

Indiana Department of Child Services

Annual Staffing and Caseload Report

to the State Budget Committee and Legislative Council

State Fiscal Year 2022

(July 2021 — June 2022)



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Executive summary

The Indiana Department of Child Services is entrusted with the wellbeing of Hoosier families and children in crisis. Some of the most integral among the agency's staff members are family case managers (FCMs). FCMs are the state's front line against child abuse and neglect. Maintaining manageable caseloads for staff members is critical to ensuring the agency provides the best service possible to those in need. This report serves to detail current staffing levels as they compare to ongoing need.

During State Fiscal Year 2022, Indiana law required DCS to abide by the 12/12/13 standard in accordance with the following code:

SECTION 2. IC 31-25-2-5, AS AMENDED BY P.L.128-2012, SECTION 86:

Sec. 5. (a) The department shall ensure that the department maintains staffing levels of family case managers so that each region has enough family case managers to allow caseloads to be at no more than:

(1) twelve (12) active cases relating to initial assessments, including investigations of an allegation of child abuse or neglect; or

(2) twelve (12) families monitored and supervised in active cases relating to ongoing in-home services; or

(3) thirteen (13) children monitored and supervised in active cases relating to ongoing services who are in out-of-home placements.

(b) The department shall comply with the maximum caseload ratios described in subsection (a).

Each year, DCS compiles an annual report for the Legislative Council and State Budget Committee detailing the agency's compliance with the staffing standard.

This report seeks to:

- Demonstrate agency efforts to recruit, train and retain FCMs
- Describe the methodology used to compute caseloads
- Indicate whether the statewide average caseloads for FCMs exceed agency standards, and if so:
 - Include a written plan to reduce caseloads
 - Identify best management practices and resources required to achieve effective and efficient delivery of child protection services

SFY 2022 year-end snapshot

- 1,615 field FCM staff (individuals currently carrying a caseload)
- 110 FCMs in training
- 207 additional FCMs needed to meet 12/12/13
- Eight of 19 regions met the 12/12/13 standard
- 13 of 19 regions had at least 90% of staff needed to meet the 12/12/13 standard
- Statewide staffing level met 89% of need

Note: DCS uses a six-month caseload average for reporting its compliance with the 12/12/13 standard. Not all cases are weighed evenly; e.g., in-home cases are weighted by case, while out-of-home cases are weighted by child.

Recruitment, retention and training of family case managers

The Indiana Department of Child Services is more than 4,000 strong, staffed by people committed to the well-being of Hoosier families and children. Of those employees, more than 2,000 are FCMs who provide critical support to Hoosier families and children in crisis. Every day, they connect those we serve with the services needed to help them recover from abuse or neglect. FCMs' dedication helps prevent future maltreatment as families rebuild and learn to provide a safe environment for the loved ones in their care.

Continuity of case management has a direct impact on the children and families the department serves. High FCM turnover can result in:

- Longer stays for children in foster care
- Delays in timely assessments of allegations of abuse and neglect
- Disruptions in child placements
- Increased rates of repeat maltreatment

Supporting family case managers is paramount to ensuring the best service for the children in DCS care. With that in mind, the agency is continually evaluating strategies to recruit the best candidates for child welfare work and retain those who have already dedicated themselves to this cause. Part of this process requires DCS to assure front-line staff members carry manageable caseloads.

Recruitment and retention

As Indiana's unemployment rate reached historic lows, DCS' talent-acquisition team faced a shortage of potential employees while current staff left the agency for other opportunities. In SFY 2022, DCS lost 941 FCMs, but gained only 602. This

presented the agency with twin goals of improving both recruitment and retention.

Human resources staff cast a wide net in the search for candidates, utilizing platforms such as Handshake, Indeed, Facebook, LinkedIn, Ascend, INvets and the Hoosier Talent Network. DCS HR collaborated with the communications divisions from DCS and the Indiana State Personnel Department to advertise job openings via social media, flyers and posters.

Walk-in interview events were conducted in local offices struggling to find candidates. These were advertised on social media and in job postings.

