

**Heritage Children Services**  
**Program Performance Analysis Report**  
**Annual Review**  
**July 1, 2021 - June 30, 2022**

## **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, Suite 103  
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

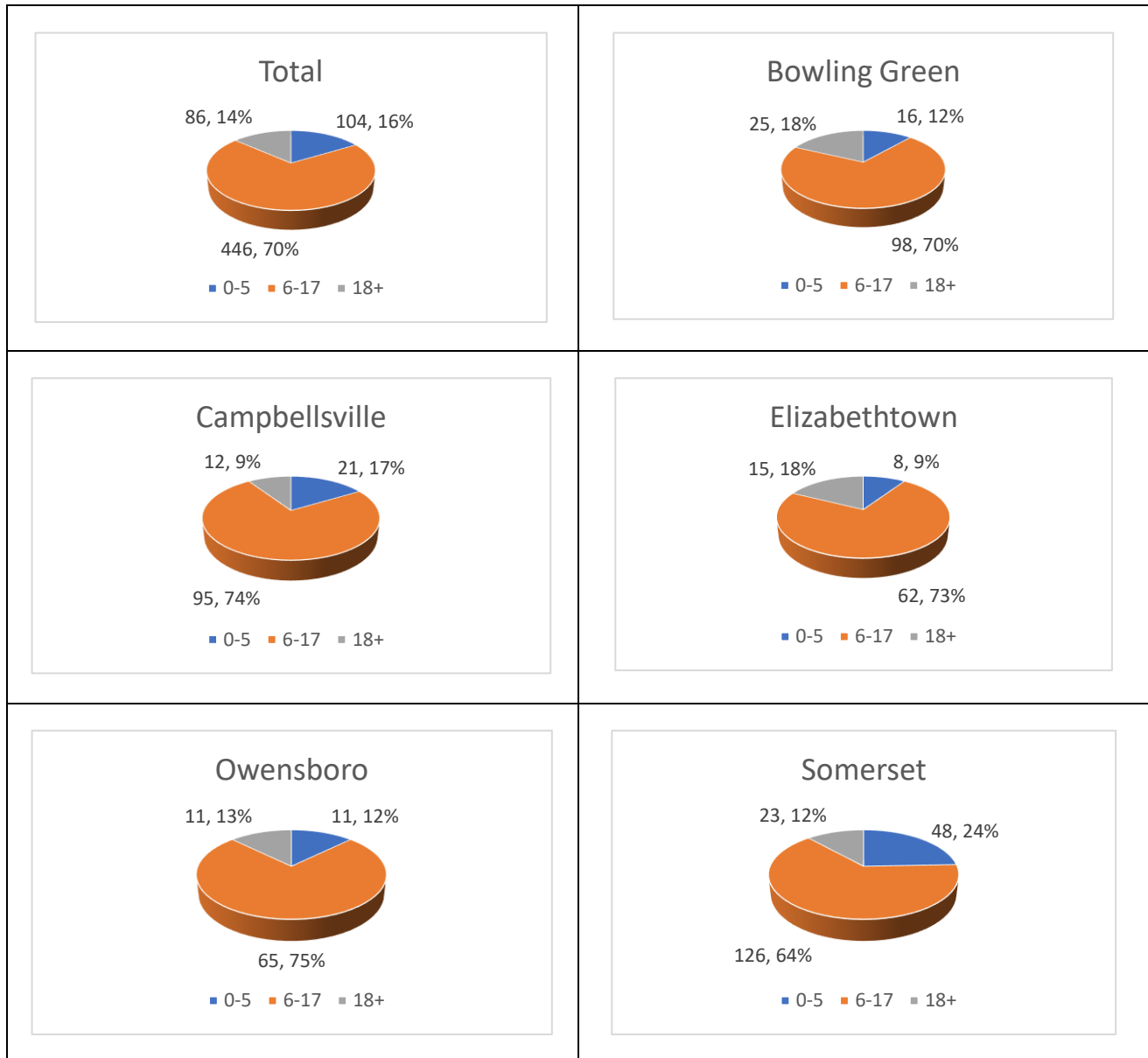
Heritage Children Services continue to use Filewerk to collect demographic data. The following graphs below represent an analysis of various demographic data collection and is comprised of youth placed from July 1, 2021 through June 30, 2022 within the agency’s five offices. Heritage Children Services currently have 157 foster homes and has opened 27 new homes and 19 homes that transferred from different agencies during this reporting period.

## Heritage Children Services Gender Demographics



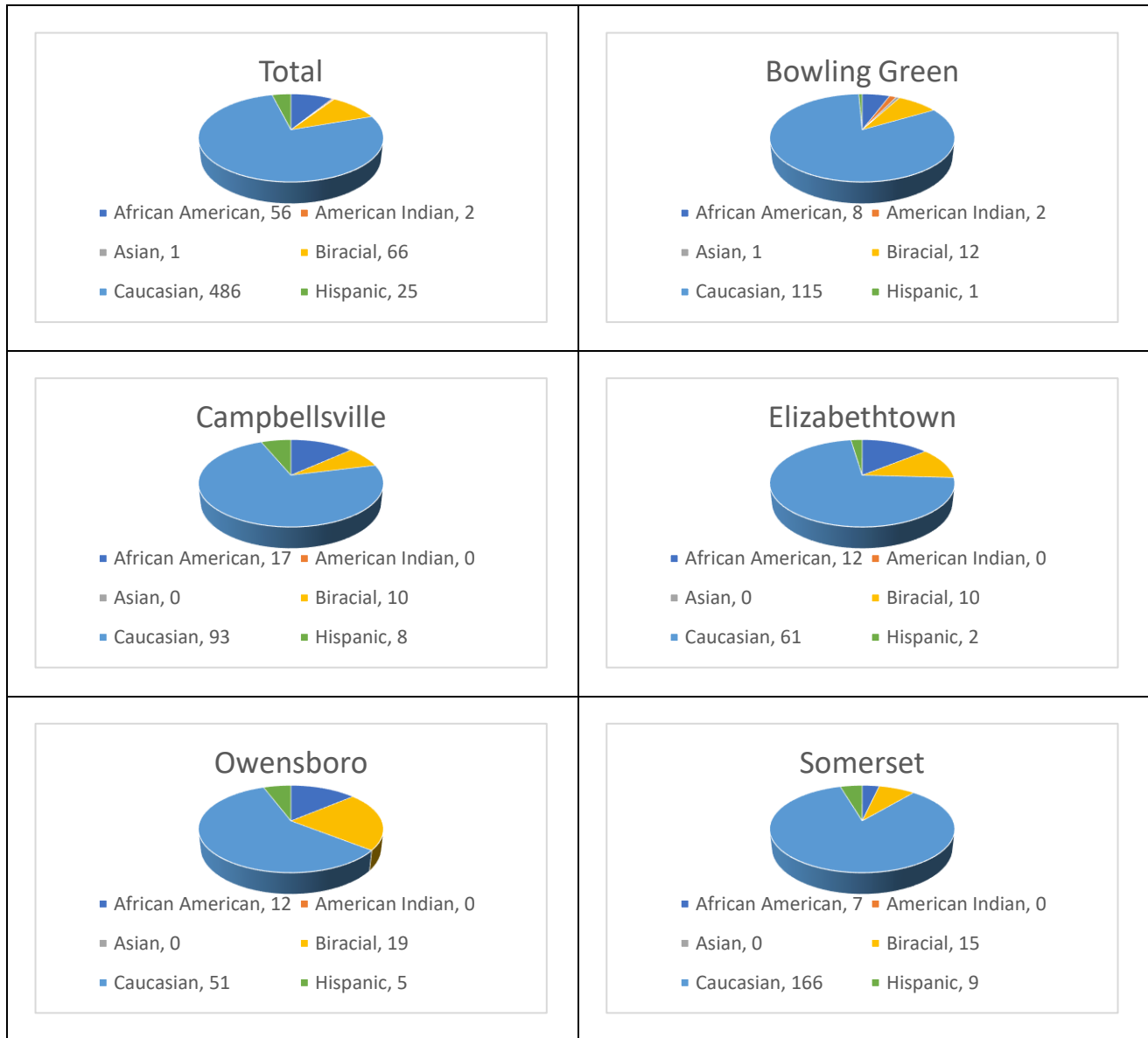
**Analysis:** During the current reporting period, Heritage Children Services has served a total of 636 youth (this includes both, placements and transfers), which is an increase of 75 from last reporting period. Males make up 48% of the population, females make up 51% of the population, and those who do not self-identify make up 1%. The population continues to be comprised of more females than male in comparison to last reporting period. Those who do not self-identify has remained constant at 1. This number is only reflective of youth who choose not to identify themselves within the traditional binary genders.

## Heritage Children Services Age Demographics



**Analysis:** Children between the ages of 6-17 continue to comprise the largest age range of youth placed with Heritage Children Services. Out of 636 youth placed with Heritage Children Services, there are 446 in this age range. The age range 0-5 comprised of 104 during this reporting period. The age range of 18+ comprised of 86 during this reporting period.

## Heritage Children Services Race Demographics



**Analysis:** Heritage Children Services served a total of 636 foster youth during this reporting period. The largest race demographic that is served by Heritage Children Services continues to be Caucasians at 76.41%. This is a small increase from last reporting period which was 75.76%. A notable change from last year is Biracial youth replacing African American youth as our second largest demographic. Biracial youth make up 10.38% while African American youth make up 8.8%. Last year Biracial youth were the third largest demographic at 7.49% and African Americans made up 10.87% as our second demographic. Hispanic demographics remain consistent at 3.93% versus 3.21% from last reporting period.

## Heritage Children Services Placement Efficiency Metrics

Heritage Children Services continues to utilize Filewerk as our online base tracking system to monitor the referral data within our five (5) offices. Referrals are received through the CRP website. The intake coordinator works the received referrals throughout the day and determines which foster home would best meet the youth needs. This referral data is then entered into the Filewerk system which will be referenced throughout this section.

**Analysis:** Heritage Children Services received a total of 15,528 possible placements during this reporting period. This is an increase from last reporting period of 3,794, which is 25%. During this reporting period Heritage Children Services had a total of 1,412 accepted placements, which is a decrease from last reporting period by 31%.

