



INDIANA ASSOCIATION OF RESOURCES AND CHILD ADVOCACY

Annual Report - 2018

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From the Executive Director

Happy 2019! After a year of change at the federal, state, and association level, it should come as little surprise that we're changing our Annual Report format too. The goal of this format is to provide an overview of the work IARCA collectively accomplished in 2018 and a preview of some of our plans for 2019.

The format is a little more colorful and visual and a little less dense than previous reports. It will focus more on highlights accomplished, and challenges faced, by IARCA's members. I'm interested to hear what you think.

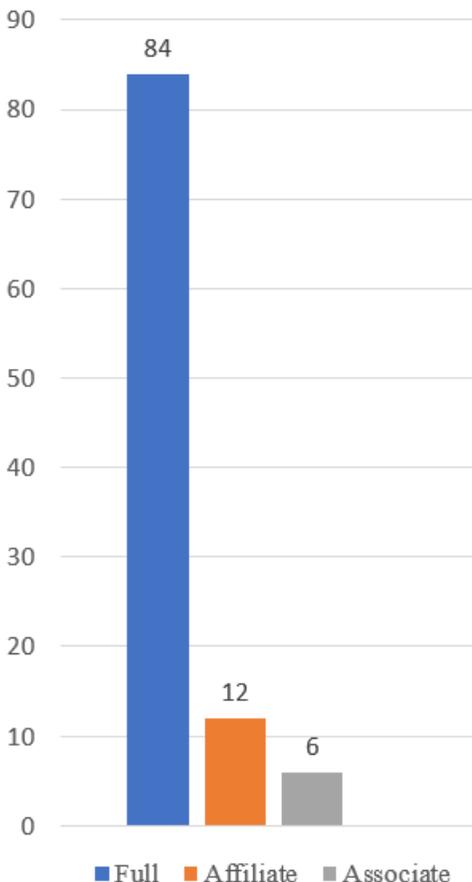
On a personal note, I want to thank each of you for welcoming me back to Indiana, into child welfare, and to the IARCA staff. It's been a great year travelling the state (20 trips so far and counting), meeting hundreds of talented, committed professionals and getting lost in the statehouse and government center.

As we kick off 2019, I'm more convinced than ever that Indiana is well positioned to improve already great services to children and families. I'm excited to be on this journey with all of you.

All the best,
Chris Daley

Membership

Member per type

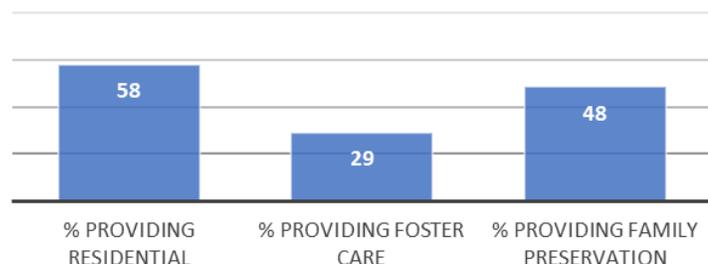


IARCA's membership continues to grow. As of December 31, 2018, we have 102 members. Many thanks to our long-term members and welcome to those who have joined or re-joined during this exciting time.

Obviously, IARCA members are the lifeblood of the association. Leadership staff from agencies across the state chair and serve as members in our work groups, committees, and task forces.

They're also among the most experienced child welfare professionals in the state, particularly as changes at DCS bring new leadership to the agency. In 2019, IARCA will continue trying to create opportunities for members to engage in shaping the direction of Indiana's child welfare community.

Member Agencies and Services Provided



Financials

IARCA's finances are steady as we enter 2019. Thanks to members' diligent payment of dues and strong support for the Annual conference, IARCA is on track to realize sufficient 2018 revenue to invest in a meaningful reserve account and needed infrastructure updates. Since 2017, IARCA's Board of Directors have been in discussion about what constitutes a meaningful reserve account. In 2019, they'll finalize our policy and set goals. The policy and goals will be shared at the 2019 Annual Members' Meeting at the Annual Conference.

IARCA is also making investments into infrastructure, largely technology-based, in order to modernize how we work. Most of these changes are behind the scenes. However, you've already seen some of them (like our online registration and payment for our training seminars and conference), and we expect you to see more before the end of 2019. We are always looking to balance use of new technology with a recognition of individual member's preferences. As always, please provide us feedback on whether we're getting the balance right.

The IARCA Institute for Excellence is also in strong financial health. In 2018, we entered the second year of our three-year grant from Lilly Foundation. Their years-long support has meant that more members can send more staff to important trainings that improve services to children and families. It has also been the backbone of many of the improvements to the Outcomes Project, including the launch of Outcomes 2020 (see p. 9 for more information).

