

**Heritage Children Services**  
**Program Performance Analysis Report**  
**Annual Review**  
**July 1, 2022 - June 30, 2023**

## **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,  
Suite 106  
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

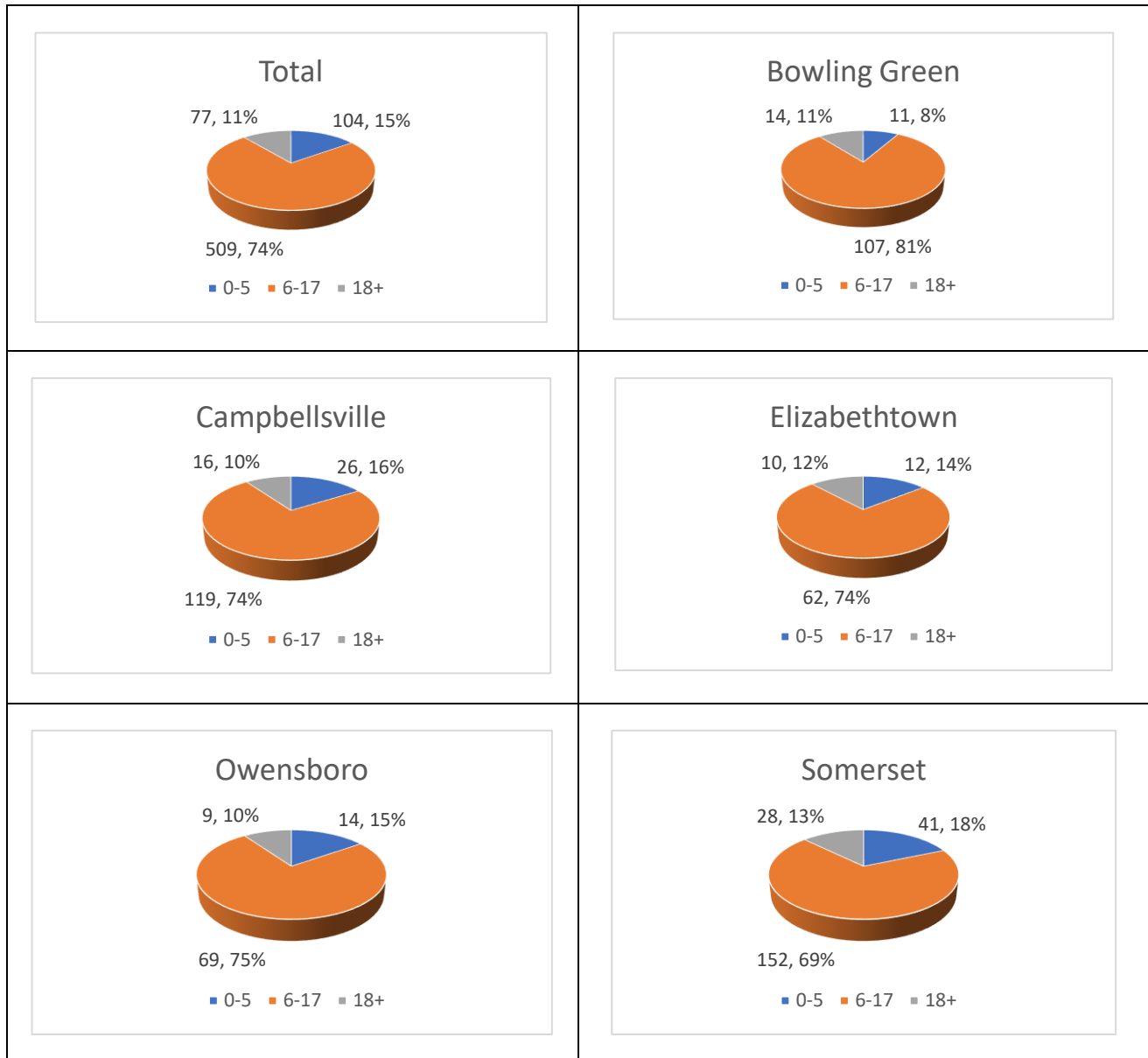
Heritage Children Services continue to use Filewerk to collect demographic data. The following graphs below represent an analysis of various demographic data collection and is comprised of youth placed from July 1, 2022 through June 30, 2023 within the agency’s five offices. Heritage Children Services currently has 144 foster homes and has opened 42 new homes, 29 of which were new home who have never fostered before.

## Heritage Children Services Gender Demographics



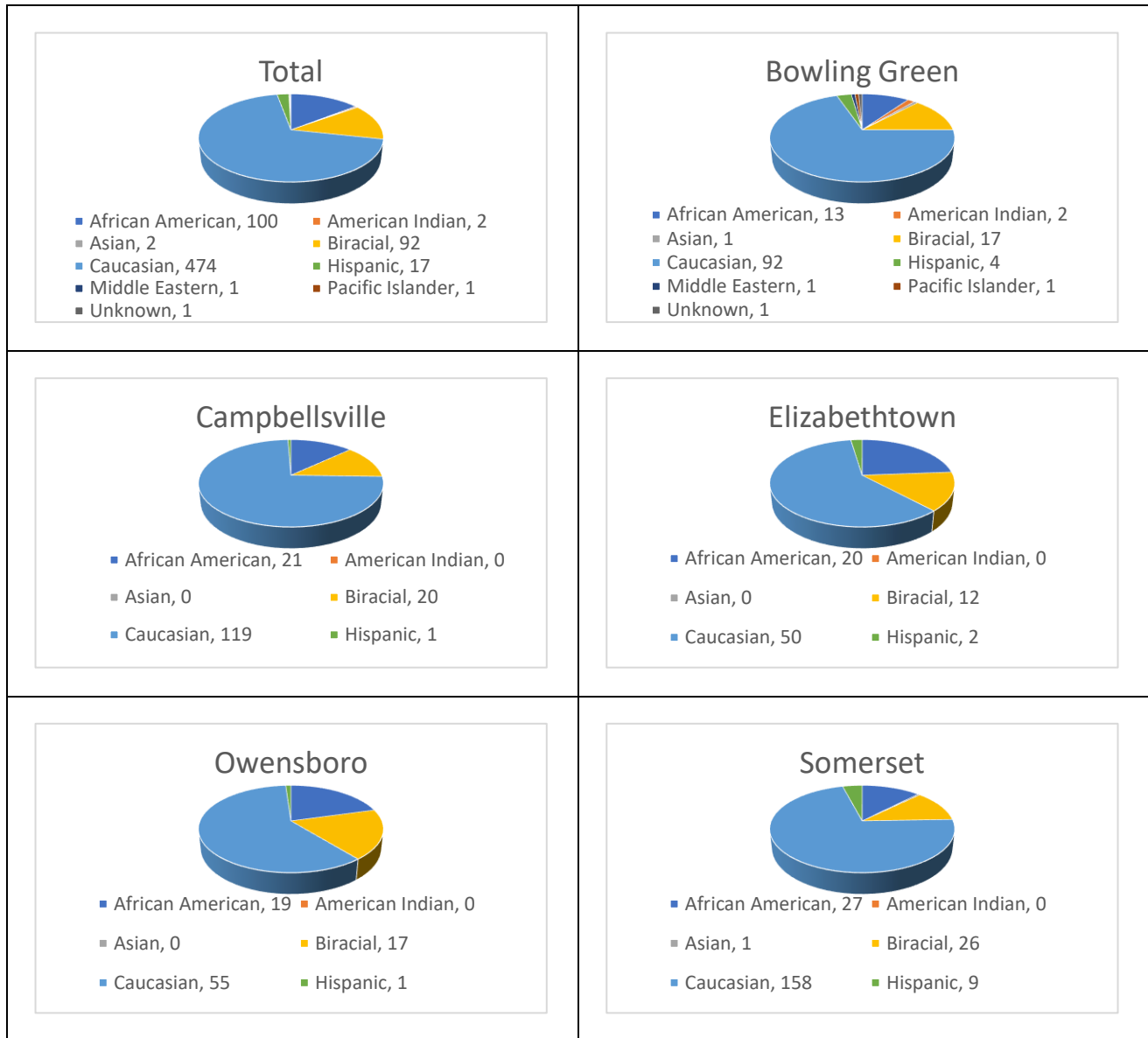
**Analysis:** During this reporting period, Heritage Children Services has served a total of 690 youth. This is an increase of 54 total youth served from the previous reporting period. Male youth have increased their population to comprise 52% of the youth served while Female youth make up the remaining 48%. Year over year, Heritage Children Services has always served more Female youth. There were no youth who chose not to identify themselves as either male or female.

## Heritage Children Services Age Demographics



**Analysis:** Children between the ages of 6 and 17 continue to make up the largest group in all offices. There are a total of 509 children in the 6-17 age range which has increased from 446 in the previous reporting period. Youth in the 18+ age range totaled 77 which is down from 86 in the previous reporting period. Children in the 0-5 age range made up 104 placements which remains the exact same from the previous reporting period.

## Heritage Children Services Race Demographics



**Analysis:** The largest race demographic served by Heritage Children Services continue to be Caucasian youth at a total of 474, 69%. The Caucasian demographic has shrunk from the previous two reporting periods which had remained around 75% of the total. The African American demographic has dramatically increased to 14% of the population, up from 8.8% in the previous reporting period. The Biracial youth population has also increased from the previous reporting period, up to 13% from 10%. The Hispanic demographic has shrunk slightly from the previous reporting period, down to 2.5% from 3.93%.

## 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 19,244 possible placements during this reporting period. This is an increase from last reporting period of 3,716, almost the same increase during the last reporting period which saw a 3,794 increase. During this reporting period Heritage Children Services had a total of 1,368 accepted placements, which is a decrease from last reporting period by 3.1%.