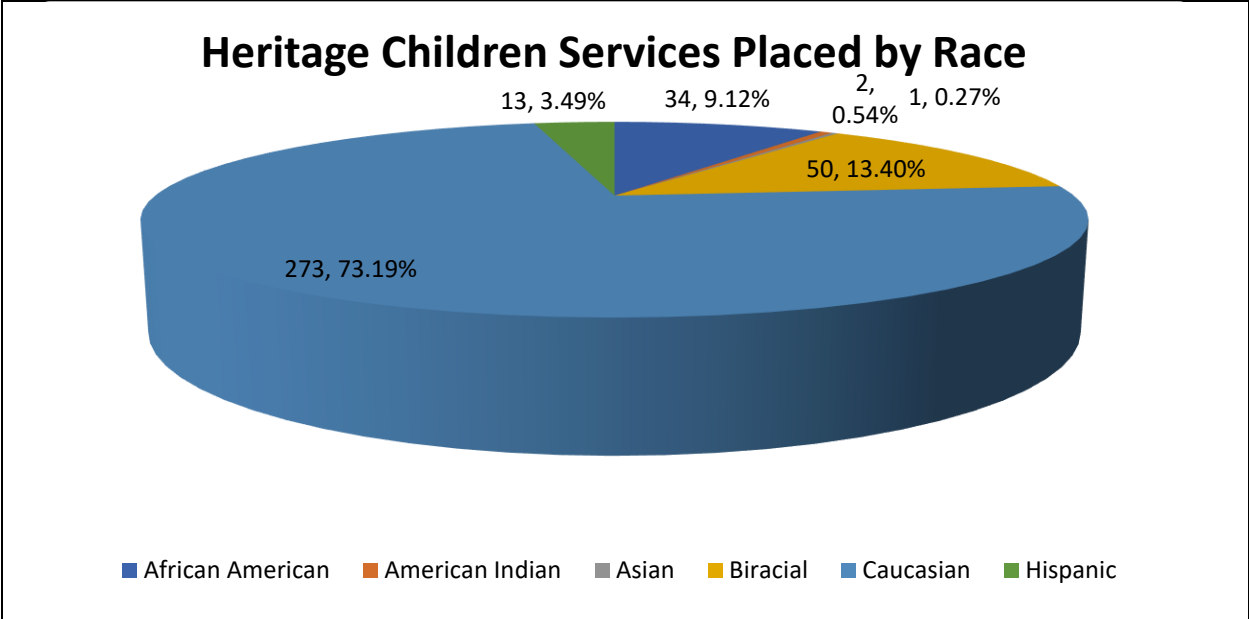
Possible Placements
15,528

Accepted Placements	Percentage of Accepted Placements
1,412	9.09%

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
373	26.42%	2.40%

Youths Placed in a Heritage home by race	Quantity	Percentage of total
Caucasian	273	73.19%
Biracial	50	13.40%
African American	34	9.12%
Hispanic	13	3.49%
American Indian	2	0.54%
Asian	1	0.27%

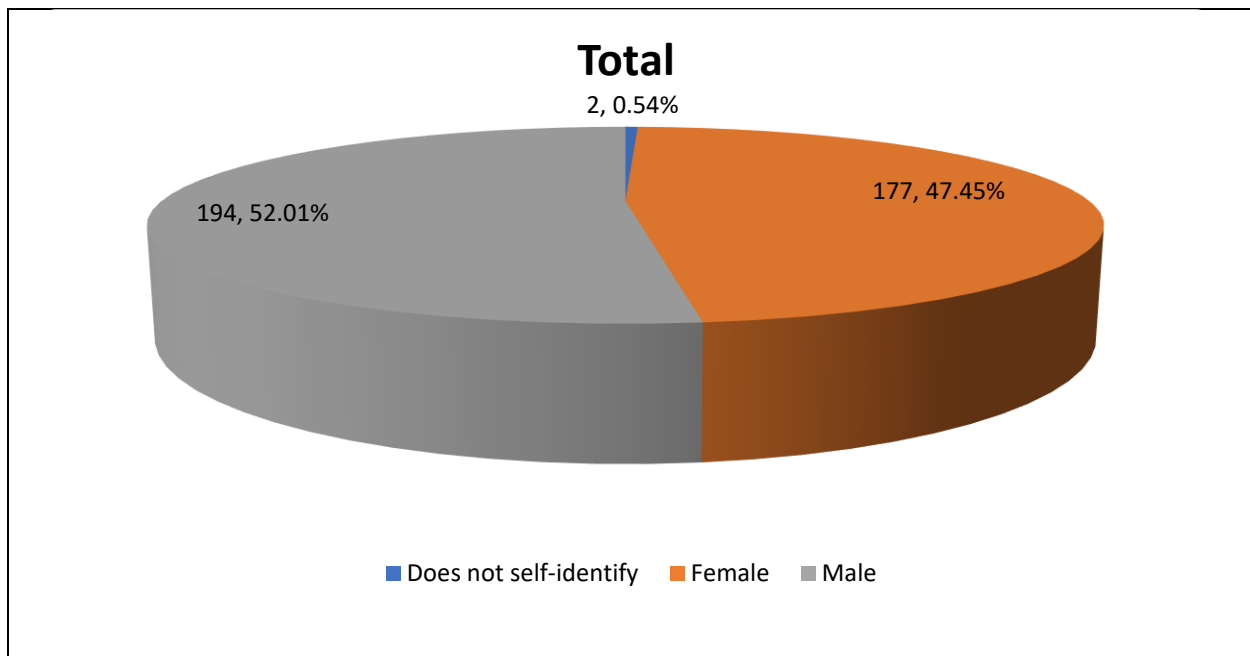




Heritage Children Services placed a total of 373 foster youth from referrals during this reporting period. Caucasian made up 73.19% which was slightly lower from last reporting period which was 77.21%. Following the trends seen in races of youth who are placed with the agency, the most significant change from the last reporting period was with Biracial and African American youth. Biracial youth nearly doubled from the last reporting period, in which 27 youth placed were Biracial versus 50 youth in the current reporting period. Equally significant, African American youth placed fell from 40 at 11.4% during the last reporting period to 34 at 9.12% during this reporting period.

**Analysis:** Heritage Children Services will continue to recruit and license new and interested foster families who have passion opening up their homes and servicing all races of youth. The races of the youth being referred to Heritage Children Services is not a controllable variable. Heritage Children Services will focus on recruiting and training foster parents from all backgrounds in order to serve the most diverse group of youth possible.

Youths placed in a Heritage home by Gender	Quantity	Percentage of Total
Male	194	52.01%
Female	177	47.45%
Does not self-identify	2	0.54%



Heritage Children Service served a total of 194 (52.01%) male youth, 177 (47.45%) female youth, and 2 (.54%) youth who do not self-identify. This is nearly the same year after year with males making up a slightly higher percentage than they did during last reporting period. The two youth who do not self-identify was an increase from last reporting period.

**Analysis:** For the first time in four years, Heritage Children Services had a decrease in female gender, from 51.57% during last reporting period; down to 47.45% during this reporting period, while the male population rose from 48.43% during last reporting period to 52.01%. Heritage Children Services will recruit new foster parents and train all current foster parents to continue to be open to accept all genders of children referred to the agency.

**Referrals received by county:**

Referral County	Quantity	Percentage of Total
Jefferson	1864	12.00%
Fayette	1161	7.48%
Warren	896	5.77%
Hardin	763	4.91%
Campbell	759	4.89%
Kenton	701	4.51%
Boone	560	3.61%
Madison	420	2.70%
Daviess	409	2.63%
Bullitt	335	2.16%
Clark	265	1.71%
Jessamine	246	1.58%
Shelby	228	1.47%
Barren	221	1.42%
McCracken	213	1.37%
Franklin	202	1.30%
Adair	190	1.22%
Whitley	190	1.22%
Grayson	180	1.16%
Scott	178	1.15%
Christian	172	1.11%
Graves	171	1.10%

Boyle	156	1.00%
Lincoln	145	0.93%
Meade	135	0.87%
Allen	134	0.86%
Oldham	128	0.82%
Boyd	127	0.82%
Laurel	122	0.79%
Calloway	114	0.73%
McCreary	108	0.70%
Butler	105	0.68%
Breckinridge	103	0.66%
Metcalfe	100	0.64%
Nelson	99	0.64%
Rowan	98	0.63%
Hopkins	94	0.61%
Pulaski	92	0.59%
Mercer	91	0.59%
Woodford	91	0.59%
Henderson	90	0.58%
Logan	89	0.57%
Henry	85	0.55%
Marshall	82	0.53%
Ohio	82	0.53%
Spencer	82	0.53%

McClean	78	0.50%
Muhlenberg	78	0.50%
Owen	78	0.50%
Anderson	76	0.49%
Carlisle	70	0.45%
Edmonson	70	0.45%
Greenup	69	0.44%
Hart	69	0.44%
Casey	68	0.44%
Pendleton	68	0.44%
Simpson	66	0.43%
Carter	65	0.42%
Garrard	64	0.41%
Floyd	62	0.40%
Montgomery	62	0.40%
Russell	62	0.40%
Carroll	59	0.38%
Larue	59	0.38%
Clay	55	0.35%
Estill	54	0.35%
Grant	54	0.35%
Wayne	52	0.33%
Webster	52	0.33%
Bourbon	51	0.33%

Mason	51	0.33%
Fleming	48	0.31%
Ballard	47	0.30%
Bell	47	0.30%
Harrison	46	0.30%
Taylor	46	0.30%
Marion	45	0.29%
Union	43	0.28%
Knox	42	0.27%
Morgan	40	0.26%
Trimble	39	0.25%
Magoffin	36	0.23%
Caldwell	35	0.23%
Trigg	31	0.20%
Bracken	29	0.19%
Lewis	29	0.19%
Bath	28	0.18%
Gallatin	27	0.17%
Jackson	26	0.17%
Powell	23	0.15%
Crittenden	22	0.14%
Harlan	22	0.14%
Monroe	21	0.14%
Todd	21	0.14%

Knott	20	0.13%
Livingston	20	0.13%
Rockcastle	20	0.13%
Letcher	19	0.12%
Lyon	18	0.12%
Fulton	17	0.11%
Hickman	17	0.11%
Cumberland	16	0.10%
Johnson	16	0.10%
Perry	16	0.10%
Lawrence	15	0.10%
Leslie	13	0.08%
Breathitt	9	0.06%
Washington	9	0.06%
Clinton	8	0.05%
Wolfe	8	0.05%
Elliott	7	0.05%
Pike	7	0.05%
Nicholas	5	0.03%
Martin	4	0.03%
Lee	2	0.01%
Hancock	1	0.01%