We were also fortunate to receive a first grant from the Anthem Blue Cross and Blue Shield Foundation to fill gaps in trainings for human services professionals statewide (see p. 8 for more information).

IARCA Leadership Symposium 2019 Save the Date!

May 9 and 10 (opening reception evening of May 8)



Brown County Inn – Nashville, IN

Indiana Statehouse

IARCA's Public Policy Committee continued to work with supporters of children and families in the Indiana General Assembly to propose and pass common-sense, effective legislation to improve the functioning of the state's child welfare community. In 2018, the following bills passed with IARCA's support:

SB 184, Maximum Number of Foster Children Raised the maximum number of children (absent exceptions) in a licensed foster family home from five to six.



SB 224, Behavioral Health and Human Services: Allows up to 50% of the supervised experience hours required for various types of licensure to be accounted for through virtual supervision by the appropriate supervisor. Reduces the required number of face to face client contact hours for a marriage and family therapist license from 500 to 400 face-to-face client contact hours. Reduces supervision hours for licensure as a mental health counselor or mental health counselor associate to 700 clock hours, including at least 66 hours of face-to-face supervision.

HB 1314, Students Receiving Foster Care Services The bill will improve tracking of educational outcomes for students who are in foster care or are homeless.

IARCA also awarded Speaker of the Indiana General Assembly, Brian C. Bosma, with our *Friend of Children* award at our Annual Conference. We honored Speaker Bosma for his leadership on behalf of children and families throughout the state. For example, the Speaker raised awareness about why the state is investing in the future and potential of children in the child welfare community through his *Foster Hope for the Future* initiative. He has also been steadfast in his support of adequate funding for the Department of Child Services.

The Public Policy committee also advocated for inclusion of child welfare agencies in the DCS evaluation that Governor Eric Holcomb commissioned from the Child Welfare Policy and Practice Group (CWG). While the eventual evaluation focused almost exclusively on internal DCS issues, CWG did include a recommendation to work more closely with the provider community in general and on specific issues such as existing audit practices.

In a memorandum to CWG, IARCA laid out the inefficiency, redundancy, and scattershot nature of existing DCS audits. The research for the memorandum was then used throughout the year to discuss legislation related to DCS's audit process with members of the General Assembly. IARCA expects to support such legislation in 2019 alongside legislation balancing workforce readiness with Indiana's professional licensing laws.

Families First Prevention Services Act

The Public Policy Committee has also been active in advocating for the interests of children and families following Congress's passage of the Families First Prevention Services Act (FFPSA). Committee Chair, Sharon Pierce, and IARCA staff met with federal lawmakers and their staff on how FFPSA will affect Indiana. The Committee also advocated for DCS and the Holcomb Administration to actively engage in the national dialogue around FFPSA to make sure it is a positive and sustainable change to federal law.

At the same time, IARCA has been meeting regularly with DCS leadership to strategize about Indiana's FFPSA implementation plans. IARCA supports DCS's decision to delay implementation by a year and is urging the agency to include providers in a transparent implementation process.

Home-based Work Group

A big focus of the home-based work group in 2018 was advocating for a rate structure and policy that fully compensates providers for the services they provide. Home-based rates are just now at levels they were in 2011 prior to a large reduction. Complicating the picture are DCS policies that explicitly do not compensate home-based providers for time spent on tasks that are required or necessary.

Indiana Association of Resources & Child Advocacy (IARCA)
and the Indiana Coalition of Family Based Services (Coalition)
Position Paper on Home-Based Services Rates
November 2018

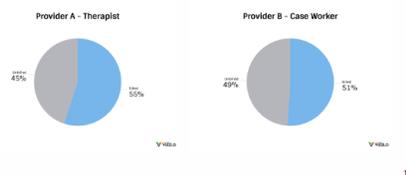
Position: Following the passage of the Family First Prevention Services Act (FFPSA) and the release of the Child Welfare Policy and Practice Group's *Evaluation of the Department of Child Services*, DCS has a rare opportunity to increase its ability to successfully keep families together and reunite families when temporary separation has been unavoidable. DCS's partners who work directly with children and families through home-based services are integral to successfully turning these opportunities into better outcomes for children and families.

Home-based service providers who are members of IARCA and/or the Coalition are excited about the increased focus on the services they've been providing for decades. Unfortunately, DCS's existing rates are compromising the ability of these providers to make the necessary investments in personnel and infrastructure that will result in the service capacity that DCS says it wants and that will most benefit children and families.

