



Financial Analysis & Reinvestment

New York State Permanency Summit

December 4th – Workshop Session 2
2:50PM (Room C)
Albany, NY
Albany Convention Center

Dennis Blazey,, Independent Child
Welfare Finance Consultant

James C Czarniak, Deputy Commissioner
Onondaga County DCFS

Presentation Overview

National Case Study (El Paso County, CO)

Dennis Blazey– 25 Minutes

Examples in New York (Onondaga County)

James C Czarniak– 25 Minutes

Questions and Answers – 10 Minutes





Financial Mapping and Forecasting and El Paso County, CO Example

Onondaga County, NY

James C Czarniak
Deputy Commissioner, Child Welfare
Onondaga County DCFS



Where we were when we started– October 2016

In Care Summary Report as of Sep 30, 2016 for ONONDAGA

[Go to Detail Report](#)

		In 24 Hrs Care	Absent
Total Number of Children in Foster Care		406	2
Race	White	177	0
	African-American	147	2
	Asian	7	0
	American Indian or Alaskan Native	7	0
	Native Hawaiian or Other Pacific Islander	0	0
	Other	0	0
	Multiple	44	0
Unknown		24	0
Hispanic Origin	Yes	43	0
	No	363	2
Status	In 24 Hrs Foster Care	406	0
	In Absence Status	0	2
Facility Type	Foster Boarding Home	221	0
	Approved Relative Home	7	0
	Congregate Care	116	2
	Institution	82	1
	Group Residence	1	0
	Group Home	5	1
	Supervised Independent Living	13	0
	Agency Operated Boarding Home	15	0
Other		62	0

DAYS IN CARE

	Total Days in Care				
	2013	2014	2015	2016	2017
Institution	22,956	25,228	28,087	29,722	23,994
Foster Boarding Home	70,840	81,293	86,563	86,719	88,751
Agency Operated Boarding Home	5,179	5,499	6,940	6,035	5,461
Group Residence	118	237	358	1,052	561
Group Home	765	471	1,434	1,705	1,461
Adoptive Home	206	0	0	44	365
Approved Relative Home	4,090	5,162	3,491	4,443	5,840
Supervised Independent Living Program	4,126	4,982	6,323	5,462	3,653
Other	843	437	102	1,154	232
<i>Total</i>	109,123	123,309	133,298	136,336	130,318
	2013	2014	2015	2016	2017
Congregate Care	33,987	36,854	43,244	45,130	35,362
Foster Boarding Home/Adoptive Home	71,046	81,293	86,563	86,763	89,116
Approved Relative Home	4,090	5,162	3,491	4,443	5,840
<i>Total</i>	109,123	123,309	133,298	136,336	130,318

- 83 Youth in Institutional Level Care, 21% of Care Days Institutional, \$16.8 million dollars (51% of Budget)
- 7 Youth in Approved Relative Homes
- Data Not Clear- 62 Youth in 'Other' Placements
- 66% of Youth in Home Based Care, 3% in Approved Relative Homes

Philosophy of Change

- Increase use of Approved Relative Homes to free up space in Foster Boarding Homes
- Increase the supports and rates for Foster Boarding Homes and Therapeutic Foster Homes
- Increasing supports in Foster Homes will take children currently in Institutional Level Care and prevent children from falling up to institutional level care
- Engage Voluntary Agencies in rates to keep youth close to home

First Steps...

- Get your data accurate. We had to fix the 'Other'
- Complete the Financial Analysis of where we were
- Convene Work Group to assist in setting 'Targets' to forecast impact when successful
- Set the Targets and Own the Targets!
- Create your Work Plan
- Strong Launch and Ability to Track Progress on Monthly Basis (Program and Finance)

From Setting Goals to Setting Strategies: The Work Plan (2017)