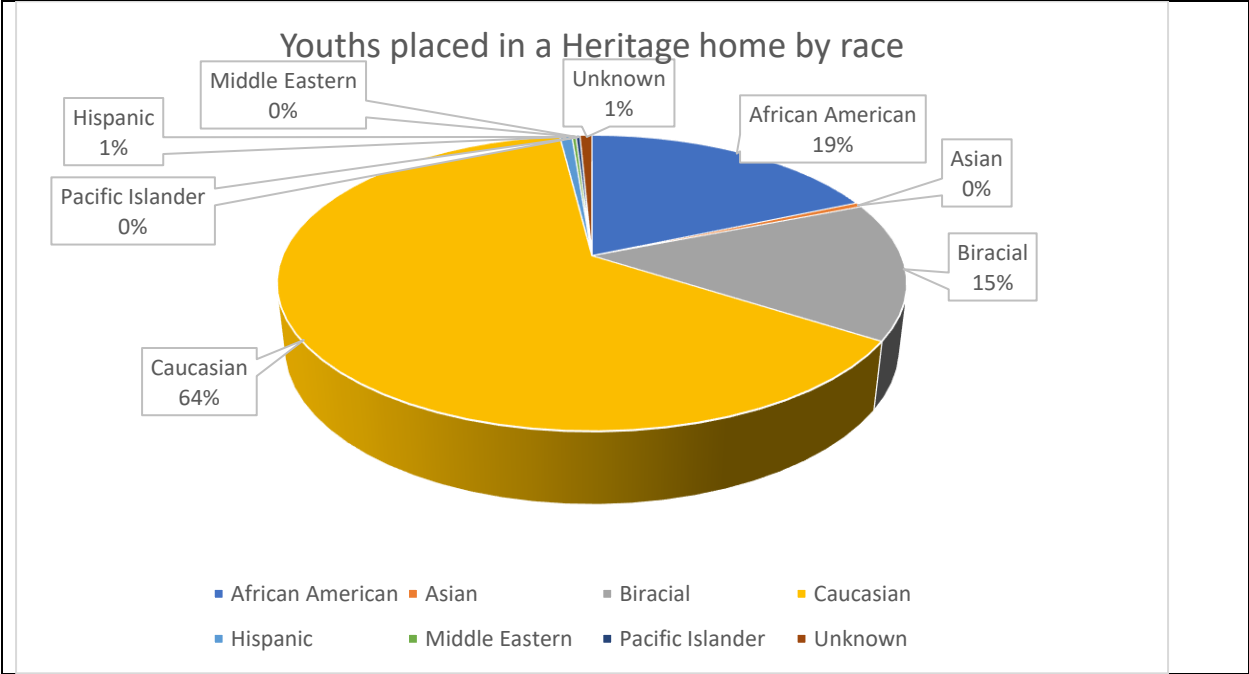
Possible Placements
19,244

Accepted Placements	Percentage of Accepted Placements
1,368	7.11%

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
405	29.61%	2.10%

Youths Placed in a Heritage home by race	Quantity	Percentage of total
Caucasian	259	63.95%
African American	75	18.52%
Biracial	61	15.06%
Hispanic	3	0.74%
Unknown	3	0.74%
Asian	2	0.49%
Middle Eastern	1	0.25%
Pacific Islander	1	0.25%

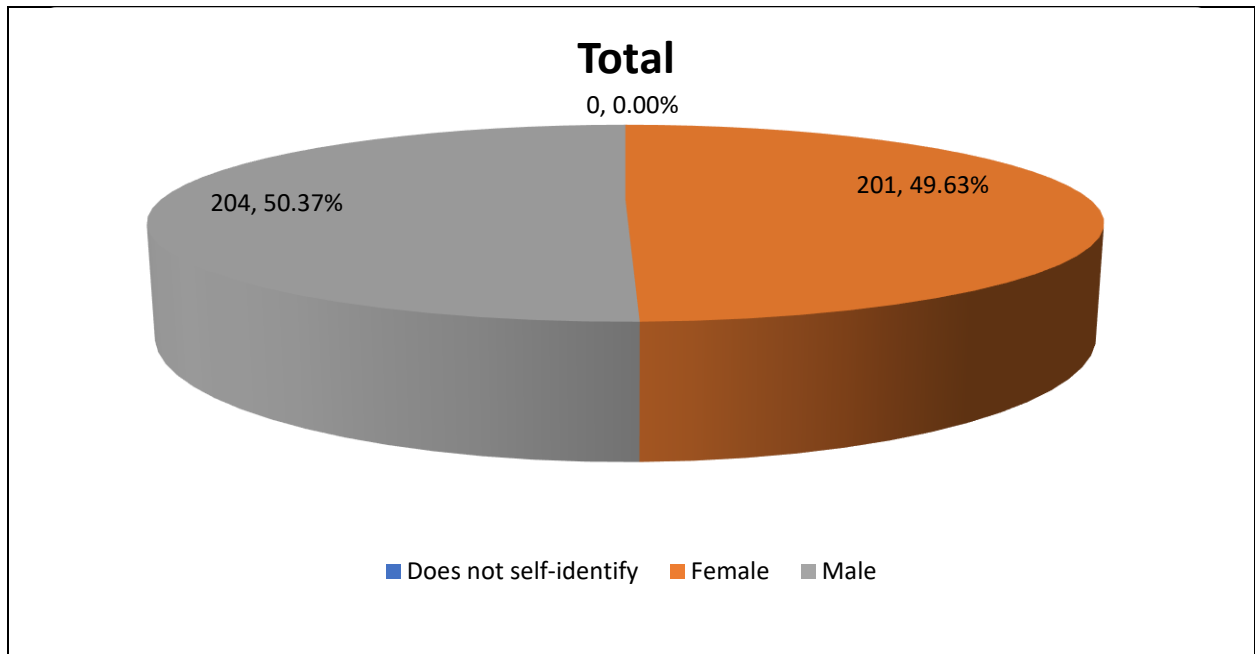




Heritage Children Services placed a total of 405 foster youth during this reporting period. Caucasian youth made up 63.95% of the total placements made which is a significant decrease from the last reporting period of 73.19%. This continues a trend year over year of the number of Caucasian youth being placed with Heritage Children Services decreasing, though a greater decrease than previous reporting periods. African American placements have doubled, up from 34 in the last reporting period to 75 youth placed in this reporting period. Biracial placement numbers have also increased from 50 to 75 total placements in this reporting period.

**Analysis:** Heritage Children Services has built a foster parent base willing to accept youth of varying races through recruitment and training. Heritage Children Services cannot control the races of youth referred but efforts can continue to be made to ensure that we serve children in need no matter their race or ethnic background.

Youths placed in a Heritage home by Gender		Quantity	Percentage of Total
Male	204	50.37%	
Female	201	49.63%	
Does not self-identify	0	0%	



Heritage Children Services placed 204 male youth and 201 female youth. This continues a trend year over year of placing a slightly greater percentage of males than females. No youth placed declined to identify their gender which is down from 2 to 0 during this reporting period.

**Analysis:** Following the trend from the previous reporting period, male youth made up the slightly greater percentage of youth placed. Though the percentage is slightly greater, it is statistically insignificant when looking at the overall population. Heritage Children Services has a natural balance of male to female placements which indicates that there is also a proper ratio of homes willing to care for both male and female youth across the agency.

**Referrals received by county:**

Referral County	Quantity	Percentage of Total
Jefferson	2294	11.92%
Kenton	1496	7.77%
Fayette	1236	6.42%
Warren	845	4.39%
Hardin	617	3.21%
Madison	603	3.13%
Boone	592	3.08%
Campbell	562	2.92%
Bullitt	498	2.59%
Daviess	480	2.49%
Boyd	402	2.09%
Scott	306	1.59%
Barren	287	1.49%
McCracken	281	1.46%
Shelby	266	1.38%
Christian	265	1.38%
Laurel	265	1.38%
Whitley	251	1.30%
Clark	250	1.30%
Marshall	218	1.13%
Ohio	196	1.02%

Pulaski	195	1.01%
Meade	188	0.98%
Grayson	186	0.97%
Lincoln	185	0.96%
Muhlenberg	183	0.95%
Graves	180	0.94%
Franklin	179	0.93%
Jessamine	170	0.88%
Hart	166	0.86%
Estill	162	0.84%
Breckinridge	158	0.82%
Boyle	151	0.78%
Henderson	148	0.77%
Calloway	140	0.73%
Oldham	139	0.72%
Butler	138	0.72%
Floyd	124	0.64%
Harrison	123	0.64%
Mercer	121	0.63%
Clay	113	0.59%
Grant	113	0.59%
Allen	111	0.58%

Garrard	110	0.57%
Owen	108	0.56%
Carter	101	0.52%
Greenup	100	0.52%
Montgomery	96	0.50%
Pike	95	0.49%
Simpson	95	0.49%
McCreary	94	0.49%
Pendleton	92	0.48%
Bourbon	90	0.47%
Nelson	89	0.46%
Crittenden	88	0.46%
Knox	86	0.45%
Rockcastle	86	0.45%
Edmonson	85	0.44%
Russell	84	0.44%
Woodford	83	0.43%
Adair	82	0.43%
Mason	82	0.43%
Union	79	0.41%
Metcalfe	74	0.38%
Bell	71	0.37%

Marion	68	0.35%
Carroll	67	0.35%
McLean	67	0.35%
Carlisle	64	0.33%
Casey	61	0.32%
Anderson	57	0.30%
Lyon	55	0.29%
Taylor	54	0.28%
Hopkins	52	0.27%
Nicholas	52	0.27%
Wayne	52	0.27%
Lawrence	50	0.26%
Trigg	50	0.26%
Hickman	43	0.22%
Ballard	42	0.22%
Johnson	42	0.22%
Henry	41	0.21%
Webster	41	0.21%
Lee	40	0.21%
Larue	38	0.20%
Bracken	36	0.19%
Gallatin	35	0.18%

Rowan	34	0.18%
Spencer	34	0.18%
Knott	32	0.17%
Todd	32	0.17%
Fleming	27	0.14%
Jackson	27	0.14%
Letcher	27	0.14%
Magoffin	27	0.14%
Powell	27	0.14%
Monroe	26	0.14%
Breathitt	25	0.13%
Bath	24	0.12%
Washington	23	0.12%
Harlan	22	0.11%
Logan	22	0.11%
Menifee	21	0.11%
Fulton	19	0.10%
Lewis	16	0.08%
Morgan	16	0.08%
Trimble	15	0.08%
Perry	13	0.07%
Cumberland	12	0.06%

Elliott	12	0.06%
Caldwell	9	0.05%
Hancock	8	0.04%
Wolfe	7	0.04%
Green	6	0.03%
Livingston	6	0.03%
Robertson	5	0.03%
Clinton	4	0.02%
Martin	4	0.02%
Leslie	2	0.01%
Total	19,244	



