

RIGHT FAMILY, RIGHT TIME, RIGHT SERVICES: EVALUATION OF INDIANA DCS
FAMILY PRESERVATION SERVICES PROGRAM

An Evaluation submitted to ACF-Children's Bureau

By

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INTRODUCTION

The Family First Preservation Services Act (FFPSA) of 2018 fundamentally changes how Title IV-E funds can be used in child welfare. FFPSA prioritizes preservation of the family and decreasing the entry of children into foster care. In spring 2019, the Indiana legislature required the Department of Child Services (DCS) to use a per diem model to reimburse community-based providers for family preservation services, a change in practice from payment per individual service referred. Indiana Code provides: "...the department shall use a per diem model to reimburse community-based providers for providing family preservation services. (b) The department shall develop, and update as needed, procedures to determine an appropriate per diem rate under subsection (a)." (See IC 31-26-5-2.5).

DCS worked with service providers, as well as internal and external stakeholders, to design and implement family preservation services with the goal of safely keeping children with families in their home of origin. On June 1, 2020, DCS launched Indiana Family Preservation Services (INFPS), which utilizes a per diem reimbursement model, combined with the successful components of traditional Intensive Family Preservation Services (IFPS).

Intensive Family Preservation Services (IFPS) target intensive home-based services by working with both children and parents through increasing education and keeping children from entering foster care (Schweitzer et al., 2015). IFPS is a service category in child welfare that became prominent in 1980 to decrease the number of children entering foster care (Schweitzer et al., 2015). IFPS programs hinge on relationships between child welfare professionals and the families they serve, as families must be receptive to the support they receive to effectively build life-long skills (Duppong Hurley et al., 2019). Multiple states have implemented their own programs based on the service provisions defined by IFPS (Schweitzer et al., 2015). Previous

studies evaluating IFPS have found decreased time to reunification and fewer children returning to out of home care once reunified (Walton et al. 1993, Fraser et al. 1996).

The Indiana Department of Child Services has created its own IFPS service model in accordance with state law, called the Indiana Department of Child Services Family Preservation Services (INFPS). The description of the service is described in the policy manual titled “Service Standard Indiana Department of Child Services Family Preservation Services (Per Diem Model)” (Service Standard Indiana Department of Child Services Family Preservation Services Per Diem Model, 2020). The manual dictates that INFPS “are designed to work with families who have had a substantiated incident of child abuse/or neglect, where DCS believes they can remain in the home with their caregiver(s) with appropriate services” (Service Standard Indiana Department of Child Services Family Preservation Services Per Diem Model, 2020). The manual further dictates evidence-based services ranked by the California Evidence-Based Clearinghouse (CEBC) of promising or higher must be used by providers to support these families and Concrete Supports (CS) are eligible for use, if failing to provide concrete supports would result in the DCS needing to remove children from the home (Service Standard Indiana Department of Child Services Family Preservation Services Per Diem Model, 2020). The following evaluation aims to build existing literature around IFPS and provide evidence the INFPS model decreases entry into the foster care system and has the same positive or better outcomes previously found in IFPS services.

TABLE OF CONTENTS

Introduction.....	iii
LIST OF ABBREVIATIONS.....	vii
LIST OF APPENDIX FIGURES.....	viii
1. Intervention, Target Population, Evaluation Goals, and Rationale	1
1.1. Intervention Description.....	1
1.1.1. Description of service.....	1
1.1.2. Literature Review	3
1.1.3. Modifications.....	4
1.2. Target Population	6
1.3. Evaluation’s Goals and Rationale	7
1.3.1. Fidelity Research Questions	7
1.3.2. Outcome Research Questions	8
2. Theory of Change	9
3. Evaluation Design.....	9
4. Logic Model.....	11
5. Data Collection, Sampling, and Analysis Plans.....	12
5.1. Data Collection.....	12
5.2. Data Analysis	13
5.2.1. Statistical Analysis.....	17
6. Study Limitations.....	22
7. Reporting, Disseminating, and Using Findings	23
7.1. Internal Dissemination	23
7.2. External Dissemination	23
8.1. Safeguarding Data and Protecting Participants	24

8.2. Institutional Review Board Approval	25
9. Evaluation Roles and Responsibilities.....	25
9.1. Evaluation Roles	25
9.2. Administrative Data Sources.....	26
10. Timeline	27
11. Budget.....	28
REFERENCES	29

LIST OF ABBREVIATIONS

[IA].....	Informal Adjustment
[CHINS].....	Child in Need of Services
[IFPS].....	Intensive Family Preservation Services
[INFPS].....	Indiana Family Preservation Services Model
[DCS].....	Indiana Department of Child Services
[PII].....	Personal Identifying Information
[IRB].....	Institutional Review Board
[CEBC].....	California Evidence-Based Clearinghouse
[R&E]	Indiana Department of Child Services Research and Evaluation Team
[IOT].....	Indiana Office of Technology
[CQI].....	Continuous Quality Improvement
[QSA].....	Quality Services and Assurance
[TOC].....	Theory of Change
[CA].....	Contribution Analysis
[CS].....	Concrete Supports
[FCM].....	Family Case Manager

LIST OF APPENDIX FIGURES

<u>Figure</u>	<u>Page</u>
APPENDIX A. Staff Resumes/cvs	31
APPENDIX B. INFPS Policy Manual.....	47
APPENDIX C. SurveyMonkey Form.....	61

1. Intervention, Target Population, Evaluation Goals, and Rationale

1.1. Intervention Description

1.1.1. Description of service

Starting June 1, 2020, the Indiana Department of Child Services (DCS) implemented the Family Preservation Services Per Diem Model (INFPS) as the new standard of care for “families who have had a substantiated incident of abuse and/or neglect, where DCS believes the children can remain in the home if appropriate services are delivered. These services may also be delivered in the absence of a substantiated child abuse and neglect allegation if the case is an in-home Child in Need of Services (CHINS) or Informal Adjustment (IA)” (Service Standard Indiana Department of Child Services Family Preservation Per Diem Model, 2020). All program information, including participant roles can be found in the “Service Standard Indiana Department of Child Services Family Preservation Services Per Diem Model” (Service Standard Indiana Department of Child Services Family Preservation Services Per Diem Model, 2020).

The INFPS Program is provided to families which meet the target population identified in the Service Standard. The program is initiated through a referral sent by their assigned family case manager (FCM) to a community-based provider who has INFPS on their community-based services contract with DCS. After an INFPS referral has been received, the community-based provider must “accept or reject” the family preservation referral within 48 hours of the referral being submitted. Once accepted, the provider is required to meet with the family face-to face within three days of the accepted referral and complete a family assessment. The per diem begins after the first face-to-face contact with the family to incentivize providers to initiate services quickly. The qualified provider is required to perform a family assessment which will determine an appropriate treatment plan based on the presenting needs of the child and family. Providers

must design a treatment plan that recommends interventions that are ranked as a Promising Practice or higher by the CEBC. The three-day face-to-face contact and assessment ensures timely access to services and is a key aspect of family preservation.

Under the INFPS policy manual, each provider must be trained to execute the chosen evidence-based practices (EBPs) to fidelity as described by each EBP model offered under INFPS. Providers are expected to identify these models based upon the needs of the family and deliver each model according to the model's manual as evaluated by the CEBC. Model fidelity is built into the following evaluation design and implemented by the Indiana Department of Child Services Continuous Quality Improvement (CQI) team and the Indiana Department of Child Services Quality Service and Assurance Team (QSA). The following evaluation also underwent a six-month pilot period in which a team of Research Analysts, Providers, Service Directors, Lean Improvement Facilitators, and QSA Directors met weekly to pull data and communicate with INFPS providers. This pilot period acted as a pre-trial and allowed the agency to fix data collection issues, implement fidelity tests, and correct misunderstandings around the new program prior to data collection.

To ensure that providers could implement the INFPS program, a competitive Request for Proposal (RFP) was released in 2019. All 92 counties in Indiana have a minimum of five Family Preservation providers who earned INFPS contracts through that competitively bid RFP.

Prior to the implementation of the INFPS Program, individual FCMs identified and wrote Individual Service referrals for broad service models they believed would benefit the family such as home-based casework, home-based therapy, supervised visitation etc. The Indiana Family Preservation Service Standard makes two key changes in practice; shifting responsibility of determining appropriate model intervention from (FCMs) to specific providers trained in EBPs

and increases use of EBPs in Indiana. These INFPS service providers have the ability to use the entire array of evidence-based services ranked by the CEBC to achieve the goal of decreasing entry into foster care and preserving families.

1.1.2. Literature Review

Traditional IFPS is an intensive in-home service-based prevention model which aims to reduce out of home placements (Schweitzer et al., 2015) and provide holistic case management to the entire family (Walton et al., 1993). Multiple studies conducted on IFPS have shown positive effects on fewer out of home placements (Heubner et al., 2012), shorter stays in out of home placement (Fraser et al., 1996), and reducing the risk of recidivism (Walton et al., 1993). Several states have introduced their own IFPS programs including but not limited to; Michigan's Family First Program (Walters, 2006), Oregon's Family Enhancement Program (Ciliberti, 1998), North Carolina's Intensive Family Preservation Services Program (Kirk and Griffith, 2004), Nebraska's Boys Town In-Home Family Services (IHFS) (Duppong Hurley et al., 2019) and nationally, Homebuilders (Kinney et al., 1977). Regardless of the differences in title, all models built off IFPS share common characteristics. IFPS programs aim to serve children in their home with their primary caregiver (Schweitzer et al., 2015). Case managers who administer these programs carry smaller caseloads (Schweitzer et al., 2015) and are highly experienced (Walton et al., 1993). The primary goal is to reduce placements in out of home care and provide treatment to the entire family (Bryce and Lloyd, 1981).

IFPS programs have been evaluated by multiple independent clearing houses and researchers. The CEBC categorizes Family Preservation programs under Family Stabilization Programs and describes them as “designed to ensure the safety and well-being of children and youth in their homes; prevent their initial placement or re-entry into foster care; and preserve,

support and stabilize their families” (CEBC, 2019). Twelve individual IFPS programs have been evaluated. Of the IFPS programs ranked by CEBC, Homebuilders was ranked highest of the 12 with a designation of supported. However, in March 2020, the Title IV-E Prevention Services Clearinghouse ranked Homebuilders Intensive Family Preservation and Reunification Services as well-supported (Title IV-E Prevention Services Clearinghouse, 2020). Family Centered Treatment (FCT), another IFPS model, was ranked as promising by CEBC (CEBC, 2019). It is clear from these rankings and extensive research that IFPS can be successful in child welfare in reducing recidivism and entry into foster care.

While the INFPS utilizes the key components of a successful IFSP program, unique adjustments were used to support success in Indiana. Walton et al. (1993) stressed the importance of experienced caseworkers delivering IFPS. In their study, IFPS caseworkers had an average of 14 years of experience and six of the seven individuals had an MSW (Walton et al., 1993). As further discussed in section 2, the DCS FCM environment in 2018 experienced high turnover, and was unable to decrease caseload demands. In order to implement a successful IFPS model with smaller caseloads and more experience, DCS will use experienced and highly trained contracted providers in order to use the resources available at that time.

1.1.3. Modifications

The INFPS referral seeks to decrease the number of children that enter foster care, reduce subsequent incidents of repeated maltreatment, and increase the use of EBP models in Indiana, all while harnessing the holistic case approach expected from traditional IFPS programs. The INFPS program also adds the provision of concrete supports to families when not having access to these supports would result in DCS having to remove the child.

IFPS services have been evaluated and implemented in multiple states under various programs (see Section 1.1.2). However, the need for Indiana to develop a model similar to IFPS services stems from the environment of child welfare in the State. In 2018, the Child Welfare Policy Group evaluated DCS and found Indiana had twice the national average of children in out of home care, received twice the number of reports of child abuse and neglect compared to the national average, and has the third highest rate of completed assessments (Baker et al., 2018). The high proportion of calls, screen-in rates, and completed assessments creates a heavy burden on FCMs. As a result, 45 percent of FCMs had caseloads above state standards and DCS had a 30 percent turnover rate at 12 months (Baker et al., 2018). These findings suggest a saturated field for Indiana child welfare with high turnover and an overloaded workforce. Considering this environment, it was—and continues to be—imperative for DCS to implement models, policies, and procedures that work to limit the burden on FCMs.

At the family case manager level, INFPS seeks to adapt three key aspects of traditional IFPS service standards to the context of in-home service delivery in Indiana: determine who carries the burden of understanding multiple service standards and models, increase delivery of evidence-based models, and decrease the burden on FCMs. Prior to INFPS, family case managers were required to write Individual Service referrals for each service a family required, whether the model was an evidence-based practice or not. Under the Individual Service referrals, FCMs were required to assess families and recognize the need and write referrals for individual services. This required the FCM to have specialized knowledge on the programs available and accurately assess each family. In Indiana, FCMs come from a variety of backgrounds both within and outside of child welfare. It is unlikely that anyone untrained in these specific programs would be able to accurately assess a family's need and assign proper treatment. This specified

knowledge was needed for each family encountered and is unsustainable in the DCS environment.