1st Quarter 1/1/17-3/31/17	Date Completed		2nd Quarter 4/1/17-6/30/17	Date Completed		3rd Quarter 7/1/17-9/30/17	Date Completed		4th Quarter 10/1/17-12/31/17	Date Completed
Permanency Data Sets Reviewed	3/1/17		Begin Triage Team review of incoming placement cases	7/1/17		Hire consultant to assist in development of KinGAP policies and procedures	8/1/17		Redefine contracts with voluntary agencies and CBO's with increased supports for relative/kin supports	Pending
Convene Local Implementation Team (LIT)	4/7/17		Finalize contract for expedited relative/kin foster care training	8/1/17		Begin 3-month reviews of youth in congregate care	10/26/17		Conduct system wide training on KinGAP policies and procedures	Pending
Develop policy requiring Admin approval for direct entry into institutional care	3/28/17		Finalize contract for expansion of Family Finding	Pending (Moved to 2018)		Finalize universal home study for relative and foster care placement	Pending (Moved to 2018)		Convene review group to review data from triage team and recommend gaps in service needs	Pending
Convene Stakeholder Group	3/23/17		Agency restructuring of Foster Care, Rel Plcmnt & Adoptions into Permanency Unit	4/1/17		Begin relative/kin training program	9/1/17		Policy on step-down rate for youth in institutional care	Dropped
						Launch new web-site with Kin section (www.fostercare.net)	Pending (Moved to 2018)		Convene Implementation Team to review Year 2 Plan	Pending

Low or No-Cost Strategies

- Front Door Firewall Policy: Require Admin Review of all Institutional Level Placements. Require a review process to require documented alternative placements including the use of enhanced and special rates.
- Leadership/Championing Change Process: Have a system of promoting the change and philosophy. Share articles, share success stories, find champions on the front line that support the initiative. Example: Created Permanency Workers, not Foster Care or Relative Placement Workers.

Target: 85% of Youth in Home Based Care by 2020

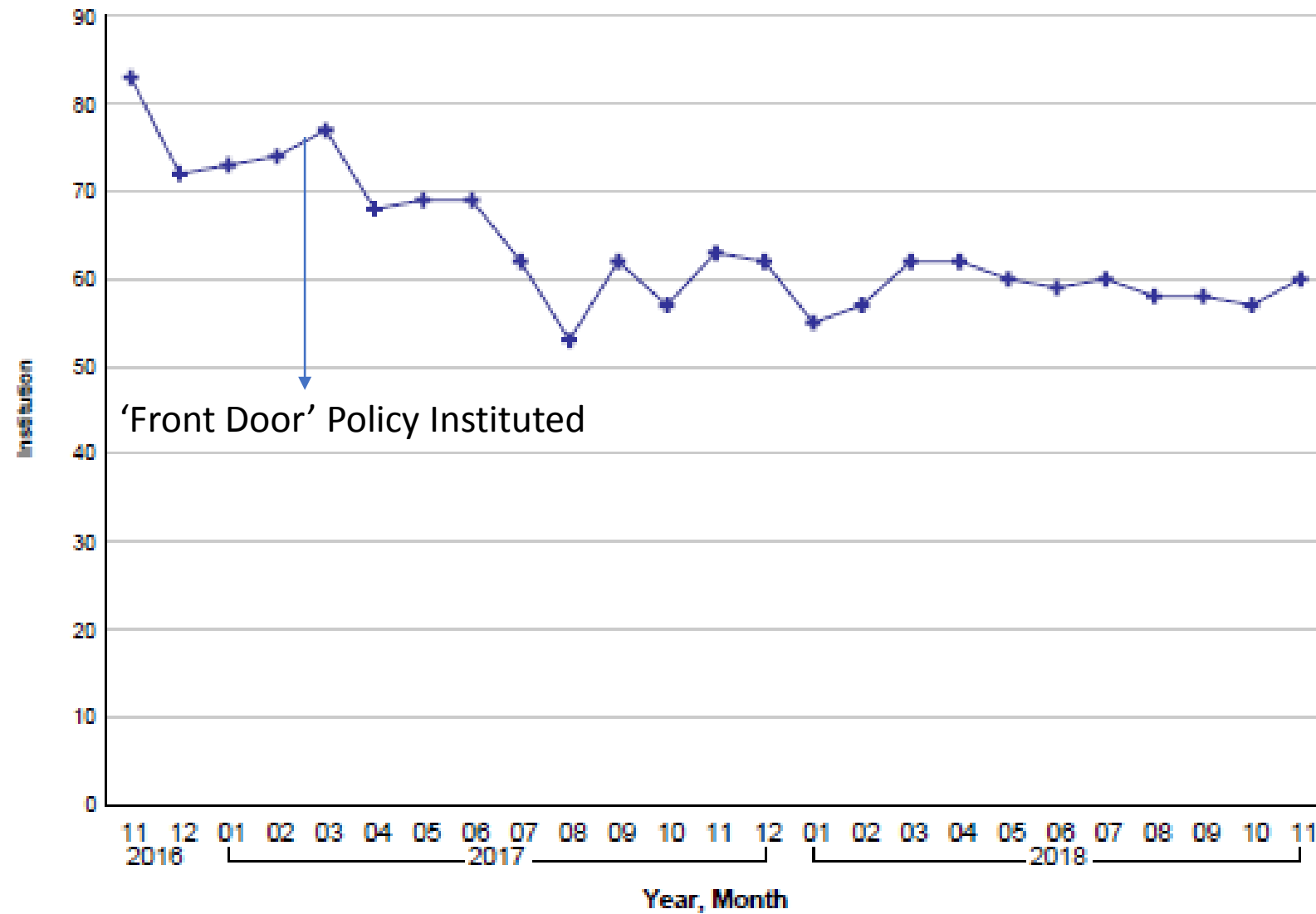
50% of Youth in Home Based Care are Kinship Placements