Limitations of current rates: For most of the last decade, DCS has paid substandard wages to its home-based partners. DCS made unilateral and drastic cuts to the 2008 rates in mid-2011. Incrementally seven years, rates for a few services have been restored to 2011 levels. Yet, per the U.S. Bureau of Labor Statistics, inflation alone between 2011 and today has increased costs by 15%. Therefore, these rates represent a 15% decline in real dollars. And, rates for other services are actually less than those set in 2009 - without factoring in inflation.

In addition to low rates, home-based providers struggle with DCS rate structures that leave a significant amount of required work unbillable. DCS rightfully requires provider staff to participate in training, report writing, supervision, travel, and repeated visits with marginally engaged clients but then fails to cover related costs.

Four Indiana agencies analyzed time their staff spent on required tasks that they could bill for vs required/necessary tasks that could not be billed. In each, the agencies were unable to bill for a significant amount of time a staff member spent working.



For a second time, IARCA and the Indiana Coalition of Family Based Services worked together to survey members and write a policy paper on DCS's inadequate support of its home-based partners. A few highlights from the paper:

- A comparison of billing records and timesheets for therapists and case workers from four home-based providers shows that DCS fails to compensate providers for 45% to 60% of time staff spend working with DCS children/families.
- Indiana home-based providers struggle to pay competitive salaries because of DCS rates. Providers continue to experience high turn-over among staff who cited "leaving for a higher paying job" as the most frequent reason for resigning.
- All 33 agencies who participated in the survey reported turning away referrals last year. Combined, the agencies turned away more than 3,600 home-based therapy referrals.

DCS's home-based partners face these challenges at exactly the time that their services are most needed. FFPSA creates new opportunities for federal funding of prevention services provided when children are living with their birth parent/parents or another relative. Intervention at this stage is widely believed to be the best way to keep children safe and prevent the negative consequences that come from removal. However, DCS is not investing in home-based providers in a way that will allow them to build the capacity to take advantage of this opportunity.

IARCA and Coalition members presented the paper to DCS leadership and urged them to take quick action on increasing investment. At this time, no increased investment has resulted.

Foster Care Work Group

Among other priorities, the Foster Care Work Group advocated for more timely processing of foster home license applications and relicensure applications. Building on advocacy from past years, the Work Group engaged with DCS leadership throughout the year to push for quicker, more efficient approval of applications.

Currently, DCS licensing staff review foster home applications line-by-line regardless of the qualifications and experience of the licensed child placing agency (LCPA) staff supporting the application. Too often, this review leads to applications returned for questions that appear to be nonsensical, already answered within the application, or unrelated to child safety. Increasingly, this has been true of applications for relicensure too. Each question delays an application for weeks or months.

As a consequence, some families in potential foster homes who have submitted applications develop mistrust of DCS or even their LCPA staff. Some get so discouraged that they withdraw their application altogether. At a time when Indiana is in need of qualified, compassionate homes, inexplicable delays at the licensure level are becoming a larger and larger problem. And, as FFPSA emphasizes a federal priority for children to be in a home setting, these homes, particularly those that provide therapeutic foster care, are needed more than ever.

The Foster Care Work Group has been clear that efficient, effective review of applications by DCS is needed and desired. However, agencies that have a long track record of recruiting, training, and supporting successful foster care homes should not be subject to line-by-line reviews of every application. The Work Group has argued that DCS resources would be better deployed if they simplified the licensure process foster home working with LCPAs who have met a certain performance metric and provided additional support to those who face the most challenging environments.

Throughout 2019, IARCA will continue to track the progress of this effort and find additional ways to make the case in a compelling, common-sense manner.

Medicaid Work Group

In addition to continuing to support each other with discreet Medicaid issues, the Medicaid Work Group identified a handful of shared concerns that pertained to working with Managed Care Entities (MCEs) in the state. The Work Group then invited representatives from four MCEs, Anthem, CareSource, MDWise, and MHS, to a “town hall” to better understand how the entities and agencies could work better together.

Representatives from all four MCEs met with staff from about 15 IARCA member agencies for two hours to work through concerns related to credentialing, third-party insurance, and 90-day lookbacks. Participants found the conversation to be very helpful in understanding where procedures go wrong (and what to do when they do) and what changes may be in the offing.

For instance, the MCEs shared updates on the state’s plan to create a credentialing portal to allow providers to submit one application that will apply across MCEs. The MCEs also highlighted issues that the group could work on collectively in advocating for improving state processes in order to realized better outcomes for children and families.

