieve operational excellence.

Operational Approach	Action Step	<u>Target Implementation Date</u>
Strengthen skills and knowledge.	Develop a leadership training series.	Implemented
	Create new and improved employee evaluations.	Dec 2019
	Develop a positive communication training (active listening, affirmations).	Sept 2020
Mentoring before and after becoming a supervisor.	Train supervisors, managers and directors on mentoring.	June 2020
Supervisor handbook	Create a supervisor handbook.	Dec 2020
Enhance productivity	Create groups with representatives from each department to develop plans to increase productivity.	Sept 2020

Strategy 2023: Operational Plan



Implement best practices across the stages of child welfare and across agency departments to improve service quality and achieve operational excellence.

Operational Approach

Action Step

Target Implementation Date

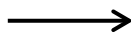
Enhance employee benefits.



Provide services to employees to reduce secondary traumatic stress.

Sept 2020

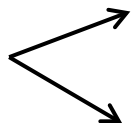
Enhance use of agency intranet and community resource information.



Train staff to access database of community resources on intranet.

Dec 2020

Safety



Increase security in the building.
Create new safety measures for caseworkers.

Dec 2019 and Ongoing

Reduce waste and redundancy.



Go paperless.
Use automated processes.
Offsite/mobile work.
Make IT enhancements.

Dec 2021

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2019 – 2023 Strategic Plan

Appendix



Disproportionality in Lucas County

Children on Referrals

There
were...

9 8 , 9 0 5

children in Lucas County in 2018

Proportion: a number considered in comparative relation to a whole.

Proportionality: having the same or a constant ratio or relation.

55,700 (56%)

White

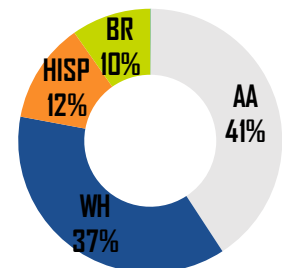
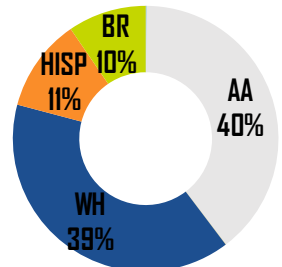
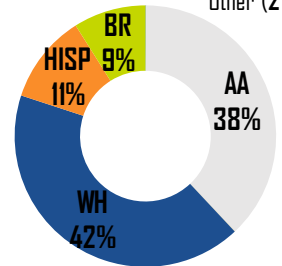


23,075 (23%)

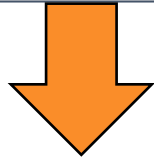
African American



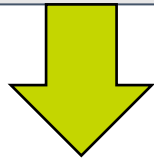
12,152 (12%) Hispanic
6,289 (6%) Bi-Racial
Other (2%)



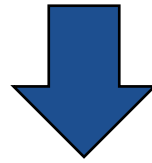
42%



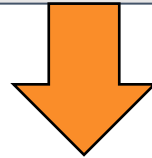
39%



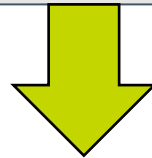
37%



38%



40%



41%

Children on
All Reports

N = 10,568

Children on
Screened In
Reports

N = 6,821

Substantiated
Child Victims

N = 1,785

Disproportionality in Lucas County

Families on All Reports

There
were...

5

1

2

8

1

families in Lucas County in 2018

33,492 (65%)

White



11,048 (22%)

African American



3,366 (7%) Hispanic; 2,589 (5%) Bi-Racial/Other
Asian (2%)

Families on All Reports

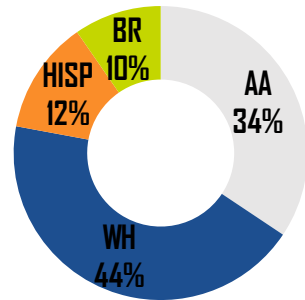
N = 9,703

White

44%

African American

34%



Referral Sources

White

African American

Legal/Law Off

34%

39%

Medical

40%

37%

School

48%

35%

Social Service

44%

32%

Private

47%

30%

Allegation Type

•39% (WH)
•34% (AA)

Physical

Neglect

•49% (WH)
•30% (AA)

Emotional

Medical Neglect

•37% (WH)
•34% (AA)

•34% (WH)
•50% (AA)

Disproportionality in Lucas County

Custodies

There
were...

9

8

9

0

5

children in Lucas County in 2018

55,700 (56%)

White



23,075 (23%)

Black or African American



Substantiated
Child Victims

N = 1,785

37%

Children
Entering Care

N = 482

40%

Children in
Care

N = 645

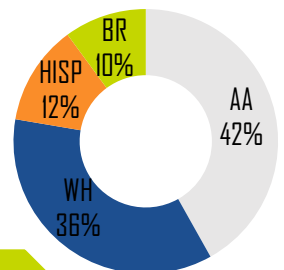
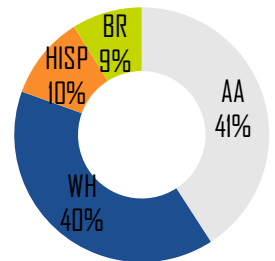
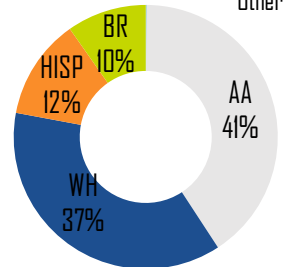
36%

41%

41%

42%

12,152 (12%) Hispanic
6,289 (6%) Bi-Racial
Other (2%)



In care 2+ years

White
38%

African
American
47%