The INFPS service standard requires any provider operating an approved model to “be able to document adherence to the evidence-based practice(s) they are utilizing and be able to show that staff delivering these practices have had adequate training/certification/credentials (as required by the model being utilized).” By using providers trained in specific EBPs, DCS seeks to decrease the burden on FCMs and ensure evidence-based programs are assigned appropriately to families. In addition, using a singular INFPS provider to deliver a holistic treatment plan allows FCMs to receive detailed case notes, safety information, and updates from one provider rather than navigating multiple providers and case notes. Finally, the INFPS program combines the use of evidence-based practices with the addition of Concrete Supports (CS) if the family would benefit and remain safely intact from this service. This addition of CS is imperative to implementation in Indiana. Past research evaluating the use of CS in Indiana found that use of Concrete Service spending increases placement stability (Winters et al., 2020). Using this research, CS was added as a key factor in the development of INFPS to provide the best available services to families.

1.2. Target Population

The INFPS service model dictates that “Family Preservation Services are designed to work with families who have had a substantiated incident of abuse and/or neglect, where the Indiana Department of Child Services believes the children can remain in the home with their caregivers.” (Appendix B). Under this definition, the manual identifies the target population in adherence with FFPSA guidelines and Indiana law. Families in either of the following categories and whose children are not removed from the home are eligible for INFPS services:

1) Children and families who have substantiated cases of abuse and/or neglect and will likely develop into an open case with Informal Adjustment (IA) or In-Home Child in Need of Services (CHINS) status.

2) Children and their families who have an Informal Adjustment (IA) or the children have the status of In-Home CHINS.

After DCS refers a family to preservation services, the service provider will conduct an assessment to identify needs and develop a service plan. Any child that is currently removed is not eligible to participate in this program or evaluation as these services are designed to prevent removals, which is consistent with the prevention goals of FFPSA.

1.3. Evaluation's Goals and Rationale

The following evaluation seeks to determine if the INFPS program is effective in reducing the number of children that enter into foster care, reducing the number of children that experience a subsequent allegation of abuse or neglect, and expanding access to services for children and families. DCS believes this program will be successful in these goals because it was designed with the key components of successful IFPS programs; including experienced personnel delivering programs, personnel with lower caseloads, prioritizing evidence-based services with a history of improved outcomes, and the introduction of concrete supports for families in times of need. Through using a comprehensive Contribution Analysis (CA) framework and Quasi Experimental Design (QED) we will test the following questions to measure both fidelity to the service standard, and the outcomes of children and families.

1.3.1. Fidelity Research Questions

1. Are providers with an INFPS referral only using evidence-based services ranked as promising practice or higher on the CEBC?

2. Are providers with an INFPS referral using evidence-based services according to the model's service standard set by the CEBC?
3. Do families accepted for an INFPS referral receive a face-to-face contact within three days of the accepted referral date?

1.3.2. Outcome Research Questions

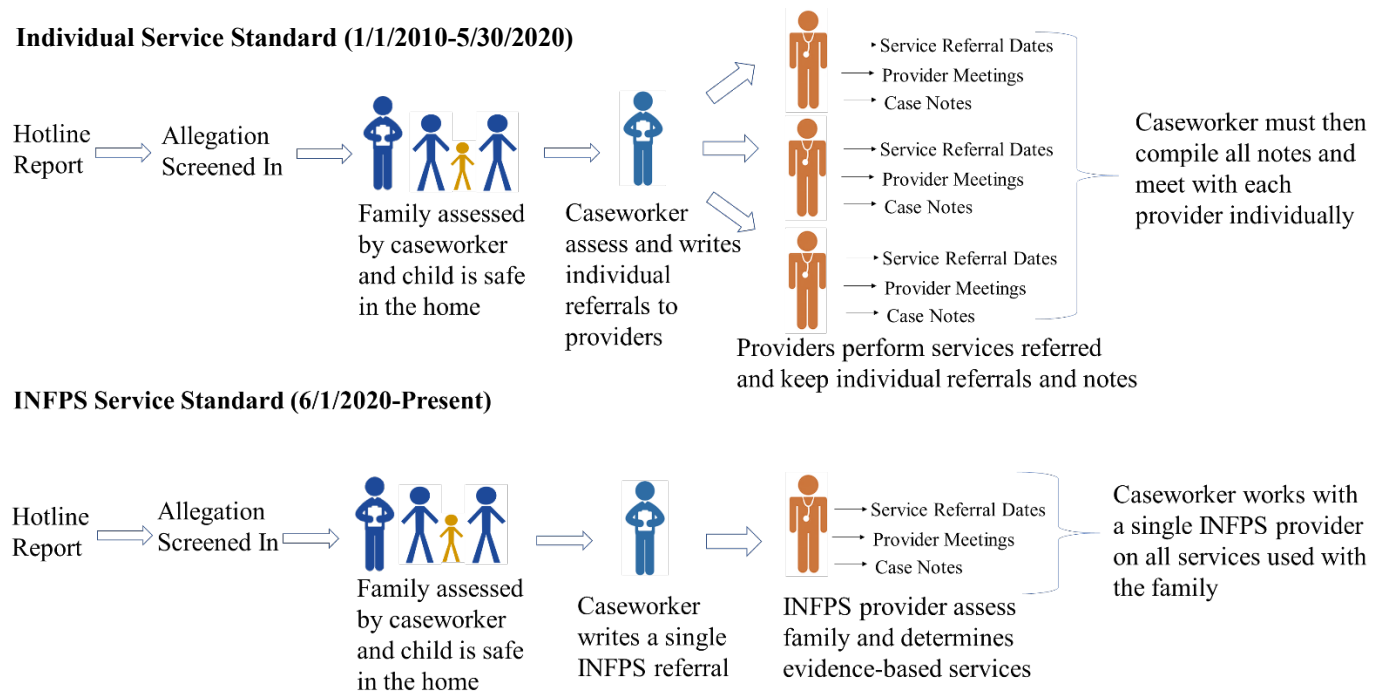
1. How does the number of children removed under the INFPS service standard compare to the number of children removed under Individual Services referrals?
2. How does the number of children removed due to allegations of neglect under the INFPS service standard compare to the number of children removed due to allegations of neglect under Individual Services referrals?
3. How does the number of children with a subsequent substantiated allegation of abuse or neglect under the INFPS service standard compare to the number of children with a subsequent substantiated allegation of abuse or neglect under Individual Services referral?
4. How does the use of concrete supports on an INFPS referral impact the number of children removed?
5. How does the use of concrete supports on an INFPS referral impact the number of children with a subsequent substantiated allegation of abuse or neglect?

We will explore these questions and present information to primary stakeholders involved with INFPS. For a detailed distribution list see Section (7). Outcome measures will be evaluated on a cohort and measured at 6- and 12-month intervals, during treatment and post treatment.

2. Theory of Change

The INFPS referral is Indiana’s response to the call to action to reform child welfare both at the legal and theoretical level. The families that enter our system are complex and require multiple services, thus providing access to comprehensive care that a family will require, which reinforces the need for improved provision of evidence-based services to families. Figure 1 presents the TOC that guided the Logic Model and research questions developed by the evaluation team.

Figure 1. Graphical Description of INFPS Evaluation.



3. Evaluation Design

In order to promote communication between evaluators, implementers, and practitioners, an evaluation team was formed. The team consisted of two research analysts, one Lean Improvement Facilitator, one Quality Services and Assurance Director, one Child Welfare Services Manager, two Assistant Deputy Directors, the Deputy Director of Child Welfare

Services, and Deputy Director of Strategic Solutions and Agency Transformation. The team consulted once a week for six months to develop the theory of change, research questions, logic model, and evaluation communication plan. Two additional evaluators were brought in from Indiana University to provide access to IRB (see section 7.2).

The evaluation team determined a mixed methods approach to evaluate the INFPS program. The evaluation design includes a Contribution Analysis (CA) (Downes, et al., 2019 and Mayne, 2011) framework and QED with Propensity Score Matching (PSM). A CA framework consists of building a robust theory of change that is continually monitored through fidelity checks, and risk mitigation strategies. The CA argues that if an intervention is well grounded in the TOC, and Logic Model, as well as implemented to fidelity of the TOC, one can reasonably build evidence the intervention impacted outcomes (Mayne 2011). Due to the complications associated with a state-wide rollout, the CA framework allows the evaluation team to ensure fidelity monitoring, and risk reduction before using a traditional QED and PSM. Using the CA framework, the evaluation team aims to measure three fidelity questions (see section 1.3.1). These fidelity questions ensure the correct target population is receiving the INFPS referral, and argues that if followed to fidelity, a QED can be used to measure the outcome questions based on a past cohort population.

A QED and PSM will be used to compare the children with an INFPS referral to children who received Individual Service referrals. While the INFPS program was required to rollout state-wide on 6/1/2020, the evaluation team determined the first six months of the program 6/1/2020-12/31/2020 would not be a data collection period, but a “pilot period” in which fidelity measures were monitored, data collection weakness were identified, and tools created. and corrected if need be.

4. Logic Model

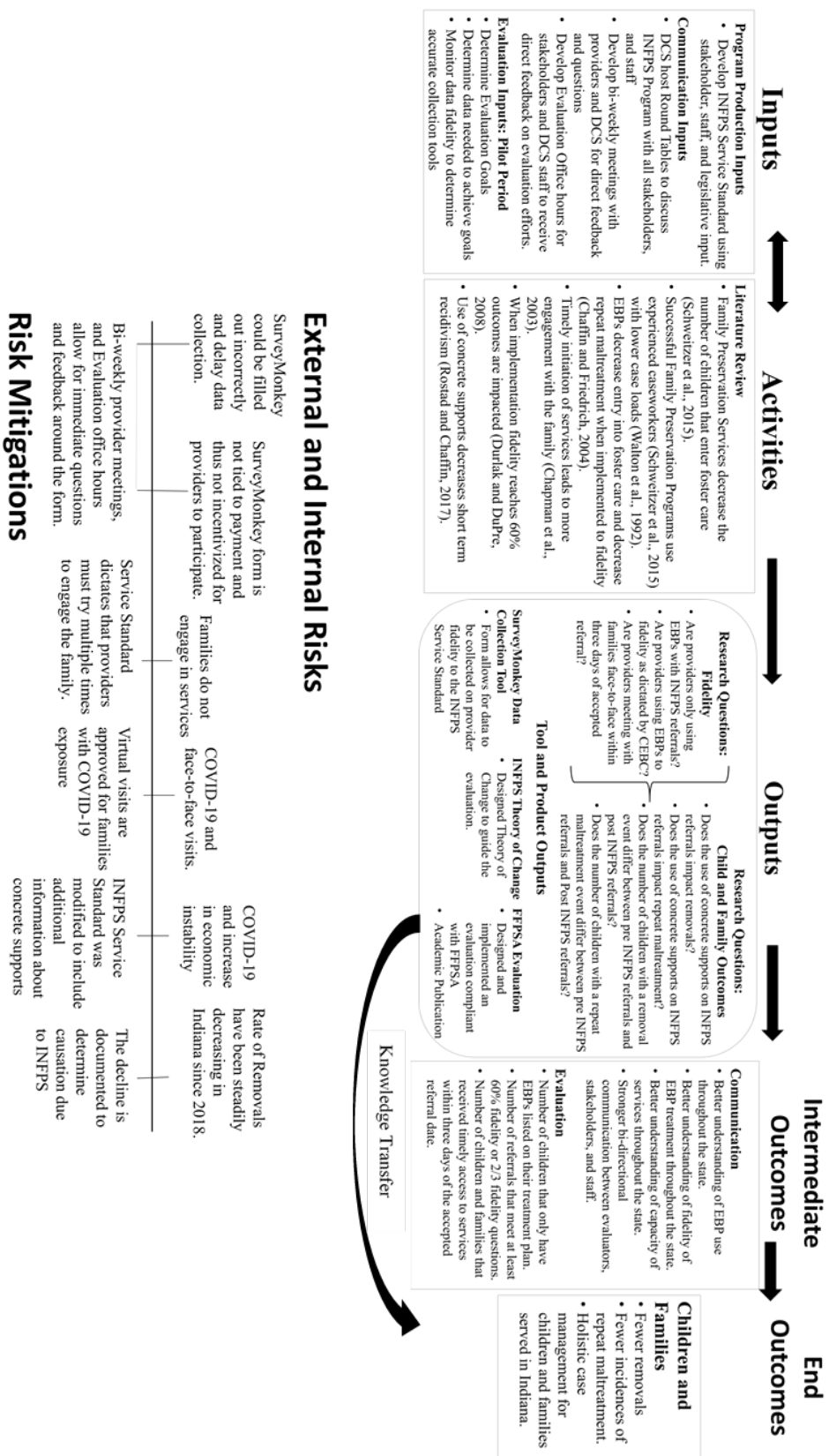


Figure 2: Logic Model for INFPS Evaluation

5. Data Collection, Sampling, and Analysis Plans

5.1. Data Collection

Data will be collected from two distinct sources. All data on the Individual Services cohort and INFPS cohort will be collected from the DCS databases including, Case information, removals, child IDs, and referral dates. Data for specific EBP models used by providers, date referral was received by providers, and date of first contact with family by the providers will be collected through an online form in SurveyMonkey. The form was developed during the pilot period in order to capture the specific EBPs listed on CEBC used by INFPS providers in addition to service standard and EBP fidelity. The form is attached as Appendix C. The current administrative databases do not allow this information to be entered by providers, which required the creation of the form.