- You are what you measure: After sharing the philosophy, show the progress. Staff respond amazingly to what they are being measured on.

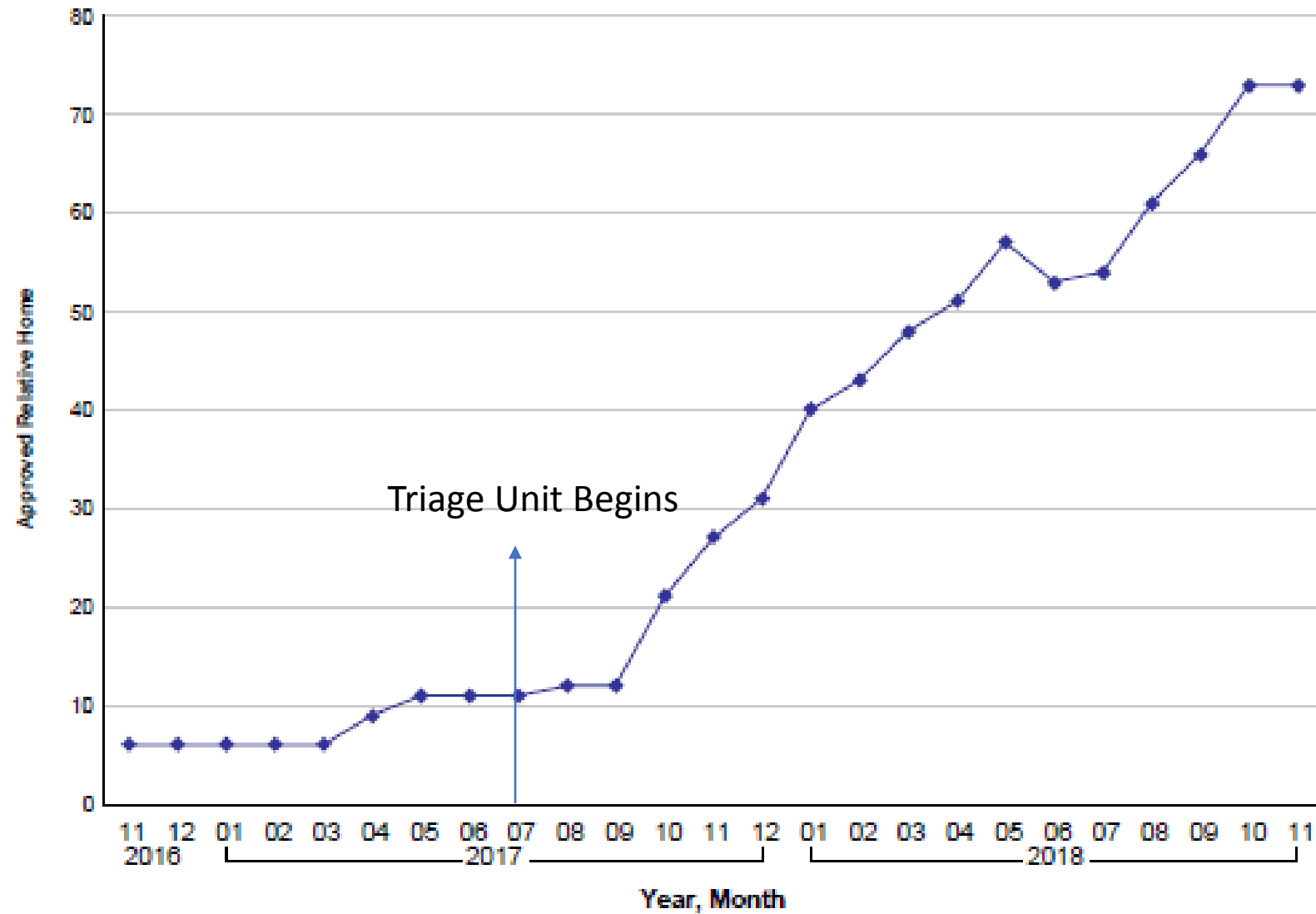
Triage Team

- Decision made with insight from Implementation Team that a smaller team would make more of an impact and that county workers would show real investment
- Redirected one Senior Case Worker and three Case Workers to get referred on every removal in the agency
- Focus of team is to assist and support any placements on a safety plan before court (provides vouchers for food, clothing, beds, and complete safety assessment for court and talk about certification or custody) or removals to foster care and the search for the right placement level begins (focus on kin).
- Team works until transfer to permanency worker and is the bridge between investigations and permanency and allows intensity to support the placement

