

Work Plan for Recruitment and Retention of Foster and Adoptive Homes

Link to the Task Force Report: http://dss.mo.gov/cd/pdf/fc_report.pdf

Expand Support for Resource Families

Goal 1, 6 and 9: *Expand Support for Resource Families*

Goal 11: *Invest in What Works*

Goal 14: *Research and Assess the Use of Team Decision Making and Develop a Plan to Establish it in Other Parts of the State*

Resource Supports Workgroup (Tasks 1, 2, 12 and 14) Team Lead: Amy Martin

Task 1: Develop and employ “real time feedback” tool to determine, on an ongoing basis the status and support needs of foster parents.		
Action Steps Necessary to Complete:	Responsible Team Members:	Due Date:
<ol style="list-style-type: none"> 1. Develop a central real time e-mail address constantly monitored by foster care associations who can then address support needs for referral to the Children’s Division or Contracted Case Manager. 2. Explore provision of the service with the Foster Care Associations. <p>Note: Checks and Balances with a need to reinforce importance of working through channels before seeking help from associations. Encourage innovation with focus on best practice. Use of an updated contact list from each agency allowing interface between agencies and foster care associations.</p>	<p>Emily Montgomery Elizabeth Tattershall Christy Collins Crystal Wilson Lori Ross-MFCAA Melanie Scheetz-FACC Jim Braun designee-Youth in Need Lisa Tackett-MBCH Jan Joeckel-FACC Lisa Weman-MACF DFAS Representative Nickie Steinhoff-FACC Jay Tioleco-Central MO MFCAA Lou Tennyson-MACF</p>	7/2013
<p>Task 2: Develop and implement additional support for foster and adoptive parents:</p> <ul style="list-style-type: none"> Realign resources so highly-skilled resource providers are compensated to provide mentoring and “on the job training” to new foster, relative, kinship and adoptive families • Encourage more foster and adoptive parent support groups • Develop peer-to-peer support network • Match seasoned foster parents with new foster parents to serve as mentors • Enhance use of foster parent mentors, including flexible use of funding to pay for this service 		

<p>Midwest Foster Care and Adoption (MFCAA) and Foster Adoptive Care Coalition (FACC) to lead the development and Children’s Division staff to support via policy or practice changes.</p> <ul style="list-style-type: none"> • Enlist Foster Parents to sign up to be mentor foster parents • Enlist Lead Foster Parents to begin support group • Identify best mentor foster parents by nomination and identify qualifications. • Explore flexible funding for payment of service <p>Note: Explore Minnesota ASAP project for Mentoring Foster Parents and NACAC Support Group Training</p>		1/2014
<p>Task 12: Public and private agency staff should provide support services to families</p>		
<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Utilizing the real time feedback tool from Task 1 necessary support services could be determined and developed 		8/2013
<p>Task 14: Encourage the development and ongoing operation of support groups:</p> <ol style="list-style-type: none"> 1. Support the efforts of local foster parent groups to provide retention services in their communities, including funds and other resources 		
<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Focus group to determine retention services and fiscal impact 2. Assess fiscal impact of desired strategies. 3. Encourage grant requests to the Recruitment and Retention Fund Board 		4/2013
<p>Service Array Workgroup Tasks 13, 15, 18 and 20 Team Lead: Wade McDonald</p>		
<p>Task 13: Improve response to resource family respite needs:</p> <ul style="list-style-type: none"> • Support quarterly respite events • Allow respite services for resource providers for shorter increments of time as opposed to the current 12 hr. increments • Ensure timely payment • Enhance availability of resources to address respite needs for higher levels of care 		