The research analysts on the evaluation team have access to the administrative data and SurveyMonkey form. All data collected will be matched based on IDs specific to the child, and referral. The children in the Individual Services cohort will be identified from administrative data based on their case type of in-home CHINS or IA, and the cohort time period (see section 5.2). Prior to the INFPS service standard, the referrals for each child with the previous case types were written and applied individually (Fig 2). Once the Individual Services referral cohort population has been identified in the administrative data system, all service referrals related to the child and case will be combined with the demographic information.

The INFPS cohort will be identified with administrative data based on all children and families who receive an INFPS referral during the cohort time period. In order to receive an INFPS referral, the family must have a case type of in-home CHINS or IA or have a substantiated incidence of abuse or neglect with a plan of becoming an in-home CHINS or IA,

and no formal removal of the child(ren) having occurred. Information on the services received under the INFPS referral are recorded in a SurveyMonkey form by providers and will be joined with the demographic information from the administrative data system based on IDs tied to the child, and referral. A full list of variables and their calculation can be found in 5.2, table 1.

5.2. Data Analysis

Data analysis will take place in two parts. The fidelity research questions will be addressed using descriptive statistics, and percentage of reports that meet the INFPS service standard. Past research has shown for a program to impact outcomes, the program must be implemented to at least 60% fidelity (Durlak and DuPre, 2008). Fidelity research questions will be tracked in order to determine whether the program implementation meets this 60% threshold. If fidelity research questions do not meet the 60% threshold, the cohort and treatment time period will be re-evaluated and resampled until fidelity reaches 60%. For the outcome research questions addressing removals and repeat maltreatment, we will use a cohort design and PSM. The INFPS cohort will consist of all families and children that receive an INFPS referral between 1/1/2021-2/27/2021. Our pilot period indicates DCS receives 300~400 new INFPS referrals a month. The estimated cohort sample size will be between 600-800 families. The Individual Services cohort will include all families and children that received a new case of In-Home CHINS or IA between 1/1/2019-2/27/2019. This time period represents 800 families. A power analysis found that to detect a 10% difference in proportion using a chi-squared estimate the sample size would need to be 496 children or referrals. 600-800 referrals represent 1200-1300 children per treatment group suggesting we will have ample sample size.

The INFPS Program combines EBPs and Concrete Supports (CS). The INFPS service standard states all families that are able to avoid a removal with the addition of concrete supports

will be given concrete supports. Thus, the Individual Services and INFPS cohorts will be broken into four distinct categories: INFPS+CS, INFPS Only, Individual Service Referrals + CS, Individual Service Referrals Only. These treatment categories will allow the evaluation team to understand how families receiving the INFPS program are impacted by the use of CS and ensure that families under the program receive all applicable services. We hypothesize that families who receive an INFPS referral regardless of the use of CS will have better outcomes than families on the previous Individual Services referral standard. We also hypothesize that there will be no difference in outcomes of families who receive an INFPS service referral + CS compared to families who receive only an INFPS service referral because every family under INFPS is eligible for CS if needed. Finally, we hypothesize that families under the Individual service referrals + CS will have better outcomes than families under the Individual Service referrals without CS. A past evaluation of the use of CS on families involved with DCS found increased placement stability with the use of CS (Winters et al., 2020). Thus, we hypothesize this group will do better than Individual Service referrals alone. The following variables will be included in the evaluation (Table 1).

Table 1. Variable Descriptions.

Variable Name	Calculated	Description	Variable Type
Child ID	Server and Survey Monkey Form	Unique Child ID	Categorical
Parent ID	Server	Unique Parent ID	Categorical
Case ID	Server and SurveyMonkey Form	Unique Case ID, by Case Type	Categorical
Gender	Server	Gender of Child ID	Categorical
Race	Server	Race of Child ID	Categorical
County	Server	County of Case	Categorical
DOB	Server	Date of Birth of Child ID	Date

Variable Name	Calculated	Description	Variable Type
Age at Referral	(Referral Start Date – DOB)/365.25	Age in Years at Referral Start Date	Numeric
Case Type	Server	CHINS, IA	Categorical
Case Start Date	Server	Date	Date
Case End Date	Server	Date	Date
Length of Case	Case End Date - Case Start Date = Days	Total Length of Case (Days)	Numeric
Report ID	Server	Unique Report ID received by Hotline	Categorical
Report Date of Substantiated Assessment	Server	Date the Report was received by the Hotline	Date
Incident Date of Substantiated Assessment	Server	Date the alleged incident in the Report ID took place	Date
Substantiated Assessment Date	Server	Date of Assessment that was Substantiated	Date
Assessment ID	Server	Unique ID of the assessment	Categorical
Assessment Involvement of Substantiated Assessment	Server	Perp, Victim, Not Involved	Categorical
Number of Substantiated Assessments	Count Substantiation Date by Child ID (Victims)	Total Number of Substantiated Assessments	Numeric
Number of Substantiated Assessments within Referral Period	Count Substantiation Dates by Child within Length of Referral (Victims)	Total Number of Substantiated Assessments within Referral Period	Numeric
Number of Substantiated Assessments 12 months post discharge	Count of Substantiation Dates within Discharge Length	Total Number of Substantiated Assessments 12 months post discharge	Numeric

Variable Name	Calculated	Description	Variable Type
Number of Unsubstantiated Assessments	Count Unsubstantiated Date by Child ID (Victims)	Total Number of Unsubstantiated Assessments	Numeric
Substantiated Assessment Type	Server	Neglect, Physical Abuse, Sexual Abuse, Human Trafficking	Categorical
Referral ID	Server and SurveyMonkey Form	Unique Referral ID	Categorical
Allegation that Led to Referral Type	Server	Neglect, Physical Abuse, Sexual Abuse, Human Trafficking	Categorical
Referral EBPs	SurveyMonkey Form	Type of Model Referred	Categorical
Start Date of Referral	Server and SurveyMonkey	Date	Date
End Date of Referral	Server	Date	Date
Length of Referral	End Date of Referral -	Total Number of Days during Referral	Numeric
Discharge Length Referral Indicator	Substantiation Date – Referral End Date	0 or 1 if Substantiated Assessment Occurred within 12 months Post Discharge	Binomial
Discharge Length	Substantiation Date – Referral End Date	Days post discharge until a Substantiated Assessment	Numeric
Treatment Population Indicator	Created by Referral Description	INFPSS + CS INFPSS Only Prior +CS Prior Only	Binomial
Safety Score	Server	Safe, Conditionally Safe, Unsafe	Categorical
Removal Start Date	Server	Date	Date
Removal End Date	Server	Date	Date

Variable Name	Calculated	Description	Variable Type
Removal Indicator	Created by Removal Start Date	0 or 1	Binomial
Length of Removal	Removal End Date-Removal Start Date	Total Length of Removal in Days.	Numeric

5.2.1. Statistical Analysis

Propensity Score Matching (PSM) will be used to obtain similar groups for the Individual Services children and the INFPS children. We will use PSM to match based on County, Gender, Race, Case Type, Safety Score, and Age at entry to services. After generating propensity scores through a logistic regression, DCS will match INFPS and Individual Services children using three different matching algorithms to determine whether findings from the statistical analyses are sensitive to the matching methods. First, DCS will use a one-to-one match with replacement. One child in the treatment group will be matched to one child in the control group, and a control group child can be a suitable match for more than one treatment child. Second, DCS will use a one-to-many match with replacement. One child in the treatment group will be matched to a specified number of children in the control group, and a control group child can be a suitable match for more than one treatment child. Third, DCS will use a radius matching algorithm, where a treatment group child will be matched with control group children within a specified propensity score radius. Once balancing has been achieved, DCS will turn to analysis. Attrition will be calculated by determining the number of INFPS families that experience a removal or subsequent substantiated allegation of abuse prior to 90 days in care. According to the INFPS service standard events prior to 90 days of the INFPS referral will not count toward provider outcomes. However, for the sake of evaluation and understanding if the correct families are

being referred for the treatment, all children that do not meet the 90-day treatment mark will be counted as attrition.

Question 1: Are providers with an INFPS referral only using evidence-based services ranked as promising practice or higher on the CEBC? To answer this question, we will be using the data collected from the form in SurveyMonkey. Providers must answer which models they used for each child and referral under the INFPS referral. Models used to only treat parents will be entered for each child involved in the case due to all children benefiting from the parent treatment. Models approved by the CEBC as promising practice or higher are listed in a multiple-choice menu. To account for new models to be added, an “other” category is listed in which providers can provide the name of the model and link to the CEBC page describing the model. All models will be aggregated by referral. All referrals that have models outside of the INFPS service standard will be marked with 0, and referrals that comply with INFPS service standard marked with a 1. The percentage of compliant referrals will then be calculated with the goal of 60% fidelity (Durlak and DuPre, 2008).

Question 2: 1. Are providers with an INFPS referral using evidence-based services according to the individual model’s service standard set by the CEBC? To answer this question, we will be using the data collected from the form in SurveyMonkey. In addition to individual model questions, fidelity questions for each model have been developed. Once a provider chooses the specific EBP from the multiple-choice list, the form will take the provider to specific yes-no fidelity questions addressing the specific EBP used by the provider. Specific questions involve approved age of individuals eligible to receive treatment, duration of treatment, and level of knowledge needed by the individual performing the treatment. For newly added models that are not yet on the multiple choice drop down, providers will answer the same questions in a

narrative format. All model fidelity questions will be aggregated by referral. Referrals that do not meet fidelity requirements will be marked with 0, referrals that do meet fidelity requirements will be marked with 1. The percentage of compliant referrals will then be calculated with the goal of 60% fidelity (Durlak and DuPre, 2008).

Question 3: Do families accepted for an INFPS referral receive a face-to-face contact within three days of the accepted referral date? A key aspect of INFPS services is early access to services. To ensure fidelity, the SurveyMonkey form will be used to determine if the date of face-to-face contact falls within three days of the accepted referral date. Providers are required to input the date of acceptance and date face-to-face contact occurred. To account for COVID-19, families that have COVID-19 are eligible to have virtual meetings with their providers. The form provides three questions to input the date of accepted referral, date of face-to-face contact, or date of virtual initial first contact. The initial contact (virtual or face-to-face) will then be subtracted from the initial accepted referral date. All referrals that contain initial contact within three days or less will be labeled with a 1, all referrals that do not meet the three-day contact will be labeled with a 0. The percentage of referrals meeting the standard will be calculated with the goal of 60% fidelity (Durlak and DuPre, 2008).

Question 4: 1. How does the number of children removed under the INFPS service standard compare to the number of children removed under Individual Service referrals? Using a PSM and cohort design, children that enter into in-home CHINS, or IA while remaining in their home from 1/1/2019-2/27/2019 will be placed into the Individual Services population. Children that receive an INFPS referral between 1/1/2021-2/28/2021 will be placed into the INFPS population. The treatment population will then be matched to the cohort population using PSM. A chi-squared analysis will be used to determine if the total number of children removed in each

population is significantly different based on three time periods; time period one during treatment, time period two 6 months post treatment, and time period three one year post treatment.

Additionally, time to event analysis and Cox-Proportional hazard models will be run. Analysis will be censored based on the three time periods with the event equaling if a child was removed. Only children that finish the treatment will be included in the post intervention time periods. In addition to the treatment groups, additional factors will be included in the model including, Allegation, Prior failed CHINS, and a random effect of (family group). The model is as followed: Days until Removal Event ~ Treatment Group + Sibling Factor + Allegation + Prior failed CHINS.

Question 5: How does the number of children removed due to allegations of neglect under the INFPS service standard compare to the number of children removed due to allegations of neglect under the Individual Services referral? Using a PSM and cohort design, children that enter into an in-home CHINS, or IA, with an allegation of neglect only, while remaining in their home, from 1/1/2019-2/27/2019 will be placed into the cohort population. Children that receive an INFPS referral between 1/1/2021-2/28/2021, with an allegation of neglect only, will be placed into the treatment population. The treatment population will then be matched to the cohort population using PSM. A chi-squared analysis will be used to determine if the total number of children removed in each population is significantly different based on three time periods; time period one during treatment, time period two six months post treatment, and time period three one year post treatment.

Additionally, time to event analysis and Cox-Proportional hazard models will be run. Analysis will be censored based on the three time periods with the event equaling if a child was

removed. Only children that finish the treatment will be included in the post intervention time periods. In addition to the treatment groups, additional factors will be considered in modeling including, number of neglect allegations, prior failed CHINS, and a random effect of (family group). The model is as followed: Days until Removal Event ~ Treatment Group + Sibling Factor + Number of Neglect Allegations + Prior failed CHINS.

Question 6: How does the number of children with a subsequent substantiated allegation of abuse or neglect under the INFPS service standard compare to the number of children with a subsequent substantiated allegation of abuse or neglect under the Individual Service referral?