25 Month Institution Trend



25 Month Approved Relative Home Trend

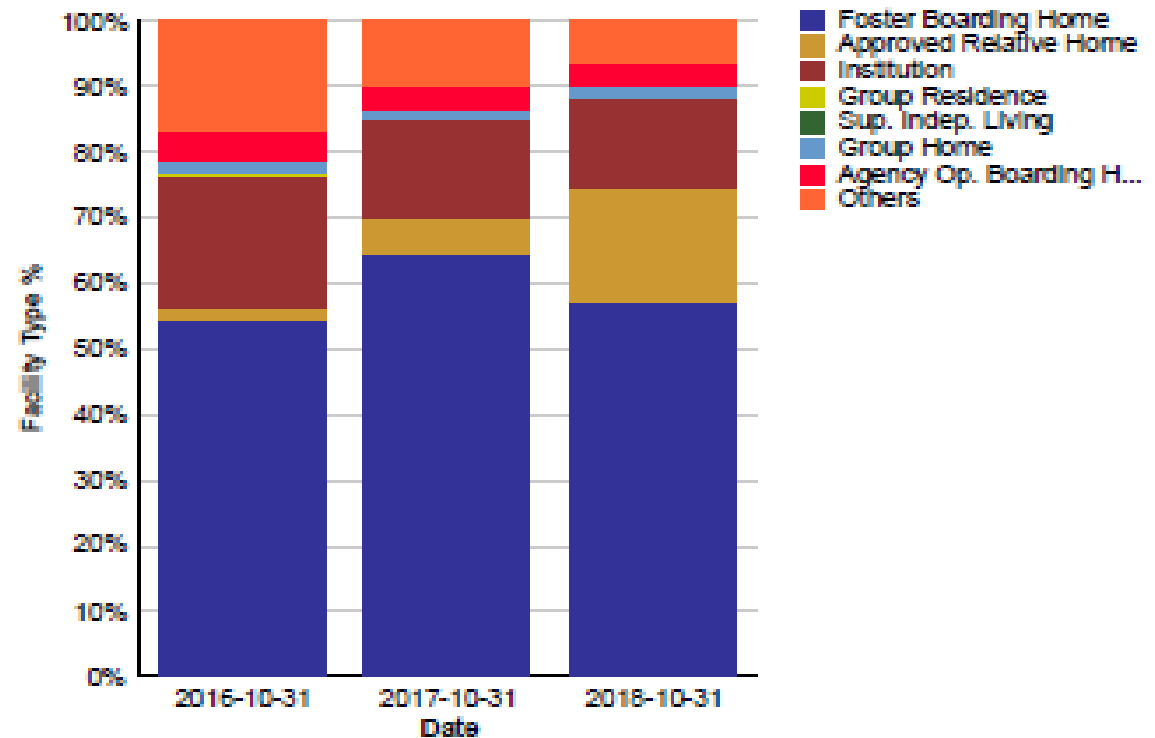


Foster Care In Care Detail Report