The agency conducted 15 job fairs — up from 10 the previous year — and visited 23 colleges and universities; some visits were specifically geared toward diversity and inclusion initiatives.

DCS HR transitioned ownership of employee surveys (annual, transition and exit) to agency field operations, allowing responses to be better contextualized and used to identify barriers to employee retention. HR staff also presented five years of projected retirement data to help with succession planning.

An issue identified as especially important for millennial and Gen Z workers — who currently make up about 60% of DCS staff — is work/life balance. In February 2022, Indiana state government introduced the option of hybrid schedules, with employees able to work remotely two days per week. This was necessary for DCS to be competitive as more and more Indiana employers are offering telework opportunities.

A frequently noted impediment to both recruitment and retention of FCMs is uncompetitive

compensation. In SFY 2022, incoming FCMs received a \$35,776 annual salary, raised to \$40,092 after completion of a 12-week training period.

Some barriers to recruitment and retention are endemic to the work done by family case managers: secondary trauma, on-call responsibilities, continuous stress and caseload fluctuation. In a competitive job market with an unprecedented workforce shortage across all industries, these are particularly difficult positions to fill.

Training

FCMs receive specialized training to ensure they are thoroughly prepared to assess allegations of child abuse and neglect. FCMs go through a comprehensive program, including 12 weeks of training before taking on a full caseload.

The FCM Cohort training program (Essential Training) comprises 18 classroom days and 38 local-office “transfer-of-learning” days where trainees apply what they have learned. In addition to the classroom training, 12 computer-assisted train-

ings (CATs) were developed for these new workers to complete at their local offices. The training ensures new workers receive ample time in the local office to gain hands-on experience relative to the area where they’ll be working. New DCS employees are not immediately handed an entire caseload. Incoming FCMs take on smaller caseloads that are built upon as their comfort level grows. They also receive training (Intermediate Training) over the next four to six months, including nine classroom days, three CATs, and completion of the Child and Family Team Meeting certification. In addition, new FCMs receive three classroom trainings in months seven to 12 (Advanced Training).

DCS begins a new training cohort every two weeks. In the last fiscal year, DCS held 27 cohorts, and 448 cohort members graduated.

DCS continues to focus on leadership trainings for directors, supervisors and regional managers. DCS developed a series that includes “The Coach Approach - Coaching with a Game Plan,” “Positioning the Team to Win” and “Coaching the Play.”

Staff caseload data

Management Gateway for Indiana’s Kids (MaGIK), the DCS case-management system, captures information monthly about current staffing levels and caseloads. This data helps agency leaders, in conjunction with the HR department, determine which regions are in the greatest need of additional employees.

MaGIK tracks new assessments opened each month, as well as ongoing cases, broken down by county. PeopleSoft, the state’s human resources information system, compiles staffing levels, including total staff, staff in training, and staff unavailable for other reasons (such as leaves of absence).

DCS is organized into 18 geographical regions, with each region comprised of between one and seven counties. Also, the department created the central office region to encompass FCMs from the institutional assessment unit and the collaborative care unit, for a total of 19 regions.

County-based job postings give each manager in the regions the ability to pipeline candidates for when they do have allocations and to collaboratively share candidates with other nearby counties. This also allows the candidate more flexibility in choosing their desired location.

Methodology used to compute caseloads

There is no universal caseload standard governing all states, and most states do not have caseload standards codified in statute. Moreover, many states weigh cases differently in calculating caseload compliance, which means case counts are not a function of just volume, but also complexity.