Using a PSM and cohort design, children that begin a case of in-home CHINS, or IA while remaining in their home from 1/1/2019-2/27/2019 will be placed into the cohort population. Children that receive an INFPS referral between 1/1/2021-2/28/2021 will be placed into the treatment population. The treatment population will then be matched to the cohort population using PSM. A chi-squared analysis will be used to determine if the total number of children with a subsequent substantiated allegation of child abuse or neglect in each population is significantly different based on three time periods; time period one during INFPS treatment, time period two six months post treatment, and time period three one year post treatment.

Additionally, time to event analysis and cox-proportional hazard models will be run. Analysis will be censored based on the three time periods with the event equaling if a child experienced a subsequent substantiated allegation of abuse or neglect. Only children that finish the treatment will be included in the post intervention time periods. In addition to the treatment groups, additional factors will be included in the model, allegation, prior failed CHINS, and a random effect of (family group). The model is as followed: Days until Subsequent Substantiated Allegation Event ~ Treatment Group + Sibling Factor + Allegation + Prior failed CHINS.

Question 7: How does the use of concrete supports on an INFPS referral impact the number of children removed? A chi-squared statistical test will be used to determine if the impact of CS differs between INFPS referrals and to understand if the hypothesis that there will be no difference on outcomes between our INFPS+CS referral and INFPS only referral is supported.

Question 8: How does the use of concrete supports on an INFPS referral impact the number of children with a subsequent substantiated allegation of abuse or neglect? A chi-squared statistical test will be used to determine if the impact of CS differs between INFPS referrals and to understand if the hypothesis that there will be no difference on outcomes between our INFPS+CS referral and INFPS only referral is supported.

6. Study Limitations

Because this research involves human subjects, the study is limited due to ethical principles of research. Our treatment and control groups must be constructed using a quasi-experimental design to account for potential ethical conflicts. An ideal research design would involve the random selection of eligible candidates for INFPS and provide one group with the services and our control group with Individual Service referrals. However, because we are dealing with vulnerable populations, we are unable to provide distinct services to one group over the other since we are affecting possible child and family outcomes. The cost of doing an RCT would also create increased burden on frontline staff who would have to be exposed to two service standards. By using administrative data, we limit the impact of ethical concerns and identify groups that are similar enough to compare.

7. Reporting, Disseminating, and Using Findings

7.1. Internal Dissemination

Internal reports will be delivered to the DCS Director, DCS Chief of Staff, DCS Deputy Director of Child Welfare Services, and DCS Deputy Director of Strategic Solutions and Agency Transformation two to three months from pull date (see section 10). This timeline will allow research analysts to clean, organize, and analyze the data. As data becomes available the agency will also host a round table event to supply all staff with evaluation outcomes. Any other internal staff that are relevant to be notified of the results of this evaluation will also receive these reports. Final publications and materials will be posted to the Family Preservation website as applicable.

7.2. External Dissemination

Considering this is a new program in the field of child welfare and the need to build literature within the field, we plan to submit our evaluation for publication. All research analysts working on the R&E team have submitted publications with the agency and thus have a predefined protocol for publication. While the data used in this evaluation is obtained from the DCS administrative data system, IRB approval is not immediately required. However, due to the personal identifying information (PII) collected, and intent to share our results publicly, Dr. Sarah Wiehe and Dr. Ally Dir of Indiana University were brought on to the evaluation team to assist in IRB navigation. As it currently stands, the protocols for this evaluation are being submitted as exempt to Indiana University IRB.

A Data Sharing Agreement will be supported between Dr. Wiehe and DCS. In addition to a formal IRB review, the proposed evaluation was submitted to the Data Governance Committee housed within DCS. Approval of the evaluation by the Data Governance Committee was given

11/30/2020. All data shared under the Data Sharing Agreement is protected and transferred through a secure SFTP server. All individuals in the data sharing agreement are given secure usernames and passwords via a telephone call or by a secure email message. A secure SSL certificate is installed on the SFTP server and provided as a url to participants. The Indiana Office of Technology (IOT) will create the secure server usernames and passwords for all individuals assigned to the project. In addition, the Data Sharing Agreement formalizes that any data shared within the agreement can only be used in relation to this project.

8. Data Security and Privacy, Informed Consent Procedures, and Institutional Review

Board Approval

8.1. Safeguarding Data and Protecting Participants

This evaluation solely relies on administrative data. No individual or participants will be needed for this evaluation. As such, we will not need informed consent. However, our evaluation will involve personal identifying information (PII). In order to keep this information safe, we have several safeguards in place. DCS servers contain data from two interfaces: a case management interface (Casebook) and a billing interface (KidTraks). Casebook is a vendor application, and data entered are hosted on a secure cloud from which authorized employees at DCS may extract data. The contract between DCS and Casebook specifies the obligations of Casebook in maintaining confidentiality, integrity, and availability of the data, both as it is stored and as it is extracted by DCS. KidTraks data are stored on internally hosted, secure servers. All servers are password protected and can be accessed only by authorized users within the state network behind a firewall. Only employees who are authorized to extract data as a function of their role to the agency are granted access to the servers. Each user account is monitored by IOT. Once the data is extracted, the research team data protocols include secure storage on a shared

folder accessible only to authorized users. Data are not stored on individual computers for security reasons. Data are shared with other groups internally and externally only through password protected excel files or secure shared folders (see section 7.1 and 7.2). To ensure data security during reporting, no PII will be used in any internal or external report. Only aggregated data will be reported.

8.2. Institutional Review Board Approval

The Institutional Review Board (IRB) is required to review studies that utilize human subjects (Hubbard, 1998). Our evaluation does not use any human subjects, and the data contained within the DCS servers falls under category five of IRB, which is “research involving materials collected or which will be collected solely for non-research purposes” (Hubbard, 1998). Considering DCS collects the information described in this evaluation to identify services for participants, all data within this evaluation are collected for non-research purposes. As such, this evaluation would require expedited review by an IRB committee which is utilized for minimal-risk related research (Hubbard, 1998). Dr. Wiehe of Indiana University will be submitting the evaluation protocol for exempt review (see section 7.2).

9. Evaluation Roles and Responsibilities

9.1. Evaluation Roles

DCS has a robust network of data professionals within the agency. DCS currently has three teams that utilize and understand data within the DCS data server: Data Developers, Data Analysts, and Research and Evaluation Analysts. These three teams will be instrumental in completing this evaluation, with the Research and Evaluation team being the team lead and determining interagency collaboration. The Research and Evaluation team consists of two

research analysts and a senior research analyst, all skilled in data analysis and statistical design. Their resumes can be reviewed in Appendix A.

Each member of the Research and Evaluation team has an advanced degree in research from varying fields and institutions. The diversity of expertise on this team allows access to a variety of methodologies and statistical expertise to complete a variety of projects. The Research and Evaluation team has combined experience publishing data in scientific journals, preparing publications, designing program evaluations, conducting statistical analysis, and pulling data from servers. In total this team has expertise in five different statistical softwares; JMP, SPSS, SAS, R, and Tableau. This team has the ability to pull data from DCS servers using both Microsoft SQL Server Management Studio and PG Admin. All the requirements needed to complete this evaluation can be done by the Research and Evaluation team. Research analysts will pull data according to the timeline (see section 10) and information listed in (Table 1). Research analysts will then upload this data into the appropriate statistical software and start conducting the analysis and report findings through the proper channels.

In order to ensure that all evaluation findings are actionable, the research analysts consulted with all members of the evaluation team that are experts in the functioning of the program and child welfare. Their resumes are also included in appendix A.

9.2. Administrative Data Sources

As of this evaluation, DCS utilizes two data storage technologies, Casebook, and KidTraks that store all information needed to complete this evaluation (Table 1). These data storage systems are able to be accessed through MS SQL Management Studio 18 and PG Admin 4.4. All research analysts have attended weekly trainings in order to learn this storage system and coding language required to access. Each member of the Research and Evaluation team has

access to these servers and is responsible for managing any data pulled from the system. The Senior Research Analyst provides oversight for all data pulled and maintains strict security standards for data sharing, data upkeep, and validation. The agency provides support through SQL Developers and Data Analysts. These individuals are specifically trained in the DCS data management system and can assist the Research and Evaluation team in complex data pulls. Inclusion of these teams will not require additional MOUs or funds. The manager of these teams is under the Data Director, who works closely with the Research and Evaluation team and Senior Research Analyst. Once the data are received, the Research and Evaluation team will be responsible for all analysis, and reports.

10. Timeline

Evaluation Stage	Date	Status
Form Evaluation Team	6/1/2020	Complete
Preliminary Period	6/1/2020-12/31/2020	Complete
<i>Develop TOC</i>	8/1/2020-12/1/2020	Complete
<i>Develop Communication Plan</i>	12/1/2020-12/31/2020	Complete
<i>Develop Data Collection Tool</i>	6/1/2020-12/31/2020	Complete
Identify Cohort Populations	1/1/2020-3/1/2020	Complete
Data Collection Period	1/1/2021-12/31/2023	
<i>6 Months into Treatment Pull</i>	6/1/2021-8/30/2021	
<i>12 Months into Treatment Pull</i>	12/31/2021-1/31/2022	
<i>6 Months Post Treatment Pull</i>	3/1/2022-5/30/2022	
<i>12 Months Post Treatment Pull</i>	9/1/2022-11/30/22	
Data Analysis/Reporting Period	12/1/2021-2/27/2023	
<i>6 Month Treatment Report</i>	12/31/2021	
<i>12 Month Treatment Report</i>	3/31/2022	
<i>6 Month Post Treatment Report</i>	7/31/2022	
<i>12 Month Post Treatment Report</i>	1/31/2023	

11. Budget

The DCS has an internal Research and Evaluation team which consists of three trained research analysts. These individuals have the capacity and skills required to successfully complete this evaluation. Their resumes are attached as proof of ability (Appendix A). These analysts will be pulling data from the DCS system and do not require outside agency resources to do so. Considering these factors, the only budget to be considered under this evaluation is staff salaries, which range from \$47,000-\$51,000 per year, with an hourly rate of \$24-\$27 an hour. Our evaluation consists of 12 weeks of analysis per year over a 3-year period by two members of the Research and Evaluation team. In addition, each analyst receives approx. \$25,600 in benefits or about \$13.13 per hour. This analysis will cost a maximum of \$36,117 per year for a total of three years. In total this evaluation will cost \$108,351. However, this expense is already incurred by DCS and no additional cost will be needed for this evaluation.

REFERENCES

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- Hubbard, W.K., (1998). Conditions for IRB Use of Expedited Review. FDA 63(216): 60353. DOCID:fro9n098-98
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- Schweitzer, D.D., Pecora, P.J., Nelson, K., Walters, B., and Blythe, B.J. (2015). Building the Evidence Base for Intensive Family Preservation Services. *Journal of Public Child Welfare*. 9: 423-443.
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Elisabeth S. Wilson MS

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EDUCATION

M.S. Department of Biological Sciences, North Dakota State University, May 2019, GPA: 4.0.
Thesis: *Nest Cavity Temperature Impacts Nest Choice and Development of Megachile rotundata*

Adviser: Julia H. Bowsher
3 Minute Thesis Winner

B.A. Biology: Sociology, DePauw University, 2017, Cum Laude.

Sociology Thesis: *Legislators as Peer Reviewers: How legislators influence scientific research produced by the United States Department of Agriculture (USDA)*

Adviser: Alicia E. Suarez
Prindle Prize for work of ethical importance

Relevant skills

R, SPSS, SAS, JMP, SQL, and Tableau

PUBLICATIONS

* Denotes undergraduate student, or direct employee.

^ Denotes outside agency collaborator including University, and Industry Professionals

Kearney, AD*., **Wilson, ES.**, Hollinshead, DH^, Poletika, M*., Kestian, HH., Stigdon, TJ., Miller, EA, Fluke, JD^., (*In Review*). “Screening Threshold Rates in Child Welfare: a US example” (*Child Abuse and Neglect*).

Goodwin, BG*., **Wilson, ES.**, Kestian, HH., Stigdon, TJ., Miller, EA., Oware, MK^ (*In Review*). “Text mining and the examination of language used to report child maltreatment: How language impacts child welfare intake reports” (*Children and Youth Services Review*).

Wilson, ES., Murphy, C.E*., Wong, C*., Rinehart, J.P., Yocum, GD., and Bowsher, JH., (*In Review*). “Environmental impacts on diapause and survival of the alfalfa leafcutting bee *Megachile rotundata* (Hymenoptera: Megachilidae)” (*PlosOne*).

Wilson, ES., Murphy, C., Yocum, GD., Rinehart, JP., and Bowsher, JH., (2020). “Micro-climate temperatures impact nesting preference and reproduction in *Megachile rotundata* (Hymenoptera: Megachilidae)” *Environmental Entomology*. 49(2): 296:303.

Melicher, D., **Wilson, ES.**, Yocum, GD., Peterson, S., Rinehart, JP., and Bowsher, JH., (2019) “Long distance transportation causes temperature stress in the honey bee, *Apis mellifera*” *Environmental Entomology* <https://doi.org/10.1093/ee/nvz027>.