District: ONONDAGA

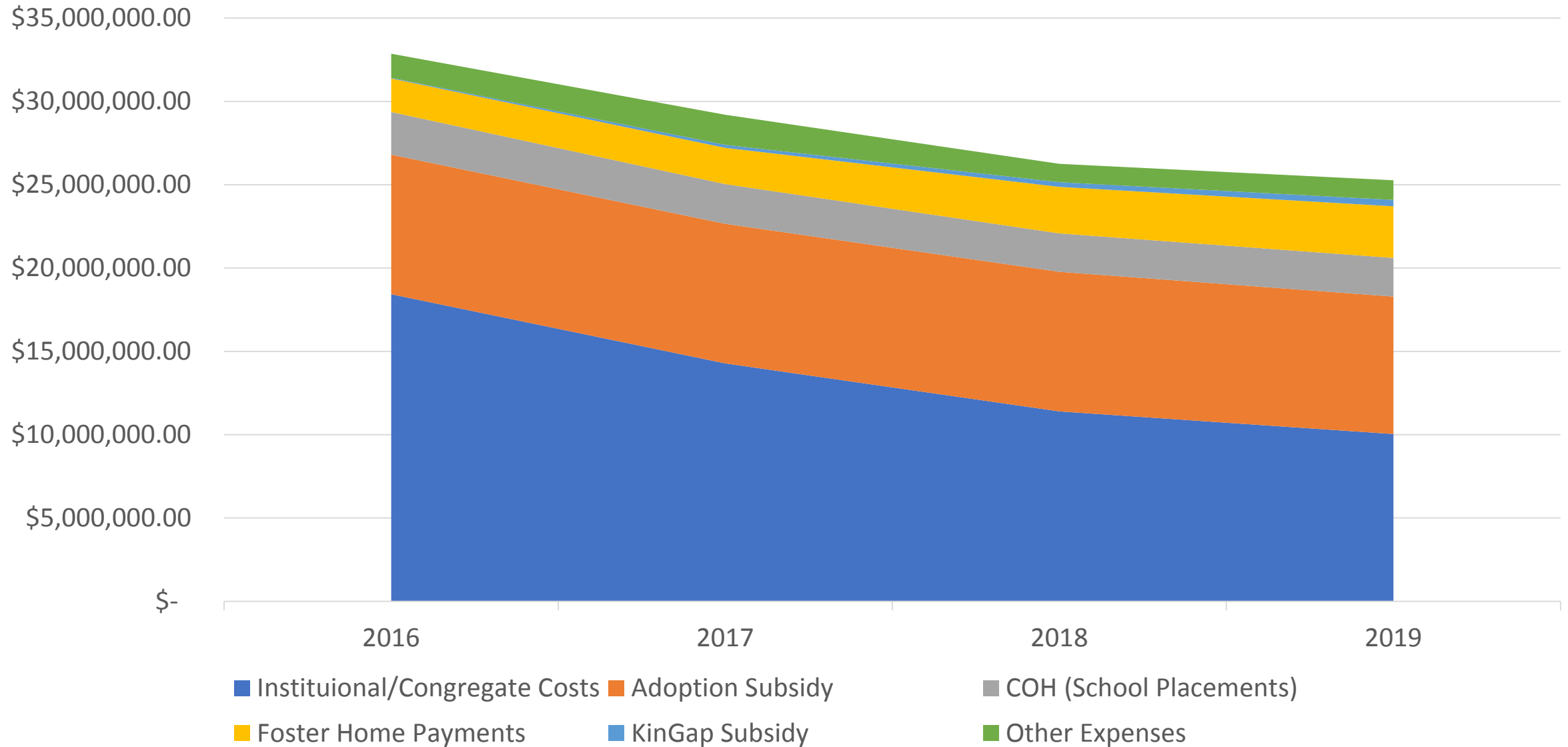
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Data as of