Steps Necessary to Complete:	Responsible Team Members:	Due Date:
<ol style="list-style-type: none"> 1. Plan quarterly respite events 2. Review respite and childcare policies 3. Review payment process with payment unit to ensure timely payment 4. Recruit and increase number of higher level respite providers 	MFCOA and FACC Alicia Jenkins Gus Dawson Sheila Tannehill Leanne Leason/FACES Melanie Scheetz-FACC	6/2013
<p>Task 15: Examine alternative service array enabling residential treatment providers to extend more family based services to resource families and biological families when transitioning children to homelike settings:</p> <ol style="list-style-type: none"> 2. Provide wraparound services such as schools located on the grounds of residential treatment centers, recreational activities, group and individual therapy, respite, peer socialization, and caregiver support groups, summer day programming for special needs kids. 		
Steps Necessary to Complete:	Responsible Team Members:	Due Date:
<ol style="list-style-type: none"> 1. Explore availability of services listed and ability to develop resources 2. Review fiscal impact 	Randy Yancey Sheila Tannehill Amy Martin Crystal Wilson Christy Collins Fred Proebsting Ann Tucker-Great Circle Ryan Dowis-Cornerstones of Care Jan Greninger-MBCH Chuck Phillips-MBCH	3/2013
<p>Task 18: Evaluate foster care reimbursement, identify a suitable payment methodology, and adjust rates accordingly</p> <p>Review adequacy and allocation of funds/resources to develop and sustain support services</p> <p>Realign existing and additional resources to support resource families, which includes, but is not limited to, more flexible use of funding to support recruitment, retention, mentors, respite, and placement stability</p>		
Steps Necessary to Complete:		Due Date:

<ol style="list-style-type: none"> 1. Evaluate foster care reimbursement rates Review rate structure, Look at prior research on elevated needs, Reach out to national consultants for assistance. 2. Evaluate availability and flexibility of funding for support services identified by other committees. 	<p>Lori Ross-MFCAA Carmen Schultz-Great Circle Greg Eschele-Family Resource Center Melanie Scheetz-FACC</p>	<p>On hold pending litigation</p> <p>10/2013</p> <p>1/2014</p>
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Task 20: Review incentive-oriented, performance-based foster care. Incentives would include placement stability, sibling placement together, therapeutic foster care providers, and high school graduation

Steps Necessary to Complete:		Due Date:
1. Research incentivized foster care tie to Task 10	<p>Elizabeth Tattershall Ramona Conrad-Cooper-MBCH Melanie Scheetz-FACC Sheila Buie-Great Circle</p>	3/2013

Team Decision Making Group
Task 25 Team Lead: Tena Thompson

Research and Assess the Use of Team Decision Making and Develop a Plan to Establish it in Other Parts of the State

Steps Necessary to Complete:	Responsible Team Members:	Due Date:
<ol style="list-style-type: none"> 1. Work with St. Louis City to capture data and assess effectiveness <ol style="list-style-type: none"> 1. Develop TDM protocol for implementation in St. Louis Co. and evaluate for phased in replication in other counties 2. Education of court/Judges <p>Note: Presentation to this group in the future by Susan and Tena, Consultation with Anne E Casey Foundation and Case Family Programs</p>	<p>Christy Collins Crystal Wilson Susan Rusk Susan Shelton Tena Thompson Lori Ross-MFCAA Barbara Kane-FACC Pam Jaudes-Great Circle</p>	4/2013

Elevated Needs Group

Tasks 9 and 24 Task Lead: Christy Collins

Task 9: Research best practices for increasing the maximum number of placements of children with elevated behavioral or medical needs in a licensed foster home

Steps Necessary to Complete:

1. Research best practice approaches consistent with COA standards

Elizabeth Tattershall
Phyllis Hackman-Foster Parent
Tammy Spears-MFCAA
Eric Philson-State Foster Care Advisory Board
Marilyn Nolan-Alternative Opportunities
Judy Finnegan-DMH

Due Date:

3/2013

Task 24: Develop a model of therapeutic care that is Medicaid reimbursable to include support for therapeutic care foster parents

- Develop a foster care performance model to enhance access to federal funds

Steps Necessary to Complete:

1. Research therapeutic care in other states and licensing of providers
 2. Research reimbursability through Medicaid
- Note: Discuss with Casey Family Programs as well as Consultant with Cornerstones of Care.

