

**Heritage Children Services**  
**Program Performance Analysis Report**  
**Annual Review**  
**July 1, 2020 - June 30, 2021**

## **Mission Statement**

Heritage Children Services is committed to providing the best training and support to our foster parents to promote a loving, safe, and structured home environment that respects children and instills values that empower and encourage hope, health, happiness, purpose, productivity, respect, and responsible citizenship.

## **Service Area**

Heritage Children Services Office Locations:

**Bowling Green Office**

1990 Louisville Rd  
BOWLING GREEN, KY 42101

**Elizabethtown Office**

2935 Dolphin Drive  
Suite 202  
ELIZABETHTOWN, KY 42701

**Somerset office**

650 North Main Street, Suite 230  
SOMERSET, KY 42501

**Campbellsville Office**

156 Gaines Dr.  
CAMPBELLSVILLE, KY 42718

**Owensboro Office**

920 Frederica Street  
OWENSBORO, KY 42301

## Value Commitment

- HCS values, celebrates, and encourages cultural diversity of our employees, foster parents, and the children we serve. We are an agency that respects the value of inclusion.
- HCS views and treats foster parents as the professionals they are. Foster parents are valued and necessary members of their foster child's Treatment Team.
- We offer topnotch training and support for our foster families to ensure that our families meet the high standards expected of a Heritage Home.
- Foster parents are encouraged and directed to integrate every foster child placed in their home into their family structure as an equal member of the household.
- HCS's decisions are always made with the best interest of the child as our primary objective.
- At the core of HCS operations is the belief that relationships matter and that caring, committed people are the solution. We are responsive to the needs of the people we serve, make real connections with our community, and help parents and youth develop support and advocacy networks with their peers.
- Children, youth, and parents touched by adoption and foster care should be active participants in directing their own lives and shaping their communities. As a result, our work is designed to engage these individuals and to inform and empower them to be advocates, teachers, and support providers.
- We accept, respect, and value the uniqueness of individuals and are committed to creating a culture of acceptance and

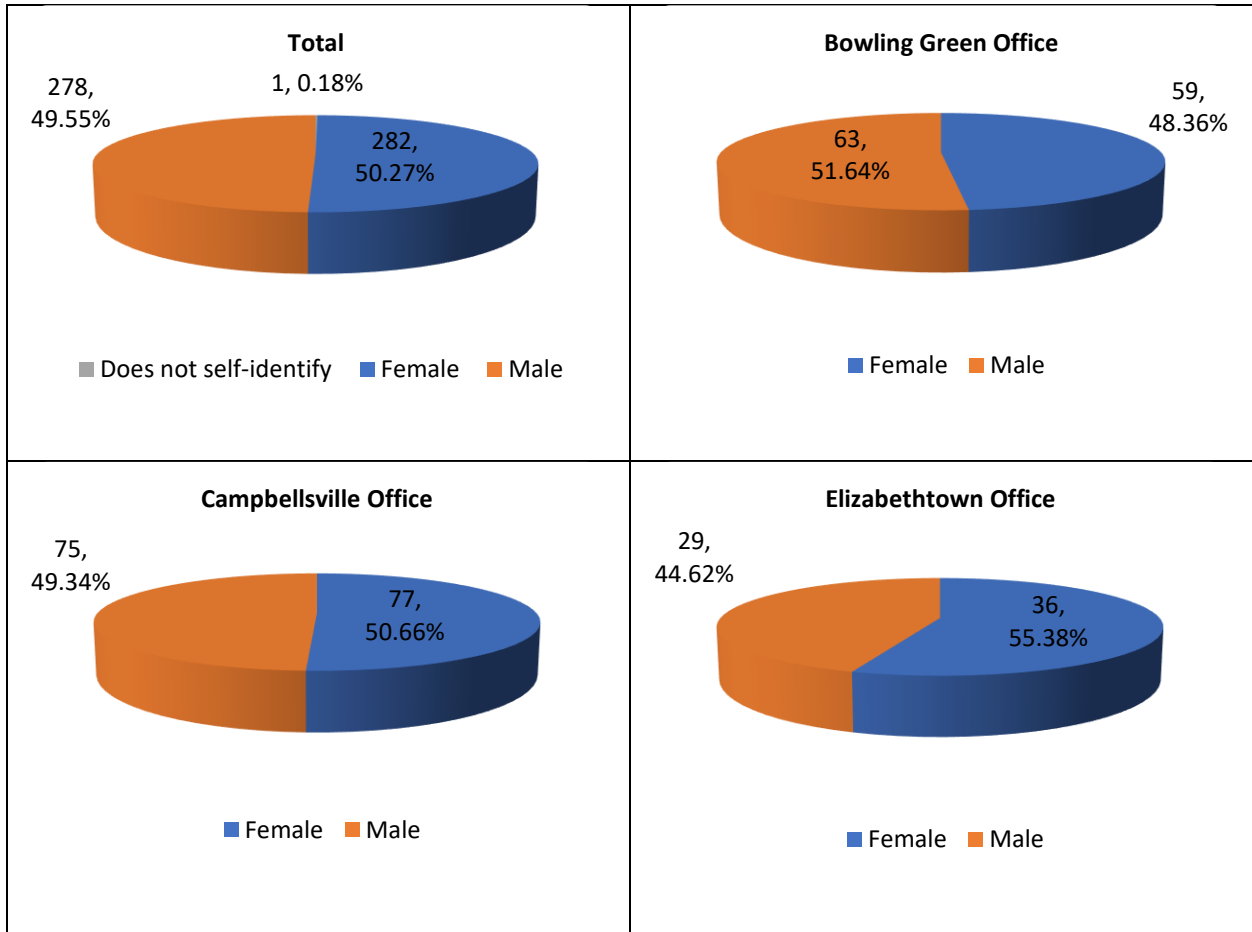
inclusivity across a wide spectrum of diversity, including race, culture, sexual orientation, gender identity, socioeconomic status, family composition, and much more.

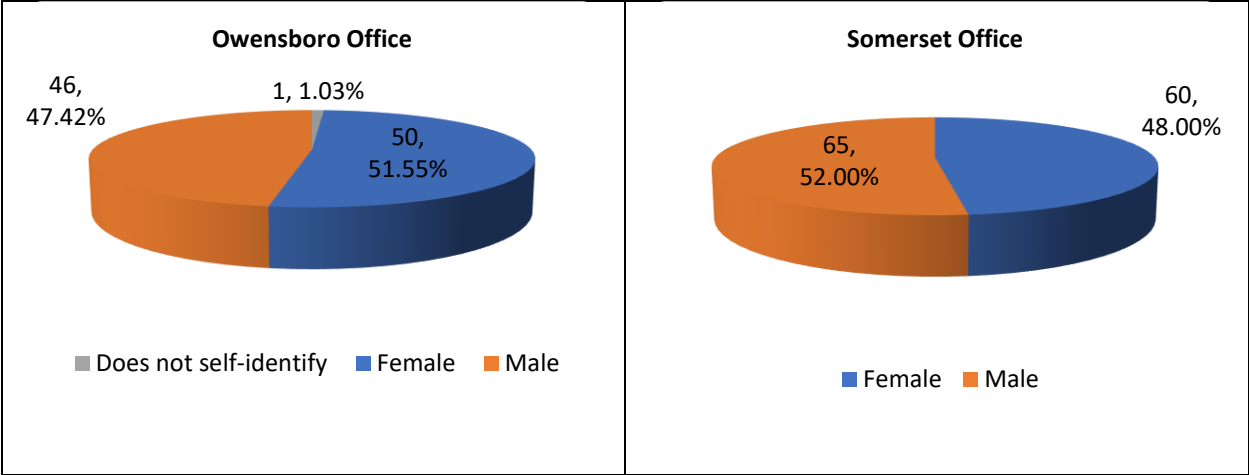
- We are leaders who are fully informed about the child welfare field and adoption from foster care. We strive to be a learning organization that expands knowledge and provides inspiring education. We have high standards of professionalism and take pride in performing our work with the highest levels of integrity.

# Heritage Children Services Agency Demographics

Heritage Children Services utilizes a proprietary record management system called “Filewerk”. The following graphs represent an analysis of various demographic data collected by using this system. The data is comprised of youth placed from July 1, 2020 through June 30, 2021 within our five (5) current offices. Heritage Children Services currently has 206 foster homes, this is an increase of 147 from last reporting period (an increase of 40.14%). Since last reporting period Heritage Children Services has licensed 59 foster homes (an increase of 25.53%). Heritage Children Services has served 561 foster children during the reporting period, which is an increase of 55.40% from 361 during previous reporting period.

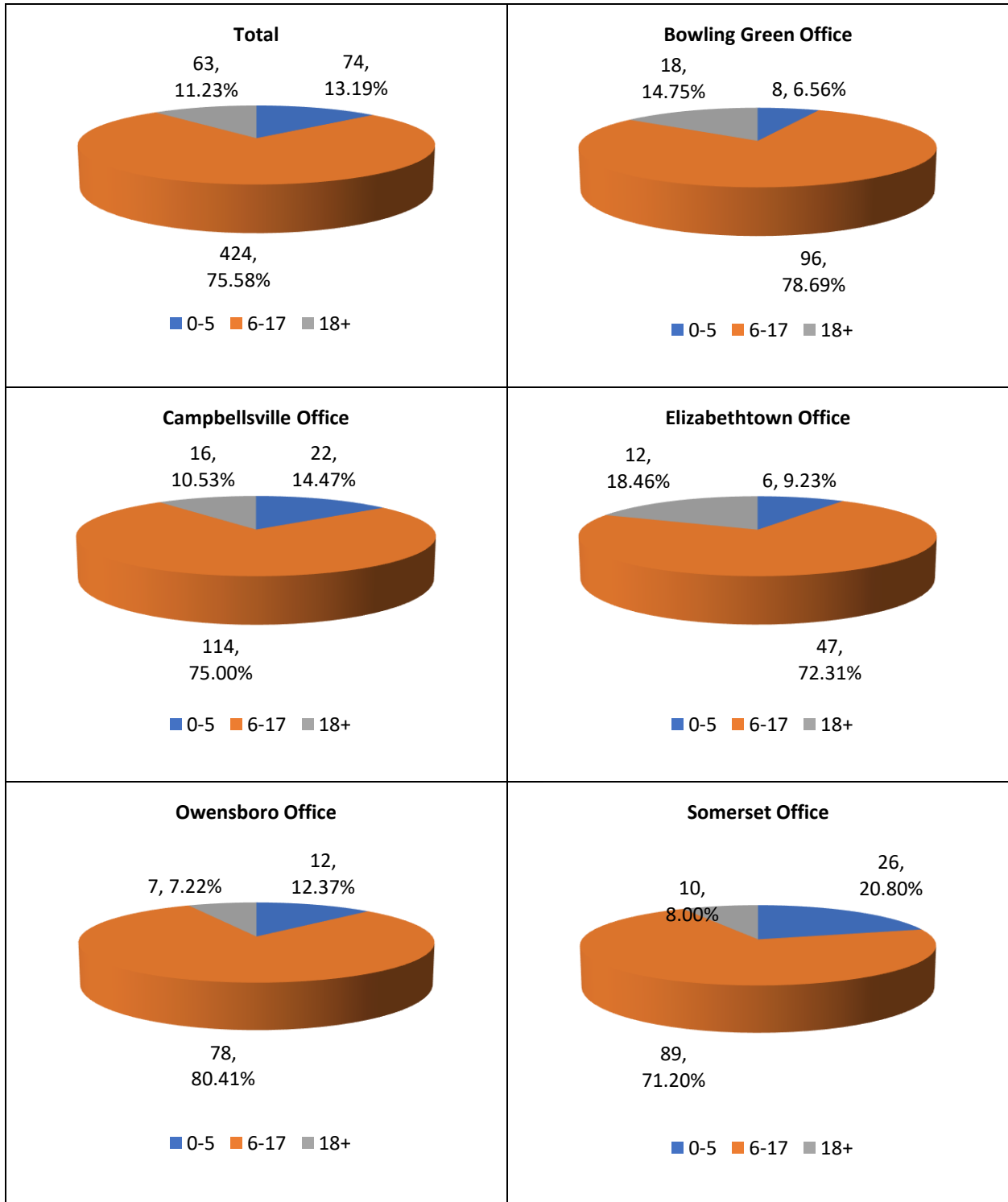
## Heritage Children Services Gender Demographics





**Analysis:** During the current reporting period, Heritage Children Services has served a total of 561 youth (this includes both, placements and transfers), which is an increase of 200 youth served since last reporting period (which is an increase of about 55.40% from last reporting period). Males make up 49.55% of the population, while the females make up 50.27% of the population, and LGBTQ+ remains at .18% of the population. In comparison to last reporting period, female population percentage increased by 4.73% and male population percentage decreased by 2.84%. HCS male to female balance continues to trend toward 1:1 ratio. HCS LGBTQ+ has decreased by 1 overall during this reporting period. This number is only reflective of youth who choose not to identify themselves within the traditional binary genders.

