



Performance Analysis Report

7/1/2024-6/30/2025

- Critical Incidents
- Demographics of Foster Youth
- Discharges
- Grievances
- Levels of Care
- Referrals
- Surveys
- Workforce

Performance Analysis - Critical Incidents

Standard

Heritage Children Services has chosen to focus on the top 6 incident types that are the most prevalent year over year.

Standard for critical incident numbers:

Physical Aggression: 13.0%

AWOL/Elopement 6.0%

Prescription Medication Refusal/ Error 8.0%

Incident Between Foster Children 7.0%

Suspicion of Drug Use/Positive Drug Screen 5.0%

Verbal Aggression 5.0%

Critical incidents per youth served (PYS):

4.10 critical incidents PYS

Analysis of Data

Top 6 Critical Incident categories analysis

Physical Aggression

2021-2022	2022-2023	2023-2024	2024-2025	Standard
14.57%	12.91%	11.8%	14.53%	13.0%

AWOL/Elopement

2021-2022	2022-2023	2023-2024	2024-2025	Standard
4.84%	5.10%	3.35%	3.91%	6.0%

Prescription Medication Refusal/ Error

2021-2022	2022-2023	2023-2024	2024-2025	Standard
6.85%	10.24%	8.73%	9.75%	8.0%

Incident Between Foster Children

2021-2022	2022-2023	2023-2024	2024-2025	Standard
10.11%	7.76%	8.28%	11.32%	7.0%

Suspicion of Drug Use/Positive Drug Screen

2021-2022	2022-2023	2023-2024	2024-2025	Standard
4.46%	6.59%	6.76%	5.23%	5.0%

Verbal Aggression

2021-2022	2022-2023	2023-2024	2024-2025	Standard
5.28%	5.80%	5.77%	7.16%	5.0%

Critical Incidents Per Youth Served

Report Range	Critical Incidents	Total Youth Served	Critical Incidents PYS
2021-2022	1,592	636	2.50 PYS
2022-2023	2,138	690	3.09 PYS
2023-2024	2,028	587	3.45 PYS
2024-2025	2,430	592	4.10 PYS

HCS has chosen to focus on the top six critical incident categories across a three year reporting range to gauge performance in the area of critical incidents. Youth referral trends identified are increased youth behaviors, older youth needing placements, hard to place youth with high acuity needs, and youth with extensive AWOL/Elopement history. HCS collects and reviews critical incident data monthly to determine patterns and trends in youth behaviors to determine if modifications can be made in areas such as improved foster parent training, additional training specific to youth needs, extra services for foster parents and youth, increased youth therapy, and family therapy as needed on a case-by-case basis.

Year over year top 6 incident categories:

Physical Aggression is the top incident category for this reporting period and has seen a small increase since the last reporting period. Physical Aggression went from making up 11.8% of incidents in the previous reporting period to 14.53% during the current reporting period.

AWOL/Elopement Critical Incident categories were lower than the standard HCS expected to see for two consecutive reporting periods. AWOL/Elopement made up 3.91% of incidents during the current reporting period.

Prescription Medication Refusal/Error incidents were Slightly higher this reporting period than the last reporting period and still above the standard HCS expected to see. Last reporting period, Prescription Medication Refusal/Error incidents made up 8.73% compared to 9.75% this reporting period; 8% was the standard. Prescription Medication Refusal/Error is difficult to know whether the incident was due to a refusal or an error. It is an important distinction because a refusal is due to a non-compliant youth and an error is usually preventable through training or monitoring. Year over year, Prescription medication refusal/error incident types are one of the most prevalent incident types measured. This is likely due to the amount of youth who are taking medications and how frequently they take the medication provides many opportunities for mistakes or refusals to occur.

Incident Between Foster Children incidents were higher this reporting period than the last reporting period and above the standard HCS expected to see. Last reporting period, Incident Between Foster Children incidents made up 8.28% compared to 11.32% this reporting period; 7% was the standard. Incident Between Foster Children data needs to be further refined to determine whether the incident occurred between related or non-related youth. Often sibling groups have a higher number of incidents in this category due to the youth displaying typical sibling behavior.