Responsible Team Members:

Christy Collins
Sheila Tannehill
MO HealthNet Representative
Ryan Dowis-Cornerstones of Care
Bonnie Neal-DMH
David Burch-MBCH
Melanie Scheetz-FACC
Sheila Buie-Great Circle

Due Date:

4/2013

Training

Goal 2 and 7: Enhance Training and Professional Development

Goal 3: Increase Focus on the Use of Relative and Kin Providers

Goal 8: Enhance consistency across state and among providers

Goal 5: Increase Mutual Understanding of the Importance of Roles and Relationships

Training Workgroup

Tasks 3, 4 and 6 Team Lead: Elizabeth Tattershall

Task 3: Review, expand, reenergize and revise training and professional development for foster parents to ensure it is relevant and useful, including, but not limited to:

- De-escalation training-Best Practice
- Programs which provide an emphasis on sibling connections
- Training specific to the needs of foster parents (e.g. how to deal with teens; parenting with love and limits)
- Education on the impact of trauma, brain development, and trauma informed care
- Employ alternative approaches to classroom training (e.g. weekly coaching)
- STARS and Spaulding Adoption Pre-Service Training or other designated Pre-Service Training Approved by Children’s Division Policy

Refine and improve the program of training and professional development, and focus on improved training for all levels in a continuum of care:

3. Utilize competency-based, strength-based evaluation system instrument to help foster families identify their strengths and growth areas, and use for targeted training and to identify families that would be outstanding foster family mentors
4. Improve the quality and relevance of pre-services and in-service training for foster and adoptive parents to ensure they have the skills needed to care for children
5. Ensure improved and accessible training is available to every resource provider regardless of location and schedule
6. Create/identify training enhancements and increase specialized home development
7. Reduce time required for potential resource family to begin pre-service training
8. Individualize ongoing training and support of foster parents
9. Combine foster care, adoption, reunification, and other permanency options into one pre-service training

Steps Necessary to Complete:	Responsible Team Members:	Due Date:
<ol style="list-style-type: none"> 1. Children’s Division staff to Identify, through Professional Development Plan, the training needs. 2. Explore curriculums which meet the needs as identified by foster parents through the Foster Care Advisory Board. 3. Procure the training rights and arrange training for Foster Parents 	Jeff Adams Christy Collins Emily Montgomery Karen Nolte or Rachel Neukirch-Children’s Home Society Ramona Conrad Cooper-MBCH Relda Owens-Matthews Tammy Spears-MFCAA Lou Tennyson-MA-CF Angie Swarnes-CD Laura Farmer-Lutheran Children and Families Nickie Steinhoff-FACC	3/2014

Task 4: Provide better education, for both foster parents and case managers, on the laws regarding placement decisions

Steps Necessary to Complete:		Due Date:
<ol style="list-style-type: none"> 1. Develop a training to educate foster parents and case managers on the legal issues around placement decisions 	Amy Martin Jeff Adams Christy Collins	10/2013

<p>Assess the current consumer survey for foster parents and review to ensure feedback sought is being requested. Review You, Me and the Kids model in Kansas City</p> <p>Worker shadow and Foster Parent shadow program or prepare a video capturing the life of a foster parent, role of the case manager.</p>	<p>Elizabeth Tattershall Carla Gilzow</p> <p>Wade McDonald FCCM Staff Kate Watson-Great Circle LINC for assistance with video presentation Caroline Bailey-MBCH</p>	6/2013
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Task 11: Eliminate barriers to the sharing of appropriate information with resource families by educating CD and private agency staff and resource providers on state and federal confidentiality laws and regulations

Steps Necessary to Complete:	Responsible Team Members:	Due Date:
Memo in process on info sharing	Elizabeth Tattershall Kelly Schultz-OCA Nickie Steinhoff-FACC Lou Tennyson-MACF	12/2012

Licensing and Practice Standards Workgroup

Tasks 16 and 17 Team Lead: Amy Martin

Task 16: Standardize the licensure practice, ensuring it is the same across the state, including making resources available so that all areas have timely access to training and assessment

Steps Necessary to Complete:	Responsible Team Members:	Due Date:
1. Explore paying travel and per diem to send prospective foster parents to training locations 2. Develop a centralized training calendar listing the FCCM and CD trainings for families to access	Elizabeth Tattershall Contract Management Staff Randy McDermit Dean Aye or Eric Philson-State Foster Care Advisory Board Melanie Scheetz-FACC Nickie Steinhoff-FACC	10/2012

Task 17: Increase consistency of practice from county to county/circuit to circuit

Steps Necessary to Complete:		Due Date:
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1. Conduct a practice audit	Task Force Members Regional Directors Susan Savage Meliny Staysa Janet Braker-Cornerstones of Care Nickie Steinhoff-FACC	10/2013
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Recruitment