## Heritage Children Services Age Demographics



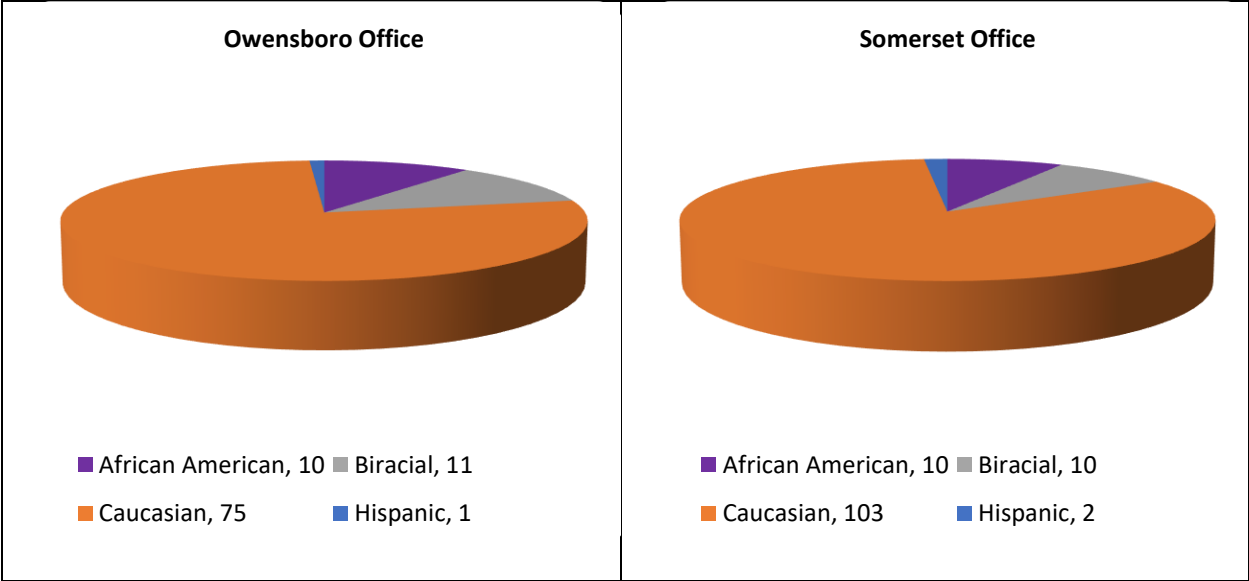
**Analysis:** Out of 561 youth, Heritage Children Services has served the majority of youth between the ages of 6 – 17 which is 424 youth (75.58%), a decrease from 286 youth (79%) from

last reporting period. The age group 0 – 5 comprised 74 youth 13.19%, which is a decrease from last reporting period of 51 youth (14%). Heritage Children Services has increased our influence in the 18+ age category of 63 (11.23%), which is an increase from 24 youth (7%). Heritage Children Services has been able to provide homes for a higher percentage of the 18+ category which is traditionally underserved in foster care. This could be due to the Commonwealth of Kentucky expanding foster care and other benefits beyond the age of 18, thus generating more referrals in this age group. In addition, the COVID-19 pandemic caused a reduction in Abuse/Neglect referrals due to youth not attending school as a primary referral source in the age group of 6 – 17 year-olds.



## Heritage Children Services Race Demographics





**Analysis:** During this reporting period Heritage Children Services has served 561 foster youth. The largest race demographic served by Heritage Children Services continues to be Caucasians (75.76%). This is a small increase over the last reporting period in which Caucasians made up 72%. The next highest race demographic served by Heritage Children Services is African Americans at a 10.87%. Although, being Heritage Children Services second largest racial demographic, it's total was 11.4% during last reporting period. The third largest race demographic served by Heritage Children Services is Bi-racial at 7.49%, which was a decrease from 11.6% during last reporting period. Heritage Children Services served Hispanic as another race demographic at 3.21%, which is a decrease from 4% during last reporting period. Heritage Children Services will make great efforts to recruit families of all ethnicities. Our agency will continue to train foster parents on cultural diversity and encourage them to be accepting of all races of youth.

# Heritage Children Services Placement Efficiency Metrics

Heritage Children Services utilizes “Filewerk” as an online base tracking system that is used to track and monitor referral data for our five (5) offices. Each office has their own intake worker who carefully looks over each referral and determines which foster home the youth would most benefit from being placed with based on characteristics identified by each of our foster homes of youth they feel comfortable working with. Heritage Children Services can only make placement recommendations, but cannot guarantee that DCBS will choose the home recommended.

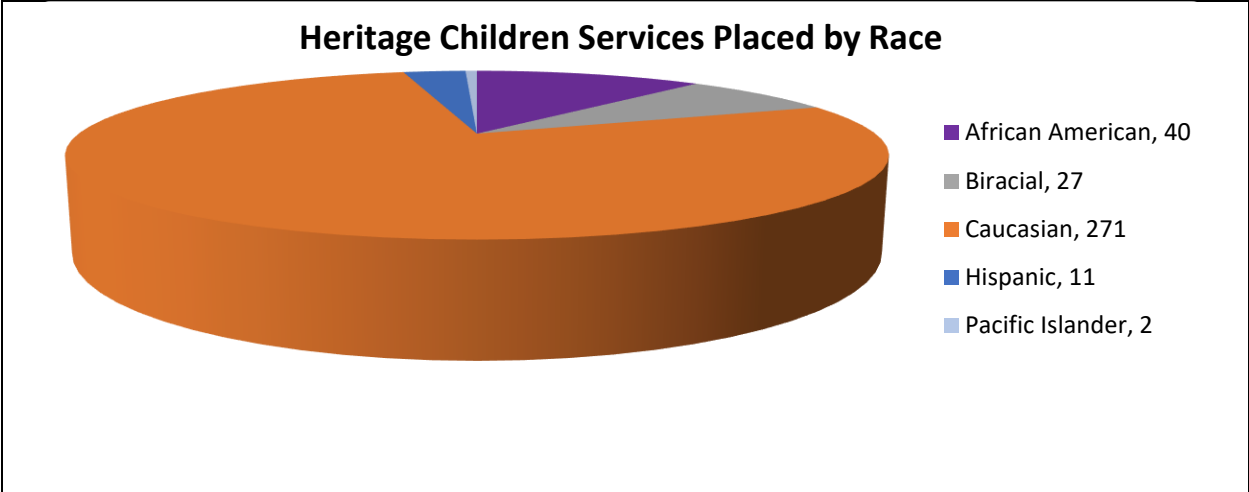
**Analysis:** Heritage Children Services has received 11,734 referrals during this reporting period. This is an increase from 10,391 during last reporting period. Referrals increased this reporting period by 1,343. Heritage Children Services is slightly down from last reporting period of accepted placements (2,042). Last reporting period Heritage Children Services placements accepted 2,416, in comparison to last reporting period.

Possible Placements
11,734

Accepted Placements	Percentage of Accepted Placements
2,042	17.40%

Youths placed in a Heritage home	Percentage of youth placed in a Heritage home from accepted referrals	Percentage of youth placed in a Heritage home from potential placements
351	17.19%	2.99%

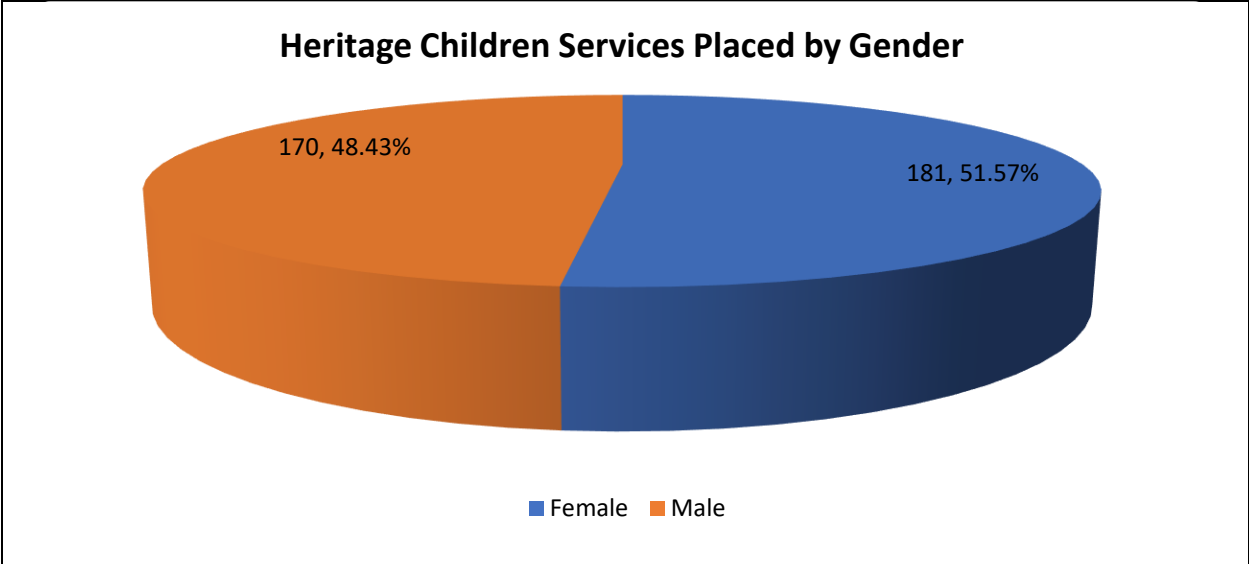
Youths Placed in a Heritage home by race	Quantity	Percentage of total
Caucasian	271	77.21%
African American	40	11.40%
Biracial	27	7.69%
Hispanic	11	3.13%
Pacific Islander	2	0.57%



Heritage Children Services had a total of 351 youth placed in a Heritage foster home during this reporting period. 271 of those youth are of the Caucasian race, 40 are of the African American race, 27 are from the Biracial race, 11 are from the Hispanic race, and 2 are from the Pacific Islander race. During the last reporting period Biracial had 42 placed in a Heritage Foster home, which is a decrease of 35.7% during this reporting period. During this reporting period the Caucasian race increased by 5.86% from last reporting period. Heritage Children Services had a slight increase of two (2) placements in Pacific Islander race from last reporting period.