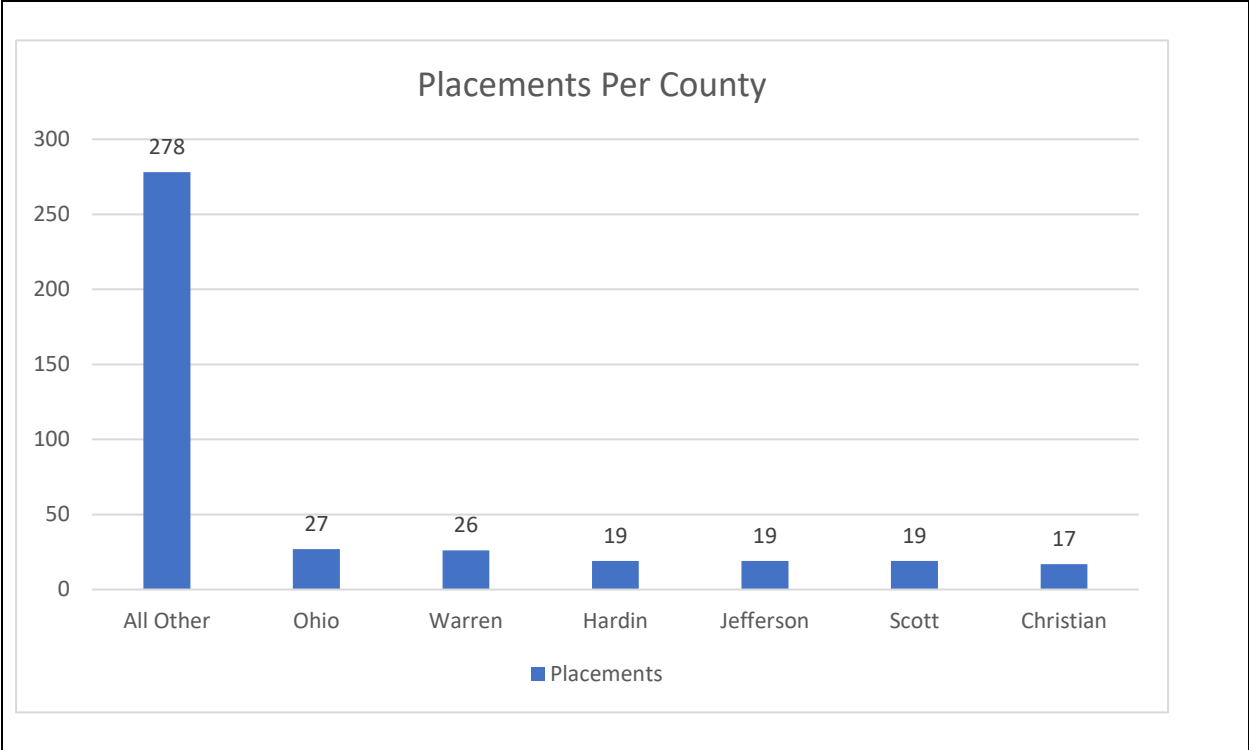
**Placements made per county:**

County	Quantity	Percentage of Total
Ohio	27	6.67%
Warren	26	6.42%
Hardin	19	4.69%
Jefferson	19	4.69%
Scott	19	4.69%
Christian	17	4.20%
Daviess	16	3.95%
Pulaski	14	3.46%
Bullitt	13	3.21%
Fayette	12	2.96%
Meade	11	2.72%
Russell	10	2.47%
Barren	9	2.22%
Marshall	9	2.22%
Taylor	9	2.22%
Campbell	8	1.98%
Edmonson	8	1.98%
McCracken	8	1.98%
Hart	7	1.73%
McCreary	7	1.73%
Muhlenberg	7	1.73%

Rockcastle	7	1.73%
Madison	6	1.48%
Shelby	6	1.48%
Todd	6	1.48%
Wayne	6	1.48%
Franklin	5	1.23%
Marion	5	1.23%
Pike	5	1.23%
Adair	4	0.99%
Floyd	4	0.99%
Garrard	4	0.99%
Grayson	4	0.99%
Henderson	4	0.99%
Monroe	4	0.99%
Whitley	4	0.99%
Allen	3	0.74%
Breckinridge	3	0.74%
Butler	3	0.74%
Estill	3	0.74%
Kenton	3	0.74%
Lincoln	3	0.74%
Union	3	0.74%

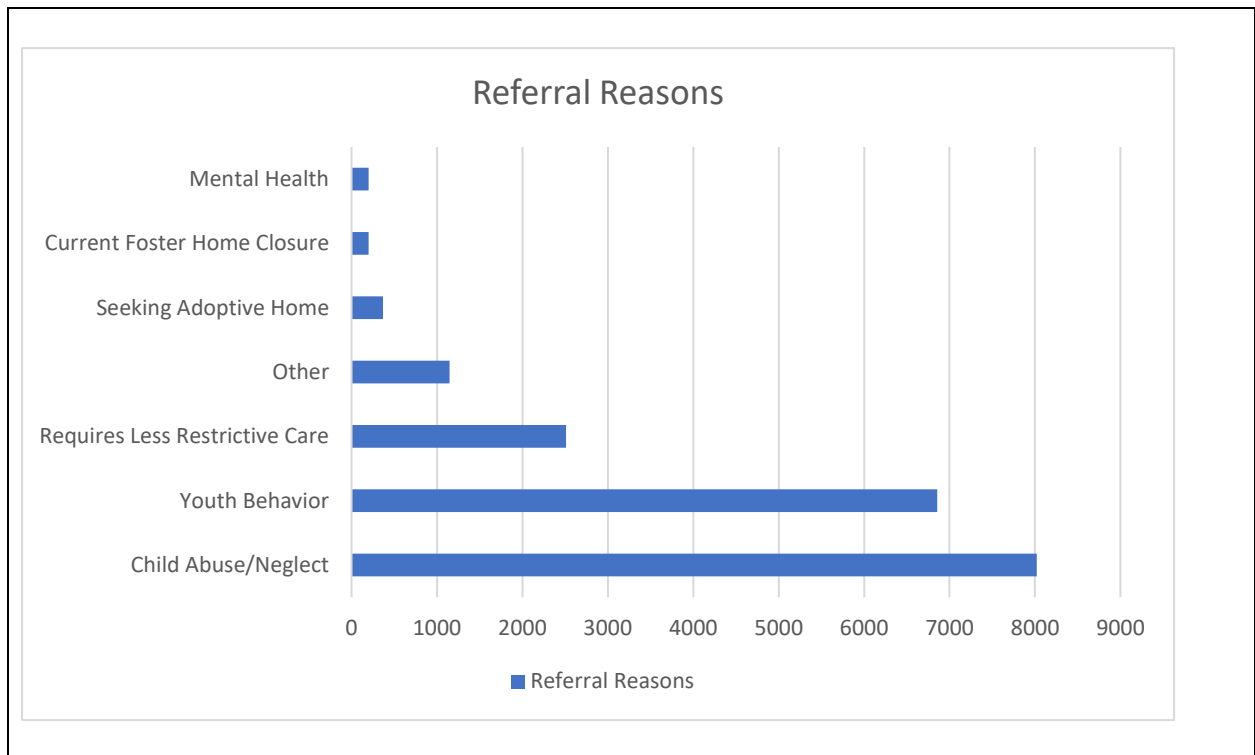
Bell	2	0.49%
Boone	2	0.49%
Boyle	2	0.49%
Carter	2	0.49%
Graves	2	0.49%
Hopkins	2	0.49%
Larue	2	0.49%
Laurel	2	0.49%
Mclean	2	0.49%
Simpson	2	0.49%
Ballard	1	0.25%
Bourbon	1	0.25%
Carlisle	1	0.25%
Carroll	1	0.25%
Casey	1	0.25%
Clinton	1	0.25%
Crittenden	1	0.25%
Hancock	1	0.25%
Jessamine	1	0.25%
Knott	1	0.25%
Logan	1	0.25%
Montgomery	1	0.25%