Royaute, R., **Wilson, ES.**, Helm, BR., Mallinger, RE., Jarrad, P., Greenlee, KJ., and Bowsher, JH., (2018). “Phenotypic integration in an extended phenotype: among-individual variation in nest-building traits of the alfalfa leafcutting bee *Megachile rotundata*” *Journal of Evolutionary Biology*. 31(7):944-956.

Non-academic Publications

Wilson, ES., Heather, HH., and Stigdon, TJ. (Accepted). Government Researchers + External Collaboration = Increased ability to understand child welfare. *Children's Voice*.

RESEARCH AND TRAVEL GRANTS

- 2019 WAGS 3 Minute Thesis Grant. *This grant provided funding to present at the Council of Graduate Schools Annual Meeting. \$850*
- 2018 College of Science and Mathematics Graduate Student Travel Grant Program, North Dakota State University \$250.
- 2018 AAAS-CASE Workshop Participant (American Association for the Advancement of Science, Catalyzing Advocacy for Science and Engineering). Nominated by the Dean of the College of Science and Math to represent NDSU \$1,645.28.
- 2017 Shockey-Scoby Graduate Award. Doctoral Dissertation funding, \$6,000.
- 2016 Student Research and Artistic Grant, DePauw University \$600.
- 2016 Dr. Frederick Hendricks Student Travel Award, DePauw University \$500.
- 2016 National Science Foundation Research Experience for Undergraduates (REU) North Dakota State University “Experimental studies of adult behavior and performance, *Megachile rotundata*” \$4,500.
- 2016 Student Research and Artistic Grant, DePauw University \$120
- 2015 Steven S. Clark Endowed Fund for Student-Faculty Environmental Research. “Phenotypic variation in floral traits of *Saponaria officinalis*.” \$3,000.
- 2015 Student-Faculty Summer Research Grant. “Phenotypic variation in floral traits of *Saponaria officinalis*.” \$1,500.
- 2014 Hubbard Center Summer Internship Grant. \$3,000

INVITED TALKS

- 2020 “Non-academic Careers and Utilizing Your Degree”, Fargo, ND, April 9th
- 2020 “Plenary Speaker 3MT” Council of Graduate Schools, Nashville, TN, Dec. 7th
- 2019 “The Politics of Bees” DePauw University, Greencastle IN, Feb. 8th
- 2019 “Sharpening Presentation Skills: Conference Poser and Podium: North Dakota State University, Fargo ND, March 20th

RESEARCH CONFERENCES AND POSTERS

- 2020 Bowsher, JH., **Wilson, ES.**, Rinehart, J., Murphy, CE., Wong, C., Grula, CC., Rinehart, JP “Predictors of body size under field conditions in the alfalfa leafcutting bee, *Megachile rotundata*. Poster at the Entomological Society of America.
- 2020 Goodwin, BG, Berry, E., Kestian, HJ., Oware, MK., **Wilson, ES.**, “Text Mining and use in Child Welfare,” Research talk at the SEOW Conference.

- 2020 Fluke, JD., Wilcox, R., Kearney, AD., Kovan, N., Kestian, HJ., **Wilson, ES.**, “Predictive Analytics in Child Welfare Decision Making – Screening Threshold Analysis: a US example” Research talk at The European Scientific Association on Residential and Family Care for Children and Adolescents (EUSARF).
- 2020 Bowsher, JH., **Wilson, ES.**, Singh, P., Murphy, C., Yocum, GD., Rinehart, JP., “The regulation of diapause initiation in solitary bee *Megachile rotundata*” Research talk at International Congress of Entomology
- 2019 **Wilson, ES.**, Wong, C., Murphy, C., Yocum, G., Rinehart, JP, Bowsher, JH., “The influence of Nest Cavity Temperature on Fitness and Diapause Incidence in Solitary Bee *Megachile rotundata*” Research talk at Entomological Society of America St. Louis, Missouri.
- 2018 **Wilson, ES.**, Murphy, C. Yocum, GD., Rinehart, JP., and Bowsher, JH., “Too Hot in Here: Heat stress impacts reproduction of *Megachile rotundata*” Poster Presentation, Entomological Society of America Vancouver, Canada. (*Received 1st Place in Graduate Student Poster Competition*)
- 2018 Murphy, C., **Wilson, ES.**, Yocum, GD., Rinehart, JP., and Bowsher, JH., “Is it hot in here or is it just bee? The effects of thermal heat stress on *Megachile rotundata* reproduction” Poster Presentation, North Dakota State University.
- 2017 **Wilson, ES.**, “Legislators as Peer Reviewers: How the government affects research produced by the United States Department of Agriculture (USDA)” Talk DePauw University Senior Showcase.
- 2017 **Wilson, ES.**, Helm, BR., Royaute, R, Mallinger, RE., Reinhart, JP., Greenlee, KJ., and Bowsher, JH., “Nest Building 101: Nest architecture reflects behavior and ecology of *Megachile rotundata*” Talk DePauw University Senior Showcase.
- 2017 **Wilson, ES.**, Helm, BR., Royaute, R, Mallinger, RE., Reinhart, JP., Greenlee, KJ., and Bowsher, JH., “Nest Building 101: Nest architecture reflects behavior and ecology of *Megachile rotundata*” Poster Presentation, The Society of Integrative and Comparative Biology, New Orleans, Louisiana.
- 2016 **Wilson, ES.**, Helm, BR., Royaute, R, Mallinger, RE., Reinhart, JP., Greenlee, KJ., and Bowsher, JH., “Nest Building 101: Nest architecture reflects behavior and ecology of *Megachile rotundata*” Poster Presentation, North Dakota State University.
- 2016 Madhavi, S., Tobin, M., **Wilson, ES.**, and Dudle, DA., “Relationships among flower color, flower size, and seed production in bouncing bet, *Saponaria officinalis*” Poster presentation Indiana Academy of Science.
- 2015 Tobin, M., **Wilson, ES.**, and Dudle, DA., “Phenotypic variation in floral traits of *Saponaria officinalis*.” Poster presentation Research Fellows Fall Symposium DePauw University.

INTERVIEWS

- 2020 Microclimate Pollinator Research, Fargo ND (Interview)
- <https://entomologytoday.org/2020/03/03/alfalfa-leafcutting-bees-like-nests-that-face-north-study-shows/>

- 2019 Science Communication, Fargo ND (Interview)
- https://www.ndsu.edu/experience/professional_development?fbclid=IwAR0s-Uo70_FV7s-XezEfviA_JyKtgNSiIttOburQAho-IQYppjVvyi60B1s
- 2018 Pollinator Research, Fargo ND (Interview)
- <https://www.mprnews.org/story/2018/10/22/students-researchers-look-to-research-bee-species-alfalfa-leafcutter>

DEPARTMENT SERVICE

- 2021 Member of FFPSA Workgroup and Co-writer for the
- 2020 RIE Member for Intake and Case Assignment, Indianapolis, IN
- 2019 Co-Organizer for VSST on Permanency and Safety, Indianapolis, IN
- 2018 Coordinated lab interviews with Minnesota Public Radio (MPR) and provided personal interview
- 2018 Invited Panelist for Undergraduate Research Student Panel, North Dakota State University
- 2018 Pollinator briefing to North Dakota Congressional Delegation, consisting of two U.S. Senators, one U.S. representative, state governor, and one sitting and former U.S. Secretary of agricultural USDA-ARS, Fargo, ND
- 2017 Grant Reviewer for Asher Social Science Fund, DePauw University, allocated funds from \$500-10,000

OUTREACH ACTIVITIES

- 2018 Program Coordinator “Bring a Scientist to School” Bennett Elementary School Fargo, ND
- 2018 Interviewed for Minnesota Public Radio, on agriculturally important pollinator the alfalfa leafcutting bee
- 2018 Hosted Field Representative, Justin Hanson, from Senator Heidi Heitkamp’s office for Pollination Nation Poster Session, Fargo, ND.
- 2018 Facilitator for Girl Scout Big Event, Fargo, ND
- 2018 Facilitator for Expanding Your Horizons for women in STEM, Fargo, ND
- 2017 North Dakota State Giving Tree, biological sciences coordinator, Fargo, ND

FUNDRAISING EXPERIENCE

- 2019 Pie Your Professor 2019, Fargo ND
- Coordinated fundraiser to raise funds for the 1st Undergraduate Student Travel Scholarship raising \$1,000
 - Directed a social media campaign to involve alumni and other stakeholders
- 2017-2019 BSGSA NDSU Giving Tree, Fargo ND
- Organized the collection of funds to buy Christmas presents for students supporting their families. In two years raised \$600 and supported nine families

LEADERSHIP EXPERIENCE

- 2021 FFPSA Workgroup Member and Co-writer of *Safely Home, Families First Indiana Department of Child Services Title IV-E Prevention Plan*. Submitted to the Administration of Children and Families
- 2020 Co-Chair for Training Curriculum Development: Evaluation and Research, Indiana Department of Child Services
- 2018 Undergraduate Mentor for Pollination Nation undergraduate research internship
- 2018 Outreach Coordinator Biological Science Graduate Student Association, Fargo, ND
- 2018 Social Media Coordinator Insect Cryobiology and Ecophysiology (ICE) Research Unit, @ICENETWORKFARGO
- 2018 Student Travel Leader for AAAS-CASE Workshop participants
- 2017 Captain of DePauw University Volleyball Team

TEACHING AND WORK EXPERIENCE

- 2019-Pres Senior Research Analyst, Indiana Department of Child Services, Indianapolis, IN
- 2017-2019 General Biology 150 Lab Lecturer, North Dakota State University
- 2016-2017 Contemporary Society, Tutor, Sociology department, DePauw University

EXTRACURRICULAR AND RELEVANT EXPERIENCE

- 2013-2017 Athlete, 3 NCAA Tournament Appearances, DePauw University
- 2013-2017 Kappa Kappa Gamma Fraternity, DePauw University
- 2016-2016 First Year Resident Assistant, Campus Living and Community Development, DePauw University

AWARDS AND HONORS

- Eta Sigma Phi, Classics Greek Honors Fraternity
- Alpha Kappa Delta, Sociology Honors Fraternity
- Chi Alpha Sigma, National Athlete Honors Fraternity
- Dean's List, 2014-2016, DePauw University
- North Coast Athletic Conference Academic Honor Roll 2015-2017
- USA Select DIII Volleyball Travel Team
- Paul C. Glick Award, Outstanding Senior in Sociology
- Nominated by the Biology and Sociology Departments to present original research at the Senior Showcase

HEATHER H. KESTIAN

302 W. Washington St. E306 Indianapolis, IN 46204 | Heather.kestian@DCS.IN.gov

EDUCATION

University of Toledo College of Law, Toledo, OH: Juris Doctor: May 2008, GPA: 3.300, Cum Laude

- Dean's List (Spring 2007)
- University of Toledo College of Law Pro Bono Public Service Commendation (Spring 2007)
- Women Law Students' Association--Vice President 2006-2007
 - Recipient of the WLSA Involvement Scholarship (Spring 2006 and Spring 2007)
- Recipient of the Wagoner-Steinberg Ltd. Law Scholarship (Spring 2007 and Spring 2008)
- Pupil of the Morrison R. Waite American Inn of Court (2007-2008)
- Substantial legal research paper: "Lessons from Virginia Tech: FERPA, HIPAA, and the Clery Act"

Arizona State University, Tempe, AZ: Master of Education-Postsecondary Education: May 2002, GPA: 4.0

Indiana University, Bloomington, IN: Bachelor of Arts-Journalism: May 2000, GPA: 3.15

WORK EXPERIENCE

Indiana Department of Child Services (*Nov. 2008-present*)

Deputy Director, Strategic Solutions and Agency Transformation (June 2018-present)

- Lead a staff of 26 employees in three main focus areas in order to improve outcomes for children and families: continuous quality improvement, quality service assurance, and research and evaluation
- Six Sigma Green Belt Certified (Earned September 2019) (Project: Improving Efficiencies in the Adoption Eligibility Determination Process as a Means to Expedite Permanency in Long Stayers)
- Prosci Certified Change Practitioner (December 2019)
- Responsible for re-designing, developing and implementing the Indiana Child and Family Services Plan (CFSP) (effective Oct. 1, 2019-Sept. 30, 2024)
- Indiana State Bar Association: Children's Rights Committee Member (Jan. 2020-present)
- Provide mentoring and coaching on Continuous Quality Improvement principles using Lean and Six Sigma Methodologies

- Lead high level discussions related to the responsible and ethical use of data, research and evaluation
- Regional Judicial Opioid Initiative (RJOI) Child Welfare Committee Member (Assisted in providing information related to best practices in the use of data and evaluation support in child welfare: Dec. 2018-Nov. 2019)
- National Partnership for Child Safety Collaborative team member (Child Death Review Group: discussed enhancements to the Safe Systems Improvement Tool (SSIT) and implemented in Jan. 2020; applied a safety system framework to build and support a safety culture to improve outcomes for children and strategically improve identified system issues)
- Child Welfare Analytics Workgroup member for the American Public Human Services Association (APHSA) (Assisted in identifying successful lessons learned from implementing analytics projects and developed guidance and resources around data management at the agency level to share with other stakeholders in child welfare: Jan. 2019-Dec. 2019)
- Child Welfare Data Leaders representative for Indiana with Casey Family Programs (Member of the Data Leaders Membership Committee and the Strategic Planning and Performance Measures Committee)
- Assisted in gaining approval for Indiana's Program Improvement Plan (PIP) and assist in PIP implementation and tracking of progress towards goal attainment (Seven of nine measures achieved and sustained within three quarters of PIP approval)
- Serve as the State Liaison Officer (SLO) for Indiana to the Administration for Children and Families
- Serve as an Administrative Law Judge on an as needed basis for appeals of a decision to substantiate child abuse and/or neglect on a child care worker or DCS employee (Effective May 2019)