**Analysis:** Heritage Children Services strives to recruit and license new and energetic foster families with an emphasis on providing the best services to all races of youth in out-of-home care. Currently, our breakdown continues to slightly close to 1/3 of all youth placed in care are non-white. This number is above the US Census Bureau’s population demographics for Kentucky for non-white residents which states that only 20% of residents are non-white.

Youths placed in a Heritage home by Gender	Quantity	Percentage of Total
Female	181	51.57%
Male	170	48.43%
Does not self-identify	0	0%



Heritage Children Services continues to recruit and license new foster homes with the goal of them providing care to all genders of youths' in out of home care. This reporting period shows an upward trend in the percentage of female youth (51.57%) in comparison to the male gender (48.43%). In comparison to the previous reporting period the male population was at 51.1% and the female population was at 48.3%.

**Analysis:** Heritage Children Services has (3) consecutive years of female population growth compared to our male population. Although Heritage Children Services emphasizes to provide services to all genders of youth in out-of-home care, each office will continue to recruit and license new foster parents who are willing to open their home for any gender of youth. Heritage Children Services understands that there are limiting factors which have a direct impact on the gender of youth placed in the home and take this in consideration prior to referring the youth to the family.

Referrals Received per County:

Referral County	Quantity	Percentage of Total
Jefferson	1521	12.96%
Fayette	870	7.41%
Campbell	666	5.68%
Hardin	618	5.27%
Warren	566	4.82%
Madison	425	3.62%
Kenton	414	3.53%
Boone	361	3.08%
Bullitt	332	2.83%
Daviess	288	2.45%
Barren	270	2.30%
Meade	251	2.14%

Shelby	212	1.81%
Franklin	197	1.68%
Clark	177	1.51%
Jessamine	166	1.41%
Adair	161	1.37%
Graves	146	1.24%
Scott	141	1.20%
Grayson	140	1.19%
Allen	139	1.18%
Christian	138	1.18%
Ohio	125	1.07%
Mccracken	124	1.06%
Boyd	101	0.86%
Woodford	96	0.82%
Hopkins	91	0.78%
Union	91	0.78%
Breckinridge	86	0.73%
Marshall	85	0.72%
Boyle	84	0.72%
Mercer	82	0.70%
Oldham	81	0.69%
Anderson	80	0.68%
Lincoln	79	0.67%
Garrard	78	0.66%
Logan	77	0.66%
Butler	74	0.63%
Henry	70	0.60%
Harrison	64	0.55%
Pulaski	64	0.55%
Estill	63	0.54%
Calloway	61	0.52%
Spencer	60	0.51%
Whitley	58	0.49%
Henderson	55	0.47%
Larue	55	0.47%
Pendleton	55	0.47%
Nelson	50	0.43%
Wayne	49	0.42%
Edmonson	48	0.41%
Greenup	47	0.40%
Owen	47	0.40%
Trimble	47	0.40%
Laurel	44	0.37%
Russell	42	0.36%
Hart	40	0.34%
Floyd	39	0.33%
Mccreary	39	0.33%
Muhlenberg	38	0.32%
Crittenden	36	0.31%
Simpson	35	0.30%
Bourbon	34	0.29%
Caldwell	34	0.29%
Montgomery	33	0.28%

Carroll	32	0.27%
Metcalfe	32	0.27%
Carlisle	31	0.26%
Todd	31	0.26%
Menifee	30	0.26%
Clinton	29	0.25%
Fleming	29	0.25%
Rockcastle	29	0.25%
Johnson	28	0.24%
Knox	28	0.24%
Casey	27	0.23%
Bell	26	0.22%
Rowan	26	0.22%
Ballard	25	0.21%
Bracken	24	0.20%
Lewis	24	0.20%
Taylor	24	0.20%
Bath	23	0.20%
Grant	22	0.19%
Mason	22	0.19%
Jackson	21	0.18%
Monroe	20	0.17%
Clay	19	0.16%
Pike	17	0.14%
Morgan	16	0.14%
Elliott	13	0.11%
Nicholas	13	0.11%
Perry	13	0.11%
Marion	12	0.10%
Cumberland	11	0.09%
Mclean	11	0.09%
Trigg	10	0.09%
Washington	9	0.08%
Breathitt	8	0.07%
Gallatin	8	0.07%
Carter	7	0.06%
Lyon	7	0.06%
Hancock	6	0.05%
Magoffin	6	0.05%
Fulton	4	0.03%
Lawrence	4	0.03%
Powell	4	0.03%
Webster	4	0.03%
Wolfe	4	0.03%
Harlan	2	0.02%
Knott	2	0.02%
Livingston	1	0.01%
Total	11,734	

**Analysis:** Heritage Children Services has been consistent year-over-year with four of our top five referral source counties being Jefferson, Fayette, Hardin, Warren. During the last review period Kenton County was in the top five, but has been edged out in this reporting period by

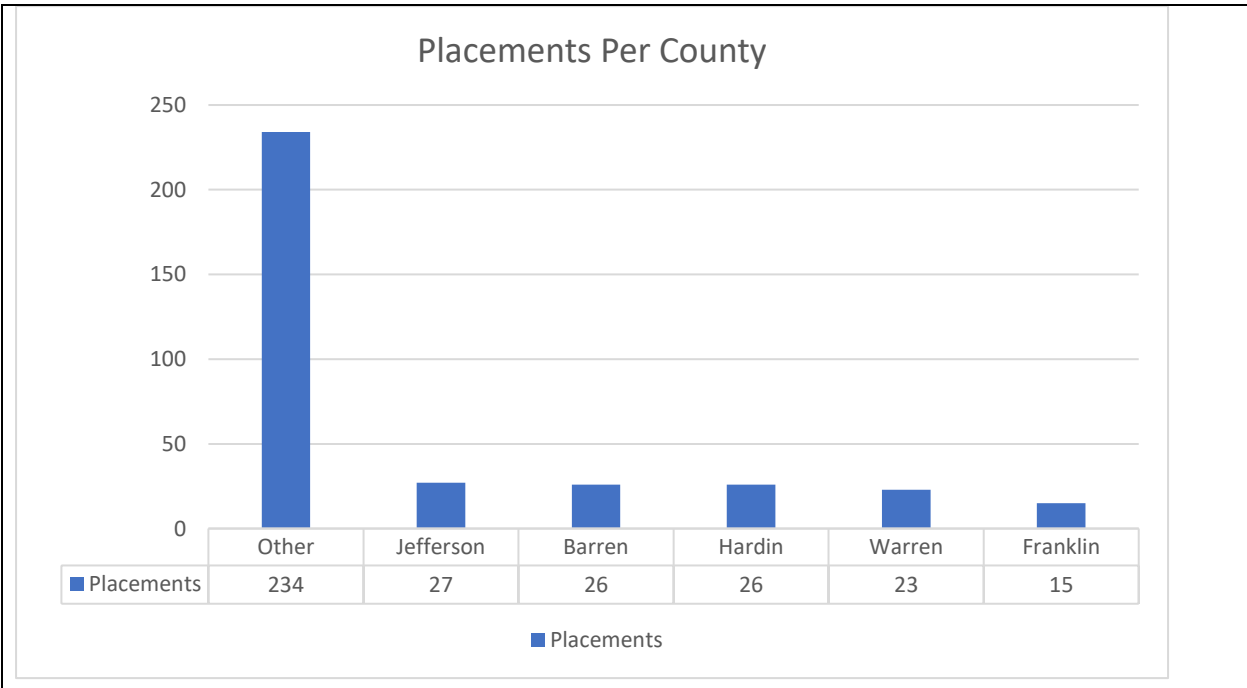
Campbell County, which is also a member of the Northern Tri-county Greater Cincinnati Area. All of these counties continue to represent the greatest population densities in the state of Kentucky. Heritage Children Services continues to have offices in Hardin and Warren County.

Placements Made per County:

County	Quantity	Percentage of Total
Jefferson	27	7.69%
Barren	26	7.41%
Hardin	26	7.41%
Warren	23	6.55%
Franklin	15	4.27%
Ohio	15	4.27%
Daviess	14	3.99%
Allen	12	3.42%
Grayson	12	3.42%
Lincoln	12	3.42%
Bullitt	10	2.85%
Campbell	9	2.56%
Graves	9	2.56%
Taylor	9	2.56%
Rockcastle	8	2.28%
Adair	7	1.99%
Madison	7	1.99%
Mccreary	7	1.99%
Pulaski	7	1.99%
Fayette	6	1.71%
Meade	6	1.71%
Hopkins	5	1.42%
Boyle	4	1.14%
Breckinridge	4	1.14%
Logan	4	1.14%
Marshall	4	1.14%
Scott	4	1.14%
Butler	3	0.85%
Christian	3	0.85%
Clark	3	0.85%
Kenton	3	0.85%
Metcalfe	3	0.85%
Muhlenberg	3	0.85%
Russell	3	0.85%
Union	3	0.85%
Boone	2	0.57%
Crittenden	2	0.57%
Henderson	2	0.57%
Larue	2	0.57%
Mercer	2	0.57%
Trimble	2	0.57%
Webster	2	0.57%
Woodford	2	0.57%
Anderson	1	0.28%

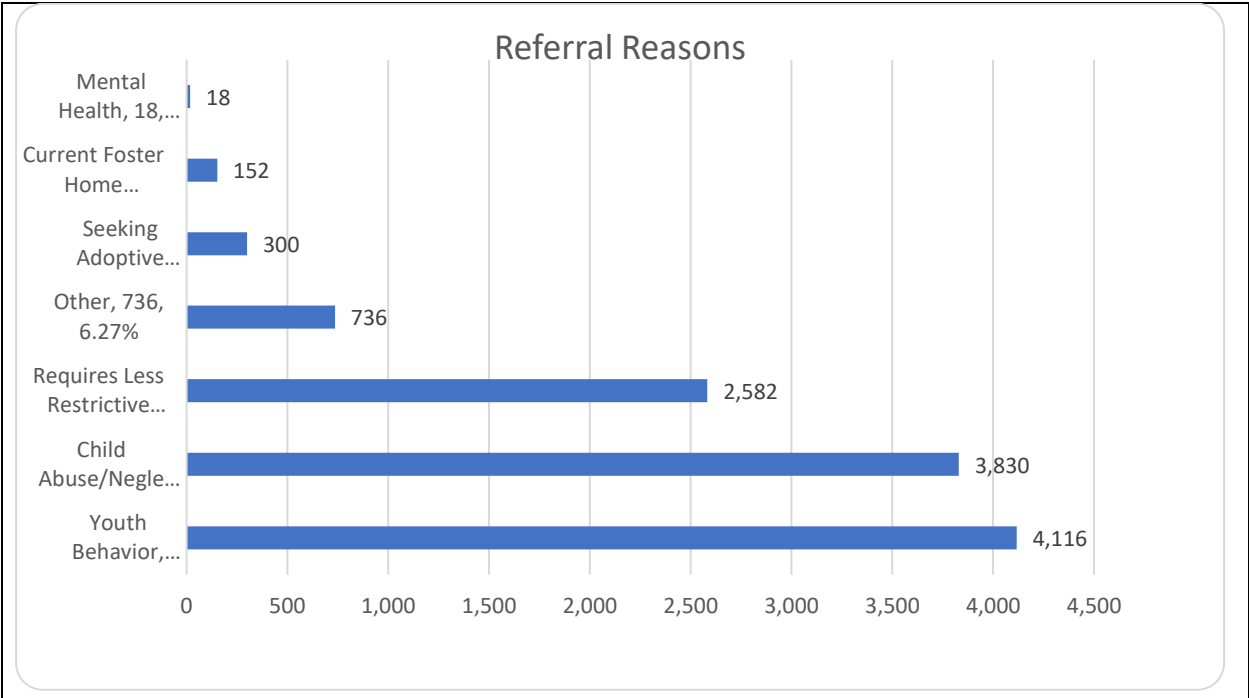


Caldwell	1	0.28%
Clay	1	0.28%
Clinton	1	0.28%
Floyd	1	0.28%
Gallatin	1	0.28%
Hancock	1	0.28%
Hart	1	0.28%
Laurel	1	0.28%
Magoffin	1	0.28%
Marion	1	0.28%
Mason	1	0.28%
Mclean	1	0.28%
Monroe	1	0.28%
Nelson	1	0.28%
Oldham	1	0.28%
Powell	1	0.28%
Spencer	1	0.28%
Wayne	1	0.28%
Total	351	



**Analysis:** In our last reporting period the number of placements that were not from our top five (5) placing counties made up 61 % of our total placements. During this reporting period placements made from counties that were not in our top five (5) make up 66.7% of our total placements. Our top five (5) counties during our last reporting period were: Hardin (43), Jefferson (28), Daviess (25), Barren (22), & Warren (20). Our top five (5) counties during this reporting period are: Jefferson (27), Barren (26), Hardin (26), Warren (23), & Franklin (15). Heritage Children Services has offices located in Hardin and Warren County.