Nelson	1	0.25%
Nicholas	1	0.25%
Trigg	1	0.25%
Total	405	



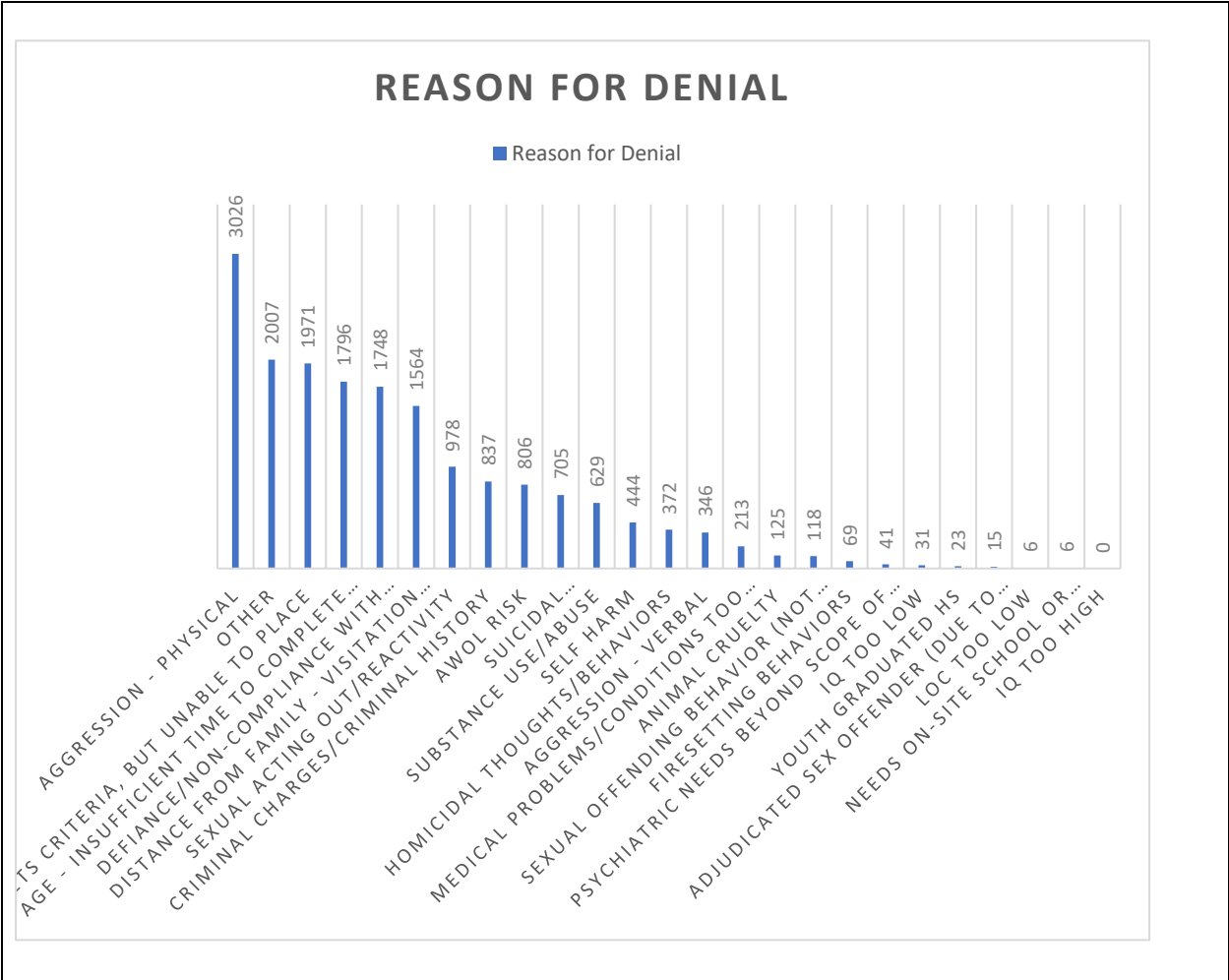
**Analysis:** Heritage Children Services has seen some changes in the top counties where placements are being made from. During this reporting period Ohio, Scott, and Christian counties have increased as the top placement counties that had not been in the top in previous reporting periods. Warren, Hardin, and Jefferson counties remain in the top and are in close proximity to the Bowling Green and Elizabethtown office locations. Just outside the top counties shown in the graphic above are Pulaski (14 placements) and Daviess (16 placements) counties where the Somerset and Owensboro offices are located respectively.

Referral Reason	Quantity	Percentage of total
Child Abuse/Neglect	8,021	41.68%
Youth Behavior	6,857	35.63%
Requires Less Restrictive Care	2,512	13.05%
Other	1,148	5.97%
Seeking Adoptive Home	369	1.92%
Current Foster Home Closure	198	1.03%
Mental Health	198	0.72%



**Analysis:** Year over year, Heritage Children Services has seen a similar distribution of reasons for the referral received. Child Abuse/Neglect remains the top reason at 41.68% of the referrals and Youth Behavior remains the second most referred reason at 35.63%. Child Abuse/Neglect referrals make up a slightly higher percentage than the previous reporting period, up from 38.59%. This is the third straight reporting period where Child Abuse/Neglect has seen an increase.

Reason for Denial	Quantity	Percentage of total
Aggression - Physical	3026	16.93%
Other	2007	11.23%
Meets criteria, but unable to place	1971	11.03%
Age - Insufficient time to complete treatment	1796	10.05%
Defiance/Non-compliance with treatment	1748	9.78%
Distance from family - visitation too far	1564	8.75%
Sexual Acting Out/Reactivity	978	5.47%
Criminal Charges/Criminal History	837	4.68%
AWOL Risk	806	4.51%
Suicidal thoughts/gestures/attempts	705	3.94%
Substance use/abuse	629	3.52%
Self harm	444	2.48%
Homicidal thoughts/behaviors	372	2.08%
Aggression - Verbal	346	1.94%
Medical problems/conditions too severe	213	1.19%
Animal Cruelty	125	0.70%
Sexual offending behavior (not adjudicated)	118	0.66%
Firesetting behaviors	69	0.39%
Psychiatric needs beyond scope of service	41	0.23%
IQ too low	31	0.17%
Youth graduated HS	23	0.13%
Adjudicated sex offender (due to supervision requirements)	15	0.08%
LOC too low	6	0.03%
Needs on-site school or specialized school services	6	0.03%
IQ too high	0	0.00%
GRAND TOTAL	17876	



Year over year denial reasons that remain consistently at the top are: Aggression-Physical, Other, Sexual Acting Out/Reactivity, Age- Insufficient time to complete treatment, Distance from family – visitation too far, and Defiance/Non-compliance with treatment. A new category for denying referrals that has been added is the “Meets criteria, but unable to place” option.

**Analysis:** Heritage Children Services has rejected 17,876 referrals during this reporting period as opposed to 14,116 in the previous reporting period. Heritage Children Services accepted 3% less referrals while receiving 21% more referrals than in the last reporting period. This has dropped our acceptance rate to 7%. “Meets Criteria but unable to place” option was used most in our Elizabethtown office which had staffing difficulty that caused many referrals to be denied while the office was stabilizing. The staffing issue has been resolved and month to month data appears to show that the frequency of use of this denial reason has diminished along with the issue causing it to be used.



## Heritage Children Services Level of Care Metrics

Every youth who is accepted by Heritage Children Services has an assigned Level of Care that is determined by the youth's 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. It is essential for Heritage Children Services staff, youth, and other treatment team members to accurately gauge progress or lack of progress that each youth may display. Over time, Heritage Children Services would like for the youth's level to decrease; however, often it does not. There are factors that could prevent this including increased behaviors that naturally increase with age or unfavorable circumstances around the details of their case changing. An example of circumstances changing could include parents unexpectedly deciding to not work a case plan designed to help the parent regain custody.

Recruiting and training professional foster parents continues to be one of the 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 encourage foster parents to expand their comfort levels regarding behaviors they are willing to 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.

Moving youth from one home to another can cause additional trauma. Heritage Children Services utilizes several procedures in order to ensure the stability and longevity of placements. 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:** During the last reporting period, the leveling structure of the youth transitioned to a more condensed 3 level system rather than the 5 level system that had been in place for many years.

For reference:

The old level 1a, 1b, 2a, and 2b equate to the New LOC 1.

The old level 3 and some old level 4 equate to the New LOC 2.

Some of the old level 4 and all of the old level 5 equate to the New LOC 3.

Adjusting for the LOC changes by grouping the levels to their best equivalent for the previous and current reporting periods, including splitting the old LOC 4 between the New LOC 2 and New LOC 3 breaks down as follows:

Previous Reporting Period 2021-2022  
 New LOC 1 = 11.71%  
 New LOC 2 = 65.94%  
 New LOC 3 = 22.36%

Current Reporting Period 2022-2023  
 New LOC 1 = 11.57%  
 New LOC 2 = 60.76%  
 New LOC 3 = 27.66%

Given that this is the best estimate of the current breakdown of LOC's from the previous reporting period to the current reporting period, we can see that LOC 3 now makes up a greater percentage of the total placements than in the previous reporting period while the LOC 2 category has shrunk.

<b>Total</b>			<b>Bowling Green</b>		
Level	Days in Care	Percentage of total	Level	Days in Care	Percentage of total
2b	2473	2.40%	2b	372	2.40%
3	11065	10.74%	3	1497	9.64%
4	5425	5.26%	4	1137	7.32%
5	1579	1.53%	5	273	1.76%
Basic 1	2513	2.44%	Basic 1	106	0.68%
Basic 2a	1799	1.75%	Basic 2a	111	0.71%
MC4	399	0.39%	New LOC 1	961	6.19%
New LOC 1	7616	7.39%	New LOC 2	7117	45.84%
New LOC 2	46023	44.66%	New LOC 3	3460	22.29%
New LOC 3	23142	22.46%	New LOC MC3	492	3.17%
New LOC MC2	341	0.33%	GRAND TOTAL	15526	
New LOC MC3	676	0.66%			
UNKNOWN	0	0.00%			
GRAND TOTAL	103051				

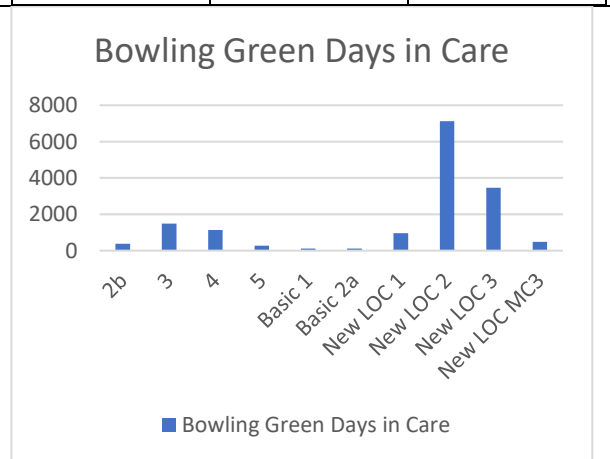
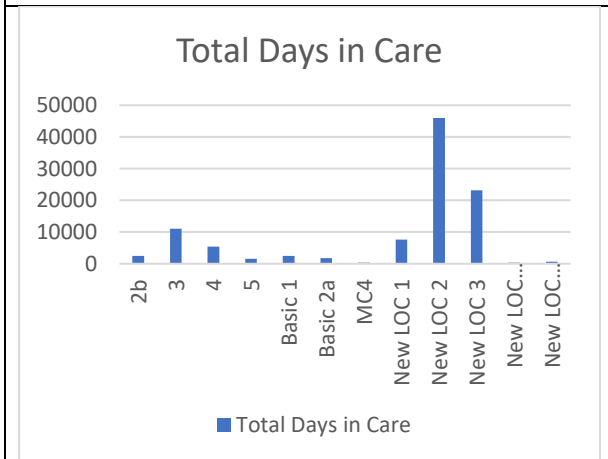
<b>Campbellsville</b>			<b>Elizabethtown</b>		
Level	Days in Care	Percentage of total	Level	Days in Care	Percentage of total
2b	399	1.45%	2b	1	0.01%
3	3381	12.26%	3	1270	10.03%

4	1448	5.25%
5	217	0.79%
Basic 1	146	0.53%
Basic 2a	396	1.44%
MC4	112	0.41%
New LOC 1	2857	10.36%
New LOC 2	13631	49.43%
New LOC 3	4987	18.09%
GRAND TOTAL	27574	