	Oct-16	Oct-17	Oct-18
In Foster Care	370	379	420
Facility Type			
Foster Boarding Home	202	244	240
Approved Relative Home	7	21	73
Institution	74	57	57
Group Residence	1	0	0
Group Home	7	5	8
Supervised Independant Living	0	0	0
Agency Operated Boarding Home	17	14	15
Other	62	38	27
Placement Type			
Placed in Local District	147	185	219
Placed in Voluntary Agency	239	205	211
ASFA Time In Care			
In Care 0-6 months	84	93	108
In Care 7-9 months	38	46	39
In Care 10-12 months	33	28	44
In Care 12+ Months	231	223	239

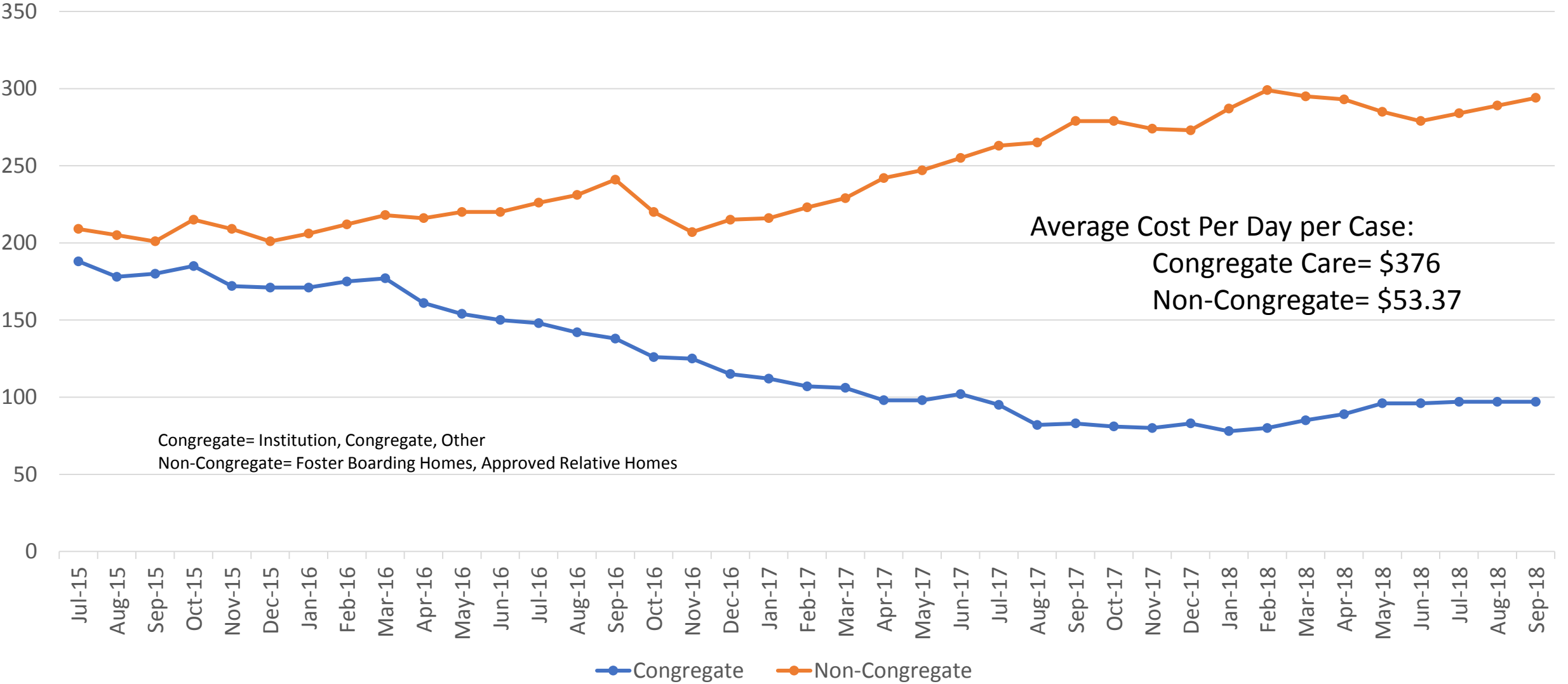


[OCFS Data Warehouse - In Care Summary Report by District](#)

Foster Care Costs by Type and Year



Census Trend Data
Congregate Care vs Non-Congregate Care
July 2015- Sept 2018



In Care Summary Report
as of Nov 30, 2018
for **ONONDAGA**

[Go to Detail Report](#)