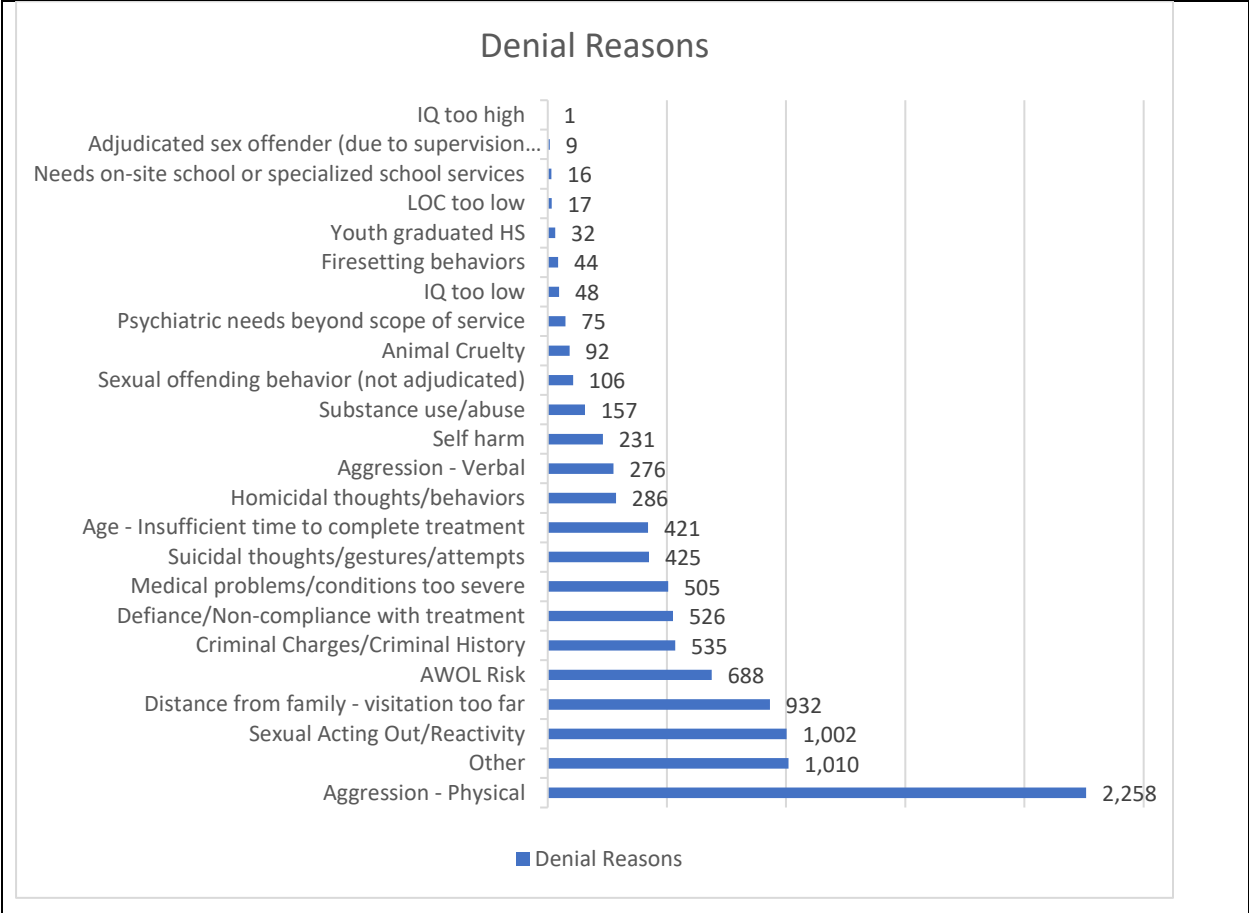
Referral Reasons	Quantity	Percentage of Total
Youth Behavior	4,116	35.08%
Child Abuse/Neglect	3,830	32.64%
Requires Less Restrictive Care	2,582	22.00%
Other	736	6.27%
Seeking Adoptive Home	300	2.56%
Current Foster Home Closure	152	1.30%
Mental Health	18	0.15%



**Analysis:** Heritage Children Services received a total of 11,734 referrals during this reporting period. That’s an increase of 1,343 from last reporting period. Youth Behavior (4,116) is significantly higher during this reporting period than last reporting period (2,575). This has surpassed Child Abuse/Neglect (3,830) during this reporting period which is down from 6,579 during the last reporting period. This is likely due to the outbreak of COVID-19. We anticipate this will revert back to Child Abuse/Neglect being our top reason for referral once the pandemic has subsided. Heritage Children Services will continue to provide foster parents with the necessary training so they will feel comfortable and prepared to accept youth who have been Abused/Neglected and/or youth with behaviors. The youths’ requiring less restrictive care (2,582) is dramatically increased from the previous reporting period (725). This could be due to residential facilities seeking to reduce the number of residents in their care during the pandemic. This would increase the number of referrals for this category. Typically, youth who

are stepping down from residential placements are more difficult to place in foster care due to a long history of disruptive behaviors. It is assumed that this is another potential cause for having a lower referral acceptance rate while not identifying the referral reason as being needed for behaviors.

Reason for Denial	Quantity	Percentage of Total
Aggression - Physical	2,258	19.24%
Other	1,010	8.61%
Sexual Acting Out/Reactivity	1,002	8.54%
Distance from family - visitation too far	932	7.94%
AWOL Risk	688	5.86%
Criminal Charges/Criminal History	535	4.56%
Defiance/Non-compliance with treatment	526	4.48%
Medical problems/conditions too severe	505	4.30%
Suicidal thoughts/gestures/attempts	425	3.62%
Age - Insufficient time to complete treatment	421	3.59%
Homicidal thoughts/behaviors	286	2.44%
Aggression - Verbal	276	2.35%
Self harm	231	1.97%
Substance use/abuse	157	1.34%
Sexual offending behavior (not adjudicated)	106	0.90%
Animal Cruelty	92	0.78%
Psychiatric needs beyond scope of service	75	0.64%
IQ too low	48	0.41%
Firesetting behaviors	44	0.37%
Youth graduated HS	32	0.27%
LOC too low	17	0.14%
Needs on-site school or specialized school services	16	0.14%
Adjudicated sex offender (due to supervision requirements)	9	0.08%
IQ too high	1	0.01%
Total	9,692	



Heritage Children Services has identified a consistent trend in the top 5 denial reasons year-over year as Aggression – Physical with 2,258, Other with 1,010, Sexual Acting Out/Reactivity with 1,002, Distance from Family – visitation too far with 932, and AWOL Risk with 688. Combined, the top 5 denial reasons account for nearly 61% of the total denial reasons.

**Analysis:** Heritage Children Services has significantly reduced the number of denials reported as Other in an effort to have more accurate reporting. At the end of the last reporting period when Heritage Children Services realized that Other accounted for 29.60% of the reported denials, all staff were informed of this trend that needed to be corrected. During this reporting period, Heritage has reduced Other to 8.61% of the total denial reasons. While still the second overall denial reason, this is a significant improvement in breaking this trend that had persisted in the last 2 reporting periods.

Denials due to Aggression - Physical increased slightly from 18.48% to 19.24%. During the last reporting period, there were 3 “Aggression” categories that had to be combined into one due to the change in acceptable denial reasons.

Heritage Children Services increased the referral denial percentage from 76.7% to 82.6% from the last reporting period to the current reporting period. During this same time, referral totals increased from 10,391 to 11,734. The increase in overall referrals and increase in referral denial percentages caused our total denied referrals to increase from 7,972 to 9,692. Since the category of Other has decreased and referral denial totals have increased, we have seen some notable changes from the last reporting period to the current reporting period in several denial categories.

Notable increases in Denial Reasons during this reporting period include:

Sexual Acting Out/Reactivity increased 169.36% from 372 to 1,002 denials.

AWOL Risk increased 72.86% from 398 to 688 denials.

Aggression – Verbal increased 384.21% from 57 to 276 denials.

Age insufficient time to complete treatment increased 49.29% from 282 to 421 denials.

Homicidal Thoughts/Behaviors increased 180.39% from 102 to 286 denials.

# Heritage Children Services Level of Care Metrics

All of the youth who are served by Heritage Children Services have an assigned Level of Care that is determined by the youth's behavior that has been displayed over the past few months. Heritage Children Services employees are responsible to make sure that the most accurate information for the youth has been submitted so that the youth can be assigned the correct Level of Care. The information is submitted to Children's Review Program, who evaluate the information provided to them and assign the Level of Care according to a predefined set of criteria. Heritage Children Services may appeal the decision by submitting additional supportive documentation. Heritage Children Services is issued a per diem payment from DCBS based on the Level of Care of each youth.

Heritage Children Services strives to ensure that accurate information is provided to Children's Review Program in order to get the most accurate Level of Care. An accurate Level of Care is important to accurately gauge progress or lack of progress by the youth or company. Ideally, Heritage would like to see each youth come into care and have their Level of Care reduced over time; however, this is not always the case. Some factors that prevent this could be increased behaviors as the youth ages, increased behaviors due to details in their case changing such as a biological parent not cooperating with working a case plan for DCBS in order to regain custody of their child, etc.

Heritage Children Services continues to focus on recruiting and training professional foster parents. Each foster home is encouraged to start fostering lower level youth to start out. As they build confidence in their foster parenting abilities and increase their knowledge of how to handle youth with more severe behaviors, they are encouraged to expand the types of behaviors that they are willing to accept into their home. Foster Parents must be supported and trained well in order to be successful with maintaining placements.

Heritage Children Services takes measures to ensure the stability of placements. We understand that moving children to new homes can cause additional trauma with every move. This is why Heritage utilizes specific procedures to ensure that each placement is preserved. Before a foster home decides to submit a 14-day notice to have a youth moved from their home, Heritage employees are trained to be proactive by hosting Placement Preservation Meetings to attempt to make the placement successful. Each home must fill out a Comfort Zone form in which they identify what groups/behaviors of youth they are willing to work with. Utilizing this information, Heritage works youth referrals by calling the most appropriate homes who may be willing to work with the youth, given the information in the referral.

**Analysis:** Heritage Children Services is a therapeutic foster care agency. This means that the primary population of youth served tend to be a Level of Care (LOC) 3, 4, or 5. Heritage Children Services maintains consistent year-over-year with a total of 85% of the days in care being a LOC

3 or higher. This is a total of 71,889 days for this reporting period. The last reporting period had 61,186 days at a Level of Care 3 or higher.