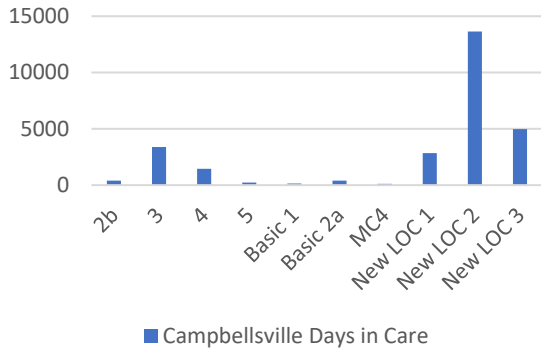
4	691	5.46%
5	494	3.90%
Basic 1	28	0.22%
Basic 2a	276	2.18%
MC4	15	0.12%
New LOC 1	444	3.51%
New LOC 2	5615	44.36%
New LOC 3	3824	30.21%
UNKNOWN	0	0.00%
GRAND TOTAL	12658	

Owensboro		
Level	Days in Care	Percentage of total
2b	512	4.30%
3	988	8.31%
4	84	0.71%
5	39	0.33%
Basic 1	1936	16.28%
Basic 2a	358	3.01%
MC4	137	1.15%
New LOC 1	-14	-0.12%
New LOC 2	5652	47.52%
New LOC 3	2203	18.52%
UNKNOWN	0	0.00%
GRAND TOTAL	11895	

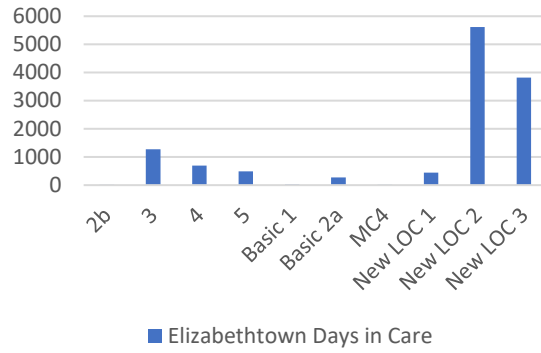
Somerset		
Level	Days in Care	Percentage of total
2b	1189	3.36%
3	3929	11.10%
4	2065	5.83%
5	556	1.57%
Basic 1	297	0.84%
Basic 2a	658	1.86%
MC4	135	0.38%
New LOC 1	3368	9.51%
New LOC 2	14008	39.57%
New LOC 3	8668	24.49%
New LOC MC2	341	0.96%
New LOC MC3	184	0.52%
GRAND TOTAL	35398	



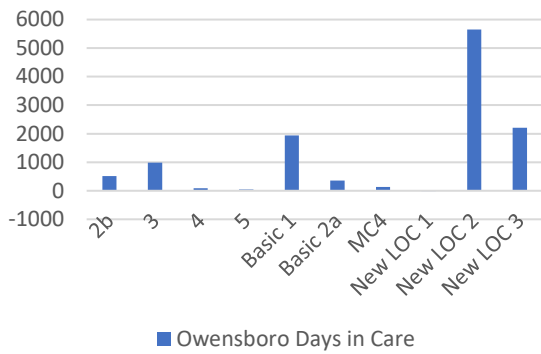
### Campbellsville Days in Care



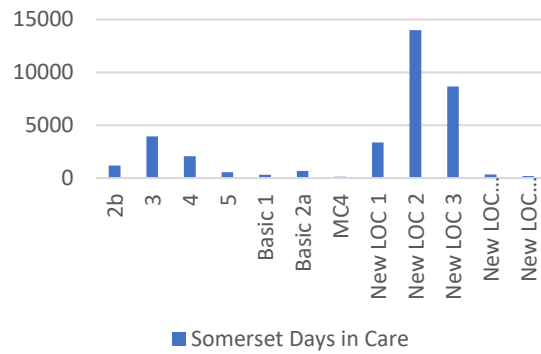
### Elizabethtown Days in Care



### Owensboro Days in Care



### Somerset Days in Care



## Heritage Children Services Discharge Metrics

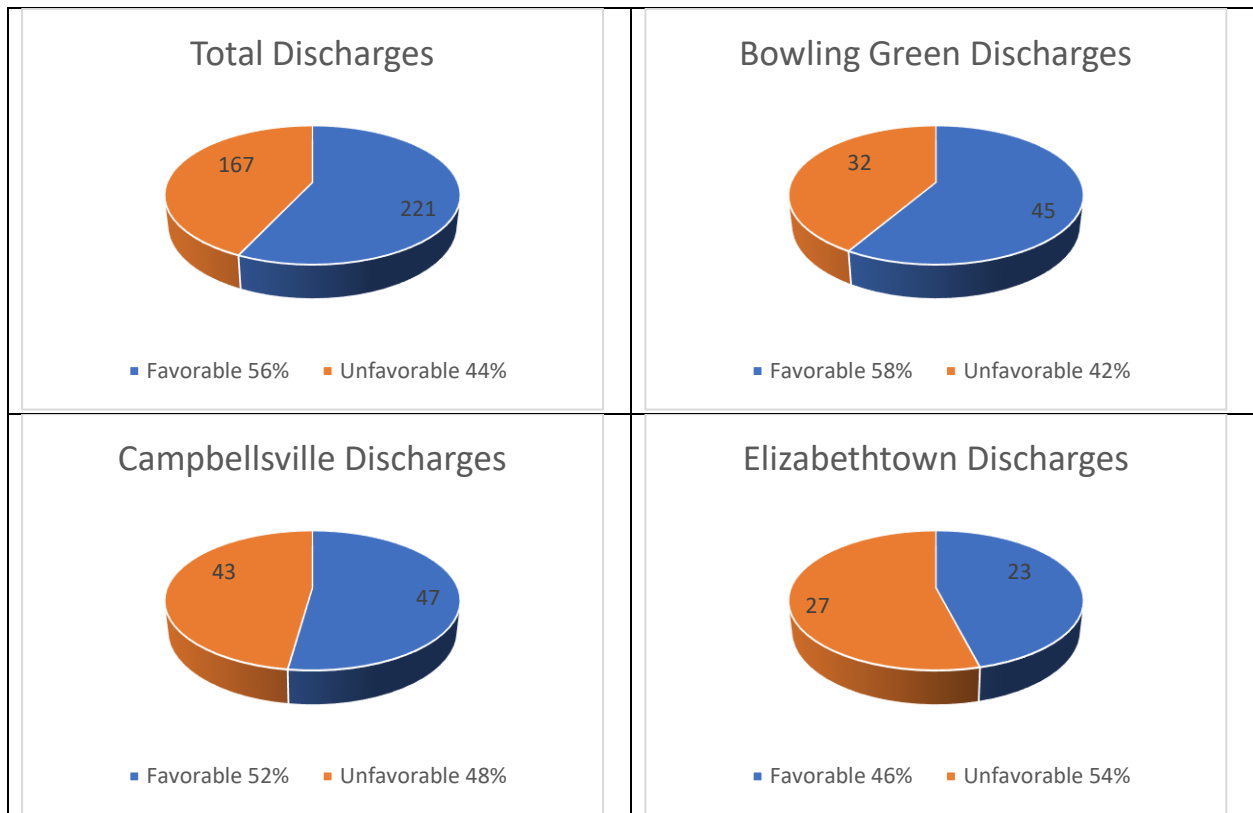
Heritage Children Services continues to monitor the overall effectiveness of our program through Filewerk.

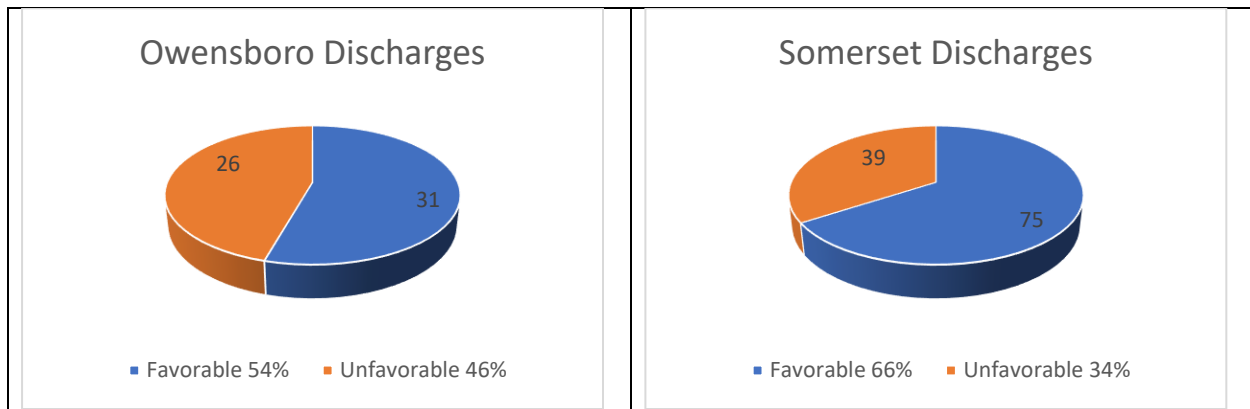
There are two types of discharges: Favorable discharges and Unfavorable discharges.

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 has been able to maintain the exact same Favorable to Unfavorable discharge percentages from the previous reporting period to the current reporting period. Heritage Children Services has maintained a 56% Favorable discharge percentage and a 44% Unfavorable discharge percentage.

The Somerset office has displayed the best Favorable to Unfavorable discharge ratio while being our largest office. Somerset currently has 66% Favorable discharges and 34% Unfavorable discharges. This is very similar to the last reporting period where Somerset had 71% Favorable discharges and 29% Unfavorable discharges. Somerset discharged more youth during this reporting period, 114, as opposed to 94 in the previous reporting period.

The Bowling Green office has the most impressive improvement year over year discharge favorability ratio and dramatically decreased total discharges. The Bowling Green office currently has 58% Favorable discharges and 42% Unfavorable discharges. This is an improvement over the last reporting period which had 44% Favorable discharges and 56% Unfavorable discharges. Bowling Green has accomplished this while only discharging 77 youth as opposed to 100 youth in the last reporting period.