		In 24 Hrs Care	Absent
Total Number of Children in Foster Care		409	8
Race	White	159	2
	African-American	160	5
	Asian	5	0
	American Indian or Alaskan Native	6	0
	Native Hawaiian or Other Pacific Islander	0	0
	Other	0	0
	Multiple	56	1
	Unknown	23	0
Hispanic Origin	Yes	33	1
	No	376	7
Status	In 24 Hrs Foster Care	409	0
	In Absence Status	0	8
Facility Type	Foster Boarding Home	229	1
	Approved Relative Home	74	0
	Congregate Care	84	7
	Institution	51	6
	Group Residence	0	0
	Group Home	5	1
	Supervised Independent Living	13	0
	Agency Operated Boarding Home	15	0
	Other	12	0

- 74 Youth in Approved Relative Homes, 57 Youth in Institutional Placement
- 77% of youth are in Home Based Placement, and 24% are in Approved Relative Homes
- Projected Budget of \$27.5 Million

Materials Referenced for Diagnostic

Foster Care Days

- <https://ocfs.ny.gov/main/reports/maps/default.asp>

DAYS IN CARE

Total Days in Care

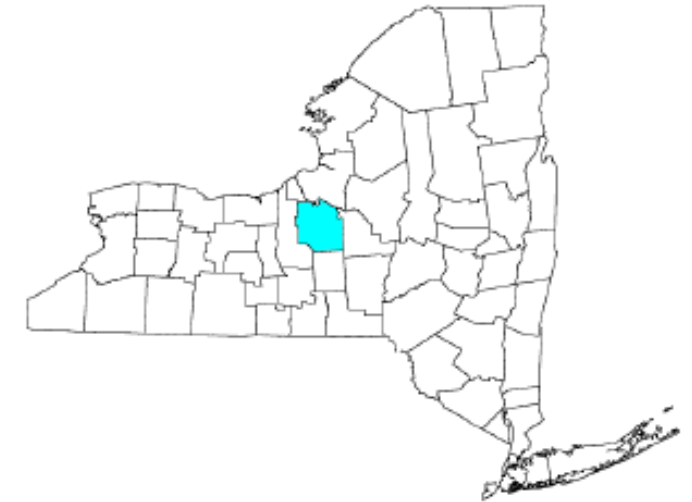
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2017 Monitoring and Analysis Profiles
With Selected Trend Data: 2013-2017

Child Protective Services
Foster Care
Adoption

Onondaga County



New York State Office of Children and Family Services
Office of Strategic Planning and Policy Development
Bureau of Research, Evaluation and Performance Analytics

What to Do From Here?

- Download your MAP data to get your care days for 2017
- Get Either Your Actual Costs Per Program Area for 2017, or look at your rate averages per placement level
- Complete the workbook for a 5% and 10% shift in case mix from Non-Family Based to Family Based Care and get your potential savings

Convene a team to help you figure out how to get to that target!

GOOD LUCK!