Suspicion of Drug Use/Positive Drug Screen incidents were lower this reporting period than the last reporting period and above the standard HCS expected to see. Last reporting period, Incident Between Foster Children incidents made up 6.76% compared to 5.23% this reporting period; 5% was the standard. Since the emergence of vapes, youth have had increased access to illegal substance. Often, it is reported that the youth obtain vapes at school or on home visits.

Verbal Aggression incidents were higher this reporting period than the last reporting period but still above the standard HCS expected to see. Last reporting period, Incident Between Foster Children incidents made up 5.77% compared to 7.16% this reporting period; 5% was the standard. Verbal aggression is a very common behavior that leads to incidents. Often, it is due to poor coping skills or poor parenting techniques. HCS has implemented that Crisis Prevention Plan that places emphasis on coping skills, de-escalation techniques, and identifying what leads to an escalation in the crisis situation.

The following incident categories seen an increase in occurrences, making it into the top 6 categories during the last reporting period:

Medical Emergency incident type has historically not been in the top 6 categories but has been in the top 6 for the past two reporting periods. In 2023-2024, Medical Emergency made up 7.35% and in 2024-2025 made up 5.43%. Though lower than the previous reporting period, Medical Emergency is still a top 6 category reason. When looking through critical incidents to determine the specific reasons this category was chosen, it appears that emergency visits for injuries as well as mental health hospitalization occurrences are being represented in this category reason.

Involvement with Law Enforcement has shown an increase for 2024-2025 period compared to 2023-2024 period. Involvement with Law Enforcement is up to 5.68% from 5.23% in the previous reporting. This is likely due to the increase in higher level youth that we are serving that has been diagnosed with complex mental health issues. When youth have a mental health crisis we see an increase of law enforcement involvement due to the extreme behaviors and self-harming history as well as youth assessment and/or hospitalization.

Looking at data for critical incidents per youth served, we see a year over year trend of an increase of critical incidents per youth served. HCS has had an increase from 3.0 critical incidents per youth served to 4.10 critical incidents per youth served. The cause of this trend is likely related to the increase of higher level youth being placed by HCS in an increasingly difficult legislative and regulatory environment (see LOC analysis).

Improvement

Identify Areas Needing Improvement

HCS has identified areas surrounding how data is collected as needing improvement to address concerns. Areas to address include the following: Addressing the reporting methods around Prescription Medication Refusal/Error and Incidents between Foster Children. Suspicion of Drug Use/Positive Drug Screen is an area of concern that can be addressed therapeutically. Verbal Aggression incidents need to be addressed through the use of the Crisis Prevention Plan.

Action plan to address improvements

HCS has determined that Prescription Medication Refusal/ Error needs to be broken into two categories so that it is easier to determine if the critical is due to a refusal or an error. A medication refusal is much more difficult to do anything about since the youth's non-compliance is solely to blame. A medication error is due to things that HCS can identify solutions for, such as training or monitoring. HCS also needs to split Incident Between Foster Children to distinguish if the children involved in the incident were related or non-related. This is important because many of the incidents

in this category are due to normal sibling behavior. Vapes are increasingly popular among youth and often contain illegal drugs. Vapes are the most reported method for using illegal drugs and is often obtained at school or on home visits. HCS can continue to address substance abuse/use among youth we serve by addressing the concerns therapeutically and monitoring youth with these issues. Verbal aggression critical incident types, as well as other incident types, would benefit from adding the Crisis Prevention Plan to the youth's dashboard as a regularly completed task. This will increase awareness and visibility of the Plan and ensure that this document is updated.

Implementation of actions

HCS has begun tracking Prescription Medication Refusals, Prescription Medication Errors, OTC Medication Refusals, and OTC Medication Errors separately.
HCS has broken Incident Between Foster Children into two categories to include Incident Between Related Youth and Incident Between Non-Related Youth.
HCS will continue to communicate with school personnel when appropriate to address substance abuse at school and will address youth substance abuse concerns as they occur.
HCS will add Crisis Prevention Plan as a trackable task on dashboards to increase visibility and likelihood of the document being updated appropriately.

Determination - Followup

July 2026

Performance Analysis - Demographics of Foster Youth

Standard

Standard for Gender Demographics:

Male - 51%

Female – 49%

The standard data for gender demographics is based off HCS historical three-year averages and will be constantly updated as data may change over time. At this time, the standard for the population of males in care will be set to 51%, the population of females in care will be set to 49%, and the population for those who do not self-identify will be set to less than 1%.