The Campbellsville office has also improved the Favorable to Unfavorable ratio but has discharged more youth in this reporting period than the last reporting period. The Campbellsville office currently has 52% Favorable discharges and 48% Unfavorable discharges. During the last reporting period the Campbellsville office had 49% Favorable and 51% Unfavorable discharges. The total discharges are currently 90 in this reporting period as opposed to 65 in the last reporting period.

The Owensboro office currently has 54% Favorable discharges and 46% Unfavorable discharges. During the last reporting period the Owensboro office had 63% Favorable discharges and 37% Unfavorable discharges. Total discharges are at 57 in the current reporting period compared to 48 in the last reporting period.

The Elizabethtown office currently has 46% Favorable discharges and 54% Unfavorable discharges. During the last reporting period the Elizabethtown office had 57% Favorable discharges and 43% Unfavorable discharges. Total discharges are currently 50 while in the last reporting period there were 46 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 Resident  
Delinquency, unruly, or criminal act  
Hospitalization  
Homicidal Threat  
Homicidal Attempt  
Injury of Resident  
Involuntary Confinement  
Involvement with law enforcement  
Juvenile Detention  
Major self-harm  
Medical emergency  
Minor self-harm  
Other Physical Interventions  
Overdose  
Possession of a deadly weapon  
Prescription medication refusal/error  
Restraint of Youth  
Sexual acting out  
Sexual perpetration  
Sexualized behaviors  
Suicide Attempt  
Suicide Threat  
Suspicion of drug use/Positive drug screen  
Vehicular 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  
Physical aggression  
Destruction of Property  
OTC Medication Refusal/Error  
Other  
School changes  
School detention  
School suspension  
Theft without criminal activity  
Unusual family issues  
Visitation problem  
Cruelty to Animals  
Verbal Aggression



During the current reporting period, Heritage Children Services had a total of 2,138 incidents reported. This is an increase of 546 total incidents, a 29% increase. This is slightly lower but consistent with the 32% increase observed in the previous reporting period. The top 3 reasons in this reporting period remain the same as the top 3 reasons in the previous reporting period: Physical Aggression, Prescription Medication Refusal/Error, and Incident Between Foster Children. Physical Aggression remains the highest critical incident category at a total of 276 incidents, making up 12.91% of all incidents. This number makes up a slightly lower percentage in this reporting period than the previous reporting period which was 14.6%. Prescription Medication Refusal Error has moved to the second most reported incident category with 219 total incidents, 10.24% of all incidents. This is higher than the last reporting period which had 109 incidents at 6.9% of the total reported incidents. Falling from second to the now third highest incident category reported is Incident Between Foster Children with 166 total incidents, 7.76% of the total incidents reported.

The Campbellsville office had a total of 507 incidents reported in the current reporting period. There was a total of 381 incidents during the previous reporting period, a 28.3% increase. Physical Aggression remains the highest incident category with 57 incidents, 11.24% of the total. During the last reporting period there were 50 Physical Aggression incidents reported, making up 13.12% of all incidents. Suspicion of Drug Use/Positive Drug Screen is the second most report incident during the current reporting period with 47 incidents, 9.27% of the incidents. Suspicion of Drug Use/Positive Drug Screen was third highest in the previous reporting period with 31 incidents, making up 8.14% of the total. The third highest incident category reported in the current reporting period is Involvement with Law Enforcement with 45 incidents, 8.88% of the incidents. This is an increase from 16, 4.20%, reported incidents of Involvement with Law Enforcement during the last reporting period.

The Bowling Green office had a total of 386 incidents reported in the current reporting period. There was a total of 292 incidents during the previous reporting period. This is a 27% increase in reported critical incidents from the last reporting period. Bowling Green incident reasons differ this year from the last reporting period. During the last reporting period, Incident Between Foster Children, Prescription Medication Refusal/Error, and Physical Aggression were the top 3 critical incident reason. Prescription Medication Refusal/Error had the most incidents reported with 54, making up 13.99% of the total number of incidents. During the last reporting period it was the second most reported category with 26 incidents, 8.90% of the total incidents reported. The current second most reported incident for this reporting period is Hospitalization with 36 reported, 9.33% of the incidents. AWOL is the third highest category with 34, 8.81% of the total number of incidents. Physical Aggression incidents did remain among the most reported incidents during the current reporting period having 33 incidents. Making up 8.55% of the total referrals.

The Somerset office has had a total of 582 incidents reported. During the last reporting period there were a total of 470 incidents reported. This is a 21% increase since the previous reporting

period. Somerset top incident reasons remained largely the same. The highest incident category reported, though slightly lower in total since the previous reporting period, is Physical Aggression at 99 incidents, making up 17.01% of incidents. During the last reporting period, Physical Aggression was also the highest reported category at 101, 21.49% of incidents. The second highest reported incident category was Incident Between Foster Children with 52 incidents, 8.93% of reported incidents. During the last reporting period, Incident Between Foster Children was also the second highest category with 49 incidents, making up 10.43% of the reported incidents. The third highest category of incidents during this reporting period was Sexualized Behaviors with 45 total incidents, making up 7.73% of the reported incidents.

The Owensboro office reported a total of 405 incidents during the current reporting period. During the previous reporting period there were 143 incidents reported which is an increase of 95%. The highest category of incidents during the current reporting period is Prescription Medication Refusal/Error with 78 incidents, 19.26% of the total incidents. During the previous reporting period, Prescription Medication Refusal/Errors was also the highest category with 21 incidents, making up 14.69% of the total incidents. The second highest category reported during this reporting period was Physical Aggression with 49 incidents, making up 12.10% of the incidents. The third highest incident category was Accidental Injury with 29 incidents, 7.16% of the incidents. During the previous reporting period Hospitalizations was the second highest category with 13 incidents, 9.09%. Also, during the last reporting period, the third highest categories were both Suicide Threat and Abuse/Neglect at 11 each, making up 7.69% in both categories.

The Elizabethtown office reported 258 incidents during the current reporting period. During the last reporting period there was 306 incidents reported. This is a 17.02% decrease in reported incidents from the last reporting period. Currently the highest reported incident category is Physical Aggression with 38 reported incidents, 14.73% of the total. During the last reporting period, Physical Aggression was the second highest reported category with 48 incidents, 15.69% of the total. The second highest reported incident category during the current reporting period is Incident Between Foster Children with 36 incidents, 13.95% of the total. During the last reporting period, Incident Between Foster Children was the highest reported incident category with 51 incidents, 16.67% of the total. Currently the third highest incident category reported is Verbal Aggression with 16 incidents, making up 6.20%. During the last reporting period, the third highest category reported was Prescription Medication Refusal/Error. This category has fallen to the fourth most reported category during the current reporting period.

**Analysis:** Critical Incident reasons remain generally consistent year over year with top reported reason categories. As the population of youth served grows, it is expected that the number of reported incidents will also increase. Heritage Children Services strives to properly train foster parents by providing 37 hours of initial training to new families and 8 hours of initial training to families who are already certified foster parents but wishing to transfer to our agency. Trainings utilized to help foster families understand and prepare for critical incident events including

behavioral problems include: De-escalating, Managing Aggressive Behaviors, Communication, and Art & Science of Discipline.

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 will continue to 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.

<b>Total</b>			<b>Bowling Green</b>		
<b>Incident Type</b>	<b>Quantity</b>	<b>% of Total</b>	<b>Incident Type</b>	<b>Quantity</b>	<b>% of Total</b>
Physical Aggression	276	12.91%	Prescription Medication Refusal/Error	54	13.99%
Prescription Medication Refusal/Error	219	10.24%	Hospitalization	36	9.33%
Incident Between Foster Children	166	7.76%	AWOL (CRP)	34	8.81%
Suspicion of Drug Use/Positive Drug Screen	141	6.59%	Physical Aggression	33	8.55%
Involvement with Law Enforcement	136	6.36%	Involvement with Law Enforcement	33	8.55%
Verbal Aggression	124	5.80%	Suspicion of Drug Use/Positive Drug Screen	29	7.51%
AWOL (CRP)	109	5.10%	Minor Self-Harm	22	5.70%
Hospitalization	85	3.98%	Medical Emergency	19	4.92%
Sexualized Behaviors	84	3.93%	Suicide Threat	17	4.40%
Accidental Injury	79	3.70%	Verbal Aggression	16	4.15%
Minor Self-Harm	78	3.65%	Incident Between Foster Children	16	4.15%
School Suspension	73	3.41%	School Suspension	11	2.85%
Suicide Threat	73	3.41%	Bizarre Behaviors	8	2.07%
Bizarre Behaviors	57	2.67%	Suicide Attempt (CRP)	8	2.07%
Medical Emergency	57	2.67%	Homicidal Threat	8	2.07%
Destruction of Property	47	2.20%	Accidental Injury	8	2.07%
Abuse/Neglect (OIG)	42	1.96%	Destruction of Property	4	1.04%
School Detention	33	1.54%	Communicable Diseases	4	1.04%
Homicidal Threat	30	1.40%	Sexualized Behaviors	4	1.04%
Incident with Biological Child	28	1.31%	School Detention	3	0.78%
Theft Without Criminal Activity	27	1.26%	Overdose	3	0.78%
Communicable Diseases	21	0.98%	Injury of Resident (CRP)	3	0.78%
Sexual Perpetration	16	0.75%	Theft Without Criminal Activity	2	0.52%
Wandering	14	0.65%	Injury of Another (CRP)	2	0.52%
Delinquency/Unruly/Criminal Act (CRP)	14	0.65%	Delinquency/Unruly/Criminal Act (CRP)	2	0.52%
Injury of Resident (CRP)	14	0.65%	Abuse/Neglect (OIG)	2	0.52%
			Wandering	1	0.26%