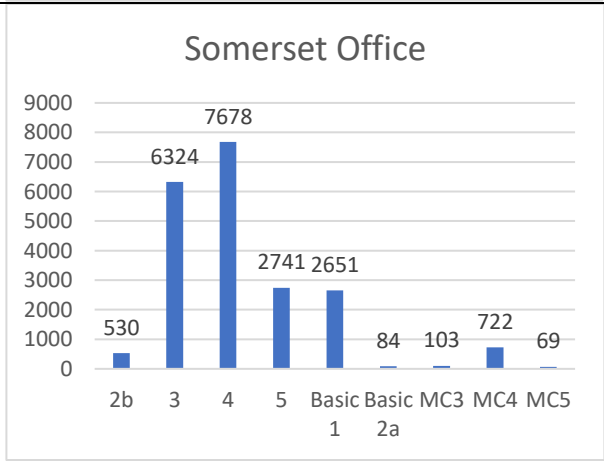
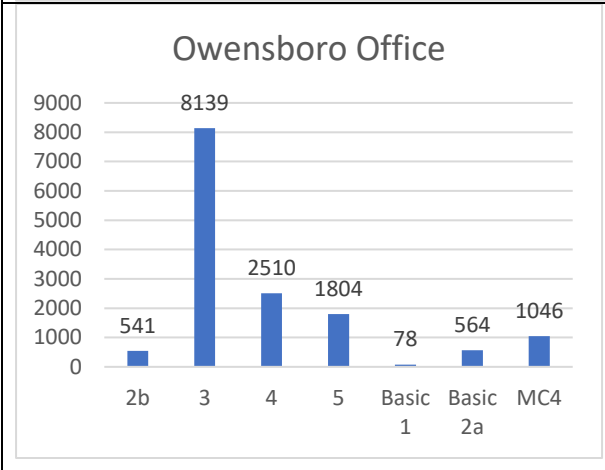
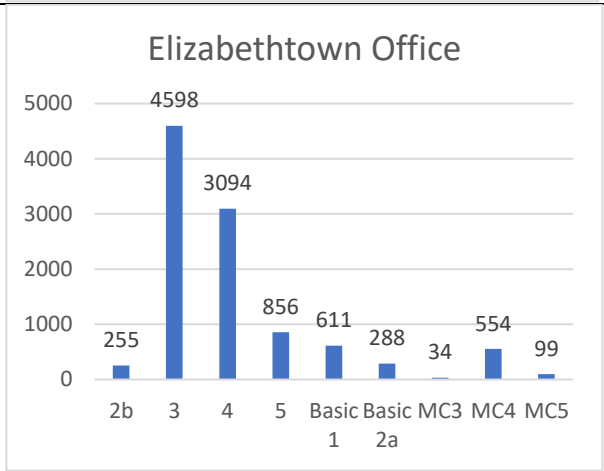
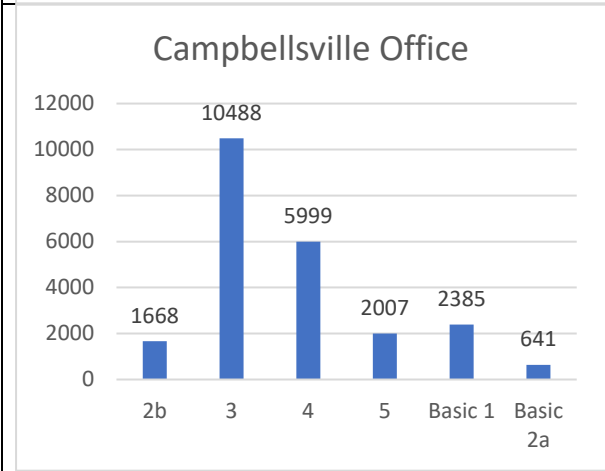
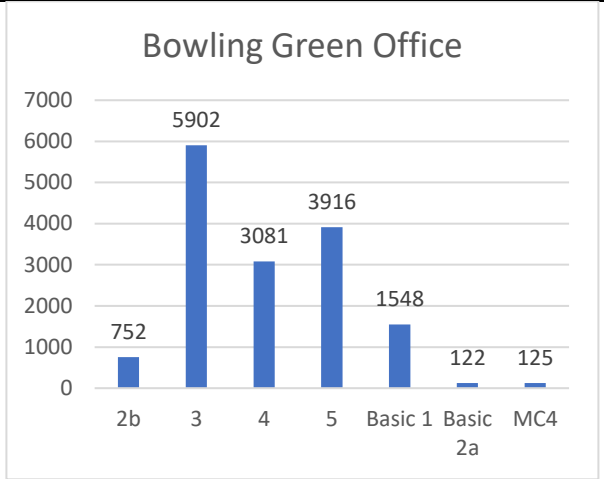
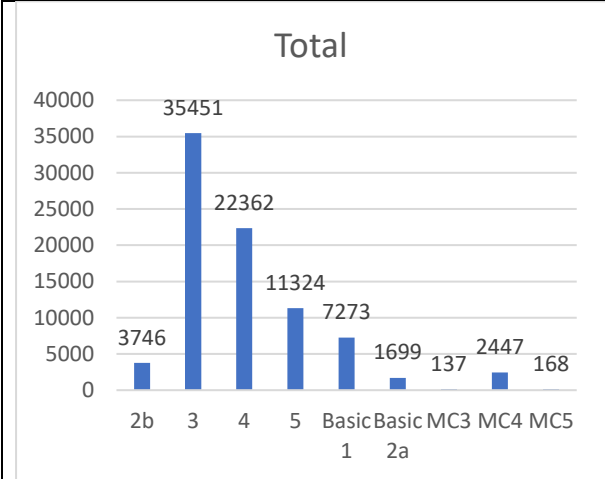
Heritage Children Services youth at a LOC 3 made up the largest total number of days in care at 35,451 (41.90%). These numbers are elevated only slightly when factoring in Medically Complex youth. Although a LOC 3 does not provide the highest available per diem to the company or foster parent, it is a highly sustainable level as their behaviors tend to be very manageable and placement options within the agency provide the greatest flexibility when trying to accommodate respites or movements. This level is greater than the last reporting period which was the second highest level totaling 21,226 days (30.09%).

The next two highest levels during this reporting period are LOC's 4 and 5. These two levels make up 40% of the total days in care of all youth served. These numbers are elevated only slightly when factoring in Medically Complex youth. During the last reporting period these two levels made up 44.2%. This is only down due to the large increase of LOC 3 days in care.

Please see the charts below of the various level of care metrics:

Total			Bowling Green Office		
Level	Quantity	Percent of Total	Level	Quantity	Percent of Total
2b	3,746	4.43%	2b	752	4.87%
3	35,451	41.90%	3	5,902	38.21%
4	22,362	26.43%	4	3,081	19.95%
5	11,324	13.38%	5	3,916	25.35%
Basic 1	7,273	8.60%	Basic 1	1,548	10.02%
Basic 2a	1,699	2.01%	Basic 2a	122	0.79%
MC3	137	0.16%	MC4	125	0.81%
MC4	2,447	2.89%	Total	15,446	
MC5	168	0.20%			
Total	84,607				
Campbellsville Office			Elizabethtown Office		
Level	Quantity	Percent of Total	Level	Quantity	Percent of Total
2b	1,668	7.19%	2b	255	2.45%
3	10,488	45.23%	3	4,598	44.26%
4	5,999	25.87%	4	3,094	29.78%
5	2,007	8.66%	5	856	8.24%
Basic 1	2,385	10.29%	Basic 1	611	5.88%
Basic 2a	641	2.76%	Basic 2a	288	2.77%
Total	23,188		MC3	34	0.33%
			MC4	554	5.33%
			MC5	99	0.95%
			Total	10,389	
Owensboro Office			Somerset Office		
Level	Quantity	Percent of Total	Level	Quantity	Percent of Total
2b	541	3.68%	2b	530	2.54%
3	8,139	55.44%	3	6,324	30.26%
4	2,510	17.10%	4	7,678	36.73%
5	1,804	12.29%	5	2,741	13.11%
Basic 1	78	0.53%	Basic 1	2,651	12.68%
Basic 2a	564	3.84%	Basic 2a	84	0.40%
MC4	1,046	7.12%	MC3	103	0.49%
Total	14,682		MC4	722	3.45%
			MC5	69	0.33%
			Total	20,902	





# Heritage Children Services Discharge Metrics

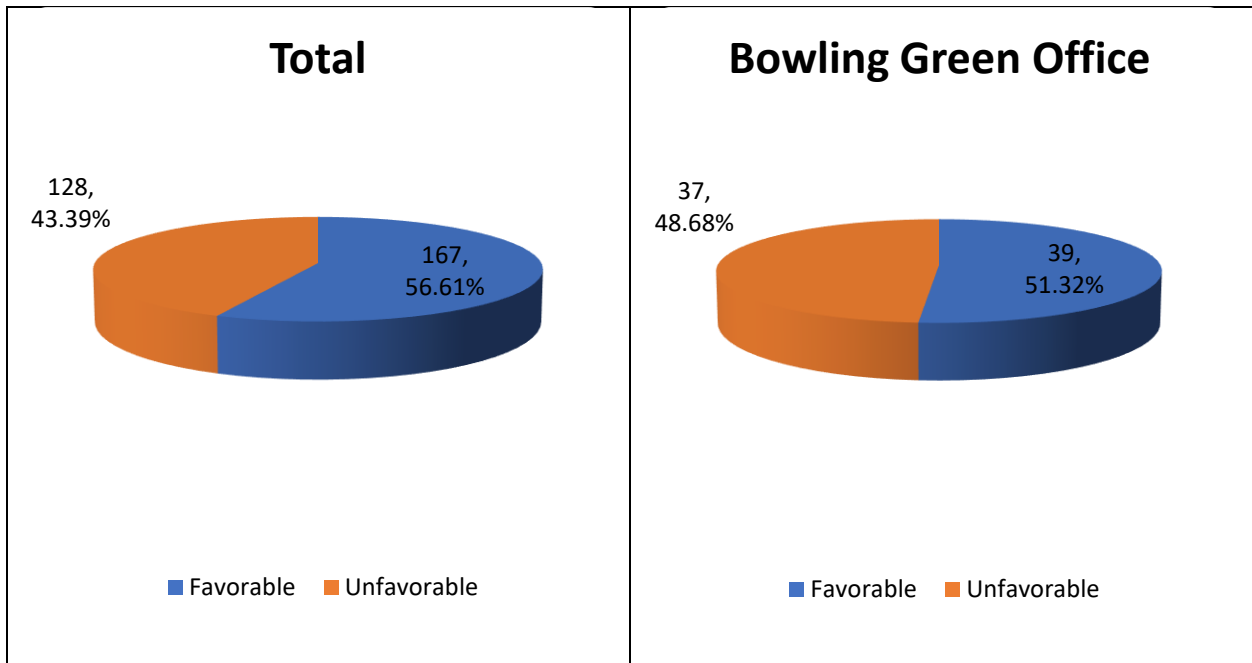
Heritage Children Services monitors the overall effectiveness of our program through our system called “Filewerk”.