Standard for Age Demographics:

0 – 5 Years Old – 15%

6 – 17 Years Old – 73%

18+ Years Old – 12%

The standard data for age demographics is based off HCS historical three-year averages and will be continually updated as data may change over time. At this time, the standard for age demographics for the youth in care aged 0 – 5 years old is 15%, the standard for age demographics for the youth in care aged 6 – 17 years old is 73%, and the standard for age demographics for those youth in care aged 18 and older is 12%.

Standard for Race/Ethnicity Demographics:

African-American Race/Ethnicity – 11.5%

American Indian Race/Ethnicity – Less than 1%

Biracial Race/Ethnicity – 10.7%

Caucasian Race/Ethnicity – 73.8%

Hispanic Race/Ethnicity – 3.3%

Pacific Islander Race/Ethnicity – Less than 1%

Asian Race/Ethnicity – Less than 1 %

Middle Eastern Race/Ethnicity – Less than 1%

Unknown Race/Ethnicity – Less than 1%

The standard data for race demographics is based off HCS historical three-year averages and will be continually updated as data may change over time. At this time, the standard for race/ethnicity for the African-American population is 11.5%, the standard for race/ethnicity for the American-Indian population is less than 1%, the standard for race/ethnicity for the biracial population is 10.7%, the standard for race/ethnicity for the Caucasian population is 73.8%, the standard for race/ethnicity of the Hispanic population is 3.3%, the standard for the Pacific Islander population is less than 1%, the standard for race/ethnicity for the Asian population is less than 1%, the standard for the Middle Eastern population is less than 1%, and the standard for the unknown population is less than 1%.

Analysis of Data

HCS currently has the following data for gender demographics.

Total			Bowling Green		
Level	Quantity	% of total	Level	Quantity	% of total
Male	317	53.55%	Male	70	46.67%
Female	275	46.45%	Female	80	53.33%
Does not self-identify	0	0.00%	Does not self-identify	0	0.00%
TOTAL	592		TOTAL	150	

Campbellsville			Elizabethtown		
Level	Quantity	% of Total	Level	Quantity	% of total
Male	77	51.68%	Male	33	58.93%
Female	72	48.32%	Female	23	41.07%
Does not self-identify	0	0.00%	Does not self-identify	0	0.00%
TOTAL	149		TOTAL	56	

Owensboro			Somerset		
Level	Quantity	% of total	Level	Quantity	% of total
Male	48	62.34%	Male	89	55.63%
Female	29	37.66%	Female	71	44.38%
Does not self-identify	0	0.00%	Does not self-identify	0	0.00%
TOTAL	77		TOTAL	160	

In analyzing the data for gender demographics and comparing it to the standard, HCS is able to determine important trends in the industry as it pertains to our overall business. The data represents how many youths were in care that identified as male, female, and those who did not self-identify during the reporting period. The main concern this data will highlight is the potential need to increase a specific type of bed that a foster parent will be able to fill when a child comes into care. Upon initial licensing of a foster family, the family will explain the type of youths that they would like to have placed in their home. It is typical to expect to see slightly more male youth being placed than female youth. Sometimes an office will have more beds available or designated for one gender than the other. When these types of situations occur, we can try to offer additional training to foster parents and try to get them more comfortable with having varying genders in their home via short-term respites which always arise within the company. By offering more training to the foster parents and letting them take kids outside their typical comfort areas, they may be willing to alter their comfort levels to accept all genders of youth coming into care. The other main factor that will determine the genders of the kids in care is the actual breakdown of referrals available. We have no control over the gender of youth coming into care, but HCS tracks the data to see if adjustments need to be made. Currently, all offices except Bowling Green have more male youth than female youth. Owensboro continues to have the heaviest ratio of male to female youth this reporting period. Overall, HCS is within an acceptable margin when compared to the standard. The current standard is set at 51% male and 49% female. During this reporting period, HCS served 53.55% male and 46.45% female youth. This makes HCS

slightly closer to the standard than the previous reporting period which recorded HCS serving 54.3% male and 45.7% female youth.