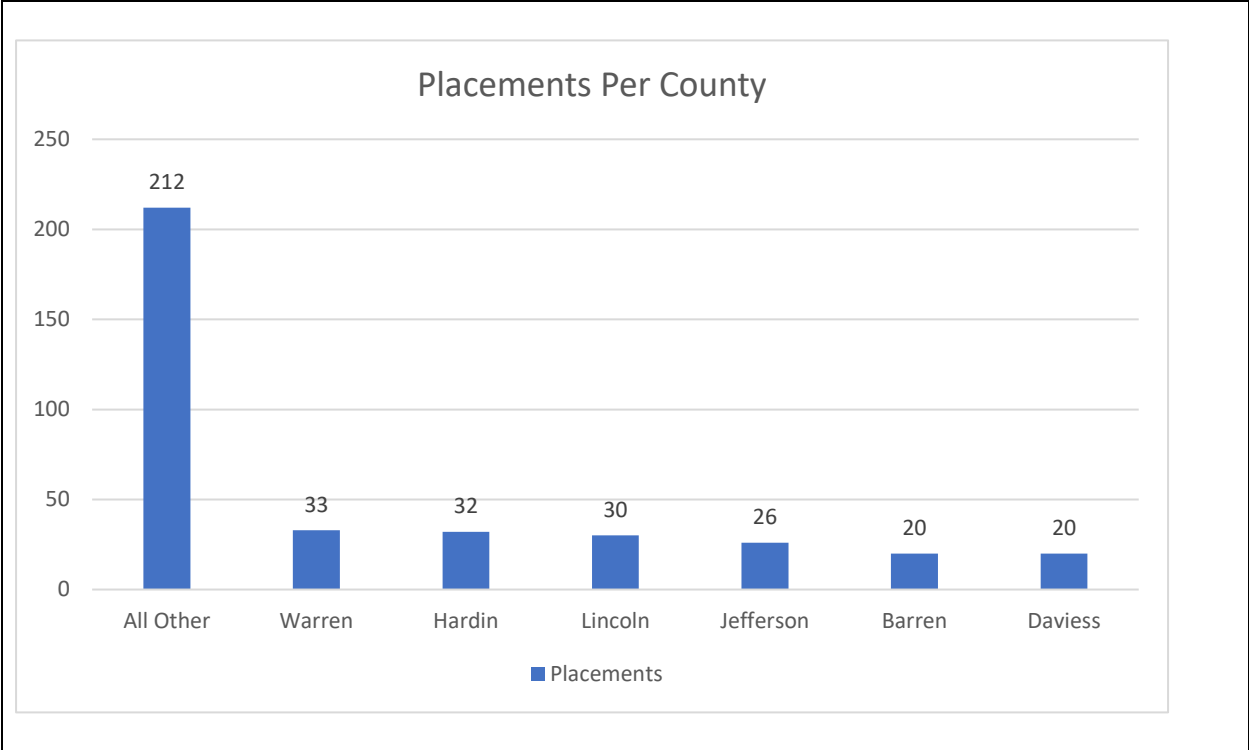
**Placements made per county:**

County	Quantity	Percentage of Total
Warren	33	8.85%
Hardin	32	8.58%
Lincoln	30	8.04%
Jefferson	26	6.97%
Barren	20	5.36%
Daviess	20	5.36%
McCreary	13	3.49%
Christian	12	3.22%
Boyle	9	2.41%
Bullitt	9	2.41%
Russell	9	2.41%
Whitley	9	2.41%
Campbell	8	2.14%
Metcalfe	8	2.14%
Taylor	8	2.14%
Hart	6	1.61%
Nelson	6	1.61%
Oldham	6	1.61%
Casey	5	1.34%
Grayson	5	1.34%
McCracken	5	1.34%
Ohio	5	1.34%



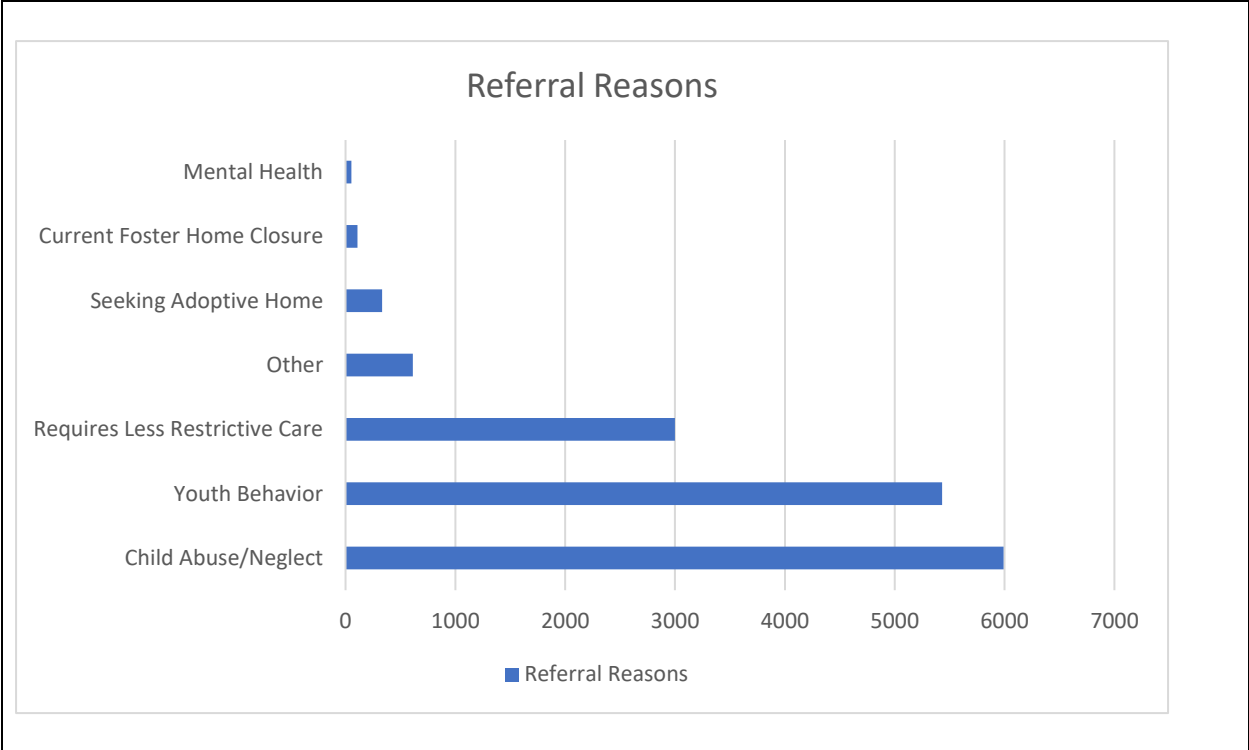
Allen	4	1.07%
Boyd	4	1.07%
Franklin	4	1.07%
Meade	4	1.07%
Muhlenberg	4	1.07%
Pulaski	4	1.07%
Adair	3	0.80%
Boone	3	0.80%
Breckinridge	3	0.80%
Hopkins	3	0.80%
Logan	3	0.80%
Marshall	3	0.80%
Powell	3	0.80%
Woodford	3	0.80%
Butler	2	0.54%
Carroll	2	0.54%
Clark	2	0.54%
Edmonson	2	0.54%
Fayette	2	0.54%
Jessamine	2	0.54%
Larue	2	0.54%
Madison	2	0.54%
Shelby	2	0.54%
Wayne	2	0.54%

Ballard	1	0.27%
Calloway	1	0.27%
Carlisle	1	0.27%
Clay	1	0.27%
Cumberland	1	0.27%
Estill	1	0.27%
Graves	1	0.27%
Harrison	1	0.27%
Henderson	1	0.27%
Henry	1	0.27%
Johnson	1	0.27%
Kenton	1	0.27%
Marion	1	0.27%
Montgomery	1	0.27%
Morgan	1	0.27%
Rockcastle	1	0.27%
Spencer	1	0.27%
Todd	1	0.27%
Union	1	0.27%
Washington	1	0.27%
Webster	1	0.27%



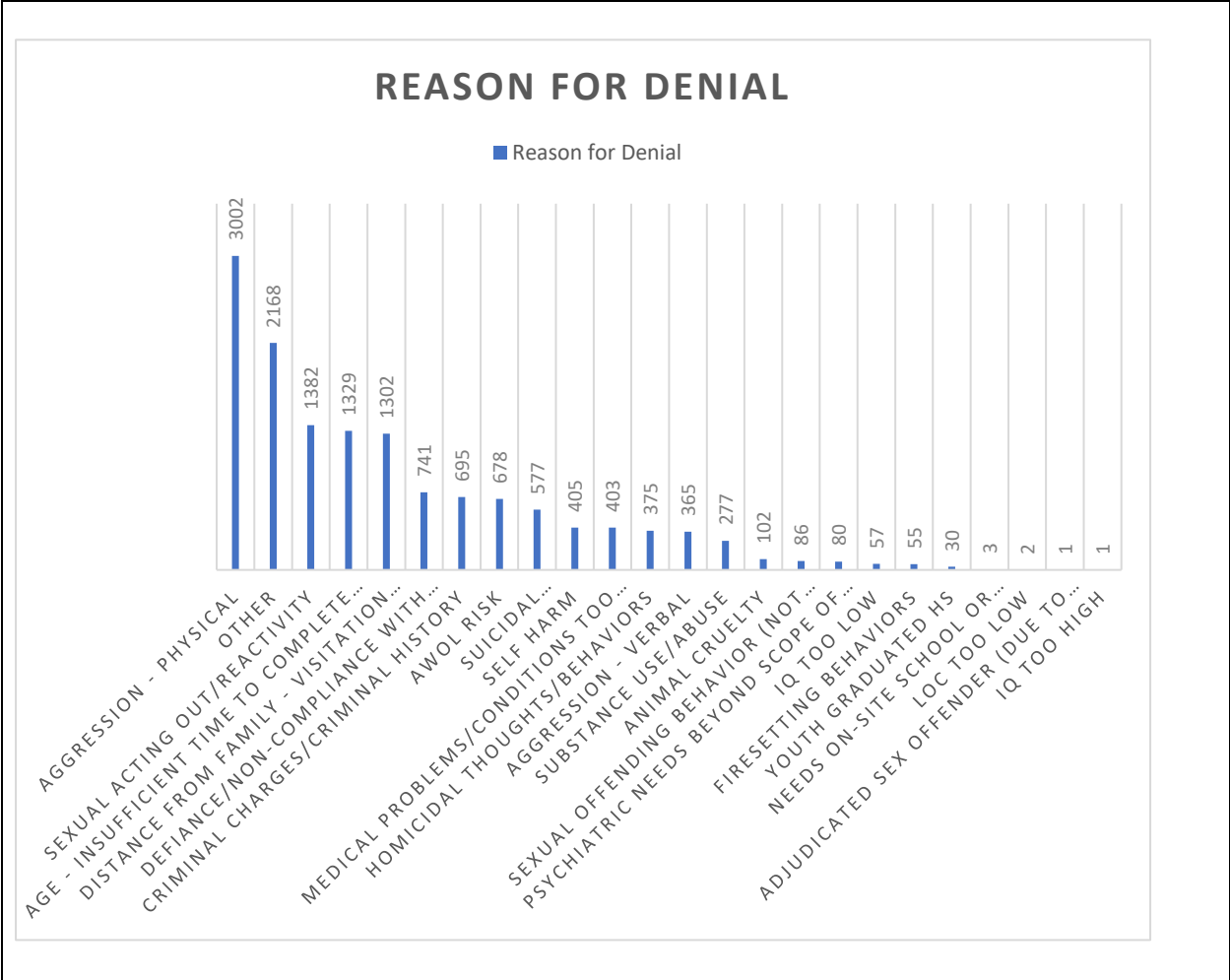
**Analysis:** Heritage Children Services has stayed consistent year after year with the most placements coming from the counties that are close to our local offices. Warren is where our Bowling Green Office is located and is in close proximity to Barren. Hardin is where our Elizabethtown office is located. Lincoln is in close proximity to our Somerset Office. Daviess is where our Owensboro Office is located. Year after year, Jefferson accounts for a high number of placements due to being the largest populated county in the state, and also being close to our Elizabethtown Office.