Suicide Attempt (CRP)	10	0.47%	Cruelty to Animals	1	0.26%
Sexual Acting Out (CRP)	10	0.47%	Homicidal Attempt	1	0.26%
OTC Medication Refusal/Error	9	0.42%	Major Self-Harm	1	0.26%
Vehicular Accident	9	0.42%	Victim of delinquent/criminal act	1	0.26%
Victim of delinquent/criminal act	9	0.42%	GRAND TOTAL	386	
Cruelty to Animals	8	0.37%			
Major Self-Harm	6	0.28%			
Injury of Another (CRP)	6	0.28%			
Other	5	0.23%			
Possession of Deadly Weapon (CRP)	4	0.19%			
School Changes (CRP)	4	0.19%			
Overdose	3	0.14%			
Other Physical Interventions (CRP)	2	0.09%			
Unusual Family Issues	2	0.09%			
Involuntary Confinement (CRP)	2	0.09%			
Restraint of Youth (CRP)	2	0.09%			
Homicidal Attempt	1	0.05%			
Infection Control	1	0.05%			
Hoarding Behaviors	1	0.05%			
Visitation Problem	1	0.05%			
GRAND TOTAL	2138				
<b>Campbellsville</b>			<b>Elizabethtown</b>		
<b>Incident Type</b>	<b>Quantity</b>	<b>% of Total</b>	<b>Incident Type</b>	<b>Quantity</b>	<b>% of Total</b>
Physical Aggression	57	11.24%	Physical Aggression	38	14.73%
Suspicion of Drug Use/Positive Drug Screen	47	9.27%	Incident Between Foster Children	36	13.95%
Involvement with Law Enforcement	45	8.88%	Verbal Aggression	16	6.20%
Incident Between Foster Children	41	8.09%	Prescription Medication Refusal/Error	15	5.81%
Verbal Aggression	33	6.51%	Suicide Threat	14	5.43%
Prescription Medication Refusal/Error	32	6.31%	Hospitalization	11	4.26%
AWOL (CRP)	28	5.52%	Suspicion of Drug Use/Positive Drug Screen	10	3.88%
Sexualized Behaviors	28	5.52%	Theft Without Criminal Activity	9	3.49%
School Suspension	23	4.54%	Sexual Perpetration	9	3.49%
Suicide Threat	18	3.55%	Destruction of Property	8	3.10%
Accidental Injury	18	3.55%			
Hospitalization	17	3.35%			

Medical Emergency	16	3.16%			
Minor Self-Harm	15	2.96%			
Abuse/Neglect (OIG)	12	2.37%			
Destruction of Property	12	2.37%			
Communicable Diseases	8	1.58%			
Vehicular Accident	7	1.38%			
Delinquency/Unruly/Criminal Act (CRP)	7	1.38%			
Theft Without Criminal Activity	7	1.38%			
Wandering	6	1.18%			
Incident with Biological Child	5	0.99%			
Homicidal Threat	5	0.99%			
School Detention	3	0.59%			
Injury of Resident (CRP)	3	0.59%			
Bizarre Behaviors	2	0.39%			
School Changes (CRP)	2	0.39%			
Sexual Acting Out (CRP)	2	0.39%			
Suicide Attempt (CRP)	2	0.39%			
Sexual Perpetration	1	0.20%			
Injury of Another (CRP)	1	0.20%			
Other	1	0.20%			
Possession of Deadly Weapon (CRP)	1	0.20%			
Cruelty to Animals	1	0.20%			
Restraint of Youth (CRP)	1	0.20%			
GRAND TOTAL	507				
School Detention	8	3.10%			
Minor Self-Harm	7	2.71%			
Communicable Diseases	7	2.71%			
Involvement with Law Enforcement	7	2.71%			
OTC Medication Refusal/Error	6	2.33%			
Sexualized Behaviors	6	2.33%			
Cruelty to Animals	6	2.33%			
Accidental Injury	5	1.94%			
Abuse/Neglect (OIG)	4	1.55%			
Homicidal Threat	4	1.55%			
Incident with Biological Child	4	1.55%			
School Suspension	4	1.55%			
Victim of delinquent/criminal act	4	1.55%			
Sexual Acting Out (CRP)	3	1.16%			
Bizarre Behaviors	3	1.16%			
Medical Emergency	3	1.16%			
Injury of Resident (CRP)	3	1.16%			
AWOL (CRP)	2	0.78%			
Injury of Another (CRP)	2	0.78%			
Hoarding Behaviors	1	0.39%			
Unusual Family Issues	1	0.39%			
Possession of Deadly Weapon (CRP)	1	0.39%			
Major Self-Harm	1	0.39%			
GRAND TOTAL	258				
<b>Owensboro</b>			<b>Somerset</b>		
<b>Incident Type</b>	<b>Quantity</b>	<b>% of Total</b>	<b>Incident Type</b>	<b>Quantity</b>	<b>% of Total</b>
Prescription Medication Refusal/Error	78	19.26%	Physical Aggression	99	17.01%
Physical Aggression	49	12.10%	Incident Between Foster Children	52	8.93%
Accidental Injury	29	7.16%	Sexualized Behaviors	45	7.73%
Involvement with Law Enforcement	23	5.68%	Prescription Medication Refusal/Error	40	6.87%

Verbal Aggression	21	5.19%	Suspicion of Drug Use/Positive Drug Screen	39	6.70%
Incident Between Foster Children	21	5.19%	Verbal Aggression	38	6.53%
Abuse/Neglect (OIG)	21	5.19%	AWOL (CRP)	36	6.19%
Minor Self-Harm	17	4.20%	Bizarre Behaviors	33	5.67%
Suspicion of Drug Use/Positive Drug Screen	16	3.95%	Involvement with Law Enforcement	28	4.81%
School Detention	15	3.70%	School Suspension	23	3.95%
Suicide Threat	13	3.21%	Accidental Injury	19	3.26%
School Suspension	12	2.96%	Destruction of Property	18	3.09%
Bizarre Behaviors	11	2.72%	Minor Self-Harm	17	2.92%
Incident with Biological Child	10	2.47%	Medical Emergency	14	2.41%
AWOL (CRP)	9	2.22%	Hospitalization	13	2.23%
Hospitalization	8	1.98%	Suicide Threat	11	1.89%
Wandering	7	1.73%	Incident with Biological Child	9	1.55%
Medical Emergency	5	1.23%	Homicidal Threat	8	1.37%
Homicidal Threat	5	1.23%	Theft Without Criminal Activity	5	0.86%
Destruction of Property	5	1.23%	Other	4	0.69%
Sexual Acting Out (CRP)	5	1.23%	Delinquency/Unruly/Criminal Act (CRP)	4	0.69%
Sexual Perpetration	4	0.99%	School Detention	4	0.69%
Theft Without Criminal Activity	4	0.99%	Abuse/Neglect (OIG)	3	0.52%
Injury of Resident (CRP)	3	0.74%	OTC Medication Refusal/Error	3	0.52%
Other Physical Interventions (CRP)	2	0.49%	Sexual Perpetration	2	0.34%
School Changes (CRP)	2	0.49%	Injury of Resident (CRP)	2	0.34%
Involuntary Confinement (CRP)	2	0.49%	Possession of Deadly Weapon (CRP)	2	0.34%
Victim of delinquent/criminal act	2	0.49%	Victim of delinquent/criminal act	2	0.34%
Major Self-Harm	2	0.49%	Major Self-Harm	2	0.34%
Vehicular Accident	1	0.25%	Communicable Diseases	1	0.17%
Delinquency/Unruly/Criminal Act (CRP)	1	0.25%	Restraint of Youth (CRP)	1	0.17%
Sexualized Behaviors	1	0.25%	Visitation Problem	1	0.17%
Communicable Diseases	1	0.25%	Injury of Another (CRP)	1	0.17%
GRAND TOTAL	405		Infection Control	1	0.17%
			Unusual Family Issues	1	0.17%
			Vehicular Accident	1	0.17%
			GRAND TOTAL	582	

## **HCS Satisfaction Survey Evaluations 2023**

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 open-ended 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.	4.6
3	My therapeutic case manager visits when he/she says they will.	4.5
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.	4.4
5	I participate in my treatment planning and I feel my opinion is valued.	4.4
6	I am treated with respect by Heritage Children Services staff.	4.6
7	I feel safe in my foster home.	4.6
8	As a result of the help I receive, I am better able to control my actions and behaviors.	4.3
9	The staff at Heritage Children Services shares information with me about services and people in the community that could help me.	4.3
10	The staff at Heritage Children Services helps me meet the goals that we set for me.	4.4
11	The staff at Heritage Children Services listen to what I have to say.	4.5
12	Because the staff at Heritage Children Services learned how I communicate, they are able to understand what I have to say.	4.4
13	If I needed a translator, Heritage Children Services provided me one.	3.9
14	My therapeutic case manager and foster parent(s) work well together to help meet my needs.	4.6
15	I was 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	4.4

### Progress Report:

Foster youth had higher participation during this reporting period than the last reporting period. 196 out of 303 foster youth responded making participation at 64%. During the last reporting period 46% of youth responded. Greater participation provides more data to give a more accurate snapshot of how well Heritage Children Services is doing with services provided to foster youth. The highest average responses, 4.6 out of 5, were "I feel safe in my foster home.", "I am treated with respect by Heritage Children Services staff.", "My Therapeutic Case Manager takes the time to talk to me when I need them.", and "My therapeutic case manager and foster parent(s) work well together to help meet my needs.". Of the written responses for "What do you like most about Heritage Foster Care", responses were overwhelmingly in reference to liking their foster parents and Therapeutic Case Manager or enjoying activities that the foster parents do with the youth.

### Problems Identified:

The lowest average response given that is consistent from the previous reporting period was "If I needed a translator, Heritage Children Services provided me one." with 3.9 out of 5. This is



likely due to no youth being reported to have need of a translator during the previous reporting period. The next lowest average responses given, though still an average of 4.3 out of 5, were “It is easy for me to get the help I think I need.”, “As a result of the help I receive, I am better able to control my actions and behaviors.”, “The staff at Heritage Children Services shares information with me about services and people in the community that could help me.”, and “I was 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.”. Negative comments were almost all in regards to the youth’s general dislike of being in the foster care system.

**Plans:**

Heritage Children Services had a very high average rating with foster youth which speaks to how well the front-line staff and foster parents are helping to meet the needs of the youth served. Heritage Children Services will continue working to train front line staff and foster parents to continue to increase the satisfaction of youth served. Heritage ensures all staff are trained in their position and all foster parents undergo quality training during the preservice process, as well as ongoing trainings that are required. 24/7 crisis support from an on-call Therapeutic Case Manager is provided to help navigate crisis situations. Heritage has been able to hire more Therapists during the last reporting period which has greatly contributed to the stabilization of placements. No youth was reported to have needed the use of a translator but the services would be made available if needed.