Assistant Deputy Director, Innovation (March 2018-June 2018)

- Responsible for federal compliance reports related to the CFSP, APSR, and various grants
- Provide direction on Continuous Quality Improvement principles to a staff of ten people in order to effectuate positive change within DCS
- Responsible for researching and writing Indiana's Program Improvement Plan (PIP)
- Serve as the Children's Justice Act (CJA) Task Force Coordinator and the State Liaison Officer to the Administration for Children and Families

Collaborative Care Field Director (April 2012-March 2018)

- Responsible for case management and oversight of the statewide Collaborative Care program, Indiana's foster care extension program (youth age 16+ with a case plan goal of APPLA (approximately 800 cases))
- Lead staff of 63, including one division manager, eight family case manager supervisors, and 54 family case managers (Responsible for recruitment, retention, training, and termination of staff)
- Guest Speaker at the American Association of Public Welfare Attorneys to discuss foster care after 18 and legal challenges of implementing foster care after the age of 18
- Graduate of the Child Welfare Management Innovations Institute in May 2014 and was chosen as one of four projects which were presented at the CWMII Conference in June 2014 (Title of Project: *Partnering with our Parenting Youth: A Family Approach to Case Management through a two-generation framework*)
- Helped develop and implement a new Quality Service Review (QSR) protocol for Older Youth Services (OYS) in order to effectively gauge Indiana's Older Youth Service (OYS) program
- Provided training opportunities for child welfare stakeholders in regards to Collaborative Care including Judges, DCS employees, CASA/GALs, and service providers throughout the State
- Human Trafficking subject matter expert: helped draft policies, screening and assessment tools, training and protocols to address federal legislation requirements
- Assisted in drafting legislation in regard to human trafficking and collaborative care
- Drafted Collaborative Care legal pleadings and updated pleadings as needed

Local Office Director, Johnson County (September 2010-April 2012)

- Responsible for operations of a local office in a donut county of Indianapolis
- Lead staff of 29, including one attorney, three family case manager supervisors, and 22 family case managers
- Reduced overdue assessment list in less than four months and reduced back log of near fatality/fatality reports to two in one year
- Continued to sit second chair on terminations of parental rights and was responsible for Friday morning court hearings before the local magistrate
- Implemented office wide staff expectations to reduce overdue court reports, contacts, and case plans

Administrative Law Judge and Central Office Staff Attorney (September 2009-September 2010)

- Responsible for an administrative appeal hearing docket, including orders and decisions, for child support, foster home licensing, and substantiations of child abuse and neglect
- Created an Applied Professionalism Course for DCS Attorneys to support DCS staff attorneys to receive required education at no cost to attorneys; secured funding from the CLE Commission to support learning objectives
- Assisted in drafting three administrative rules regarding substitute care of children

Staff Attorney for the Bartholomew County Office (Nov. 2008-September 2009)

- Responsible for all phases of litigation in child abuse and neglect cases including appellate litigation
- Created case management system to better track cases
- *In the Matter of IB v. IDCS*—Assisted in preparing oral argument and sat second chair during oral argument before the Indiana Supreme Court in June 2010

Hamilton County Prosecutor's Office; Noblesville, IN *(May 2008-Nov. 2008)*

- Deputy Prosecuting Attorney (Oct. 2008-Nov. 2008); Certified Legal Intern (May 2008-Oct. 2008)
- Prepared and presented evidence in violation of probation hearings
- Responsible for screening cases and assigning charges for various misdemeanors and D felonies

University of Toledo College of Law Legal Clinic; Toledo, OH *(Jan. 2008-May 2008)*

- Certified Legal Intern
- Acted as counsel before the court in a contested adoption matter and in a landlord/tenant dispute

Gallon, Takacs, Boissoneault & Schaffer; Toledo, OH *(May 2006-May 2007, July 2007-Feb. 2008)*

- Law Clerk in Workers' Compensation Litigation Section

- Wrote mandamus briefs regarding Workers' Compensation Benefits

Monroe County Office of the Prosecuting Attorney; Monroe, MI *(May 2007-July 2007)*

- One of ten students selected for a fellowship in the Reinberger Honors Program in Prosecution

- Represented the Office of the Prosecuting Attorney in misdemeanor bench trials and formal hearings
- Researched and wrote appellate briefs

Tort Law Journal of Ohio (*Mar. 2006-Mar. 2008*)

- Research Assistant for Baldwin's Ohio Practice: Tort Law (responsible for three sections of the book)
- Staff Writer through *Thomson West* responsible for 3-5 case summaries on a bi-monthly basis
 - Monitor opinions of two courts focusing on all aspects of tort law (Ohio Supreme Court (*Mar. 2007-Mar. 2008*); Seventh District Court of Appeals (*Mar. 2006-Mar. 2007*))

COMMUNITY AND VOLUNTEER INVOLVEMENT

Court Appointed Special Advocate (CASA); Toledo, OH (*Sept. 2005-Dec. 2007*)

- Advocated for children in child abuse, neglect, and dependent cases and provided documentation to the court

HIGHER EDUCATION EXPERIENCE

University of Toledo—Office of Legal Affairs; Toledo, OH (*Aug. 2007-Nov. 2007*)

- Extern through the University of Toledo College of Law Public Service Externship Clinic
- Completed research projects regarding the Establishment Clause, employment, and education law

University of Colorado at Colorado Springs (*Aug. 2003-June 2005*)

- Assistant Director—Office of Residence Life and Housing
- Supervised Two Graduate Assistants, 24 Resident Assistants, and four desk assistants
- Responsible for addressing student conduct issues for students living in campus housing
- Official Hearing Officer: Codified the Student Handbook addressing functionality of the complaint system

Arizona State University (*Aug. 2000-July 2003*)

- Graduate Assistant (Aug. 2000-July 2002) and Resident Director (July 2002-July 2003)
- Lived in various residence halls during graduate assistantship including upperclass and freshman residence halls

Indiana University (*Aug. 1998-May 2000*)

- Resident Assistant (Aug. 1998-May 1999, Jan. 2000-May 2000)

- Union Board Director (Selected for an opening for the 1997 Fall Board and Elected for the 1998 Board)

Brian Goodwin

302 W. Washington St. E306 Indianapolis, IN 46204 | Brian.Goodwin@DCS.IN.gov

Qualification Profile

- Advanced quantitative analysis skills, including the interpretation, collection, organization, and maintenance of large, original datasets.
- Effective program evaluator; ability to identify program components and evaluate how effective programs are at achieving targeted outcomes

Education

Georgia State University Atlanta, GA August 2016-May 2019

Master of Arts in Political Science

GPA: 3.83

California State University, Chico Chico, CA August 2014-May 2016

Master of Arts in Political Science

GPA: 3.95

George Fox University Newberg, OR August 2010-December 2013

Bachelor of Arts in Politics

GPA: 3.69; cum laude

Work Experience

Indiana Department of Child Services Indianapolis, IN August 2019-Present

Research Analyst

- Review and analyze state policies and administrative data in order to improve program outcomes. Data content ranged from reports on child maltreatment and abuse, adoption policies, and health conditions of children.
- Construct evaluation plans of department programs to ensure compliance and effectiveness.

Georgia State University Atlanta, GA August 2016-May 2019

Research Assistant

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- Collect and analyze data in a time constrained manner. Data content ranged from election turnout, campaign finance, state-level tax policies, and indicators of judicial independence.
 - Edit written content prepared for journal and book publications. I have worked on books focusing on politics in Georgia as well as state-level tax policies.

Georgia State University Atlanta, GA Fall 2017-May 2019

Instructor

- Manage students, class sizes ranges from 30 to 200 students each semester. Classes taught include Introduction to American Law and Introduction to American Law.
- Create and organize class content to deliver to students through lecture.

Federal Express Corporation Atlanta, GA January 2017-August 2019

Handler

- Reconcile all inbound flights and trucks to ensure safe and efficient delivery of packages to customers.
- Manage a team of 10-15 people to ensure proper movement of parcels through facility.

CSU, Chico Political Science Dept. Chico, CA March 2015-May 2016

Research Assistant

- Analyze and collect pertinent data for faculty members
- Consult with governmental agencies to obtain documentation for research projects.

CSU, Chico Political Science Dept. Chico, CA August 2015-May 2016

Teaching Associate

- Facilitate discussion for up to 100 students a week in American Government courses.

CSU, Chico Political Science Dept. Chico, CA August 2015-May 2016

Tutor

- Help students better understand course material.
 - Focus with students on improving test-taking abilities and writing skills.
-

Sutherland Landscape Center Chico, CA June 2014-August 2015

Accounts Payable/Customer Service Representative

- Entered all incoming invoices on a daily basis and received in all incoming merchandise for retail.
- Educated patrons on product information so that they could remodel yards with appropriate materials within specific budgets.

George Fox University. Newberg, OR August 2010-December 2010

Office Assistant

- Maintained and organized confidential files on current students, alumni, and inactive students.
- Managed a student-wide announcement system.
- Assisted a student parking board that reviewed all student parking ticket appeals.

Recourse Mediation Santa Rosa, CA June 2013-August 2013

Intern

- Conducted and analyzed market research on conflict resolution policies with local businesses and organizations. I surveyed 150 organizations and discovered that businesses and organizations did not seek out mediation services due to the lack of awareness of available programs.
- Assisted drafting grant proposals for community programs developed by the mediation agency.

**Internal
Agency
Reports**

Hotline Text Analysis (2020)

Indiana Department of Child Services

- Analyzing 880,000 reports of child maltreatment to understand the themes and structures of report narratives. The focus of this project aimed at understanding the type of language people use when reporting abuse and neglect.

Concrete Services (2020)

Indiana Department of Child Services

- Review historical research that examines the effects of concrete services on the well being of children and families.
- Construct and evaluate Indiana Department of Child Services program of providing concrete services to families. This project aims at understanding the effectiveness of concrete supports and how it affects outcomes for children and families, including removing children from their homes, length of involvement with Department of Child Services, and incidences of repeat maltreatment.

Abusive Head Trauma (2019)

Indiana Department of Child Services

- Identify and pull administrative data on children who have been identified as experiencing abusive head trauma.
- Review documents containing medical examinations of children with records of abusive head trauma. After documents were reviewed, analysis of all documents was conducted to identify core causes of abusive head trauma, including cerebral edemas, subdural hematomas, and retinal hemorrhages.

Academic Service Contribution

Moderator, Town Hall Event Chico, CA Spring 2015-Spring 2016

CSU, Chico

- Facilitate conversation between students for event for large political science course. I would help students focus in on problems and solutions for complex topics, such as income inequality, mental health, and food safety in the United States.
- Engage in conversation with content experts in various professions to help students understand the differences between what can and cannot happen in policy settings.

Planner, Town Hall Event Chico, CA Fall 2015-Spring 2016

CSU, Chico

- Work with administrators, faculty, and students to coordinate event for over 700 students taking introductory course in political science.
- Find and recruit experts in 16 topics that students research throughout semester.

Fellow, Koch Foundation Newberg, OR Fall 2012-Spring 2013

George Fox University

- Participated in a discussion-based group funded in part by Koch Foundations to gain better knowledge about the principles of liberty within the United States.

Community Service **Urban Services** Newberg, OR 2010-2013

George Fox University

- Provide homeless individuals in Salem, OR and Portland, OR with food and clothing supplies. Overtime, personal relationships would be developed with the homeless community where we would know much of the homeless community by name.

Urban Services, Committee Member Newberg, OR 2011-2013

George Fox University

- Organize with student leaders on how to recruit more people to volunteer with homeless populations.
- Coordinate with school administrators, local homeless shelters, and churches to receive food and supply donations to distribute to homeless individuals.

Serve Day Newberg, OR 2010-2013

George Fox University

- Participated in an annual campus-wide effort to complete various community projects ranging from landscaping, harvesting food, installing new fences, etc.

Spring Serve Newberg, OR 2011-2013

George Fox University

- Volunteered with groups across Oregon and Washington during Spring Break to address community needs. In 2011, I spent time in Neah Bay, WA, where we helped a Native American tribe with litter removal along well-traveled roads in addition to smaller community projects. In 2012 and 2013, I helped a youth camp with construction projects.

George Fox University

- Volunteered and helped local nongovernmental organization in Chisinau, Moldova and Galati, Romania serving local Roma youth.
- Helped with various construction projects, including building fences, painting, and various upkeep in buildings.