Improvement

Identify Areas Needing Improvement
The OB and ET offices are not meeting the standard on gender demographics.
Action plan to address improvements
We have established the need to recruit more foster parents who will accept female placements and we will monitor that progress going forward. More bed availability will stabilize placement demographics.
Implementation of actions
Monitor the status of placements by gender in our OB and ET offices to gauge if our action plan is having an effect on the placements we are getting in that office.
Determination – Followup
July 2026

Analysis of Data

HCS currently has the following data for age demographics.					
Total			Bowling Green		
Level	Quantity	% of total	Level	Quantity	% of total
0-5 Yrs. Old	93	15.71%	0-5 Yrs. Old	16	10.67%
6-17 Yrs. Old	443	74.83%	6-17 Yrs. Old	116	77.33%
18+ Yrs. Old	56	9.46%	18+ Yrs. Old	18	12.00%
TOTAL	592		TOTAL	150	
Campbellsville			Elizabethtown		
Level	Quantity	% of Total	Level	Quantity	% of total
0-5 Yrs. Old	27	18.12%	0-5 Yrs. Old	13	23.21%
6-17 Yrs. Old	111	74.50%	6-17 Yrs. Old	34	60.71%
18+ Yrs. Old	11	7.38%	18+ Yrs. Old	9	16.07%
TOTAL	149		TOTAL	56	
Owensboro			Somerset		
Level	Quantity	% of total	Level	Quantity	% of total
0-5 Yrs. Old	12	15.58%	0-5 Yrs. Old	25	15.63%
6-17 Yrs. Old	59	76.62%	6-17 Yrs. Old	123	76.88%
18+ Yrs. Old	6	7.79%	18+ Yrs. Old	12	7.50%
TOTAL	77		TOTAL	160	
HCS performed very close to the standard during this reporting period in regards to age categories of youth served. During the current reporting period, HCS has increased the amount of 0-5 year old					

placements in all offices with 15.71% vs the standard of 15%. This demographic was much lower than the standard during the last reporting period at 10.9%. This is a good trend for HCS and may signify that the referral pool of youth that HCS has to choose from is stabilizing back to past norms. The age range of 6-17 year olds continued, as expected, to be the largest demographic group making up 74.83% of youth served vs the standard of 73%. The 18+ year old age group with 9.46% vs the standard of 12%. This group continues to decline year over year from the previous reporting period in which 10% of youth served by HCS were 18+ years old. The age demographic analysis for youth served by HCS during this reporting period is very positive and speaks to HCS having a healthy foster parent base and, hopefully, a return to norms within the foster care industry which has been inconsistent in the recent past. HCS needs to continue training and recruiting foster parents who are willing to work with all age groups of youth and helping existing foster parents feel more comfortable with providing care to youth who are not typically in their comfort zone.

Improvement

Identify Areas Needing Improvement
All offices are performing very close to the standard with the exception of the ET office. The ET office has significantly more youth who are 0-5 years old.
Action plan to address improvements
The ET office needs to open more homes in order to improve the balance of youth ages within the office. More homes will increase the number of beds available to youth which will naturally balance out the age demographics as youth are placed.
Implementation of actions
The ET office will have goals and plans addressed in the IOP in order to focus on obtaining more foster homes and increasing bed availability.
Determination – Follow-up
July 2026

Analysis of Data

HCS currently has the following data for race/ethnicity demographics.

Total			Bowling Green		
Race/Ethnicity	Quantity	% of total	Race/Ethnicity	Quantity	% of total
African American	79	13.34%	African American	16	10.67%
Asian	6	1.01%	Asian	5	3.33%
Biracial	66	11.15%	Biracial	17	11.33%
Caucasian	418	70.61%	Caucasian	103	68.67%
Hispanic	15	2.53%	Hispanic	1	0.67%
Middle Eastern	8	1.35%	Middle Eastern	8	5.33%
Total	592		Total	150	

Campbellsville			Elizabethtown		
Race/Ethnicity	Quantity	% of Total	Race/Ethnicity	Quantity	% of total
African American	29	19.46%	African American	4	7.14%
Biracial	18	12.08%	Biracial	7	12.50%
Caucasian	99	66.44%	Caucasian	42	75.00%