Referral Reason	Quantity	Percentage of total
Child Abuse/Neglect	5992	38.59%
Youth Behavior	5431	34.98%
Requires Less Restrictive Care	2998	19.31%
Other	613	3.95%
Seeking Adoptive Home	332	2.14%
Current Foster Home Closure	108	0.70%
Mental Health	54	0.35%



**Analysis:** Heritage Children Services seen a very similar trend in referral reasons from the last reporting period. There were slightly more Child Abuse/Neglect referrals (38.59%) than Youth Behavior referrals (34.98%) in this reporting period than the last reporting period. In the last reporting period Youth Behavior (35.08%) accounted for the most referral reasons while Child Abuse/Neglect (32.64%) was the second largest reason. All other reasons remain consistent.

<b>Reason for Denial</b>	<b>Quantity</b>	<b>Percentage of total</b>
Aggression - Physical	3002	21.27%
Other	2168	15.36%
Sexual Acting Out/Reactivity	1382	9.79%
Age - Insufficient time to complete treatment	1329	9.41%
Distance from family - visitation too far	1302	9.22%
Defiance/Non-compliance with treatment	741	5.25%
Criminal Charges/Criminal History	695	4.92%
AWOL Risk	678	4.80%
Suicidal thoughts/gestures/attempts	577	4.09%
Self harm	405	2.87%
Medical problems/conditions too severe	403	2.85%
Homicidal thoughts/behaviors	375	2.66%
Aggression - Verbal	365	2.59%
Substance use/abuse	277	1.96%
Animal Cruelty	102	0.72%
Sexual offending behavior (not adjudicated)	86	0.61%
Psychiatric needs beyond scope of service	80	0.57%
IQ too low	57	0.40%
Firesetting behaviors	55	0.39%
Youth graduated HS	30	0.21%
Needs on-site school or specialized school services	3	0.02%
LOC too low	2	0.01%
Adjudicated sex offender (due to supervision requirements)	1	0.01%
IQ too high	1	0.01%
<b>GRAND TOTAL</b>	<b>14116</b>	



Heritage Children Services total rejections for this reporting period is 14,116. Last year we had 9,692 rejections during the reporting period. The increase of rejections is due to almost 50% less acceptances during this reporting period. Aggression-Physical, Other, Sexual Acting Out/Reactivity, and distant from family-visitation too far remains at the top consistent from last reporting period. The Age - Insufficient time to complete treatment significantly increased during this reporting period from 4.3% from the last reporting period to 9.4% during this reporting period.

**Analysis:** Our top rejection reasons remain the same from the last reporting period with the exception of Age - Insufficient time to complete treatment. DCBS enacted new regulations allowing youth to remain in care until the age of 23. This occurred during the last reporting period, and we hope to see an improvement in the next reporting period.

## Heritage Children Services Level of Care Metrics

Each youth who are accepted by Heritage Children Services have an assigned Level of Care that is determined by the youths' behavior displayed over the past few months. Heritage Children Services employees are responsible in making sure that all of the information is correct and 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 can appeal the decision by submitting additional supportive documentation. Heritage Children Services receives a daily per diem based on the Level of Care of each youth from DCBS.

Heritage Children Services strives to ensure the Children's Review Program receives accurate information so that they can accurately assign a level of care for each youth. This is essential for Heritage Children Services, youth, and other treatment team members may accurately gauge process or lack of progress the youth may achieve. Over time, Heritage Children Services would like to observe the youth's level decrease; however, this is not always the case. There are factors that could prevent this including increased behaviors due to either age or details of their case changing, which could include parents not working a case plan to regain custody, etc.

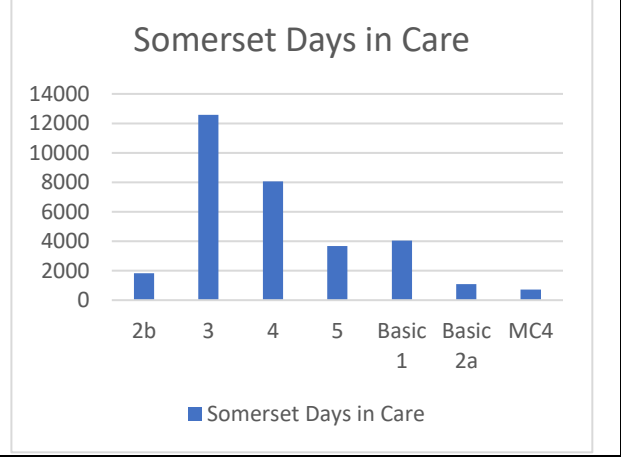
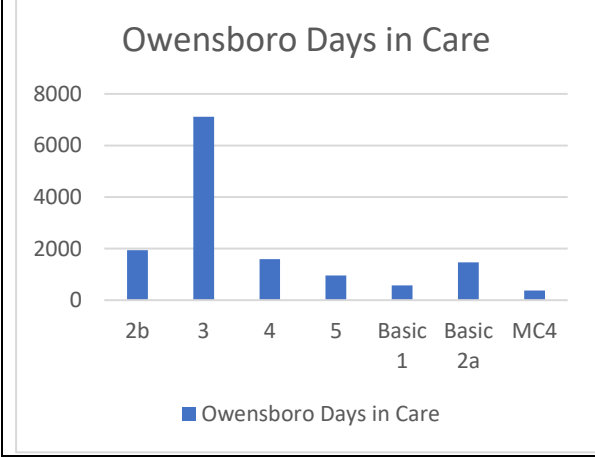
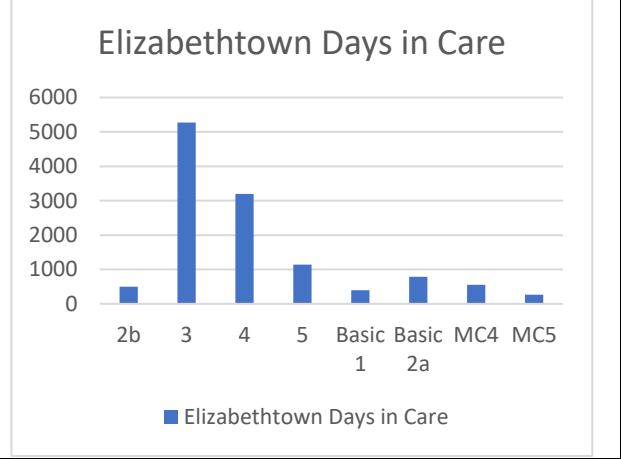
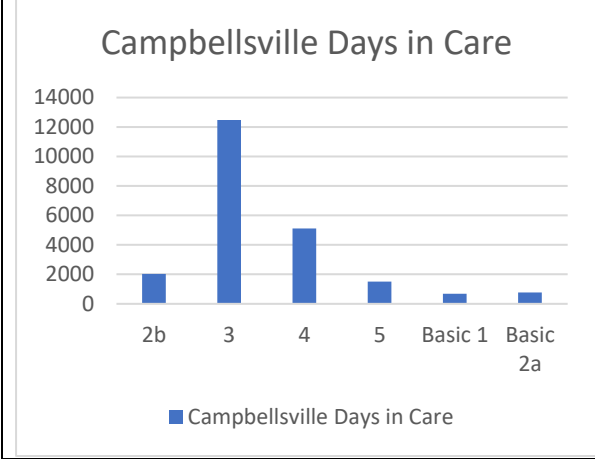
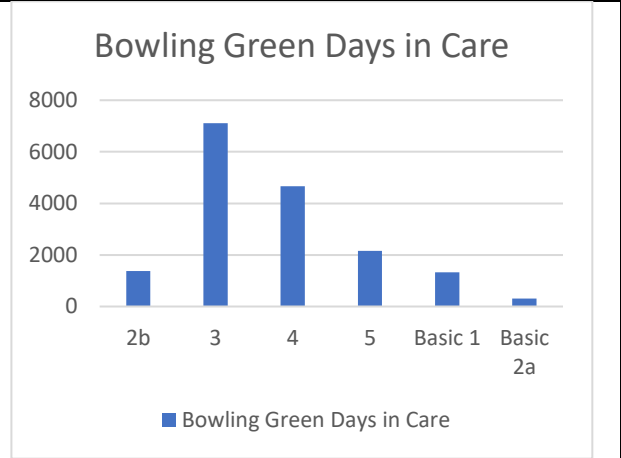
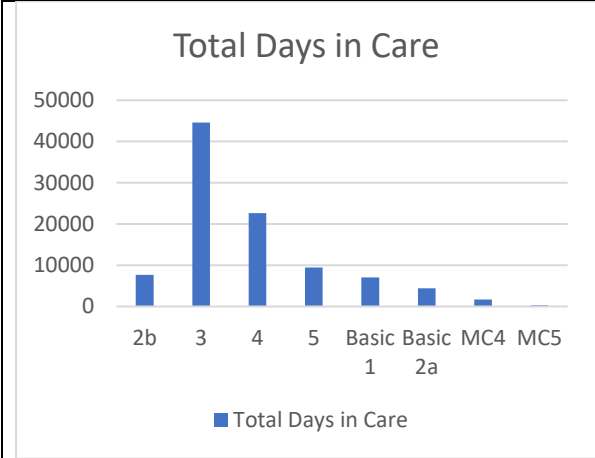
Recruiting and training professional foster parents continues to be one of our main focuses of Heritage Children Services. Foster Parents are encouraged to foster lower-level youth, initially. Over time foster parents build confidence in their abilities and receive training to increase their knowledge of how to work with more challenging behaviors. Through this, staff encourages foster parents to expand their comfort levels regarding behaviors they willing accept in their home. Heritage is aware that in order to be successful in maintaining placements, foster parents must continue to be supported and receive ongoing training.

Heritage Children Services utilizes several procedures in order to ensure stability of placements as moving youth from one home to another can cause additional trauma. Heritage Children Services utilizes proven procedures to preserve each placement. Heritage Children Services employees are trained to be proactive by hosting placement preservation meetings to help the placement be successful before foster parents submit a 14-day notice. During initial training and as they become more familiar with behaviors, foster parents complete a comfort zone form which identifies ages, genders, and behaviors of youth they are willing to accept in their home. Heritage Children Services utilizes this information to placement match when working a 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 78.46% of the days in care being a LOC 3 or higher. This is a total of 76,595 days from this reporting period. Last reporting period was documented at 71,889 days in care for youth who had a LOC 3 or higher which was 85%. The disbursement of levels remains a consistent trend since the last reporting period.