Residential Work Group

In addition to exploring the implications of the Every Student Succeeds Act, the Residential Work Group spent a good deal of time preparing for the eventual implementation of FFPSA. A cornerstone of the new law is that federal funds for long-term residential placements will - generally - only be allowed if the child is placed in a facility that meets certain requirements known collectively as a Qualified Residential Treatment Program (QRTP). QRTP covers seven criteria including: accreditation, trauma-informed programming, meaningful efforts for family involvement, 24/7 nursing services available (but not necessarily onsite), and provision of six months of aftercare services.

The Work Group prioritized accreditation for 2018 (see below) and will focus on unpacking many of the other requirements in 2019.

Accreditation Support

For more than a decade, IARCA has encouraged member agencies to seek appropriate accreditation and supported their efforts to become accredited. The inclusion of accreditation in the QRTP



requirements of FFPSA lit a fire under this effort in 2018. IARCA invited representatives from the Council on Accreditation, CARF International, and the Joint Commission on Accreditation to a day-long seminar to discuss the different kinds of accreditation and answer pressing questions from agencies considering becoming accredited.

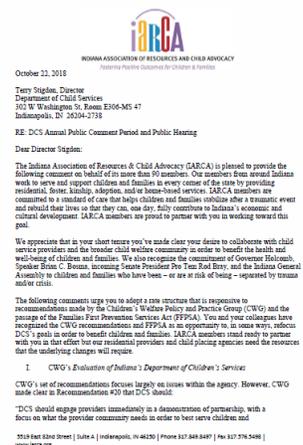
Staff from 25 member agencies attended the event. In addition to time for a big group discussion, the accreditation representatives also met one-on-one with agencies to answer more specific questions. Following the event, about a dozen members worked collaboratively to invite the CARF representative back to Indiana for a three-day intensive workshop on preparing for accreditation.

IARCA will continue to prioritize accreditation support in 2019. Including supporting EAGLE Accreditation's efforts to be recognized by the Department of Health and Human Services and working with DCS to cover accreditation costs in the year they are incurred.

Cost Reports and Rate Setting

In addition to hosting Dave Destefano's Cost Report Training again in 2018, IARCA advocated for changes in DCS's cost report practices. Recognizing that both the CWG evaluation and FFPSA argue for stronger investment by DCS in its residential and foster care partners, IARCA submitted a letter to DCS outlining steps it could take under current Indiana Administrative Rules to better support its partners, including:

- More effective use of the adjustment process to mitigate some of the problems in the two-year lookback practice;
- Allowing non-profit providers to recover an operating margin equal to the profit margin available to for-profit providers; and,
- Allowing partners to recover accreditation costs in the year they are incurred.



Training Project

IARCA's Training Project continues to grow in scope and ambition. This fall, IARCA restructured our staff and created the position of Training Project Coordinator in order to increase our focus on providing the most relevant, effective, and attractive training and capacity building opportunities possible. This restructuring brought together our work on training seminars, the Leadership Symposium, and the Annual Conference.

At the end of the 2018, the related Work Groups reorganized themselves into three distinct, but related Work Groups: Training Seminars, Leadership Symposium, and Annual Conference. This structure allows members to participate in these initiatives in a more discreet way with the Coordinator bridging the different aspects of her project to build consistency and scope.

Training Seminars

Through 13 training seminars held in locations throughout Indiana, 419 participants completed thousands of hours of training. IARCA instituted a two-step follow-up survey (administered at two months and six months) to better assess how our trainings are affecting the services that participants provide. Across the board, participants who responded to the follow-up surveys had positive experiences and were using the skills and knowledge from the training in their jobs.

Because of the support of Lilly Foundation and the Anthem Blue Cross and Blue Shield Foundation, IARCA is able to keep costs for these seminars low for member organizations. On average, a participant from a member organization pays about 1/3rd of the actual cost associated with the training. Additionally, many of our member agencies host trainings at no cost to IARCA. This allows us to offer trainings throughout the state and larger trainings in Central Indiana. IARCA is deeply appreciative of this support which makes it possible for us to increase training for child welfare professionals.

We already have 15 training seminars scheduled for 2019 taking place in locations statewide. One new training we are offering is focused on spotting and addressing secondary trauma. IARCA is partnering with Vital Hearts to provide this one-day introductory training in six locations through the first half of 2019.