- Goal 4: *Improve Recruitment of Resource Providers***
- Goal 10: *Improve Licensure Process***
- Goal 13: *Maximize use of Federal Funds and Private Dollars for Recruitment and Retention***

Resource Recruitment Workgroup
Tasks 5 and 7 Team Lead: Amy Martin

Task 5: Expand and intensify early efforts to identify relative options for children upon entry into foster care

Steps Necessary to Complete:	Responsible Team Members:	Due Date:
1. CW-103 and Attachments-Memo Release 2. Provide ongoing assistance/guidance to field staff on family engagement through Program Improvement Plan (PIP) phone calls 3. Infuse Extreme Recruitment principles in policy 4. Explore Specialized Position	Amy Martin-Lead Randy McDermit Crystal Wilson Amy Hanson-MACF Lori Ross-MFCAA Melanie Scheetz or Denise Kelley-FACC	4/2013

Task 7: Employ a broader range of recruitment strategies, including, but not limited to:
 Recruit relative or kinship providers as licensed providers for non-related children:

- Use of foster parents and older foster youth as recruiters
- Employ targeted recruitment for older youth and children with special needs including youth with disabilities such as hearing or sight impairments
- Recruit potential resource families by doing targeted outreach to individuals who are fingerprinted for other employment of licensing purposes
- Seek previously successful foster families who have closed their license

Steps Necessary to Complete:	Responsible Team Members:	Due Date:
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<ol style="list-style-type: none"> 1. Identify foster parents and older foster youth who would be good recruiters 2. Using these identified foster parents and older foster youth develop written materials, testimonials and sound bites to be used in recruitment 3. Coordinate with the highway patrol to provide foster parent recruitment information to individuals who receive clear record fingerprint results 4. Access closed foster and adoptive licensing/approval records over the past 5 years. Coordinate with the Foster Parent Advisory Board to reach out to these families to encourage their consideration of relicensing. 5. Ensure alignment with Dept. recruitment campaign 6. Access licensing records for relatives currently with placements and for the past 5 years and coordinate with the Foster Parent Advisory Board to reach out to these families as in Task 7. 7. Explore National Recruitment of Retired Military program. 	<p>Amy Martin-Lead Sarah Bashore John Steinmeyer Seth Bundy Elizabeth Tattershall Phyllis Hackman-Foster parent Robbi Haynes-MBCH Marilyn Nolan-Alternative Opportunities Jan Joeckel-FACC</p>	<p>6/2013</p>
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Pre-Screening Process Workgroup
Task 8 Team Lead Emily Montgomery

<p>Increase preliminary screening of potential resource providers to identify skill sets and type of children desired prior to pre-service training and home assessment</p>		
<p>Steps Necessary to Complete:</p>	<p>Responsible Team Members:</p>	<p>Due Date:</p>
<ol style="list-style-type: none"> 1. Research national screening or engagement tools 2. Develop a tool specific to Missouri 3. Attach the screening worksheet to the foster/adopt application 4. Develop a protocol for staff for screening with the families at time of in home meeting or orientation 	<p>Emily Montgomery-Lead Amy Martin Randy McDermit Dawn Hensley-MBCH Jennifer Johnson-MFCAA Marilyn Nolan-Alternative Opportunities Nickie Steinhoff-FACC</p>	<p>7/2013</p>

Dual Licensure Workgroup
Task 19 Team Lead Crystal Wilson

<p>Create a single license for potential resource families with the focus on permanency</p>		
<p>Steps Necessary to Complete:</p>	<p>Responsible Team Members:</p>	<p>Due Date:</p>

1. Research Dual Licensure States	Crystal Wilson -Lead Amy Martin Fred Proebsting Nickie Steinhoff-FACC	10/12
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Workgroup/Workplan Goals

Goal 12: Refine the Budget for the Department of Social Services

Goal 15: Build Consensus Across the State Regarding the Roles and Responsibilities of the Public and Private Partners in Doing this Work

Goal 16: Establish a Children’s Division Task Force to Continue Efforts to Assess and Enhance the Effectiveness of the Foster and Adoptive Home System

Financials, Planning and Data Workgroup

Task 21, 22, 23, 26, 27, 28, 29, 30 and 31 Team Leads: Sheila Tannehill, Meliny Staysa and Amy Martin