<b>Total</b>			<b>Bowling Green</b>		
<b>Level</b>	<b>Days in Care</b>	<b>Percentage of total</b>	<b>Level</b>	<b>Days in Care</b>	<b>Percentage of total</b>
2b	7671	7.86%	2b	1375	8.12%
3	44554	45.64%	3	7107	41.96%
4	22620	23.17%	4	4664	27.54%
5	9421	9.65%	5	2154	12.72%
Basic 1	7009	7.18%	Basic 1	1328	7.84%
Basic 2a	4419	4.53%	Basic 2a	310	1.83%
MC4	1657	1.70%	GRAND TOTAL	16938	
MC5	262	0.27%			
GRAND TOTAL	97613				
<b>Campbellsville</b>			<b>Elizabethtown</b>		
<b>Level</b>	<b>Days in Care</b>	<b>Percentage of total</b>	<b>Level</b>	<b>Days in Care</b>	<b>Percentage of total</b>
2b	2032	9.01%	2b	496	4.10%
3	12484	55.32%	3	5270	43.54%
4	5105	22.62%	4	3196	26.40%
5	1504	6.67%	5	1139	9.41%
Basic 1	678	3.00%	Basic 1	396	3.27%
Basic 2a	762	3.38%	Basic 2a	787	6.50%
GRAND TOTAL	22565		MC4	558	4.61%
			MC5	262	2.16%
			GRAND TOTAL	12104	
<b>Owensboro</b>			<b>Somerset</b>		
<b>Level</b>	<b>Days in Care</b>	<b>Percentage of total</b>	<b>Level</b>	<b>Days in Care</b>	<b>Percentage of total</b>
2b	1933	13.80%	2b	1835	5.73%
3	7112	50.77%	3	12581	39.32%
4	1590	11.35%	4	8065	25.20%
5	957	6.83%	5	3667	11.46%
Basic 1	571	4.08%	Basic 1	4036	12.61%
Basic 2a	1468	10.48%	Basic 2a	1092	3.41%
MC4	377	2.69%	MC4	722	2.26%
GRAND TOTAL	14008		GRAND TOTAL	31998	





## Heritage Children Services Discharge Metrics

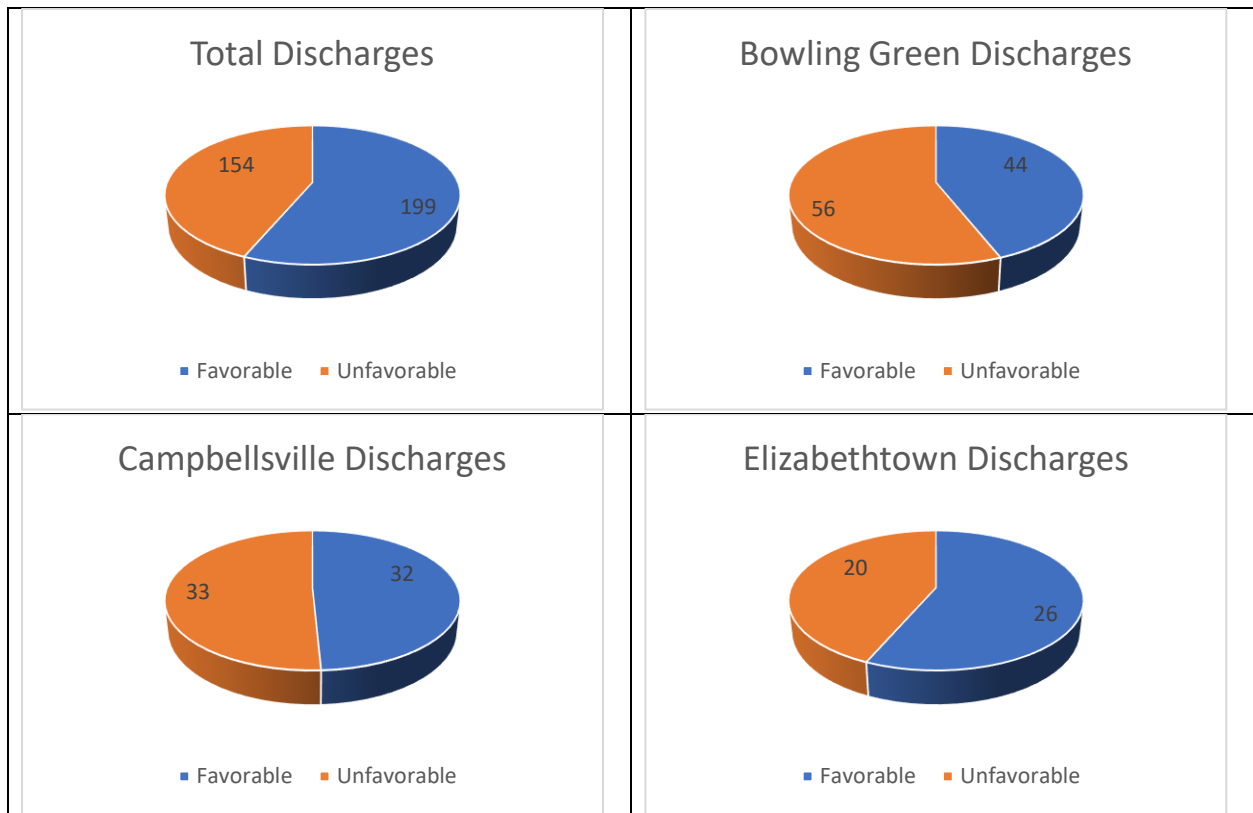
Heritage Children Services continues to monitor the overall effectiveness of our program through Filewerk.

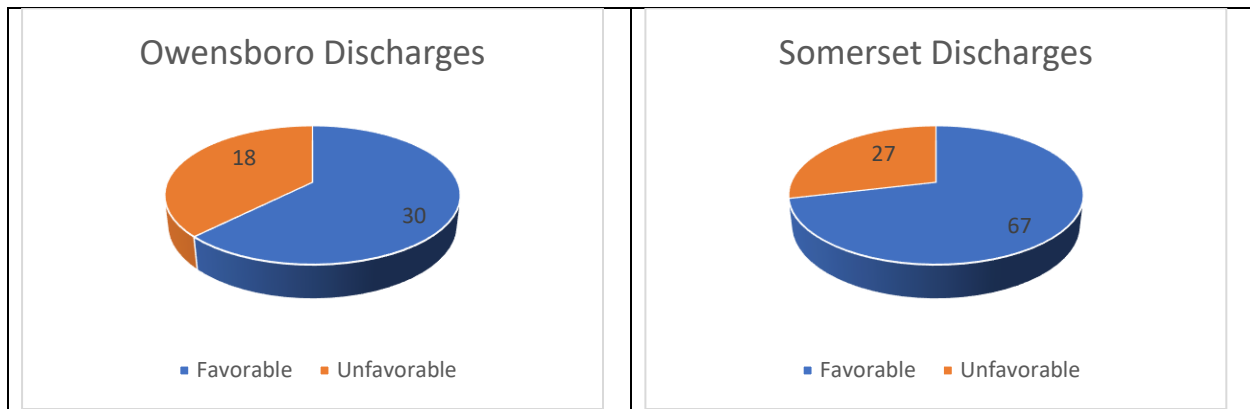
There are two types of discharges: Favorable discharges and Unfavorable discharges.

Favorable discharges will typically occur because of the following: youth met permanency goal and is reunited with their parent/guardian, youth is emancipated, youth enters independent living situation, or the judge places the youth with another adult (non-relative).

Unfavorable discharges will 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 continues to have an excellent Favorable discharge total during this reporting period. Three (3) offices reported they had more Favorable than Unfavorable discharges. During this reporting period, Heritage Children Services reported 199 (56.4%) favorable discharges and only 154 (43.6%) unfavorable discharges.

The Somerset office continues to improve their Favorable over Unfavorable discharges. Somerset continues to surpass excellent performance by maintaining the placements that they have while controlling discharges. During this reporting period, Somerset had 67 Favorable discharges and 27 Unfavorable discharges. This is a huge increase from the last reporting period, where Somerset had 25 Favorable and 23 Unfavorable discharges.

The Owensboro office continues to improve their Favorable to Unfavorable discharge numbers during this reporting period. During last reporting period, Owensboro had 25 Unfavorable discharges and 29 Favorable discharges. During this reporting period, Owensboro had 18 Unfavorable discharges and 30 Favorable discharges.

The Elizabethtown office had 20 Unfavorable discharges and 26 Favorable discharges during this reporting period. They had reported 13 Unfavorable discharges and 20 Favorable discharges during last reporting period.

The Campbellsville office had more Unfavorable discharges during this reporting period, reporting at 33 Unfavorable and 32 Favorable discharges. This is a huge increase in Unfavorable discharges for the first time. During the last reporting period, the Campbellsville office reported they had 28 Unfavorable and 56 Favorable discharges.

The Bowling Green office had more Unfavorable discharges during this reporting period, reporting at 56 Unfavorable and 44 Favorable discharges. During last reporting period, the Bowling Green office reported they had 37 Unfavorable and 39 Favorable discharges.

# Heritage Children Services Critical Incident Reporting

Heritage Children Services monitors the tracking of critical incidents for all youth placed within the agency. 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 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 and peers.

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  
Involuntary Confinement  
Involvement with law enforcement  
Juvenile Detention  
Major self-harm  
Medical emergency  
Minor self-harm  
Other Physical Interventions  
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

Heritage Children Services reported 1,592 incidents from all five (5) offices for this reporting period. There was an increase of 577 incidents in comparison to the last reporting period, which is approximately a 32% increase. Physical aggression is the top category year over year with 232 incidents (14.57%). The second most reported incidents for all five (5) offices were incident between foster children at 161 incidents (10.11%) which was an increase of 5.38% in comparison the last reporting period. Heritage Children Service placed a significant amount of sibling groups during this reporting period, which could be a contributing factor in the increase of incidents between foster children. Third most reported incidents for all five (5) offices were prescription medication refusal/error at 109 incidents (6.85%). In comparison to the last reporting period the placement of this category remains the same, however the percentage decreased. The decrease could be the result of all youth in care having Aetna insurance and per-authorizations from the insurance provider being obtained in a timely manner with the assistance of Aetna Case Managers.

The Campbellsville office reported 381 incidents during this reporting period, which is a increase from 204 for the previous reporting period. The most incidents reported during this period was Physical Aggression 50 (13.12%). In comparison to last reporting this category increased due to the increase of children in care with therapeutic needs. The second highest incidents that were reported were Communicable Disease at 32 (8.40%). This was an increase from last reporting period due to the number of positive COVID-19 cases reported. The third highest: Suspicion of Drug Use/Positive Drug Screen and School Suspension 31 incidents (8.14%). Both categories increase from last reporting period, this could be the result of more adolescents being placed in out-of-home care.