Hispanic	3	2.01%	Hispanic	3	5.36%
Total	149		Total	56	

Owensboro			Somerset		
Race/Ethnicity	Quantity	% of total	Race/Ethnicity	Quantity	% of total
African American	19	24.68%	African American	11	6.88%
Biracial	4	5.19%	Asian	1	0.63%
Caucasian	51	66.23%	Biracial	20	12.50%
Hispanic	3	3.90%	Caucasian	123	76.88%
			Hispanic	5	3.13%
Total	77		Total	160	

In analyzing the data for race/ethnicity demographics and comparing it to the standard, HCS is able to determine important race/ethnicity trends in the industry as it pertains to our business. The data represents how many youths were in care with specific race/ethnicity categories including African-American, American-Indian, Biracial, Caucasian, Hispanic, Pacific-Islander, Asian, Middle-Eastern, and Unknown. As with the other demographic categories our main concern this data will highlight is the potential need to increase a specific type of race/ethnicity that a foster parent will be willing to accept when a child comes into care. Upon initial licensing of a foster family, the family will explain the race/ethnicity of youths that they would like to have come into their home. We strive to have as many foster families who are comfortable taking on any race of youths that come into care. HCS has performed very close to the standard for race demographics with youth served during this reporting period and very consistent when comparing the data to the previous reporting period. The racial demographics are slightly less diverse during the current reporting period due to having discharged several youths who were of a minority race that typically does not have many individuals represented in foster care in Kentucky. When comparing the most recent census data to the racial demographics of youth placed with HCS, the racial makeup of Kentucky is congruent with the population of youth placed with HCS.

Improvement

Identify Areas Needing Improvement
HCS is adhering to the standards across all offices.
Action plan to address improvements
No action plans needed at this time.
Implementation of actions
N/A
Determination – Follow-up
July 2026

Performance Analysis - Discharges

Standard

Favorable – 60%
 Unfavorable – 40%

Placement Standards should show a 10% increase each year.

Target Placement Numbers Per Office

Total – 268 placements

BG – 60 placements

CV – 65 placements

ET – 31 placements

OB – 23 placements

SS – 89 placements

Analysis of Data

Discharges

Total			Bowling Green		
Discharge Type	Quantity	Percentage of total	Discharge Type	Quantity	Percentage of total
Favorable	174	50.43%	Favorable	38	44.19%
Unfavorable	171	49.57%	Unfavorable	48	55.81%
GRAND TOTAL	345		GRAND TOTAL	86	

Campbellsville			Elizabethtown		
Discharge Type	Quantity	Percentage of total	Discharge Type	Quantity	Percentage of total
Favorable	45	49.45%	Favorable	17	58.62%
Unfavorable	46	50.55%	Unfavorable	12	41.38%
GRAND TOTAL	91		GRAND TOTAL	29	

Owensboro			Somerset		
Discharge Type	Quantity	Percentage of total	Discharge Type	Quantity	Percentage of total
Favorable	32	60.38%	Favorable	42	48.84%
Unfavorable	21	39.62%	Unfavorable	44	51.16%
GRAND TOTAL	53		GRAND TOTAL	86	

	Youth numbers 7/1/2024	Placements	Discharges	Youth Numbers 6/30/2025	Change	Percentage
Total	246	348	345	249	+3	1.22% increase
BG	55	95	86	64	+9	16.36% increase
CV	61	90	91	60	-1	1.64% decrease
ET	28	28	29	27	-1	3.57% decrease
OB	21	56	53	24	+3	14.29% increase
SS	81	79	86	74	-7	8.64% decrease