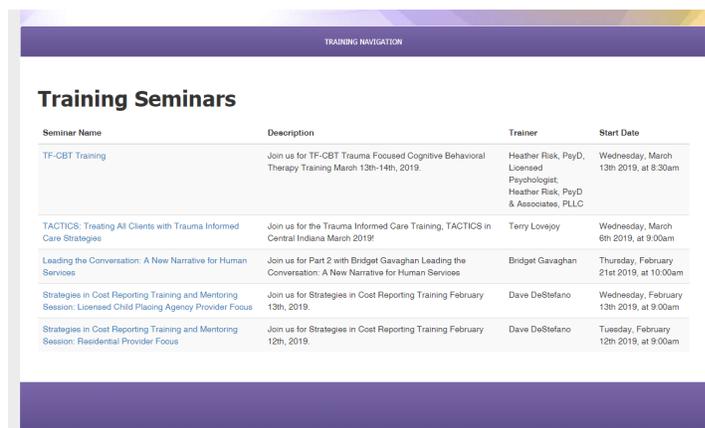
Leadership Symposium

In May, IARCA brought together 50 participants for our annual Leadership Symposium. Tony Moore provided the keynote presentation. His seminar was very well received - so much that we're inviting him to present at the 2019 Annual Conference. The 2019 Leadership Symposium is scheduled for May 9 and 10 in Brown County.

Annual Conference

More than 300 conferees from 84 member and non-member agencies attended the 2018 Annual Conference. Among the dozens of presenters, DCS Director Terry Stigdon joined us with a keynote address and Associate Director Todd Meyer held a leadership roundtable. We also had an inaugural Senior Leadership Seminar presented by Bridget Gavaghan of the National Human Services Assembly.

The 2019 Conference is scheduled for September 11 and 12 in Indianapolis.



Seminar Name	Description	Trainer	Start Date
TF-CBT Training	Join us for TF-CBT Trauma Focused Cognitive Behavioral Therapy Training March 13th-14th, 2019.	Heather Risk, PsyD, Licensed Psychologist, Heather Risk, PsyD & Associates, PLLC	Wednesday, March 13th 2019, at 8:30am
TACTICS: Treating All Clients with Trauma Informed Care Strategies	Join us for the Trauma Informed Care Training, TACTICS in Central Indiana March 2019!	Terry Lovjoy	Wednesday, March 6th 2019, at 9:00am
Leading the Conversation: A New Narrative for Human Services	Join us for Part 2 with Bridget Gavaghan Leading the Conversation: A New Narrative for Human Services	Bridget Gavaghan	Thursday, February 21st 2019, at 10:00am
Strategies in Cost Reporting Training and Mentoring Session: Licensed Child Placing Agency Provider Focus	Join us for Strategies in Cost Reporting Training February 13th, 2019.	Dave DeStefano	Wednesday, February 13th 2019, at 9:00am
Strategies in Cost Reporting Training and Mentoring Session: Residential Provider Focus	Join us for Strategies in Cost Reporting Training February 12th, 2019.	Dave DeStefano	Tuesday, February 12th 2019, at 9:00am

Outcomes Project

Heading into its third decade, the IARCA Outcomes Project is known nationwide as a rich resource for transparency and data. Fifty-three agencies actively participated in the project in 2018. IARCA presented on the project at the Children’s Welfare League of America Annual Conference with an emphasis on measuring resiliency. Some additional highlights from the year:

Outcomes 2020

Launched at the beginning of the internet revolution, the Outcomes Project has been updated over the years but never comprehensively retooled to take advantage of advancements in technology. Recognizing modern data demands, the Project Task Force and IARCA staff are undertaking an initiative to update data collection tools while maintaining fidelity to the principles and vision that launched the project.

As part of Outcomes 2020, we’re asking big questions about what we are measuring and what we could be measuring. We’re looking at changes in how we frame outcomes and which components of child welfare services are currently missing from the Project. We’re also investigating what can now be accomplished with modern data collection and an evaluation of which of those advancements we want to incorporate.

Driving this work is a fidelity to two things:

- The collection and analysis of useful data that informs participating agencies and answers questions from key stakeholders
- Maintaining or reducing the current data collection burden on participating agencies

Outcomes 2020 is being done in conjunction with leading academics, member agencies, and DCS to ensure that the Project is just as relevant for the next twenty years. It’s a significant undertaking and one that we don’t take lightly.

If your agency has thoughts on how the Project could be even more useful to Indiana’s child welfare community or your agency, please reach out the Outcomes Coordinator, Mark Hess.

Family View Work Group

A subset of members of the Task Force have been working hard to expand the data view of the Project to include data on families. Home-based participants in particular have been integral to this initiative which will add functionality and value to providers working as closely with families as with children.

The Outcomes Project was designed to track children’s progress. Until the development of the Family View, there was no way to similarly track outcomes based on family progress.

The Task Force has completed initial development of the tool, and it is currently being reviewed by the Project’s technology partners for coding and beta testing. We expect the new tool will be online and in use by early spring 2020.



IARCA Board

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