The Bowling Green office reported 292 incidents during this reporting period, which is a very slight decrease from the previous reporting period. The most incidents reported during this reporting period was Incident Between Foster Children at 34 (11.64%). As discussed previously, this could be the result of an increased amount of sibling groups being placed. The second highest reported was Prescription Medication refusal/error at 26 (8.90%). In comparison to last reporting period this category remains the same placement; however, the number of incidents decreased. During this reporting period the categories of Physical Aggression and Involvement with Law Enforcement were the same at 23 (7.88%). Physical Aggression remained the same placement as last year, however the number of incidents increased.

The Somerset Office reported a total of 470 incidents during this reporting period, which is an increase from 204 the previous reporting period. This increase is due to the amount of youth placed in this office. The most incidents reported during this reporting period was Physical Aggression at 101 (21.49%). Last reporting period the category placement remained the same, however there was an increase in the percentage of incidents (3.2%). The second highest incidents reported during this reporting period was Incident Between Foster Children at 49 (10.43%). The Somerset office placed a significant amount of sibling groups, which could be the

result of this category increasing during this reporting period. The third highest Medical Emergency at 32 (6.81%). This is an increase from last reporting period.

The Owensboro office reported 143 incidents during this reporting period, which slight increase from 137 during the previous reporting period. The most incidents reported during this reporting period was Prescription Medication refusal/error 21 (14.69%). The second most incidents reported Hospitalization at 13 (9.09%), which is a slight decrease from the last reporting period at 18. The third highest Suicide Threat and Abuse/Neglect at 11 (7.69%). This is an increase from last reporting period.

The Elizabethtown office reported 306 during this reporting period, which is an increase from 89 during the previous reporting period. This drastic increase could be due to the reporting policy being enforced during this reporting period. The most incidents reported Incidents Between Foster Children at 51 (16.67%). The second most incidents reported Physical Aggression at 48 (15.69%), which was an increase from last reporting period at 11. The third most reported Prescription Medication Refusal/Error at 35 (11.44%) which is an increase from the previous reporting period.

**Analysis:** Heritage Children Services continues to provide 36 hours of initial training to all 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. Our agency strives on implementing trainings such as: De-escalating, 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 has a safety committee that meets each month to discuss and address each incident reported in the prior month. The objective of this committee is how Heritage Children Services can quickly and efficiently identify how the agency can reduce the number of incidents and what measures need to be taken in order to best serve the foster parents and foster youth in the preservation of their placements.

Total			Bowling Green		
Incident Type	Quantity	% of Total	Incident Type	Quantity	% of Total
Incident Between Foster Children	161	10.11%	Incident Between Foster Children	34	11.64%
Physical Aggression	232	14.57%	Prescription Medication Refusal/Error	26	8.90%
Prescription Medication Refusal/Error	109	6.85%	Physical Aggression	23	7.88%
Suspicion of Drug Use/Positive Drug Screen	71	4.46%	Involvement with Law Enforcement	23	7.88%
AWOL (CRP)	77	4.84%	AWOL (CRP)	21	7.19%
Involvement with Law Enforcement	72	4.52%	Sexualized Behaviors	16	5.48%
Sexualized Behaviors	61	3.83%	Suicide Threat	15	5.14%
Verbal Aggression	84	5.28%	Communicable Diseases	13	4.45%
Medical Emergency	69	4.33%	Abuse/Neglect (OIG)	13	4.45%
Suicide Threat	74	4.65%	Medical Emergency	12	4.11%
Hospitalization	51	3.20%	Verbal Aggression	11	3.77%
Destruction of Property	44	2.76%	Hospitalization	10	3.42%
Minor Self-Harm	60	3.77%	Minor Self-Harm	10	3.42%
Abuse/Neglect (OIG)	49	3.08%	Suspicion of Drug Use/Positive Drug Screen	9	3.08%
Accidental Injury	33	2.07%	School Suspension	8	2.74%
Communicable Diseases	71	4.46%	Accidental Injury	6	2.05%
Incident with Biological Child	21	1.32%	Homicidal Threat	5	1.71%
Theft Without Criminal Activity	16	1.01%	Wandering	5	1.71%
School Suspension	56	3.52%	Injury of Resident (CRP)	4	1.37%
Sexual Perpetration	4	0.25%	Delinquency/Unruly/Criminal Act (CRP)	4	1.37%
School Detention	23	1.44%	School Detention	3	1.03%
Homicidal Threat	27	1.70%	Destruction of Property	3	1.03%
Wandering	18	1.13%	Bizarre Behaviors	3	1.03%
Sexual Acting Out (CRP)	13	0.82%	Theft Without Criminal Activity	3	1.03%
Cruelty to Animals	8	0.50%	Sexual Acting Out (CRP)	3	1.03%
Bizarre Behaviors	26	1.63%	Incident with Biological Child	2	0.68%
Other	8	0.50%	Cruelty to Animals	2	0.68%
OTC Medication Refusal/Error	6	0.38%	Other	2	0.68%
Injury of Resident (CRP)	11	0.69%	Possession of Deadly Weapon (CRP)	2	0.68%
Major Self-Harm	5	0.31%	Major Self-Harm	1	0.34%
Injury of Another (CRP)	4	0.25%	School Changes (CRP)	0	0.00%
Victim of delinquent/criminal act	2	0.13%	OTC Medication Refusal/Error	0	0.00%
Vehicular Accident	2	0.13%	Injury of Another (CRP)	0	0.00%
Unusual Family Issues	2	0.13%	Restraint of Youth (CRP)	0	0.00%
Visitation Problem	1	0.06%	Victim of delinquent/criminal act	0	0.00%
Suicide Attempt (CRP)	1	0.06%	Infection Control	0	0.00%
Possession of Deadly Weapon (CRP)	3	0.19%	Sexual Perpetration	0	0.00%
Restraint of Youth (CRP)	2	0.13%	Vehicular Accident	0	0.00%

Delinquency/Unruly/Criminal Act (CRP)	5	0.31%
School Changes (CRP)	8	0.50%
Infection Control	1	0.06%
Hoarding Behaviors	1	0.06%
Death of a resident	0	0.00%
Bio-hazardous Incident	0	0.00%
Juvenile Detention	0	0.00%
Homicidal Attempt	0	0.00%
Overdose	0	0.00%
Involuntary Confinement (CRP)	0	0.00%
Other Physical Interventions (CRP)	0	0.00%
GRAND TOTAL	1592	
Unusual Family Issues	0	0.00%
Visitation Problem	0	0.00%
Hoarding Behaviors	0	0.00%
Suicide Attempt (CRP)	0	0.00%
Death of a resident	0	0.00%
Bio-hazardous Incident	0	0.00%
Juvenile Detention	0	0.00%
Homicidal Attempt	0	0.00%
Overdose	0	0.00%
Involuntary Confinement (CRP)	0	0.00%
Other Physical Interventions (CRP)	0	0.00%
GRAND TOTAL	292	

### Campbellsville

Incident Type	Quantity	% of Total
Physical Aggression	50	13.12%
Communicable Diseases	32	8.40%
Suspicion of Drug Use/Positive Drug Screen	31	8.14%
School Suspension	31	8.14%
Incident Between Foster Children	25	6.56%
Prescription Medication Refusal/Error	22	5.77%
Verbal Aggression	22	5.77%
Suicide Threat	21	5.51%
AWOL (CRP)	18	4.72%
Involvement with Law Enforcement	16	4.20%
Abuse/Neglect (OIG)	12	3.15%
Homicidal Threat	11	2.89%
Medical Emergency	10	2.62%
Hospitalization	8	2.10%
School Changes (CRP)	8	2.10%
Sexualized Behaviors	7	1.84%
Minor Self-Harm	7	1.84%
School Detention	7	1.84%
Destruction of Property	6	1.57%
Accidental Injury	6	1.57%
Bizarre Behaviors	4	1.05%
Wandering	4	1.05%
Injury of Resident (CRP)	4	1.05%
Incident with Biological Child	3	0.79%
Theft Without Criminal Activity	3	0.79%
Cruelty to Animals	3	0.79%

### Elizabethtown

Incident Type	Quantity	% of Total
Incident Between Foster Children	51	16.67%
Physical Aggression	48	15.69%
Prescription Medication Refusal/Error	35	11.44%
Suspicion of Drug Use/Positive Drug Screen	24	7.84%
AWOL (CRP)	15	4.90%
Involvement with Law Enforcement	15	4.90%
Sexualized Behaviors	14	4.58%
Verbal Aggression	13	4.25%
Medical Emergency	11	3.59%
Suicide Threat	9	2.94%
Hospitalization	7	2.29%
Destruction of Property	6	1.96%
Minor Self-Harm	6	1.96%
Abuse/Neglect (OIG)	6	1.96%
Accidental Injury	5	1.63%
Communicable Diseases	5	1.63%
Incident with Biological Child	5	1.63%
Theft Without Criminal Activity	4	1.31%
School Suspension	3	0.98%
Sexual Perpetration	3	0.98%
School Detention	2	0.65%
Homicidal Threat	2	0.65%
Wandering	2	0.65%
Sexual Acting Out (CRP)	2	0.65%
Cruelty to Animals	2	0.65%
Bizarre Behaviors	1	0.33%



Other	2	0.52%	Other	1	0.33%
OTC Medication Refusal/Error	2	0.52%	OTC Medication Refusal/Error	1	0.33%
Injury of Another (CRP)	2	0.52%	Injury of Resident (CRP)	1	0.33%
Delinquency/Unruly/Criminal Act (CRP)	1	0.26%	Major Self-Harm	1	0.33%
Restraint of Youth (CRP)	1	0.26%	Injury of Another (CRP)	1	0.33%
Victim of delinquent/criminal act	1	0.26%	Victim of delinquent/criminal act	1	0.33%
Infection Control	1	0.26%	Vehicular Accident	1	0.33%
Sexual Acting Out (CRP)	0	0.00%	Unusual Family Issues	1	0.33%
Major Self-Harm	0	0.00%	Visitation Problem	1	0.33%
Sexual Perpetration	0	0.00%	Suicide Attempt (CRP)	1	0.33%
Possession of Deadly Weapon (CRP)	0	0.00%	Possession of Deadly Weapon (CRP)	0	0.00%
Vehicular Accident	0	0.00%	Restraint of Youth (CRP)	0	0.00%
Unusual Family Issues	0	0.00%	Delinquency/Unruly/Criminal Act (CRP)	0	0.00%
Visitation Problem	0	0.00%	School Changes (CRP)	0	0.00%
Hoarding Behaviors	0	0.00%	Infection Control	0	0.00%
Suicide Attempt (CRP)	0	0.00%	Hoarding Behaviors	0	0.00%
Death of a resident	0	0.00%	Death of a resident	0	0.00%
Bio-hazardous Incident	0	0.00%	Bio-hazardous Incident	0	0.00%
Juvenile Detention	0	0.00%	Juvenile Detention	0	0.00%
Homicidal Attempt	0	0.00%	Homicidal Attempt	0	0.00%
Overdose	0	0.00%	Overdose	0	0.00%
Involuntary Confinement (CRP)	0	0.00%	Involuntary Confinement (CRP)	0	0.00%
Other Physical Interventions (CRP)	0	0.00%	Other Physical Interventions (CRP)	0	0.00%
GRAND TOTAL	381		GRAND TOTAL	306	