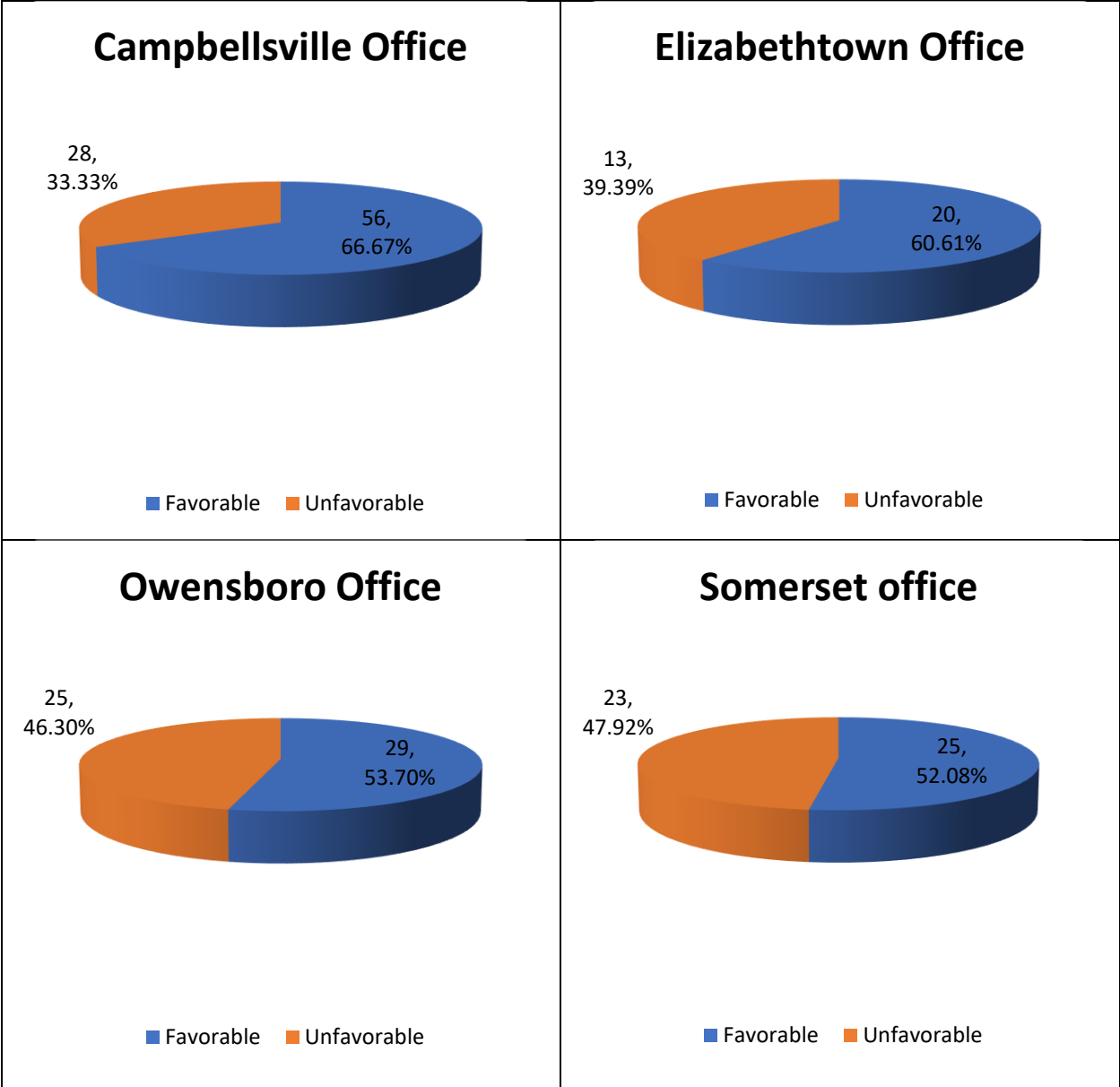
There are two types of discharges: Favorable discharges and Unfavorable discharges.

Favorable discharges typically occur because of the following: youth meets permanency goal and is reunited with their parent/guardian, youth emancipates, youth goes into independent living situation, or the Judge places the youth with another adult (non-relative).

Unfavorable discharges usually occur when a youth disrupts their current placement and is moved out of their current foster home. Unfavorable discharges may also occur due to issues arising with the foster parent or investigations initiated in the home. The foster youth’s state worker will then send the foster youth’s referral to all agencies to locate another suitable placement.

In the placement process, Heritage staff goes through a list of available homes having the capacity to take on the youth that is being placed. The most important step in finding a successful placement location for a youth involves placement matching in Foster Parents comfort zones.





**Analysis:** Heritage Children Services has an excellent Favorable discharge total. All offices had more Favorable than Unfavorable discharges. This means that almost 57% of youth served by Heritage Children Services left our care to meet or further their journey to meet their permanency goal. A total of 35 children met their permanency goal of Adoption.

The Campbellsville office location continues year-over-year to have the largest percentage of Favorable (66.67%) to Unfavorable (33.33%) discharges. The Campbellsville office accounted for 16 of the 35 youth who were adopted. 13 of the youth who discharged returned to a relative. Campbellsville’s discharge totals were significantly higher overall with 28 Unfavorable and 56 Favorable discharges compared to 16 Unfavorable and 31 Favorable during the last reporting

period.

The Bowling Green office improved their percentage of Favorable to Unfavorable discharges slightly by having 1 more Favorable Discharge than Unfavorable. During the last reporting period, Bowling Green 39 Favorable and 39 Unfavorable discharges. This reporting period, Bowling Green has seen 39 Favorable and 37 Unfavorable discharges. Of the Favorable discharges, 15 of the youth left Heritage to return to a relative and 3 were adopted.

The Owensboro office has also experienced improved Favorable to Unfavorable discharge numbers during this reporting period over the last reporting period. During the last reporting period, Owensboro saw 28 Unfavorable discharges and 29 Favorable discharges. During this reporting period, Owensboro had 25 Unfavorable Discharges and 29 Favorable discharges. Owensboro had 5 youth who reached their permanency goal of adoption and 3 were returned to relatives.

The Elizabethtown office was our newest office during the last reporting period. As the Elizabethtown office has grown, they have maintained their excellent Favorable to Unfavorable discharge percentages very consistently year-over-year. During the last reporting period, Elizabethtown had 6 (38%) Unfavorable discharges and 10 (62%) Favorable discharges. During this reporting period Elizabethtown had 13 (39.39%) Unfavorable discharges 20 (60.61%) Favorable discharges. Of the Favorable discharges, 3 youth were adopted and 13 returned to a relative.

The Somerset office has dramatically improved their Unfavorable and Favorable discharges. Somerset has done a great job of maintaining the placements that they have while controlling discharges. During the last reporting period, Somerset had 31 Unfavorable discharges and 26 Favorable discharges. During the current reporting period, Somerset had 23 Unfavorable discharges and 25 Favorable Discharges. Somerset had 8 youth discharge to be adopted and 8 who returned to a relative.

# Heritage Children Services Critical Incident Reporting

Heritage Children Services monitors the tracking of critical incidents for all youth placed with the agency. Utilizing the new data tracking system implemented during the reporting period has improved the efficiency of entering, tracking, and extrapolating data from the entries. All critical incidents are reviewed for accuracy and quality. All critical incident reports entered must be approved by a supervisor as they are entered to ensure that policies and procedures are being followed. Reviews of the critical incidents provide administrative staff with data that can be used for many purposes such as identifying trainings needed with staff or parents.

Heritage Children Services now has five operating offices, including the most recent office location in Elizabethtown, KY. Office totals and metrics for all offices are detailed below.

Below are two lists of critical incidents and the notification requirements for each group.

## ***Requires Immediate Notification***

Abuse and/or neglect  
Accidental injury  
AWOL  
Bio-hazardous accidents  
Bizarre behavior  
Death of a foster child  
Delinquency, unruly, or criminal act  
Hospitalization  
Homicidal Threat  
Homicidal Attempt  
Injury of a foster child  
Involvement with law enforcement  
Juvenile Detention  
Major self-harm  
Medical emergency  
Minor self-harm  
Possession of a deadly weapon  
Prescription medication error or refusal  
Restraint of a foster child  
Sexual acting out  
Sexual perpetration  
Sexualized behaviors  
Suicide threat and/or attempt  
Suspicion of illegal drug use  
Transportation accidents  
Victim of a delinquent or criminal act  
Wandering

## ***Requires Notification Within 24 Hours***

Communicable Diseases  
Hoarding behaviors  
Incident between foster children  
Incident with a biological child  
Infection control  
Injury of another person  
Physical aggression  
Property destruction  
OTC Medication Refusal/Error  
Other  
School changes  
School detention  
School suspension  
Theft without criminal activity  
Unusual family issues  
Visitation issues  
Cruelty to Animals

1,015 incidents were documented from all five (5) offices during this reporting period for Heritage Children Services. That's an increase of 278 incidents from last reporting period. Physical aggression takes the lead once again with 100 incidents (9.85%); however, it is down from last reporting period by 17 incidents. Second most reported incidents for all five (5) offices were AWOL with 90 incidents (8.87%), which is up since last reporting period at 65 incidents. This could be a contributing factor with our current pandemic, and not allowing our youth to do things outside the foster home. Third most reported incidents for all five (5) offices were Prescription Medication Refusal/Error with 80 incidents (7.88%). Last reporting period was documented as having 48 incidents reported. This was due to the state changing all youth in care to Aetna and a lack of timely pre-authorizations from the insurance.

The Campbellsville office documented 204 incidents during this reporting period, which is a decrease from 216 for the previous reporting period. The most incidents reported during this reporting period was Prescription Medication refusal/error at 31 (15.20%). This was due to the state changing all youth in care to Aetna and a lack of timely pre-authorizations from the insurance. The second highest incidents that were documented were: AWOL, Accidental Injury, and Incident between Foster Children, all at 19 (9.31%). Physical aggression was significantly down during this reporting period at 18 (8.82%), which was a major decrease from 34 documented incidents during last reporting period. This would show an improvement with our foster parent's behavior intervention/de-escalation techniques during this reporting period.

The Bowling Green office documented 298 incidents during this reporting period, which is an increase from 187 for the previous reporting period. The most incidents reported during this reporting period was AWOL at 42 (14.09%). The second highest incidents reported was Prescription Medication refusal/error at 32 (10.74%). This was due to the state changing all youth in care to Aetna and a lack of timely pre-authorizations from the insurance. During this reporting period, Physical aggression decreased to 12 (4.03%) during this reporting period and "Other Issues" decreased to only 4 (1.34%). Suspicion of Drug Use/Positive Drug Screen was the third highest for this office at 21 (7.05%) during this reporting period.

The Somerset office documented 287 incidents during this reporting period, which is an increase from 204 for the previous reporting period. The most incidents reported during this reporting period for this office was Physical Aggression at 53 (18.47%), which was an increase from last reporting period of 39. The second highest incidents reported during this reporting period was "Other Issues" at 23 (8.01%), which was a decrease from last reporting period of 33. Verbal Aggression was documented at being the offices' third most reported incidents at 17 (5.92%), which was a significant decrease from last reporting period of 30 documented incidents.

The Owensboro office documented 137 incidents during this reporting period, which is an increase from 108 for the previous reporting period. The most incidents reported during this reporting period for this office was Hospitalization at 18 (13.14%), which was a significant increase from last reporting period of 9 incidents being reported. The second highest incidents

reported during this reporting period was Involvement with Law Enforcement at 14 (10.22%). The third most reported incidents for this office were AWOL at 12 (8.76%), which was a significant increase from last reporting period of 2 being reported.

The Elizabethtown office documented 89 incidents during this reporting period, which is an increase from 22 from the previous reporting period. The most reported incidents for this office during this reporting period was Physical Aggression at 11 (12.36%). The second most reported incidents reported for this office was Verbal Aggression at 10 (11.24%). The third most reported incidents reported during this reporting period was Abuse/Neglect at 8 (8.99%).