Materials Referenced for Diagnostic

Foster Care Rates

- <https://ocfs.ny.gov/main/rates/FosterCare/Rates/>

May 22, 2018

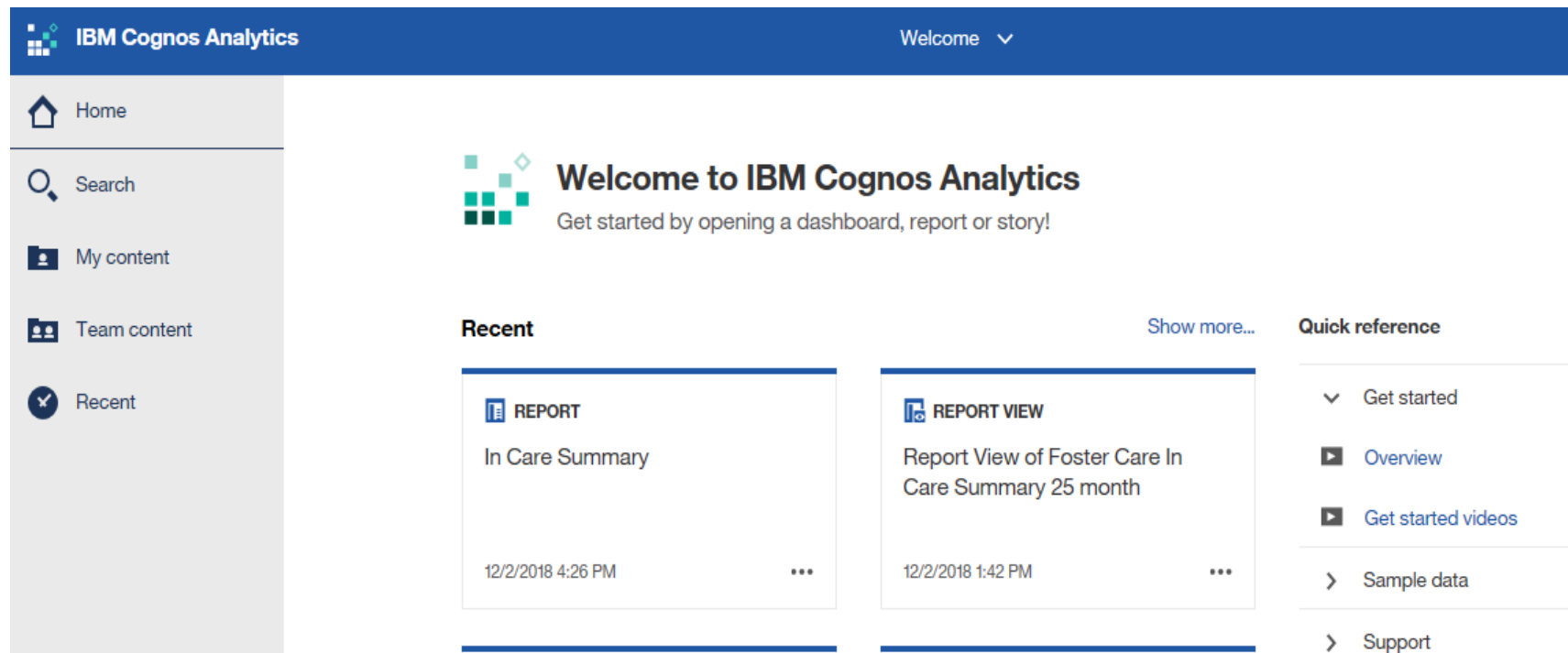
New York State Office of Children and Family Services
Standards of Payment System for Foster Care of Children
Maximum State Aid Rates for Voluntary Foster Care Agencies
July 1, 2017 – March 31, 2018

Agency Name	Agency Code	Rate Code	Program Name	Program Type	Rate	Begin Date	Program Class	Under Review
Abbott House	P10	D3	Westchester/Rockland GH	Group Home	294.03	7/1/2017	6	
Abbott House	P10	D4	Westchester (Special) GH	Group Home	294.08	7/1/2017	1	
Abbott House	P10	F	Regular FBH	Regular	38.52	7/1/2017		
Abbott House	P10	F3	Therapeutic FBH	Therapeutic	83.10	7/1/2017		
Access: Supports for Living (formerly Occupations, Inc.)	ICJ	D	Regular GH	Group Home	294.73	7/1/2017	6	
Access: Supports for Living (formerly Occupations, Inc.)	ICJ	D1	HTP GH	Group Home	455.66	7/1/2017	HTP	
Astor Home for Children	N14	B7	HTP INST	Institution	395.74	7/1/2017	HTP	
Astor Home for Children	N14	F3	Therapeutic FBH	Therapeutic	86.16	7/1/2017		
Awixa	U70	D1	HTP GH	Group Home	335.15	7/1/2017	HTP	
Baker Victory Services	T01	B6	HTP INST	Institution	353.83	7/1/2017	HTP	
Baker Victory Services	T01	B7	Multiple Diagnosis HTP	Institution	453.20	7/1/2017	HTP	
Baker Victory Services	T01	D	Regular GH	Group Home	292.15	7/1/2017	12	
Baker Victory Services	T01	F	Regular FBH	Regular	32.08	7/1/2017		
Behavioral Health Services North, Inc.	JC5	F	Therapeutic Foster Boarding Home	Therapeutic	74.14	7/1/2017		
Berkshire Farm Center and Services for Youth	P33	B	Regular INST	Institution	299.52	7/1/2017	6	

Materials Referenced for Performance Review

Cognos and Data Warehouse Reports

- In Care Summary
- Report View of Foster Care in Care Summary 25 month



Questions?