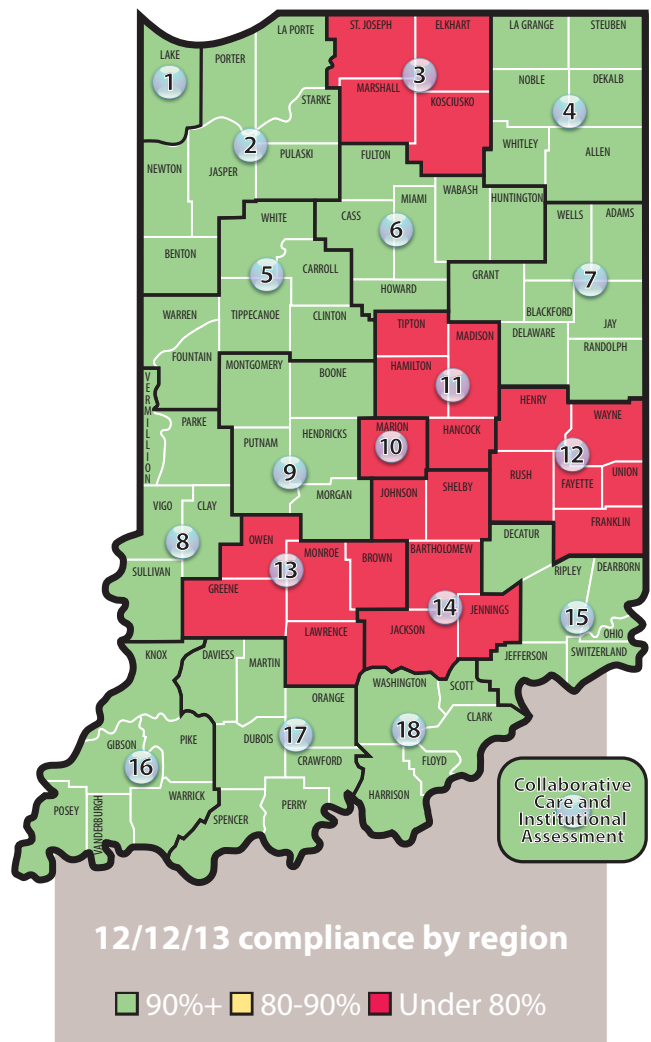
To provide the most accurate reflection of caseloads, the methodology used to compile this report:

- Removes specialized FCMs who do not carry caseloads (e.g., hotline intake specialists, foster-care and relative-care specialists, and staff in training) from the 12/12/13 caseload analysis
- Utilizes a six-month caseload average to measure compliance
- Highlights current caseload trends, providing a more accurate representation that allows the agency to make better staffing and management decisions
- Weights cases based on the work required to perform standard case management tasks (e.g., a residential placement is 50% of the value of a traditional child in need of services [CHINS] case, as most case-management functions are assumed by the residential facility)

Compliance with standards and plans to reduce caseloads

SFY 2022 reflects a significant downward trend in the number of cases handled by DCS. At the end of the state fiscal year, DCS had a total of 15,838 cases (including informal adjustments, collaborative care and CHINS), compared with 18,533 open cases the prior year.

At the end of SFY 2022, the agency staffing level was at 89% of need for the standard, with eight of 19 regions meeting the 12/12/13 standard.



This number is calculated in each region in this manner: Six-month average number of FCMs needed minus the number of FCMs already deployed to the field or still in training. FCM trainees are removed from the calculation because they represent existing workers that will be able to carry caseloads in the near future.

In addition to analyzing data regarding ongoing cases, DCS evaluates the number of assessments opened each month. Staffing to meet the 12/12/13 standard is particularly challenging because of the fluctuation in reports DCS receives each month. This trend