## 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.).	4.3
3	I am satisfied with the quality of home 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.	4.4
6	I participate in my foster child(ren)'s treatment planning and I feel my opinion is valued.	4.3
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.	4.4
9	I feel that the time and location of offered trainings fit my schedule.	4.2
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.	4.4
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.	4.2
17	I would recommend a friend or family member to become a foster parent with Heritage Children Services.	4.3
	Overall Total	4.3

### Progress Report:

Heritage Children Services had 78 out of 144 foster families to respond to the satisfaction survey. This is higher than the 56 respondents that participated in the previous reporting period. During this reporting period, the questions 3 "I am satisfied with the quality of home visits and phone contacts made by HCS staff.", 4 "My therapeutic case manager is prompt when attending scheduled meetings with me.", 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.", 7 "I am treated with respect by Heritage Children Services staff.", 8 "I am satisfied with the amount and content of training that was offered during the past year.", and 12 "The staff at Heritage Children Services listens to what I have to say when I am both satisfied and concerned." all scored the highest with an average rating of 4.4 out of 5. In the written responses for the question "What do you like most about Heritage Children Services?", there were several keywords that recurred when reviewing the responses. Most responses referred their

satisfaction with the support and care shown to them and the youth in their home by their Therapeutic Case Manager. Several respondents also stated that the agency is friendly and easy to work with.

**Problems Identified:**

The lowest scored question in the survey was question 14 “If I needed a translator, Heritage Children Services provided me one.” with an average rating of 4 out of 5. This has been year over year the lowest scored question though there has been no request for this service from any foster parent with the agency and a translator would be made available if the need arose. Question 9 “I feel that the time and location of offered trainings fit my schedule.” was again among the lowest scored response at 4.2 out of 5. The questions “I have received adequate communication and ongoing updates from my TCM regarding the progress of the child(ren)'s case.” and “I have been made aware of the Heritage Children Services’ grievance policy.” both also averaged a 4.2 out of 5 on the responses during this reporting period. The question “What do you not like about Heritage Children Services?” was overwhelmingly answered with either N/A or “Nothing”. A few outlier complaints that were made were known by the agency and had already been resolved such as referencing a former employee who is no longer with the agency.

**Plans:**

The Overall rating by Foster Parents averaged 4.3 out of 5 indicating that foster parents with Heritage Children Services are very satisfied with the agency. Heritage Children Services will assess the best methods of improving the lowest scored areas, though all questioned averaged above a 4 out of 5. Front line staff will continue assisting and supporting foster parents with excellent customer service.

## 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.	3.1
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.	3.6
4	Heritage Children Services' staff are prompt when attending scheduled meetings with me.	4.3
5	Heritage Children Services' staff keep confidential information private and only share it with other individuals who are appropriately involved in the case.	4
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.	4.1
7	I am treated with respect by Heritage Children Services' staff.	4.1
8	I perceive Heritage Children Services' staff to be polite, efficient, and professional.	4.1
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
10	The staff at Heritage Children Services listens to what I have to say when I am both satisfied and concerned.	4
11	Concerns are addressed in a timely manner by staff.	3.9
12	I believe the needs of the children I serve are being met by Heritage Children Services.	4
13	I feel that Heritage Children Services' staff encourage open lines of communication and are easily accessible.	4
14	I have been made aware of the Heritage Children Services' grievance policy for the foster children I serve.	2.9
	Overall Total	3.9

### Progress Report:

There was low participation among the invited Collateral Service Providers with only 7 of 160 individuals responding. All respondents indicated that they are DCBS Social Service Workers. The responses for the satisfaction survey from Collateral Service Providers provided an overall total average of 3.9 out of 5. The questions with the highest average were "Heritage Children Services' staff hear my concerns and respond to them in a timely and appropriate manner." with 4.4 out of 5, "Heritage Children Services' staff are prompt when attending scheduled meetings with me." with 4.3 out of 5, "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." with 4.1 out of 5, "I am treated with respect by Heritage Children Services' staff." with 4.1 out of 5, "I perceive Heritage Children Services' staff to be polite, efficient, and professional." with 4.1 out of 5. All of the highest average questions indicate proper customer service with Collateral Service Providers. Written responses indicate that staff are friendly and easy to communicate with as well as the benefits that an extra individual close

to the youth's case can bring.

**Problems Identified:**

The lowest average responses in this reporting period were “Teamwork seems to be important to Heritage Children Services staff.” with 3.6 out of 5, “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.” with 3.1 of 5, “I have been made aware of the Heritage Children Services’ grievance policy for the foster children I serve.” with 2.9 out of 5. Concerns noted in the written responses indicate that Heritage Children Services needs to place more emphasis on Therapeutic Case Managers communicating and following through on requests made by DCBS SSW’s.

**Plans:**

The low participation among Collateral Service Providers, while still useful, is difficult to gauge actual performance measures of the agency as it relates to participation with community partners. Heritage Children Services will continue to try and encourage participation by sending follow-up reminders. Heritage Children Services will look at measures that can be taken to improve the lowest scored areas such as an informational pamphlet that can be given to all DCBS partners indicating services, grievance policy, and who to contact directly if there are any concerns that need to be immediately addressed if the community partner is not pleased with services. Heritage Children Services will continue making improvements in the areas that we are excelling at such as customer service and providing quality services to the youth who are placed with us.

## Employee Satisfaction Surveys

Employee Satisfaction Survey questions/rating		
1	My job duties and responsibilities are clearly defined.	3.9
2	I feel that my supervisor or someone at work cares about me as a person.	4.6
3	I feel that my co-workers are committed to performing quality work.	4
4	I enjoy the company culture at Heritage Children Services.	4.2
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.	4.2
7	I participate in staff meetings, trainings, and development and I feel my opinion is valued.	4.1
8	I am treated with respect by other Heritage Children Services staff.	4.3
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.	4.3
11	I feel that my feedback is valued by my management team.	3.8
12	Any concerns I may have are addressed in a timely manner by management.	3.8
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.	3.9
16	Does management seem interested in the success of the team?	4
17	I have been made aware of the Heritage Children Services' employee grievance policy.	4
18	The equipment that I have been issued is adequate to perform my job duties.	3.1
	Overall Total	4

### Progress Report:

Heritage Children Services had 46 out of 60 full time employees to respond to the satisfaction survey during this reporting period. This is a small decrease over the last reporting period which saw 53 employees respond. The highest response averages were for the following questions: “I feel that my supervisor or someone at work cares about me as a person.” with 4.6 out of 5, “I am treated with respect by other Heritage Children Services staff.” with 4.3 out of 5, “I feel connected to my coworkers.” with 4.3 out of 5, “I enjoy the company culture at Heritage Children Services.” with 4.2 out of 5, and “I feel the mission and purpose of Heritage makes me feel as though my work is important.” with 4.2 out of 5. These categories being rated the highest are indicative of a positive and healthy work environment. Heritage Children Services strives to foster a close knit, “work family” atmosphere where employees enjoy coming to work and enjoy being around who they work with.

**Problems Identified:**

The lowest average response for a question was “The equipment that I have been issued is adequate to perform my job duties.” with 3.1 out of 5. During the last reporting period, it was also the lowest rated at 3.5. Heritage Children Services has begun replacing older computers, buying new computers, and buying new multi-function printers. “I feel that my feedback is valued by my management team.” and “Any concerns I may have are addressed in a timely manner by management.” both scored 3.8 out of 5. Among the written responses, the top problems noted were subjects such as the desire for wages to be raised, computers being slow, and communication.

**Plans:**

Heritage Children Services will assess the responses by employees in order to develop a plan to work through issues raised in the best way possible. Heritage Children Services strives to have a positive and friendly work environment and want all employees to feel valued. Concerns must be addressed in a timelier manner. The Corporate team must communicate with the local offices in a more efficient manner. Computers and printers have been being replaced with new equipment in order to try and update the older equipment that is still in use. Continuing to retire old equipment and replace it with new will be a priority moving forward. The need for pay raises will be assessed and issued as determined by management.

## 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.	5
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	5

### Progress Report:

In this reporting period, 2 of our 7 Advisory Board member responded to the satisfaction survey. All questions were answered with an average rating of 5 out of 5. In the written question responses, all feedback was positive and complementary to the agency.

### Problems Identified:

The Advisory Board members who responded did not identify any problems with Heritage Children Services at the time of the survey.



**Plans:**

Heritage Children Services will encourage greater participation from Advisory Board members in the next reporting period in order to gather great amounts of feedback that will be beneficial to the agency.

# 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 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, 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 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 6/30/2023:*

## **Employee**

Heritage Children Services currently has 60 full time employees. Female employees make up 83%, 50, HCS employees. This is a slight increase from the previous reporting period, in which females made up 80%. Males make up 17%, 10, of HCS employees. Females and Males continue to both make up 50% each of HCS Corporate Employees.

87% of HCS employees are Caucasian and 13% are African American/Biracial. This is a slight increase in the number of Caucasians and a slight decrease in African American/Biracial employees from last reporting period. African American/Biracial employees make up 17% of Corporate Staff during this reporting period as opposed to 21% in the last reporting period. Caucasian employees make up 83% of the Corporate staff as opposed to 79% in the last reporting period.

## **Foster Parent**

Heritage Children Services currently has 144 Foster Families. Opposite sex couples make up 70%, 101, of the families. Same sex couples make up 3%, 5, of the families. Single parent households make up 27%, 38, of the families. There are a total of 252 individual foster parents. Of this total 58%, 147, are female and 42%, 105, are male. Caucasian foster parents make up

91%, 230. African American foster parents make up 8%, 21,. There is 1 Biracial foster parent at less than 1%.

### **Client**

Heritage Children Services currently has 309 total placements. 174, 56.3%, are Male and 135, 43.7%, are Female. Caucasian youth make up 218, 70.6%. Biracial youth make up 42, 13.6%. African American youth make up 39, 12.6%. Hispanic youth make up 6, 1.9%. American Indian youth make up 2, 0.6%. Pacific Islander youth make up 1, 0.3%. Asian youth make up 1, 0.3%.

## 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 June 2023:*

Heritage Children Services did not receive any report of architectural barrier 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, 2022 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, 2022 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

May 31, 2023