### Owensboro

Incident Type	Quantity	% of Total
Prescription Medication Refusal/Error	21	14.69%
Hospitalization	13	9.09%
Suicide Threat	11	7.69%
Abuse/Neglect (OIG)	11	7.69%
Physical Aggression	10	6.99%
Minor Self-Harm	10	6.99%
Involvement with Law Enforcement	9	6.29%
Communicable Diseases	9	6.29%
Verbal Aggression	9	6.29%
AWOL (CRP)	8	5.59%
Medical Emergency	4	2.80%
Bizarre Behaviors	3	2.10%
Sexual Acting Out (CRP)	3	2.10%
Incident Between Foster Children	2	1.40%

### Somerset

Incident Type	Quantity	% of Total
Physical Aggression	101	21.49%
Incident Between Foster Children	49	10.43%
Medical Emergency	32	6.81%
Verbal Aggression	29	6.17%
Destruction of Property	28	5.96%
Minor Self-Harm	27	5.74%
Sexualized Behaviors	24	5.11%
Suicide Threat	18	3.83%
AWOL (CRP)	15	3.19%
Accidental Injury	15	3.19%
Bizarre Behaviors	15	3.19%
Hospitalization	13	2.77%
Communicable Diseases	12	2.55%
School Suspension	12	2.55%
Incident with Biological Child	11	2.34%

School Suspension	2	1.40%
Homicidal Threat	2	1.40%
Wandering	2	1.40%
Major Self-Harm	2	1.40%
Suspicion of Drug Use/Positive Drug Screen	1	0.70%
Accidental Injury	1	0.70%
Injury of Resident (CRP)	1	0.70%
School Detention	1	0.70%
Destruction of Property	1	0.70%
Theft Without Criminal Activity	1	0.70%
OTC Medication Refusal/Error	1	0.70%
Injury of Another (CRP)	1	0.70%
Sexual Perpetration	1	0.70%
Vehicular Accident	1	0.70%
Unusual Family Issues	1	0.70%
Hoarding Behaviors	1	0.70%
Sexualized Behaviors	0	0.00%
Delinquency/Unruly/Criminal Act (CRP)	0	0.00%
Incident with Biological Child	0	0.00%
Cruelty to Animals	0	0.00%
Other	0	0.00%
Possession of Deadly Weapon (CRP)	0	0.00%
School Changes (CRP)	0	0.00%
Restraint of Youth (CRP)	0	0.00%
Victim of delinquent/criminal act	0	0.00%
Infection Control	0	0.00%
Visitation Problem	0	0.00%
Suicide Attempt (CRP)	0	0.00%
Death of a resident	0	0.00%
Bio-hazardous Incident	0	0.00%
Juvenile Detention	0	0.00%
Homicidal Attempt	0	0.00%
Overdose	0	0.00%
Involuntary Confinement (CRP)	0	0.00%
Other Physical Interventions (CRP)	0	0.00%
GRAND TOTAL	143	

School Detention	10	2.13%
Involvement with Law Enforcement	9	1.91%
Abuse/Neglect (OIG)	7	1.49%
Homicidal Threat	7	1.49%
Suspicion of Drug Use/Positive Drug Screen	6	1.28%
Prescription Medication Refusal/Error	5	1.06%
Wandering	5	1.06%
Theft Without Criminal Activity	5	1.06%
Sexual Acting Out (CRP)	5	1.06%
Other	3	0.64%
OTC Medication Refusal/Error	2	0.43%
Injury of Resident (CRP)	1	0.21%
Cruelty to Animals	1	0.21%
Possession of Deadly Weapon (CRP)	1	0.21%
Major Self-Harm	1	0.21%
Restraint of Youth (CRP)	1	0.21%
Delinquency/Unruly/Criminal Act (CRP)	0	0.00%
School Changes (CRP)	0	0.00%
Injury of Another (CRP)	0	0.00%
Victim of delinquent/criminal act	0	0.00%
Infection Control	0	0.00%
Sexual Perpetration	0	0.00%
Vehicular Accident	0	0.00%
Unusual Family Issues	0	0.00%
Visitation Problem	0	0.00%
Hoarding Behaviors	0	0.00%
Suicide Attempt (CRP)	0	0.00%
Death of a resident	0	0.00%
Bio-hazardous Incident	0	0.00%
Juvenile Detention	0	0.00%
Homicidal Attempt	0	0.00%
Overdose	0	0.00%
Involuntary Confinement (CRP)	0	0.00%
Other Physical Interventions (CRP)	0	0.00%
GRAND TOTAL	470	

## **HCS Satisfaction Survey Evaluations 2022**

The Heritage Children Services annual survey is held every year to evaluate the performance of the agency. All survey participants were encouraged to participate but participation is ultimately optional. All foster parents, employees, foster youth (of an age that can understand and respond adequately), advisory board members, and collateral service providers that work with/for HCS were given the opportunity to participate in the survey. The survey is totally anonymous and was made available online to each potential participant. All surveys have multiple questions that allow the participant to rate the performance of the agency between 1 and 5. 1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, and 5 = Strongly Agree. Each survey concludes by asking the participant the following 3 questions: “What do you most like about HCS?”, “What do you not like about HCS?”, and “Are there any additional comments you feel HCS should be made aware of?”.

## Foster Child Satisfaction Surveys

Foster Child Satisfaction Survey questions/rating		
1	It is easy for me to get the help I think I need.	4.3
2	My Therapeutic Case Manager takes the time to talk to me when I need them.	4.4
3	My therapeutic case manager visits when he/she says they will.	4.4
4	My family's and my information is kept private and confidential and is only shared with others who need to know in order to help me better.	4.3
5	I participate in my treatment planning and I feel my opinion is valued.	4.2
6	I am treated with respect by Heritage Children Services staff.	4.4
7	I feel safe in my foster home.	4.5
8	As a result of the help I receive, I am better able to control my actions and behaviors.	4.1
9	The staff at Heritage Children Services shares information with me about services and people in the community that could help me.	4.2
10	The staff at Heritage Children Services helps me meet the goals that we set for me.	4.3
11	The staff at Heritage Children Services listen to what I have to say.	4.3
12	Because the staff at Heritage Children Services learned how I communicate, they are able to understand what I have to say.	4.3
13	If I needed a translator, Heritage Children Services provided me one.	3.8
14	My therapeutic case manager and foster parent(s) work well together to help meet my needs.	4.5
15	I was made told what I could do if I did not feel like I was being treated fairly by my foster parent, therapeutic case manager, or any other Heritage Children Services staff.	4.3
	Overall Total	4.3

### Progress Report:

During this reporting period, Heritage Children Services received 124 out of 272, 46%, of foster youth responding to the agency's survey. That percentage has slightly decreased from the last reporting period. 79 foster youth answered "nothing", when asked "What do you most like about HCS?". Question 13 scored 3.8 out of 5, regarding access to a translator. Questions 7 and 14 scored 4.5 out of 5, regarding feeling safe in their foster home and their case manager and foster parents work well together to help meet there needs. Question 1 scored 4.3 out of 5, regarding the youth easy to get the help they need.

### Problems Identified:

58% of our youth scored the most on questions 1, 4, 10, 11, 12, & 15. These questions scored 4.3 out of 5, being the highest. Question 13 had to do with access to a translator, with it being scored at 3.8 out of 5. Questions 5 and 9 scored 4.2 out of 5. These questions were, "I participate in my treatment planning and I feel my opinion is valued" and "The staff at HCS shares information with me about services and people in the community that could help me." Question 8 was scored at 4.1 out of 5; "As a result of the help I receive, I am better able to control my actions and behaviors."

**Plans:**

Heritage Children Services will continue to work with the case managers in regards to the feedback for problems identified from the youth. 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. Visitation is a part of the youths' treatment plan which is approved by the youths' SSW. Heritage Children Services will continue to assist DCBS with visitation, but has no authority to dictate parameters regarding visitation plans. During this reporting period, Heritage Children Services has placed no youth who required the services of a translator. If the services were needed, Heritage Children Services has access to a Translator.

## Foster Parent Satisfaction Surveys

Foster Parent Satisfaction Survey questions/rating		
1	I was made aware of the services offered by Heritage Children Services and know how to access the services.	4.3
2	I am satisfied with the support I receive from HCS staff in working with others associated with my foster child (schools, courts, birth families, etc.).	4.2
3	I am satisfied with the quality of homes visits and phone contacts made by HCS staff.	4.4
4	My therapeutic case manager is prompt when attending scheduled meetings with me.	4.4
5	My foster child(ren)'s and my information are kept private and is only told to other individuals who are appropriately involved in the case.	4.5
6	I participate in my foster child(ren)'s treatment planning and I feel my opinion is valued.	4.4
7	I am treated with respect by Heritage Children Services staff.	4.4
8	I am satisfied with the amount and content of training that was offered during the past year.	4.3
9	I feel that the time and location of offered trainings fit my schedule.	4.1
10	Because of the training and case management services I receive directly from Heritage Children Services I am a better foster parent.	4.3
11	I have received adequate communication and ongoing updates from my TCM regarding the progress of the child(ren)'s case.	4.2
12	The staff at Heritage Children Services listens to what I have to say when I am both satisfied and concerned.	4.3
13	I am satisfied with the quality of help and guidance I receive from HCS staff.	4.3
14	If I needed a translator, Heritage Children Services provided me one.	4
15	I feel supported by Heritage Children Services staff.	4.3
16	I have been made aware of the Heritage Children Services' grievance policy.	4.3
17	I would recommend a friend or family member to become a foster parent with Heritage Children Services.	4.2
	Overall Total	4.3

### Progress Report:

Heritage Children Services had 56 out of 152 foster parents to respond to this reporting periods survey. This number is significantly lower than last reporting period of 95 foster parents responding to the survey. Questions 3, 4, 6, & 7 were scored the highest, at 4.5 out of 5. These questions were: "I am satisfied with the support I receive from HCS staff in working with others associated with my foster child.", "My therapeutic case manager is prompt when attending scheduled meetings with me.", "I am treated with respect by HCS staff.", and "I am satisfied with the amount and content of training that was offered during the past year."

### Problems Identified:

The lowest scored question in this survey was number 14, "If I needed a translator, Heritage Children Services provided me one." This was scored a 4 out of 5. Question 9 scored a 4.1 out of 5, regarding foster parents being offered trainings that fit their schedules. 30% of the foster parents who participated in the survey were unhappy with the agency's lack of therapists to provide consistent therapy to the youth. 18% of the foster parents stated they are not provided enough information when receiving a youth in their home as a placement. 25% of the foster

parents were unhappy about trainings not being offered to those who work during the day. 20% of the foster parents were unhappy with how they are reimbursed for mileage. One foster parent suggested being paid 100% mileage for biological and doctors' visits.