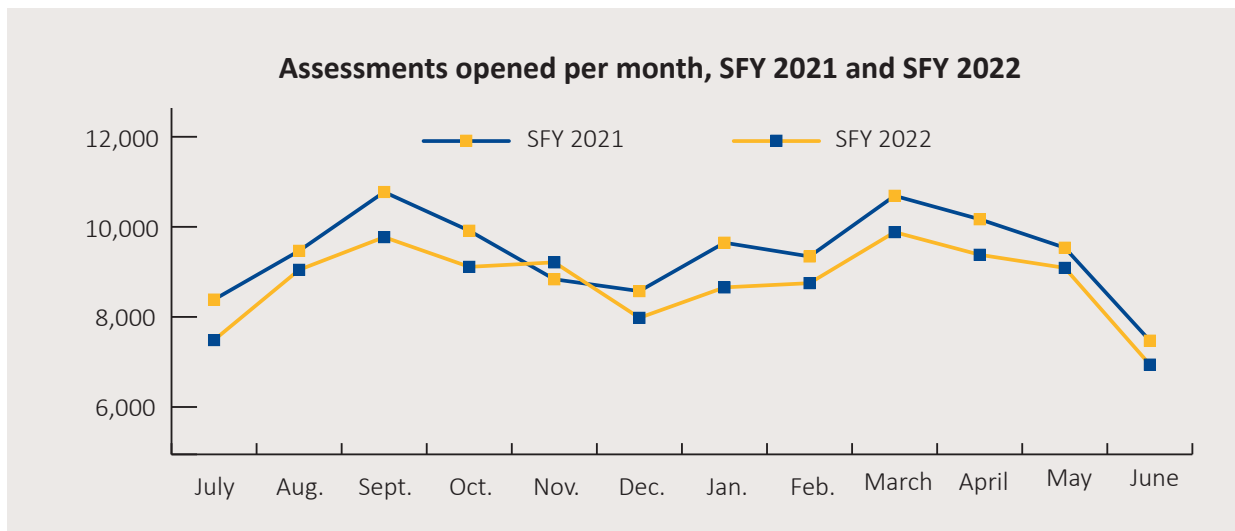
continued in SFY 2022, as evidenced by the range of assessments between the highest month total (9,883) and the lowest (6,941).

In SFY 2023, DCS will take innovative steps to bolster recruitment efforts, thereby reducing caseloads:

- Salary increases based on the Indiana State Personnel Department’s comprehensive compensation study
- New skills-based hiring approach
- Collaboration with local colleges and universities to build a pipeline for graduates to become FCMs
- Pilot program introducing part-time positions

Assessments opened per month and change from SFY 2021

- **July 2021:** 7,486 (-10.72%)
- **August 2021:** 9,046 (-4.46%)
- **September 2021:** 9,772 (-9.05%)
- **October 2021:** 9,112 (-8.12%)
- **November 2021:** 9,212 (+4.26%)
- **December 2021:** 7,980 (-6.94%)
- **January 2022:** 8,656 (-10.28%)
- **February 2022:** 8,750 (-6.35%)
- **March 2022:** 9,883 (-7.55%)
- **April 2022:** 9,380 (-7.76%)
- **May 2022:** 9,089 (-4.70%)
- **June 2022:** 6,941 (-7.12%)



Effective and efficient delivery of child protection services

During SFY 2022, DCS recorded several major successes in its effort to achieve the agency vision that children will live in safe, healthy and supportive families and communities:

- Performance-measure successes:
 - Fewer cases
 - Fewer children in residential care

- Fewer children who experienced repeat maltreatment
- Improved ratio of supervisors to case managers
- Fewer open assessments after the launch of the Safe Assessment Closure Team (SafeACT) — a tool for closing clearly safe and unsubstantiated assessments
- Approval of the Safely Home, Families First: Title IV-E Prevention Plan, allowing Indiana to use federal funding to deliver prevention services to families, with the goal of keeping children safely with their families and out of foster care
- Strong partnership with providers, ensuring they have the resources needed to achieve the shared vision of seeing all children grow up in stable, supportive homes
- New staff position in DCS’ Central Office Background Check Unit (COBCU), improving hiring efforts by expediting background check requests and serving as a liaison between agencies licensed or contracted by DCS and out-of-state child welfare agencies
- Newly hired chief equity and inclusion officer, supporting agency’s racial justice, equity and inclusion efforts

Hotline

The Indiana Child Abuse and Neglect Hotline is staffed by trained intake-specialist FCMs and at least one supervisor on every shift, 24 hours per day, 365 days per year. Intake specialists ask callers probing questions to obtain comprehensive information about each potential case, including factors that could impact worker safety. They enter these details into DCS’ intake system and note whether the information provided meets statutory criteria for an assessment. The local DCS office makes a final decision whether to open an assessment. While the hotline has historically seen an increase in reports year over year, there has been a recent plateau and reduction in the number of reports generated:

- SFY 2016: 211,502
- SFY 2017: 235,609
- SFY 2018: 247,658
- SFY 2019: 240,756
- SFY 2020: 225,872
- SFY 2021: 230,246
- SFY 2022: 218,614

From SFY 2016 to SFY 2019, the hotline received a 14% increase in reports. This is believed to be due in large part to increased awareness of the hotline. In SFY 2022, the hotline saw a 5% reduction in reports since the previous year.