**Analysis:** Heritage Children Services provides 36 hours of initial training to new foster parents, and a total of 8 hours of training to foster parents who wish to transfer from another foster care agency to ours. At Heritage, we strive on implementing De-escalation, Managing Aggressive Behaviors, Communication, and Art & Science of Discipline trainings to ensure that our foster parents have the knowledge to handle any crisis that may arise when having a foster youth in their home. Heritage Children Services will continue to address many of the top incident types through increased foster parent and staff knowledge of how to properly de-escalate youth when they become upset and act out in defiance. Below, you will find totals for each critical type broken down per office.

Total			Bowling Green Office		
Incident Type	Quantity	Percentage of Total	Incident Type	Quantity	Percentage of Total
Physical Aggression	100	9.85%	AWOL (CRP)	42	14.09%
AWOL (CRP)	90	8.87%	Prescription Medication Refusal/Error	32	10.74%
Prescription Medication Refusal/Error	80	7.88%	Suspicion of Drug Use/Positive Drug Screen	21	7.05%
Incident Between Foster Children	48	4.73%	Involvement with Law Enforcement	18	6.04%
Hospitalization	47	4.63%	Incident Between Foster Children	17	5.70%
Suspicion of Drug Use/Positive Drug Screen	45	4.43%	Suicide Threat	15	5.03%
Minor Self-Harm	45	4.43%	OTC Medication Refusal/Error	15	5.03%
Verbal Aggression	45	4.43%	Minor Self-Harm	14	4.70%
Accidental Injury	44	4.33%	Destruction of Property	13	4.36%
Other	44	4.33%	Physical Aggression	12	4.03%
Involvement with Law Enforcement	42	4.14%	Hospitalization	11	3.69%
Destruction of Property	39	3.84%	Verbal Aggression	9	3.02%
Suicide Threat	37	3.65%	Sexualized Behaviors	8	2.68%
Communicable Diseases	35	3.45%	Incident with Biological Child	8	2.68%
Sexualized Behaviors	35	3.45%	Bizarre Behaviors	6	2.01%
Abuse/Neglect (OIG)	27	2.66%	Sexual Acting Out (CRP)	6	2.01%
Bizarre Behaviors	25	2.46%	Accidental Injury	6	2.01%
OTC Medication Refusal/Error	24	2.36%	Communicable Diseases	5	1.68%
Medical Emergency	20	1.97%	Abuse/Neglect (OIG)	4	1.34%
Sexual Acting Out (CRP)	19	1.87%	Medical Emergency	4	1.34%
Cruelty to Animals	16	1.58%	Theft Without Criminal Activity	4	1.34%
Homicidal Threat	16	1.58%	Other	4	1.34%
Wandering	11	1.08%	Delinquency/Unruly/Criminal Act (CRP)	3	1.01%
Unusual Family Issues	11	1.08%	Wandering	3	1.01%
Incident with Biological Child	11	1.08%	Suicide Attempt (CRP)	3	1.01%
Vehicular Accident	8	0.79%	School Suspension	2	0.67%
School Suspension	8	0.79%	Visitation Problem	2	0.67%
Theft Without Criminal Activity	6	0.59%	Cruelty to Animals	2	0.67%
Suicide Attempt (CRP)	6	0.59%	Homicidal Threat	2	0.67%
Delinquency/Unruly/Criminal Act (CRP)	5	0.49%	Restraint of a child	1	0.34%
School Detention	5	0.49%	Juvenile Detention	1	0.34%
School Changes (CRP)	4	0.39%	Major Self-Harm	1	0.34%
Major Self-Harm	3	0.30%	Vehicular Accident	1	0.34%
Sexual Perpetration	3	0.30%	Sexual Perpetration	1	0.34%
Restraint of a child	2	0.20%	Possession of Deadly Weapon (CRP)	1	0.34%
Visitation Problem	2	0.20%	Overdose	1	0.34%
Possession of Deadly Weapon (CRP)	2	0.20%			
Victim of delinquent/criminal act	1	0.10%			
Juvenile Detention	1	0.10%			
Injury of Another (CRP)	1	0.10%			
Homicidal Attempt	1	0.10%			
Overdose	1	0.10%			



Campbellsville Office		
Incident Type	Quantity	Percentage of Total
Prescription Medication Refusal/Error	31	15.20%
AWOL (CRP)	19	9.31%
Accidental Injury	19	9.31%
Incident Between Foster Children	19	9.31%
Physical Aggression	18	8.82%
Abuse/Neglect (OIG)	12	5.88%
Communicable Diseases	9	4.41%
Suspicion of Drug Use/Positive Drug Screen	9	4.41%
Destruction of Property	6	2.94%
Sexualized Behaviors	6	2.94%
Unusual Family Issues	6	2.94%
Hospitalization	5	2.45%
Suicide Threat	4	1.96%
Bizarre Behaviors	4	1.96%
Minor Self-Harm	4	1.96%
Involvement with Law Enforcement	3	1.47%
Wandering	3	1.47%
Verbal Aggression	3	1.47%
School Suspension	3	1.47%
Cruelty to Animals	3	1.47%
Delinquency/Unruly/Criminal Act (CRP)	2	0.98%
Vehicular Accident	2	0.98%
OTC Medication Refusal/Error	2	0.98%
School Changes (CRP)	2	0.98%
Other	2	0.98%
Homicidal Threat	2	0.98%
Restraint of a child	1	0.49%
Victim of delinquent/criminal act	1	0.49%
Medical Emergency	1	0.49%
Sexual Acting Out (CRP)	1	0.49%
Theft Without Criminal Activity	1	0.49%
Suicide Attempt (CRP)	1	0.49%

Elizabethtown Office		
Incident Type	Quantity	Percentage of Total
Physical Aggression	11	12.36%
Verbal Aggression	10	11.24%
Abuse/Neglect (OIG)	8	8.99%
Incident Between Foster Children	6	6.74%
OTC Medication Refusal/Error	5	5.62%
Suicide Threat	4	4.49%
Suspicion of Drug Use/Positive Drug Screen	4	4.49%
Minor Self-Harm	4	4.49%
Sexual Acting Out (CRP)	4	4.49%
Destruction of Property	3	3.37%
Involvement with Law Enforcement	3	3.37%
Other	3	3.37%
Homicidal Threat	3	3.37%
AWOL (CRP)	2	2.25%
Communicable Diseases	2	2.25%
Sexualized Behaviors	2	2.25%
Hospitalization	2	2.25%
Sexual Perpetration	2	2.25%
School Detention	2	2.25%
Incident with Biological Child	2	2.25%
Medical Emergency	1	1.12%
Major Self-Harm	1	1.12%
Accidental Injury	1	1.12%
Wandering	1	1.12%
Prescription Medication Refusal/Error	1	1.12%
Injury of Another (CRP)	1	1.12%
Suicide Attempt (CRP)	1	1.12%

Owensboro Office			Somerset Office		
Incident Type	Quantity	Percentage of Total	Incident Type	Quantity	Percentage of Total
Hospitalization	18	13.14%	Physical Aggression	53	18.47%
Involvement with Law Enforcement	14	10.22%	Other	23	8.01%
AWOL (CRP)	12	8.76%	Verbal Aggression	17	5.92%
Other	12	8.76%	Sexualized Behaviors	16	5.57%
Minor Self-Harm	9	6.57%	Accidental Injury	16	5.57%
Prescription Medication Refusal/Error	9	6.57%	AWOL (CRP)	15	5.23%
Communicable Diseases	7	5.11%	Bizarre Behaviors	14	4.88%
Physical Aggression	6	4.38%	Minor Self-Harm	14	4.88%
Verbal Aggression	6	4.38%	Communicable Diseases	12	4.18%
Suicide Threat	5	3.65%	Destruction of Property	12	4.18%
Destruction of Property	5	3.65%	Medical Emergency	11	3.83%
Vehicular Accident	4	2.92%	Suspicion of Drug Use/Positive Drug Screen	11	3.83%
Unusual Family Issues	4	2.92%	Hospitalization	11	3.83%
Homicidal Threat	4	2.92%	Suicide Threat	9	3.14%
Medical Emergency	3	2.19%	Cruelty to Animals	9	3.14%
Sexualized Behaviors	3	2.19%	Sexual Acting Out (CRP)	8	2.79%
Wandering	3	2.19%	Prescription Medication Refusal/Error	7	2.44%
Abuse/Neglect (OIG)	2	1.46%	Incident Between Foster Children	5	1.74%
Accidental Injury	2	1.46%	Homicidal Threat	5	1.74%
Cruelty to Animals	2	1.46%	Involvement with Law Enforcement	4	1.39%
Bizarre Behaviors	1	0.73%	School Suspension	3	1.05%
Major Self-Harm	1	0.73%	OTC Medication Refusal/Error	2	0.70%
School Detention	1	0.73%	School Detention	2	0.70%
Incident Between Foster Children	1	0.73%	School Changes (CRP)	2	0.70%
Suicide Attempt (CRP)	1	0.73%	Abuse/Neglect (OIG)	1	0.35%
Possession of Deadly Weapon (CRP)	1	0.73%	Vehicular Accident	1	0.35%
Homicidal Attempt	1	0.73%	Wandering	1	0.35%
			Unusual Family Issues	1	0.35%
			Incident with Biological Child	1	0.35%
			Theft Without Criminal Activity	1	0.35%

# HCS Satisfaction Survey Evaluations 2021

## Foster Child Satisfaction Surveys

### Progress Report:

During this reporting period, HCS received 189 (71.86%) out of 263 foster youth responses to the agency's survey. That percentage has slightly increased from last reporting period (55%). There was a slight increase to question #13, regarding the question about a translator. 91.27% was a "strongly agree" when checking their responses. Several positive themes that were mentioned by the foster youth were from question #16: Everything, don't change a thing, Safety, My case manager helps me get through my problems, supportive, listening skills, and HCS is another family to them. The youth continue to rate HCS case managers highly favorable when it comes to confidentiality.

### Problems Identified:

60% of our youth scored the most on questions 7 and 11. These questions were regarding safety and listening. Question 13 had the highest percentages of no responses with one of the offices having the most at 60%. This question had to do with access to a translator. Overall, clients believed our services are helpful (80%) and make them feel like family (60%). Overall, clients believed they had to talk too much (60%) and they needed to be more involved within treatment planning (40%). Overall, clients mentioned having problems with visitations (40%) and communication (80%) and make them feel like family (60%). Regarding visitations some clients felt they were forced to do them and some clients felt they did not get enough visitation. The survey showed a couple of areas that needed improvement, which is regarding question numbers 17 & 18; regarding communication, clients felt that their case managers did not communicate well on appointments and length of appointments and some clients felt the emergency phone was not answered enough.

### Plans:

HCS will continue to work with the case managers in regards to the feedback for problems identified. Case Managers will be available during normal business hours, unless they are scheduled off. During after hours, the on-call case manager will have access to the "on-call" phone, and will answer for any emergency related situation and/or new intake. The Corporate team will continue to seek input about how to improve the response rate for our foster youth, foster parents, and Advisory Board Members. Visitation is a part of the youth's treatment plan, which is approved by the youths' SSW. HCS will continue to assist DCBS with visitation, but has no authority to dictate parameters regarding visitation plans. During this reporting period, HCS has placed no youth who required the services of a translator. If the services were needed, HCS has access to a Translator.

## **Foster Parent Satisfaction Surveys**

### **Progress Report:**

HCS had 95 out of 145 (65.52%) foster parents to respond to this reporting periods survey. This number is slightly higher than last reporting period (51.02%). Number 7 responses were talking about the TCM's being respectful and taking the time to listen to the foster parents and youth. Out of 95 foster parents to respond to this question, 98.17% stated their TCM was respectful and no complaints to note. Question #3 remains the highest scored rating during this reporting period at 77.34%, which is higher than last reporting period at 76.25% when asked ("My therapeutic case manager is available when I need to consult with him/her"). Foster parents report that their case managers are available most of the time, day or night.