**Plans:**

Heritage Children Services 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 meetings to discuss each youths' treatment plans/goals, and to monitor supervision. Heritage Children Services would contract translator services if needed.

## Collateral Service Provider Satisfaction Surveys

Collateral Service Provider Satisfaction Survey questions/rating		
1	I am aware of the services offered to the clients I serve by Heritage Children Services and know how to access these services for my clients.	3.9
2	Heritage Children Services' staff hear my concerns and respond to them in a timely and appropriate manner.	4.4
3	Teamwork seems to be important to Heritage Children Services' staff.	4
4	Heritage Children Services' staff are prompt when attending scheduled meetings with me.	4.2
5	Heritage Children Services' staff keep confidential information private and only share it with other individuals who are appropriately involved in the case.	4.3
6	Heritage Children Services' staff regularly invite and encourage my participation in school, treatment team, and all other pertinent meetings for the foster children I serve.	3.8
7	I am treated with respect by Heritage Children Services staff.	4.3
8	I perceive Heritage Children Services' staff to be polite, efficient, and professional.	4.2
9	The staff at Heritage Children Services help the foster children I serve to achieve the goals established in each child's treatment plan.	4.1
10	The staff at Heritage Children Services listens to what I have to say when I am both satisfied and concerned.	4.1
11	Concerns are addressed in a timely manner by staff.	4.1
12	I believe the needs of the children I serve are being met by Heritage Children Services.	4.1
13	I feel that Heritage Children Services' staff encourage open lines of communication and are easily accessible.	4.1
14	I have been made aware of the Heritage Children Services' grievance policy for the foster children I serve.	3.8
	Overall Total	4.1

### Progress Report:

21% of the surveys showed no scores under 4. Out of all of the collateral surveys, there concerns were not being notified for their youths' treatment plan meeting and lack of therapist within the offices. When asked what they liked most about HCS, most of them responded with: Each office is different, but overall does a fine job, Staff are very responsive to the youths' needs, and staff are doing an amazing job throughout all five offices.

### Problems Identified:

We had a low percentage of service providers who stated in their surveys that "therapeutic services are lacking". HCS received a few write in comments, stating: "therapist communication and some office staff are lacking and staff not reporting when a therapist leaves and/or switches therapist." This may have been due to therapy shortage, and the time it takes to hire a replacement. Another problem area that came up more than once, was "not always kept up to date on all changes and treatment team meetings are scheduled then DCBS is notified after they are scheduled."



**Plans:**

Heritage Children Services knows of its therapist shortage, and continues to work diligently to find the best qualified professionals to work with our youth. HCS currently has these positions posted through Indeed and social media (Facebook). SSW's will need to be notified when a treatment meeting is scheduled so they will can be offered the opportunity to attend, either in person or via phone. This should also be the case when a placement preservation/disruption meeting occurs, as well. HCS will continue to provide a survey in each handbook for our Collateral Providers to help continue to provide feedback from outside our agency.

## Employee Satisfaction Surveys

Employee Satisfaction Survey questions/rating		
1	My job duties and responsibilities are clearly defined.	4.1
2	I feel that my supervisor or someone at work cares about me as a person.	4.4
3	I feel that my co-workers are committed to performing quality work.	4.2
4	I enjoy the company culture at Heritage Children Services.	4
5	Someone at work has discussed my progress with me in the past six months.	4
6	I feel the mission and purpose of Heritage makes me feel as though my work is important.	4.3
7	I participate in staff meetings, trainings, and development and I feel my opinion is valued.	4.3
8	I am treated with respect by other Heritage Children Services staff.	4.2
9	I feel the training and supervision I receive have/has better prepared me to perform my job duties successfully.	3.9
10	I feel connected to my coworkers.	4.1
11	I feel that my feedback is valued by my management team.	3.9
12	Any concerns I may have are addressed in a timely manner by management.	4
13	My supervisors communicate information effectively and in a timely manner.	4
14	I feel like HCS offers everyone opportunities for promotions and career development.	3.9
15	I feel that Heritage Children Services can help me achieve my future professional goals.	4
16	Does management seem interested in the success of the team?	4.3
17	I have been made aware of the Heritage Children Services' employee grievance policy.	4.2
18	The equipment that I have been issued is adequate to perform my job duties.	3.5
	Overall Total	4.1

### Progress Report:

Out of 56 employees, Heritage Children Services had a total of 53 employees to respond to the survey. This is an increase to last reporting period of only 50 employees responding. Questions 4, 5, 12, 13, & 15 had the highest score of a 4 out of 5. These questions were: "I enjoy the company culture at HCS.", "Someone at work has discussed my progress with me in the past six months.", "Any concerns I may have are addressed in a timely manner by management.", "My supervisors communicate information effectively and in a timely manner.", and "I feel that HCS can help me achieve my future professional goals." Question number 2 was scored the highest, at a 4.4 rating, out of 5, "I feel that my supervisor or someone at work cares about me as a person".

### Problems Identified:

Question 18 had the lowest score, at a 3.5 out of 5. This question was about HCS's equipment and how adequate it is to perform their job duties. Questions 9, 11, & 14 scored a 3.9 out of 5. These questions were "I feel the training and supervision I receive have/has better prepared me to perform my job duties successfully.", "I feel that my feedback is valued by my management team.", and "I feel like HCS offers everyone opportunities for promotions and career development.". 100% compliance continues to be HCS's goal for the next survey period.

**Plans:**

Heritage Children Services will continue to provide an inclusive, yet friendly workplace that continues to invite our employees to provide excellent team work within the offices. Every employee knows our agency has an open-door policy/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.

Heritage Children Services 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 continue to discuss this during their weekly team meetings.

## Advisory Board Member Satisfaction Surveys

Advisory Board Member Satisfaction Survey questions/rating		
1	I feel I have a clear understanding of Heritage Children Services' mission and vision (i.e. what our organization aspires to become in 5 years).	5
2	The process for raising mission and vision issues foster active board member participation in examining mission-related issues.	4.75
3	Agreed upon program outcomes are tightly linked to mission and vision and results inform subsequent decisions.	5
4	Board and management have a shared understanding of relative roles and feel their views are heard in the process.	5
5	Board has explicit view on succession and actively works with the Executive Director to identify internal candidates for executive development.	5
6	Board member's experience and expertise are utilized and is seen as a source of distinctive value to Heritage Children Services.	5
7	I am treated with respect by Heritage Children Services management and ownership.	5
8	Opportunity is provided to review potential sources of risk and mitigation plans at each quarterly meeting, including client critical incidents.	5
9	The strategic plan for Heritage Children Services provides a set of concrete goals for the board and board committees, including timelines, and required staff support.	5
10	I feel the Executive Director facilitates and supports board members to engage in self-assessment which results in a clear plan for improving board performance and that encourages the board to collectively own the topic of improving its value to Heritage Children Services.	5
11	Concerns and/or issues are addressed in a timely manner by the Executive Director.	5
12	New board members are welcomed into the existing structure of the board and are updated immediately concerning pertinent information.	5
13	Board interactions are productive and enjoyable.	5
14	Meetings start and end on time and time is managed to ensure board discussion on all important topics.	5
	Overall Total	4.9

### Progress Report:

Four out of seven Board Members (57%) responded to our survey. This rate of participation is slightly higher than last reporting period. Out of a 1 to 5 rating scale, the Board Members overall rating was a 4.9. Out of the four Board Members, their responses to what they like about Heritage Children Services is: "I like being able to provide possible solutions and ideas to make HCS more successful in our pursuit for brighter futures for our children; Helping children; Participating in the mission to serve the youth of Kentucky; & Everyone's views are respected and taken seriously." When asked, "What can HCS do better to improve your Board Members experience?": "They are doing everything they can to make our experience working as a Board Member positive and productive; nothing; nothing, they are quite accommodating; & I can think of nothing that would improve the experience. Although I would be very happy to see the kids take advantage of a free college education."

**Problems Identified:**

With a higher rate (57%) from last reporting period, this is what they reported when asked “what they do not like about HCS”: “honestly, nothing; I do not have anything negative in regards to HCS at this time; Not applicable; & I wish meetings were more often.” When asked if any board members had any additional comments; all four answers were “no”.

**Plans:**

Heritage Children Services will continue to encourage our Board Members by having them provide feedback within our agency’s growth and development needs. Heritage Children Services 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 7/30/2022:*

## **Employee**

Females continue to make up 80%, 44, HCS employees. This is a slight increase from the previous reporting period, in which females made up 72.75%. Males make up 20%, 11, HCS employees. Females and Males continue to both make up 50% each of HCS Corporate Employees.

85% of HCS employees are Caucasian and 15% are African American. This is a slight decrease in the number of Caucasians and a slight increase in African Americans from last reporting period. African Americans make up 21% of Corporate Staff during this reporting period as opposed to 10% in the last reporting period.

## **Foster Parent**

During this reporting period, Heritage Children Services had 272 foster families. African American foster parents show a decrease from last reporting period of having 10, 3.6%, during this reporting period. Heritage Children Services has 4 foster parents who identify being LGBTQ+, and Caucasians show an increase, making up 96% of the total foster parents, 261, during this reporting period. Heritage Children Services reported of having 1, 0.4%, Hispanic foster parent during this reporting period.

**Client**

During this reporting period, Heritage Children Services served 308 female youth (48%) and 325 male youth (51%) for a total of 636. This is an increase of 75 from last reporting period. Males make up 48% of the population, females make up 51% of the population, and those who do not self-identify make up 1.0%. The population continues to be comprised of more females than males in comparison to last reporting period.

## Accessibility Report 2022

Heritage Children Services is aware of our accessibility to the 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/assistance.

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

*The following is the Accessibility Update from July 2022:*

Heritage Children Services did not report any architectural barriers during this reporting period. There have been no special requests for accommodations from any employees, clients, foster parents, or guests to any of our five (5) offices. Heritage Children Services will continue to meet the accessibility needs of all clients, foster parents, employees, and other guests at this time. All offices are aware that if any accessible needs arise, they will need to make contact with their Office Director for assistance.



## **Financial Accountability Report 2022**

Heritage Children Services continues to take fiscal accountability and responsibility seriously. As a result, Heritage Children Services 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 for this reporting period:

## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors and Shareholders  
of Heritage Children Services, LLC

### **Opinion**

We have audited the accompanying financial statements of Heritage Children Services, LLC (a Kentucky corporation), which comprise the balance sheets as of December 31, 2021 and the related statements of income, retained earnings, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Heritage Children Services, LLC as of December 31, 2021 and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

### **Basis for Opinion**

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Heritage Children Services, LLC and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Heritage Children Services, LLC's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Heritage Children Services, LLC's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Heritage Children Services, LLC's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

*Wise, Buckner, Sprowles & Associates, PLLC*

Wise, Buckner, Sprowles & Associates, PLLC

Campbellsville, KY

June 30, 2022