Exhibit 1

12/12/13 Staffing and Caseload Report, State Fiscal Year 2022

County Name	6-Month Average Number of FCMs Needed ¹	Available FCMs Carrying Full Caseload ²	Additional FCMs Needed ³	Percentage Of Need Filled by FCMs Carrying Full Caseloads ⁴	FCMs in Training ⁵	FCMs Needed Minus FCMs in Training ⁶
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Statewide

Total	1,822	1,615	207	89%	110	97
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Central Office

Total	73	76	(3)	104%	0	(3)
Collaborative Care	61	63	(2)	103%	0	(2)
Institutional Unit	12	13	(1)	108%	0	(1)

Region 1

Total	100	120	(20)	120%	1	(21)
Lake	100	120	(20)	120%	1	(21)

Region 2

Total	67	70	(3)	104%	8	(11)
Benton/Newton*	5	4	1	80%	2	(1)
Jasper	5	5	0	100%	1	(1)
La Porte	27	26	1	96%	3	(2)
Porter	20	23	(3)	115%	1	(4)
Pulaski	4	5	(1)	125%	0	(1)
Starke	6	7	(1)	117%	1	(2)

*Combined office

¹Average number of caseload-carrying field FCMs needed to meet 12/12/13 standard as of 6/30/22

²Number of caseload-carrying field FCMs as of 6/30/22

³Additional FCMs needed to meet 12/12/13 standard as of 6/30/22 (Column 2 minus Column 3)

⁴Percentage of staff need that was filled as of 6/30/22 (Column 3 divided by Column 2)

⁵The number of FCMs in training as of 6/30/22

⁶Additional FCMs needed to meet 12/12/13 standard, after taking into account those currently in training, as of 6/30/22 (Column 4 minus Column 6)

Note: Staff numbers are rounded to the nearest 1 person. Some figures may be slightly off because of rounding.

■ = 90% or more ■ = 80-89%

■ = 79% or less

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage Of Need Filled by FCMs Carrying Full Caseloads	FCMs in Training	FCMs Needed Minus FCMs in Training
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Region 3

Total	131	99	32	76%	10	22
Elkhart	34	22	12	65%	4	8
Kosciusko	15	16	(1)	107%	1	(2)
Marshall	7	9	(2)	129%	0	(2)
St. Joseph	75	52	23	69%	5	18

Region 4

Total	145	132	13	91%	8	5
Allen	108	94	14	87%	5	9
Dekalb	10	8	2	80%	1	1
LaGrange	5	6	(1)	120%	1	(2)
Noble	10	9	1	90%	1	0
Steuben	6	8	(2)	133%	0	(2)
Whitley	6	7	(1)	117%	0	(1)

Region 5

Total	59	56	3	95%	4	(1)
Carroll	3	4	(1)	133%	0	(1)
Clinton	6	5	1	83%	0	1
Fountain/Warren*	5	8	(3)	160%	0	(3)
Tippecanoe	37	30	7	81%	4	3
White	8	9	(1)	113%	0	(1)

*Combined office

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage Of Need Filled by FCMs Carrying Full Caseloads	FCMs in Training	FCMs Needed Minus FCMs in Training
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Region 6

Total	65	66	(1)	102%	9	(10)
Cass	8	6	2	75%	2	0
Fulton	7	7	0	100%	1	(1)
Howard	23	25	(2)	109%	4	(6)
Huntington	9	14	(5)	156%	0	(5)
Miami	10	10	0	100%	1	(1)
Wabash	8	4	4	50%	1	3

Region 7

Total	95	101	(6)	106%	3	(9)
Adams	9	8	1	89%	1	0
Blackford	4	6	(2)	150%	0	(2)
Delaware	34	36	(2)	106%	0	(2)
Grant	28	28	0	100%	2	(2)
Jay	6	6	0	100%	0	0
Randolph	7	8	(1)	114%	0	(1)
Wells	7	9	(2)	129%	0	(2)