Task 21: Appropriate funds to the Recruitment and Retention Fund

Steps Necessary to Complete:	Responsible Team Members:	Due Date:
1. Identify available funds for appropriation	Sheila Tannehill-Lead	06/2013

Task 22: Establish a specific appropriation to fund the implementation of new ideas for system improvement and innovation that maximizes return on investment

Steps Necessary to Complete:	Responsible Team Members:	Due Date:
1. Identify systems of improvement and innovation 2. Determine fiscal impact 3. Identify plan to redirect existing dollars to support new methods 4. Determine PR campaign to raise awareness of the Recruitment and Retention Fund 5. Interface with the Recruitment and Retention Fund Board and make them aware of HB 431 Workgroup recommendations.	Sheila Tannehill-Lead Workgroup Members John Steinmeyer Randy McDermit Lori Ross-MFCAA Melanie Scheetz-FACC	06/2013

Task 23: Work with outside consultants to identify options for maximizing federal funding streams:

- Understand opportunities available through the use of Title IV-E waivers and make plans accordingly

Steps Necessary to Complete:	Responsible Team Members:	Due Date:
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<ol style="list-style-type: none"> 1. Identify consultants 2. Work with consultants to identify needs and options 	<p>Sheila Tannehill-Lead Matt Morris Carmen Schultz-Great Circle Ryan Dowis-Cornerstones of Care Sheila Buie-Great Circle</p>	6/2013
<p>Task 26: Evaluate the business need, in terms of resources and services delivery, to fully privatize recruitment and retention functions:</p> <ul style="list-style-type: none"> • Establish a pilot for full privatization of recruitment and retention services in two areas of the state. The pilot to begin in FY 13 and will continue for two years from date of implementation. One site should be a location with a strong contractor presence and the second should have little or no existing contractor presence. • The pilot will recognize the importance of providing a smooth transition to resource families and the consistency within the specific area 		
Steps Necessary to Complete:	Responsible Team Members:	Due Date:
<ol style="list-style-type: none"> 1. Determine rural and urban pilot area sites as described 2. Explore expansion to area with little or no contractor presence 3. Recommend Evaluation Measures 	<p>Amy Martin-Lead Exec Team Contract staff Research/Evaluation Ramona Conrad-Cooper-MBCH Paula Fleming-Great Circle</p>	4/2013
<p>Task 27: Recognizing the challenge with the current data, the Children’s Division will create a contract that provides clear and reasonable benchmarks</p>		
Steps Necessary to Complete:	Responsible Team Members:	Due Date:
<ol style="list-style-type: none"> 1. Identify the current data challenges 	<p>Meliny Staysa-Lead Dirk Elrod Becky Porter Carla Gilzow Lesley Pettit-Research and Evaluation Ryan Dowis-Cornerstones of Care QA staff person Jennifer Johnson-MFCAA Stacy Johns-CD Sheila Buie-Great Circle</p>	6/12
<p>Task 28: The plan should allow resource families to choose from among multiple private sector providers, where applicable</p>		
Steps Necessary to Complete:	Responsible Team Members:	Due Date:

1. Refer and Expand Task 22	Sheila Tannehill-Lead Elizabeth Tattershall Contract Management Staff Randy McDermit Sheila Buie-Great Circle	4/2013
Task 29: Prioritize and develop an implementation plan to further the recommendations of the Recruitment and Retention Task Force		
Steps Necessary to Complete:	Responsible Team Members:	Due Date:
1. Develop implementation plan	Amy Martin-Lead Ongoing Task Force Melanie Scheetz-FACC Mary Casada-Great Circle	10/2012
Task 30: Conduct research to assess evidence based or promising practices across the country		
Steps Necessary to Complete:	Responsible Team Members:	Due Date:
1. Conduct ongoing assessment 2. CD to share information gleaned from research	Amy Martin-Lead Ongoing Task Force Melanie Scheetz-FACC Mary Casada-Great Circle	On going
Task 31: Workgroup Responsibilities		
Steps Necessary to Complete:	Responsible Team Members:	Due Date:
1. Meet 3 to 4 times per year beginning in calendar year 2012 2. Produce an annual report outlining the progress in each of the recommendations/goals outlined 3. Sunset two years from implementation	Task Force-Lead Marta Halter	1/2014