Publications

- Brian Goodwin, Heather H. Kestian, Eric A. Miller, Terry J. Stigon, Matthew K. Oware, Elisabeth S. Wilson. *In Revision (2020)*. “Text Mining and Examination of Language Used to Report Child Maltreatment: How Language Impacts Child Welfare Interaction.”

Conference Presentations

- State Epidemiological Outcomes Workgroup (SEOW). 2020. Presentation Title: “Text Mining and Examination of Child Maltreatment – A Focus on Drug Usage & Mental Health Issues in Indiana.”
- Southern Political Science Association Conference, 2018. Presentation Title: “Amicus Briefs in State Supreme Courts.”
- Southern Political Science Association Conference, 2018. Co-Presented with Susanne Schorpp (Assistant Professor, Georgia State University). Presentation Title: “Economic Indicators of Judicial Independence”
- Georgia State University Graduate Student Association Conference, Spring 2017. Presentation Title: “Amicus Curiae in State Supreme Courts”

Certifications

- State of Oregon Community Mediator, 2012

Skills & Proficiencies

- Data processing software (STATA, R, SPSS, SAS, Tableau, Excel)
- Relational Databases (PgAdmin, Microsoft SQL Server Management)
- Microsoft Office (Word, Excel, Powerpoint, etc.)

AUBREY KEARNEY

302 W. Washington St. E306 Indianapolis, IN 46204 | Aubrey.Kearney@DCS.IN.gov

EDUCATION

Indiana University School of Public and Environmental Affairs
Master of Public Affairs; GPA: 3.583; Eads Fellow
Concentrating in Policy Analysis and Public Finance Administration
Bloomington, IN
May 2018

Rhodes College
B.A. in Urban Studies; GPA: 3.62; Bonner Scholar
Memphis, TN
May 2015

Purdue
Certification in Six Sigma
Indianapolis, IN
March 2020

RELEVANT COURSEWORK

Benefit Cost Analysis
Residential Data Analysis and Modeling in Public Affairs
Statistical Analysis for Effective Decision Making

Strategic Management in Public Affairs
Public Program Evaluation
Public Human Resources Management

RESEARCH AND PRESENTATIONS

“Affordable Housing in Bloomington, IN”
Bloomington, IN
Graduate Capstone Research and Proposal
Presented May 2018

“The Role of Government in Reducing Domestic Poverty”
Bloomington, IN
Graduate Paper with Regressions
Presented May 2017

“Minnesota’s Screening Threshold Analysis; Innovations Using Data”
Research Presentation at the National Child Welfare Evaluation Summit
Washington, D.C.
Presented August 2019

Internal Research

Guardianship Related Research, 2018-2020
Screening Threshold Analysis of Screening Decisions, 2018-2020*
Parenting Foster Youth Program, 2019-2020
Business Analytics Projects in support of Services and Finance Divisions
Homebuilders, Family Centered Therapy, Fatherhood Engagement,
Internal Research and Memos in support of decision-making of Executive leadership and the Strategic Solutions and Agency Transformation Division, 2018-2020

Current research is for use internal to the Indiana Department of Child Services only unless noted by an asterisk.

EXPERIENCE

IN Department of Child Services, Office of Data Analysis, Research, and Reporting Indianapolis, IN

Research Analyst (Operations Analyst II)

July 2018-present

- Produced ad hoc reports and special periodic reports through pulls and analysis of indicators available within the INDCS case management database.
- Designed, executed, and presented evaluations and research based on peer state information, peer-reviewed external research sources, and internal analysis of population data from the INDCS case management database.
- Responded to internal data requests to assist with policy and programmatic changes from field level practice to the executive level, as well as to external partners and the legislature.
- Participated in inter-and intra-agency research collaborations to expand knowledge base on screening and other tools, opioid use, service utilization, and other topics.

City of Bloomington, Indiana, Community and Family Resources Department

Bloomington, IN

Intern Assistant to Director Beverly Calendar-Anderson

September 2016- July 2018

- Briefed and advised Director Calendar-Anderson and Mayor Hamilton regarding updated approaches to addressing homelessness through the Safety, Civility, and Justice initiative.
- Prepared briefing materials for the Safety, Civility, and Justice Committee.
- Designed and produced literature for the public on person-first language, homelessness agencies in the area, volunteer opportunities, and volunteers in the media.

Hospitality Hub of Memphis

Memphis, TN

Development Support Specialist

October 2015- September 2017

- Created a digital filing system for recording service and guest statistics.
- Created a succession plan for staff and volunteers using filing system.
- Planned and executed fundraising events raising \$13,500 on average.
- Counseled guests for intake and follow-up, accessing both emergency services and the process for receiving aid from federal housing programs.
- Mentored other counselors, organized counseling materials, and managed counseling paperwork.
- Trained employees to use social media as a means of publicizing the organization.
- Wrote and published newsletters updating the public on new projects and events.

National Low-Income Housing Coalition

Washington, D.C.

Policy Intern

June 2017- August 2017

- Attended Congressional hearings, meetings with Congressional staff, policy briefings, and conferences.
- Briefed staff and member organizations on legislative updates relevant to affordable housing.
- Published briefing articles through NLIHC's Memo to Members and website.
- Conducted a review and wrote a detailed memo on TANF work requirements in legislative history and subsequent program evaluation.

Rhodes College Kinney Program for Community Service

Memphis,

TN

Student Director

January 2014- May 2015

- Developed new service and internship opportunities for student volunteers through connections with faculty and local nonprofit organizations.
- Organized campus-wide service plunges and events with up to 1,000 participants.
- Developed a succession planning system through Google Drive.
- Restructured the Kinney Program to reflect changing interests of the student body and changing service opportunities across the city of Memphis.
- Trained and supported Area Coordinators to mentor student volunteers.

ACTIVITIES

LIFEDesigns, Inc.

Bloomington, IN

Board Member

January 2017-January 2019

- Chair of the Capital Development Committee – Identified properties for development and participated in the process of financing affordable housing developments. (January 2017-January 2018)
- Fundraising Committee Member (January 2017-January 2019)
- Board Secretary (January 2018-January 2019)

Students for Equity in Public Affairs, Indiana University

Bloomington, IN

Vice President of Advocacy and Action

May 2017- May 2018

- Planned and executed educational events on racial inequity in the United States.
- Designed resources with a team to support students of color at the university.

SKILLS

Computer: SAS, SQL, R, Microsoft Excel, Word, PowerPoint, InDesign, Social Media.

Crystal Whitis, MBA, LCSW

302 W. Washington St. E306 Indianapolis, IN 46204 | Crystal.whitis@DCS.IN.gov

EDUCATION

Indiana Wesleyan University (2020)

Master's Degree of Business Administration (MBA)

University of Louisville (2009)

Master's degree of Social Work

Murray State University (2008)

Bachelor's degree of Social Work

CERTIFICATIONS

Six Sigma Green Belt Classroom Certification

Licensed Clinical Social Worker

PROFESSIONAL EXPERIENCE

Department of Child Services

Child Welfare Services Manager (March 2020-Current)

- Review & Score proposals for DCS Contracts submitted by Service Providers
- Supervise team of Regional Service Coordinators in each Region in the State
- Determine strategies for implementing DCS services throughout the State
- Resolve barriers that Service Providers have in implementing contracted services
- Assess variations between MRO & DCS standards in order to simplify compliance
- Continuous focus on collaboration with internal & external team members

Department of Child Services

Clinical Service Specialist (February 2019-March 2020)

- Complete full Clinical Audits of Residential facilities in Indiana including overview of appropriate treatment, diagnosis, best practices, evidence-based models, child & family engagement, and safety planning
- Consult with Providers regarding their Clinical Treatment programs and provide recommendations based on evidence-based treatment models
- Coordinated and implemented Clinical Peer Supervision groups
- Initiated and facilitated workgroups with team members and supervisors to revise long standing workflow processes
- Participated in the Sexually Harmful Youth service standard revision workgroup

Stepping Stone Therapy Center: Contractual Therapist (September 2018- February 2019)

- Provide excellent clinical services to vulnerable populations including those impacted by addiction, domestic violence, poverty, and other barriers
- Navigate community relations with stakeholders within the mental health and child welfare community

Adult & Child, Health: Team Supervisor (May 2014 -September 2018)

- Oversee compliance of external and internal regulating entities (DCS, Medicaid, private insurance)
- Provide regular quality improvement analysis followed by implementing strategic change
- Collaboration with multi-agency, multi-systems to ensure highest quality of services for clients
- Led the roll-out of Idea Innovation program agency wide- mentor to other Supervisors
- Emphasis on organizational culture, staff retention, staff engagement
- Provide Clinical supervision to team of Master level Therapists and Bachelor level Child Specialists
- Provide highest quality of services to clients and referral sources

Adult & Child, Health: Staff Therapist (November 2011-May 2014)

- Deliver therapy to families and abused/ neglected children in office, home, and community-based settings

Bethany Christian Services: Home Based Therapist (July 2009 – May 2011)

- Provide therapeutic services to children and families in a community-based setting

COMMUNITY MEMBERSHIP

Commission on Improving the Status of Indiana Children (CISC)

Juvenile Justice & Cross System Task Force- Subcommittee (2020)

Commission on Improving the Status of Indiana Children (CISC)

Child Safety and Services Task Force Volunteer (2018)

Indiana Association of Resources and Child Advocacy (IARCA)

Outcomes & Data Task Force (2017)

Home Based Services Task Force (2018)

TOMORROW ROSE

FULL STACK, JUNIOR
SOFTWARE
ENGINEER/DATA ANALYST
IT PROJECT MANAGER

Contact

✉ Tomorrow.Rose@dcs.IN.gov

📍 Noblesville, IN

🌐 <https://www.linkedin.com/in/tomorrow-rose-70361671>

🐙 [Tomorrowrose \(Tomorrow Rose\) \(github.com\)](#)

Education

MASTER OF SCIENCE
IN INFORMATION
TECHNOLOGY
MANAGEMENT

Western Governor's University
DEC 2020

BACHELOR OF
SCIENCE| SOCIOLOGY
Indiana State University
2010



Profile

Full Stack, Junior Software Engineer/Data Analyst, who is an accomplished professional with approximately 6 years in local government, 4+ years in project management, 0-1-year computer programming/full stack languages, 0-1 year in SDLC application, 3 years in management, analysis and information technology combined. Leverage technical knowledge to identify and troubleshoot critical issues and implement processes that enhance efficiency and guide compliance with regulations. Proficient in building and maintaining strong relationships with clients, both internal and external, to ensure all expectations and goals are met. Proficient in driving quantifiable results to merge customer optimization and satisfaction.

Experience

Butler University Education Data Analytics
Bootcamp

FULL STACK SOFTWARE DEVELOPER/DATA ANALYST/GRADUATE/2020

- 23 total contributions to GitHub,
- 4 successful Projects
 - project1-repo
 - Stock-Market-Spotlight-Tech-Stocks
 - https://veronicahamilton88.github.io/Quality_of_Life_Analysis/
 - ETL_Project
- Work with software engineers, systems analysts, programmers, and designers examining capabilities and limitations of various interface performances.
- Use mathematical models and research to predict and measure consequences of designs.
- SDLC to plan, analyze, design, develop, Test, and implement website and other projects
- Experience using SQL to update and retrieve data
- A good grasp of front-end programming languages
- The ability to create a responsive design
- A knowledge of testing and debugging
- An understanding of front-end development tools and features like automation, content management systems, version control systems, APIs, and frameworks.

Skills

PeopleSoft
Project Management
Agile PM Methodology
Program and software development
Creative problem solver
Report and presentation
Team player
Process Improvement

Advanced Excel
Pivot Tables, VBA Scripting

Fundamental Statistics
Modeling, Forecasting

Python Programming
Python 3, NumPy, Pandas, Matplotlib, API Interactions

Databases
MySQL, MongoDB, ETL

Front End Web Visualization

HTML, CSS, Bootstrap,
Dashboarding, JavaScript Charting,
D3-js, Geomapping with Leaflet.js,
Chartjs

Business Intelligence Software
Tableau
Advanced Topics

Certifications

CERTIFIED SCRUM MASTER
2019

CERTIFIED SCRUM
PRODUCT OWNER
2019

CERTIFIED ASSOCIATE IN
PM
Dec 2020

LEAN SIX SIGMA GREEN
BELT CERTIFICATION
2019

CERTIFIED IN DATA
VISUALIZATION AND
ANALYTICS

LEAN DAILY IMPROVEMENT FACILITATOR

DEPARTMENT OF CHILD SERVICES, STRATEGIC SOLUTIONS AGENCY TRANSFORMATION |
CQI | INDIANAPOLIS, IN | 2019 - CURRENT

- Collaborated with multi-functional teams to develop a new tracking process that manages a \$25M+ budget for DCS, dividing the funds amongst multiple grant projects for adoption, guardianship assistance, and Title IV funds,
- Conduct internal error-proof processes to audit invoices, saving the agency thousands of dollars in penalties for federal audit findings.
- Leveraged Green Belt and Six Sigma to deliver projects by diminishing the current state process by 43 steps and integrate regular human checks in the process, achieving a 98% customer satisfaction rate in one project.
- Spearhead 4-day Kaizen/Rapid Improvement Events to examine root cause analysis for issues,
- Research new/existing technologies and business practices to streamline divisional workflow, increasing productivity by 80% within the first quarter.
- Develop and maintain systematic automated processes for reporting with the use of basic statistical techniques and queries in completing reviews and CQI projects, eliminating risk by 150%.