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage Of Need Filled by FCMs Carrying Full Caseloads	FCMs in Training	FCMs Needed Minus FCMs in Training
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Region 8

Total	85	85	0	100%	3	(3)
Clay	11	13	(2)	118%	0	(2)
Parke/Vermillion*	10	12	(2)	120%	0	(2)
Sullivan	7	9	(2)	129%	0	(2)
Vigo	57	51	6	89%	3	3

*Combined office

Region 9

Total	73	68	5	93%	9	(4)
Boone	11	9	2	82%	1	1
Hendricks	19	17	2	89%	2	0
Montgomery	13	15	(2)	115%	1	(3)
Morgan	20	17	3	85%	3	0
Putnam	10	10	0	100%	2	(2)

Region 10

Total	324	227	97	70%	15	82
Marion East	86	49	37	57%	3	34
Marion North	64	58	6	91%	4	2
Marion South	81	58	23	72%	4	19
Marion West	93	62	31	67%	4	27

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage Of Need Filled by FCMs Carrying Full Caseloads	FCMs in Training	FCMs Needed Minus FCMs in Training
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Region 11

Total	117	72	45	62%	10	35
Hamilton	28	19	9	68%	4	5
Hancock	15	15	0	100%	2	(2)
Madison	70	35	35	50%	3	32
Tipton	4	3	1	75%	1	0

Region 12

Total	51	40	11	78%	1	10
Fayette	8	4	4	50%	0	4
Franklin/Union*	5	3	2	60%	1	1
Henry	13	14	(1)	108%	0	(1)
Rush	5	6	(1)	120%	0	(1)
Wayne	20	13	7	65%	0	7

*Combined office

Region 13

Total	70	54	16	77%	2	14
Brown	4	4	0	100%	0	0
Greene	10	10	0	100%	0	0
Lawrence	18	13	5	72%	0	5
Monroe	30	21	9	70%	1	8
Owen	8	6	2	75%	1	1

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage Of Need Filled by FCMs Carrying Full Caseloads	FCMs in Training	FCMs Needed Minus FCMs in Training
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Region 14

Total	77	57	20	74%	3	17
Bartholomew	21	18	3	86%	1	2
Jackson	11	7	4	64%	0	4
Jennings	11	11	0	100%	0	0
Johnson	23	17	6	74%	1	5
Shelby	11	4	7	36%	1	6

Region 15

Total	44	42	2	95%	3	(1)
Dearborn/Ohio*	13	11	2	85%	1	1
Decatur	8	11	(3)	138%	0	(3)
Jefferson	11	12	(1)	109%	1	(2)
Ripley	8	5	3	63%	1	2
Switzerland	4	3	1	75%	0	1

*Combined office

Region 16

Total	107	105	2	98%	8	(6)
Gibson	7	8	(1)	114%	1	(2)
Knox	16	15	1	94%	2	(1)
Pike	4	5	(1)	125%	0	(1)
Posey	10	10	0	100%	0	0
Vanderburgh	57	54	3	95%	5	(2)
Warrick	13	13	0	100%	0	0

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage Of Need Filled by FCMs Carrying Full Caseloads	FCMs in Training	FCMs Needed Minus FCMs in Training
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Region 17

Total	47	50	(3)	106%	2	(5)
Crawford	6	7	(1)	117%	0	(1)
Daviess	8	9	(1)	113%	0	(1)
Dubois	7	7	0	100%	1	(1)
Martin	2	4	(2)	200%	0	(2)
Orange	8	8	0	100%	0	0
Perry	9	7	2	78%	1	1
Spencer	7	8	(1)	114%	0	(1)

Region 18

Total	94	95	(1)	101%	11	(12)
Clark	27	25	2	93%	4	(2)
Floyd	36	31	5	86%	6	(1)
Harrison	9	10	(1)	111%	0	(1)
Scott	15	21	(6)	140%	1	(7)
Washington	7	8	(1)	114%	0	(1)

Prepared by the Office of Data Management, Reports and Analysis. Source: MaGIK Monthly Data