### **Problems Identified:**

The lowest scored questions in this survey were numbers 1 "I was made aware of the services offered by Heritage Children Services and know how to access the services", 8 "Because of the training and case management services I receive directly from Heritage Children Services I am a better foster parent", & 9 "The staff at Heritage Children Services help me and my foster child(ren) achieve the goals established in each child's treatment plan". Some of the responses are as follows: "Conflicting information on evaluations that can be provided, which has delayed an evaluation for months, we are aware because of our current work location but the agency and staff are not helpful in this; we are often telling the case manager, and goals are fairly generic, little time put into treatment plans by previous TCM; case manager spends very little time with the kids".

### **Plans:**

As always, HCS will continue to provide professional services to our foster parents. Each office will continue to monitor progress through weekly/monthly meetings and encourage foster parents to participate in upcoming trainings, treatment team meetings, and disruption meetings to ensure our foster parents are receiving excellent service. The Office Directors will continue to meet with all case managers each week, during team meeting to discuss each youths' treatment plans/goals, and to monitor supervision.

## **Collateral Service Provider Satisfaction Surveys**

### **Progress Report:**

50% of the surveys showed no scores under 4. All of the collateral surveys had 50% or more with no responses. 60% of the surveys had written responses regarding helpful, supportive services of HCS. Question 14 “I have been made aware of the Heritage Children Services’ grievance policy for the foster children I serve”, was split between strongly disagree and strongly agree. This question was regarding the grievance policy. Some of the responses from our service providers were: helpful and respectful, work as a team, has the best interest of the kids at heart, committed to the children, interactive with DCBS, supportive, and helpful. Questions 2, 7, 10 – 14 were rated with the most 5’s. These questions had to do with rate of response, respect, listening, needs being met, communication, and grievance policy. Question 1 was rated with more 4’s than 5’s. This question has to do with SSW’s knowing what HCS does and how to access our services. Questions 4, 6, & 14 scored a 4 rather than a 5. These questions were regarding time management, invitations to treatment team meetings, and grievance policy. HCS did receive a positive written response, which was “excellent service by HCS”.

### **Problems Identified:**

We had a low percentage of service providers who stated in their surveys that “communication is lacking”. HCS received a write in comment, stating: “there have been times where a mutual client and foster parent needed additional assistance with the foster children served, but assistance was limited”. This may have been due to staff shortage, but the foster parent expressed concern that she could not be relieved when a child was admitted to the hospital. The question that scored the lowest was question 6 which discussed HCS inviting SSW to treatment team meetings, etc.

### **Plans:**

Since last reporting period, HCS has developed a grievance policy to be handed out to all of our Collateral Providers within 7 to 10 working days from getting a youth placed with our agency. HCS will continue to provide excellent service to our Collateral Providers by ensuring that they all get a handbook during the placement process. HCS will also provide a survey in with each handbook for our Collateral Providers to help continue to provide feedback from outside our agency. HCS staff will provide opportunity for SSWs to attend scheduled meetings when conducting treatment team meetings and/or placement preservation/disruption meetings.

## **Employee Satisfaction Surveys**

### **Progress Report:**

Out of 57 employees, only 50 responded to the survey. The overall favorable agreement rate employees gave for each ranked statement on the satisfaction survey was an 87.71%, which is down from 88.3% during the last reporting period. The employees expressed their thoughts about working for HCS, as it was rated at 97.68%, which is a little higher than last reporting period (97.04%). Number 11 is again HCS's lowest scored ranked question, "Any concerns I may have are addressed in a timely manner by management" (88.16%), which is slightly higher than last reporting period.

A few responses to the open-ended question portion of the survey: "Flexible schedule, I enjoy working with my co-workers, the people I work with, the job itself, the benefits and flexibility, the youth, my boss, being able to grow and help the youth, and working with children is my passion.

### **Problems Identified:**

Only 7 employees who did not turn in a survey (12.28%) and statement number 11 "Any concerns I may have are addressed in a timely manner by management". Surveys were sent out to all employees within a timely manner. However, due to our recent pandemic, there were a few employees not able to submit their surveys within the time frame. Number 11 continues to be the agency's lowest rated question again during this reporting period.

87.71% of HCS employees completed the survey this year, which is down from last reporting period (90.07%). 100% compliance continues to be HCS's goal for the next survey period.

### **Plans:**

HCS will continue to provide an inclusive, friendly workplace that invites our employees to provide excellent teamwork within all offices. Every employee knows our agency has an open-door/chain of command to exercise when they have questions. Concerns are then addressed in a timely manner. This policy is reviewed annually with all employees.

HCS will continue to work toward getting a 100% participation rate by the next satisfaction survey. Staff will be encouraged to submit their survey within the appropriate time frame. Office Directors will discuss this during their weekly team meetings.

## **Board Member Satisfaction Surveys**

### **Progress Report:**

With only two out of seven Board Members (28.57%) responded to our survey. This rate of participation is significantly down from over the past two reporting periods. Both Board members rated each response with a “strongly agree”, regarding the ratings one through five.

The two Board Members written responses were: we love seeing youth being taken care of by finding them a “forever” home, doing a great job, keep up the good work, and always willing to make a difference in a youths’ life.

### **Problems Identified:**

With a low rate of 28.57% of participation from our Board Members during this reporting period, it’s difficult to gauge what all of the Board Members like/dislike about our agency. Advisory Board meets quarterly, but not all members will show up.

### **Plans:**

HCS will continue to encourage our Board Members by having them provide feedback within our agency’s growth and development needs. HCS will encourage the Board Members to provide the agency with a 100% participation by having the Executive Director to announce when the next satisfaction surveys are due.

# Comprehensive Diversity Management Status Report

Heritage Children Services values the diversity of all individuals and continues to be respectful to all genders, races, and ages of the clients, staff, and foster parents, with whom we serve. Heritage Children Services prides itself with the diverse population within each of these diverse groups. Regardless of socioeconomic status, race, national origin, gender, age, disability, religion, or sexual orientation, Heritage Children Services is firmly committed to treating everyone with dignity and respect. Heritage Children Services also expects the staff and foster parents to reflect these ideals.

To ensure our mission is fulfilled throughout Heritage Children Services implements a cultural and diversity training, required for all staff and foster parents. Heritage Children Services actively encourages foster parents to accept on referrals for youth from a diverse background. Heritage Children Services continues to accommodate any special needs of foster children, foster parents, and/or employees to the fullest extent of our capabilities. We continue to make every reasonable accommodation for individuals who require a translator and/or other communication services. The success of this can be seen in the statements below.

*The following information represents HCS' employee, foster parent, and client demographics as of 7/30/2021:*

## **Employee**

Females make up 72.75%, 40, HCS Employees. This is slightly lower than the previous reporting period, in which females made up 76%. Males make up 27.27%, 15, HCS Employees. Females and Males both make up 50% each of HCS Corporate Employees. This is a slight decrease from the last reporting period, but is the same as reporting period 2018 – 2019.

89.10% of HCS employees are Caucasian and 10.9% are African American. This is an increase during last reporting period from 4.23%. African Americans make up 10% of Corporate Staff during this reporting period, as opposed to 11% in the last reporting period.

## **Foster Parent**

HCS has 25 (10%) African American foster parents. This is an increase from 3.47% in the last reporting period. HCS has 7 (3%) foster parents who identify being LGBTQ+, during last reporting period LGBTQ+ made up 3.5%. Caucasian foster parents currently make up 87% of HCS's foster parent total.



**Client**

During this reporting period, Heritage Children Services served 181 female youth (51.57%) and 170 male youth (48.43%) for a total of 351. 271 (77.1%) were Caucasian, 40 (11.40%) were African American, 27 (7.69%) were Biracial, 11 (3.13%) were Hispanic, and 2 (0.57%) were Pacific Islander.

## Accessibility Report 2021

Heritage Children Services continues to be aware of our accessibility to our services that goes way beyond our architectural barriers and our needs based on the individual's circumstances. That's why Heritage Children Services continues to meet the needs of all our clients and to accommodate those with special needs.

Heritage Children Services continues to evaluate each office for accessibility each year. At this time, architectural barriers are not an issue in any of our five (5) offices and our physical spaces are completely accessible in each office.

Heritage Children Services will graciously continue to meet the needs of our clients on an individual basis. For example, if a vision barrier, Heritage Children Services will provide special materials, such as Braille, reading and writing, use of reader services, an auditory perceptual training and orientation.

*The following is the Accessibility Update from July 2020:*

Heritage Children Services have no known architectural barriers at this time. There have been no special requests for accommodations from any employees, clients, foster parents, or guests to any of our five (5) offices. HCS's program continues to meet the accessibility needs of all clients, foster parents, employees, and other guests at this time. All offices are aware that if any accessibility needs arise, they will need to make contact with their Office Director for assistance.

## **Financial Accountability Report 2021**

Heritage Children Services takes fiscal accountability and responsibility seriously. As a result, HCS continues to institute many levels of internal controls and oversight in addition to an independent annual audit conducted and certified by the accounting firm of Wise, Buckner, Sprowles & Associates, 301 Main Street, Campbellsville, KY 42718. Wise, Buckner, Sprowles & Associates have provided the following financial statement:

# Heritage Children Services

156 Gaines Drive  
Campbellsville, Kentucky 42718  
Phone: (270) 283-4441 | Fax: (270) 283-3938

June 9, 2021

Wise, Buckner, Spowles, & Associates, PLLC  
301 East Main Street  
Campbellsville, KY 42718

This representation letter is provided in connection with your audit of the financial statements of Heritage Children Services, LLC, which comprise the balance sheet(s) as of December 31, 2020, and the related statements of income, retained earnings, and cash flows for the years then ended, and the disclosures (collectively, the “financial statements”), for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of June 9, 2021, the following representations made to you during your audit.

## **Financial Statements**

- 1) We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated May 17, 2021, including our responsibility for the preparation and fair presentation of the financial statements.
- 2) The financial statements referred to above are fairly presented in conformity with U.S. GAAP.
- 3) We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
- 4) We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
- 5) Significant assumptions we used in making accounting estimates, including those measured at fair value, are reasonable.
- 6) Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with U.S. GAAP.
- 7) All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
- 8) The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with U.S. GAAP.
- 9) Significant estimates and material concentrations have been properly disclosed in accordance with U.S. GAAP.
- 10) Guarantees, whether written or oral, under which the Company is contingently liable, have been properly recorded or disclosed in accordance with U.S. GAAP.

## Information Provided

- 11) We have provided you with:
  - a) Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records (including information obtained from outside of the general and subsidiary ledgers), documentation, and other matters.
  - b) Additional information that you have requested from us for the purpose of the audit.
  - c) Unrestricted access to persons within the Company from whom you determined it necessary to obtain audit evidence.
- 12) All material transactions have been recorded in the accounting records and are reflected in the financial statements.
- 13) We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- 14) We have no knowledge of any fraud or suspected fraud that affects the Company and involves:
  - a) Management,
  - b) Employees who have significant roles in internal control, or
  - c) Others where the fraud could have a material effect on the financial statements.
- 15) We have no knowledge of any allegations of fraud or suspected fraud affecting the Company's financial statements communicated by employees, former employees, analysts, regulators, or others.
- 16) We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations whose effects should be considered when preparing financial statements.
- 17) We have disclosed to you all known actual or possible litigation, claims, and assessments whose effects should be considered when preparing the financial statements.
- 18) We have disclosed to you the names of all of the Company's related parties and all the related party relationships and transactions, including any side agreements.
- 19) The Company has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.