PROGRAM DIRECTOR II/COMMUNITY LIAISON

DIVISION OF MENTAL HEALTH AND ADDICTION/FSSA | INDIANAPOLIS, IN | 2016 - 2018

- Largest project was to shut down a nursing home with 150+ residents in less than 24 hours while collaborating with the COs of the Community Mental Health Centers to assess their Levels of Need and ensure they are transferred to an appropriate new home.
- Managed projects with IU Health, Community Mental Health Centers, Substance Abuse Treatment Centers
- Implementation of new tracking system for Community Mental Health Centers across the state

FAMILY CASE MANAGER II

DEPARTMENT OF CHILD SERVICES | TERRE HAUTE, IN | 2013 - 2016

- Conserved statistical data regarding the number of children, family members, creating a project management portfolio for the DCS.
- Investigated 30+ reported incidents of child abuse and neglect monthly to determine if cases were deemed substantiated or unsubstantiated, implementing corrective action plans to enroll them into the system appropriately.
- Advocated for children's rights and complied with applicable State and Federal laws and guidelines.



Memberships

Women & Hi Tech

AgileIndy



David Reed, MSW, LCSW, CSAYC

302 W. Washington St. E306 Indianapolis, IN 46204 | David.Reed@DCS.IN.gov

Background Twenty-five years of child welfare and social work experience in numerous settings including state government and private agencies. Extensive knowledge of child welfare programs including family preservation services, foster care, adoption, therapeutic group home care, acute and residential hospital settings, private practice, and supervision of case managers and therapists, as well as a successful history of agency and program leadership. Excellent communication skills and a passion for improving the lives of Indiana's most vulnerable children. Ability to work through difficult challenges successfully and professionally, and a thorough knowledge of best-practice and evidence-based interventions.

Education Master of Social Work Bachelor of Science, Psychology
Indiana University, May 1997 Indiana University, Bloomington May 1994

Licensure Licensed Clinical Social Worker, license # 34005323A

Professional Experience:

Indiana Department of Child Services, September 2017 – Present

Deputy Director, Child Welfare Services

Director of a diverse team of approximately 50 professionals to develop and oversee all services provided to families and children who are involved with or who are at risk of involvement with the Indiana Department of Child Services. This includes all prevention, intervention, and older youth services, as well as all contracted residential and foster care services. Work closely with over 400 provider agencies with whom the Department contracts to ensure that all services delivered are of high quality and are compliant with all state and federal laws which govern funding and service delivery.

Child Advocates, Inc., September 2015 – September 2017

Guardian ad Litem, Conflict and Custody Program; CASA Volunteer and Staff Trainer

Provide direct advocacy for youth involved in "CHINS", Juvenile Delinquency, and Custody Cases. Train all new CASA volunteers on the impact of trauma on children and how to best work with children who have experienced abuse and neglect. Provide in-service trainings to staff and volunteers on numerous child-welfare related topics.

The Villages of Indiana, Inc., May 1996 – September 2015

Senior Director of Client Services (September 2013 – September 2015)

Provided best-practice oversight for all Villages' programming across the statewide agency, with a focus on growing the Older Youth Services and Therapeutic Foster Care programs. Developed and maintained numerous agency initiatives that directly improved the lives of abused and neglected children, including improving the foster parent training curriculum to increase placement stability and access to evidence-based interventions for children. Worked collaboratively with DCS, IARCA, Community Mental Health Centers, Juvenile Courts, school systems, and numerous other organizations

Senior Clinical Director, Central Region (April 2004 – September 2015)

Supervised case management, therapy, and case-aide staff in a variety of programs including foster care, adoption, family services, independent living, and behavioral health. Also provided therapy and other services in accordance with agreed-upon service standards and contracts to clients enrolled in these programs. Coordinated regular meetings with all of the agency's Clinical Directors across the state and provided leadership in numerous agency initiatives.

Therapist/Case Manager/Group Home House Parent (May 1994 – April 2004, save for August 1999-August 2000, and July 1997 – July 1998)

Valle Vista Health Systems, Greenwood, Indiana, August 1999 – August 2000

Social Services Coordinator

Supervised all therapy staff system-wide including acute unit therapists, residential unit therapists, and outpatient therapists. Led multidisciplinary teams including psychiatry, nursing, occupational, and educational professionals.

Additional Experience

Commission on Improving the Status of Children in Indiana, Mental Health and Substance Abuse Task Force, Co-Chair, 2019 – present

State Child Interagency Collaborative, Member, 2017 - present

Indiana University School of Social Work, MSW Field Instructor, 2005 - 2015

Governor Kernan's State Child Protection Task Force, 2003 – 2005

Committee Member. Was selected by Indiana Governor Joseph Kernan to be a member of a committee that reviewed and made recommendations on a variety of complex child welfare cases across the state. Served on this committee with physicians, school social workers, DCS Case Managers and Supervisors, and attorneys from around the state.

Faculty Member, Indiana Association of Juvenile Sex Offender Practitioners (IN-AJSOP), 2007 – Present

Received CSAYC credential issued by IN-AJSOP in 2007. Created a curriculum used to train agency and DCS foster parents to work effectively with sexually maladaptive youth in foster homes. Participate in regular curriculum reviews and intensively train therapists, private and public agency staff, and foster parents to use evidence-based and best-practice interventions with sexually maladaptive youth to improve their treatment and outcomes.

Presenter/Trainer, 2000 – present

Have made numerous presentations on a variety of topics to audiences including foster parents, social workers, case managers, therapists, community leaders, and child advocates. Have presented across Indiana including at the annual Resource and Adoptive Parent Training (RAPT) Conference, the Indiana School Social Workers Association (INSSWA) Conference, the Indiana CASA Conference, The Villages' Fulton Conference, the Indiana Chapter of NASW, and numerous regional conferences sponsored by DCS and others. Have also presented at national conferences including the Child Welfare League of America National Conference in Washington, D.C.

Austin Hollabaugh

302 W. Washington St. E306 Indianapolis, IN 46204 | Austin.Hollabaugh@DCS.IN.gov

EDUCATION

1995-2000 Indiana University Bloomington, IN

- BA, Sociology

EXPERIENCE

June 2005 through present - State of Indiana, Department of Child Services

Assistant Director of Child Welfare Services

- September 2018 - Present

Local Office Director Noble County

- April 2014 – September 2018

Local Office Director Tipton County

- March 2013 – April 2014

Division Manager, Marion County Department of Child Services

- May 2009-March 2013

Family Case Manager Supervisor, Marion County Department of Child Services

- March 2007-May 2009

Family Case Manager II, Marion County Department of Child Services

- June 2005-March 2007

January 2005-April 2005 - Youth Village - Knoxville, TN

Family Counselor

November 2003- January 2005 - Hillsborough Kids, Inc - Tampa, FL

Dependency Case Manager

January 2001- September 2003 - Behavioral Healthcare Columbus - Columbus, IN

Care Manager/Patient Advocate

July 2000- January 2001 - Meadows Hospital - Bloomington, IN

Program Specialist

Heather Hendley

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SUMMARY Diligent, energetic, professional and leadership-driven worker
Enthusiastic; open-minded; goal oriented and self-motivated
Proven communication, time management and team skills
Teachable with the ability to learn new things quickly and apply them immediately
Thorough understanding of working with and managing a diverse group of individuals

EDUCATION B.A. Psychology August 2009
Ashford University, Clinton, Iowa 52732 **G.P.A. 4.0**

CAREER EXPERIENCE DEPARTMENT OF CHILD SERVICES January 2011- Present

Assistant Deputy Director, Agency Transformation & Lean Principles (January 2019-Present)

- Lead a staff of 25 employees in three focus areas in order to improve outcomes for children and families: continuous quality improvement, quality service and assurance, and research and evaluation.
- Work with the CQI team to develop a Lean Six Sigma system of continuous quality improvement within the agency
- Provide mentoring and coaching on Continuous Quality Improvement principles using Lean and Six Sigma Methodologies
- Facilitate and support the creation and relaunch of a qualitative service review for the Indiana Department of Child Services
- Creates and delivers reports on compliance with federal reporting requirements to the Deputy Director of Strategic Solutions and Agency Transformation and DCS Director
- Responsible for re-designing, developing, and implementing the Indiana Child and Family Services Plan (CFSP) (effective Oct. 1, 2019-Sept. 30, 2024)
- Assists with planning, implementation and monitoring of the State's Program Improvement (PIP) Plan as part of the Child and Family Service Federal Review (CFSR). This includes being a support liaison with the Region 5 Administration of Children and Families (ACF) office.
- Coordinates the 3 statutorily required Citizen's Review Panels for DCS
- Recommend and facilitate quality improvement events

- Coordinate and author the SSBG federal grant to support DCS funding
- Project management

Collaborative Care Division Manager (March 2015-January 2019)

- Manage a statewide program and a staff of 60+ with over 800 cases
- Assist in program development with both internal and external stakeholder collaboration
- Participate in policy and practice development. Assist in the development of new state forms.
- Work with 3CM Supervisors through ongoing supervision and management meetings to identify trends or areas of needed improvement utilizing data
- Participate in the Indiana CFSR as a reviewer
- Frequent communication and meetings with stakeholders, both internal and external, to improve practice to achieve better results
- Ongoing collaboration with field leadership within DCS to improve the work done with older youth and assisting youth in achieving permanency
- Attend speaking engagements and trainings as a subject matter expert regarding older youth services within DCS
- DCS Bureau of Developmental Disabilities Services Liaison for youth 16 and older statewide

Collaborative Care Case Manager Supervisor (July 2013-February 2015)

- Provides ongoing supervision to staff in Regions 8, 9, 13, 16, & 17. Has provided supervision for staff in Regions 10, 14, 15, & 18 on an interim basis. Wide knowledge of the way Collaborative Care works state wide.
- Coordinate and report to a variety of courts, plan and facilitate team meetings, assist in determining program eligibility, and crisis management
- Provide presentations on Collaborative Care to local DCS offices, judges, CASA, and probation; participate in meetings with service providers and stakeholders regarding older youth

Collaborative Care Case Manager (July 2012-June 2013)

- Manage cases of older youth to work towards successful adulthood transition

Family Case Manager (January 2011-July 2012)

- Worked with child and families to ensure safety, stability, wellbeing, and permanency

CERTIFICATIONS/SPECIALIZED TRAINING

<i>Journey Fellow</i>	<i>December 2020</i>
<i>Purdue University Six Sigma Green Belt</i>	<i>September 2019</i>
<i>NCWII Leadership Academy for Middle Managers</i>	<i>October 2015</i>

MICHELLE LEMONS

302 W. Washington St. E306 Indianapolis, IN 46202 |
Michelle.Lemons@DCS.IN.gov

EXPERIENCE

Indiana Department of Child Services — *Quality Service and Assurance, Director*

March 2020 - Present

Supervise Quality Assurance Analysts; coordinate with federal partners; create, oversee, conduct review of child welfare practices in Indiana; support lean initiatives

Indiana Department of Child Services — *Continuous Quality Improvement, Lean Improvement Facilitator*

September 2016 - March 2020

Complete Quality Improvement projects with various regions of the state, Rapid Improvement Events, write curriculum, train staff on improvement strategies, conduct state and federal performance audits

Indiana Department of Child Services — *Family Case Manager*

March 2012 - September 2016

Assist families with accessing services, monitor and improve coordination of care for children, manage cases, visit children monthly, maintain contact with parents

Niemann Elementary School— Title I Assistant / Elementary Alternative Program Assistant

August 2009 - June 2011

SKILLS

Adult education theory

Program design

Item analysis

Statistics--regression analysis, design of experiments, ANOVA

TRAINING

Safe Systems Trained

SSIT Trained 1/16/2020, participation in 3 fatality reviews in February 2020

Six Sigma Black Belt Trained Run projects, coordinate teams, evaluate efficiency, instill controls for statistically significant improvements

Lean Six Sigma Green Belt Reduction of waste and defects by eliminating variation within DCS processes

Trauma Informed Approach Utilize safety, trustworthiness, transparency, peer support, collaboration, empowerment, and cultural awareness when working with others

Work with children to overcome reading deficiencies and maintain gains. Use de-escalation techniques and problem solving to help kids overcome strong emotions and control behaviors

LANGUAGES

English, Japanese

EDUCATION

Ball State University— Masters in *Educational Psychology*

August 2010 - December 2011

Focus on research and statistical methodology with emphasis on statistical analysis of data and meaningful interpretation



APPENDIX C. SurveyMonkey Form

Agency name

Child ID number

Case ID number

Referral ID number

Date referral received

Date of initial face-to-face
contact (leave blank if virtual initiation)

Date of initial virtual contact

(leave blank if initiated face-to-face)

Date of most recent contact

Method of contact

(face-to-face or virtual)

Model(s)

Was the model used with the
target population?



Did the provider meet with the client for the recommended duration and frequency?

Does the provider have the required qualifications?