Total discharges for the current reporting period are performing under the standard expected. Currently, the agency had a Favorable discharge rate of 50.43% and an unfavorable discharge rate of 49.57%. This is below the standard set at 60% favorable and 40% unfavorable. When looking over the individual office data, the Owensboro office was the only office to meet the standard. The predominant theory for the Favorable/Unfavorable data to have been under the standard companywide is due to the overwhelming increase in youth who are LOC 3 (See "Placement Analysis – LOC section). All offices have had more youth that are LOC 3 placed during this reporting period than any prior reporting period. LOC 3 youth are the highest level of care a youth can be assigned and is largely due to behaviors or an unusually high level of need, such as a medically complex diagnosis. Youth with an LOC 3 are more difficult to maintain as a placement and have been subject to more Unfavorable discharges in previous reporting periods. Overall, all offices performed better with maintaining placement number throughout the reporting period. The last reporting period showed that HCS ended the reporting period with 18.94% less placements than when the reporting period began. This reporting period has been much more favorable with a 1.22% increase. Though the increase is small, this is a great improvement over the previous reporting period. HCS has placed a greater emphasis on accepting referrals and encouraging foster parents to be willing to accept youth with a higher level of care. This motivation is driven by the reality that to continue in the field, being willing to work with higher level of care youth is a necessity. The Bowling Green and Owensboro offices experienced the greatest increase of placements. Identifying the reasons why: Owensboro hired an Intake Coordinator who is highly motivated and has increased their acceptance rate during this reporting period. Bowling Green has increased overall placements by placing youth from accepted referrals at nearly twice the rate as the company as a whole (See Performance Analysis – Referrals). Bowling Green placed 42.79% of accepted referrals vs 24.20% for the rest of HCS. This may be due to their geographical location in the state and proximity to the largest city in the state, Louisville, KY. This exposes an opportunity for the Elizabethtown office that currently has very little bed availability and will need to be addressed.

Improvement

Identify Areas Needing Improvement

Bowling Green, Campbellsville, and Somerset offices are not meeting the standard for favorable/unfavorable discharge percentages. Overall placement numbers are than expected with

Somerset, Campbellsville, and Elizabethtown decreasing placement numbers over this reporting period.

Action plan to address improvements

Bowling Green, Campbellsville, and Somerset offices will need to focus on implementing processes that will promote maintaining placement numbers. Utilizing tools such as the Crisis Prevention Plan, Disruption Meetings, and increasing training to current foster parents would be very beneficial. Elizabethtown office needs to increase and diversify recruiting efforts. The individual office plans will address recruiting efforts and growth targets for the next year. Somerset and Campbellsville need to be more efficient at placing youth and continue to increase bed availability.

Implementation of actions

An Individual office plan will be implemented with each office to address growth and retention efforts to be made over the next year.

Determination - Followup

July 2026

Performance Analysis - Grievance

Standard

Standard for grievances filed by:

Employees	= 1
Foster Parents	= 1
Foster Youth	= 1
Community Partners	= 1

The standard is set at 1 per group. This is so that employees, foster parents, foster youth, and community partners feel free to file a grievance and do not feel as though they are discouraged from doing so.

Analysis of Data

Heritage Children Services has had 4 grievances that have been filed during this reporting period. All 4 grievances were filed by Employees. This is an increase from the 2024 reporting period which had 2 grievances filed. In 2024, the grievances were filed by one employee and one foster parent. HCS had no grievances filed by a foster parent during this reporting period and continues to have had no grievances filed by a foster youth or community partner. The grievances filed originated out of 3 offices; Bowling Green, Campbellsville, and Somerset. The first grievance filed was in our Campbellsville office and was made by an employee against another employee due to sexual harassment. An investigation of this grievance concluded that the harassment had occurred and employment of the offending employee was terminated. The second grievance was filed in our Bowling Green office and was made by an employee against a foster parent stating the foster parent had threatened to physically assault the employee. Investigation of this grievance concluded that the employee was not present at the time the alleged threat occurred and the office staff that was there had not heard any threat(s) made by the foster parent. Both parties were determined to have had an already strained relationship and both parties were encouraged to be civil with each other as that is what is in the best interest of the children in care. The third and the fourth grievances originated out of our Somerset office. The third was filed by an employee against another employee due to verbal abuse. In the process of the investigation 2 other employees said similar incidents occurred with the offending employee that were previously unreported. The offending employee admitted that all the incidents occurred and voluntarily terminated their employment. The fourth grievance was filed by an employee against another employee due to sexual harassment. An investigation of this grievance concluded that the harassment had occurred and employment of the offending employee was terminated. The grievances originated in 3 of our 5 offices. Two offices had 1 grievance filed each and one office had 2 filed. Of the grievance filed 2 were for sexual harassment, 1 for verbal abuse, and 1 for threat of physical violence.

Improvement

Identify Areas Needing Improvement
Improved training of all employees.
Action plan to address improvements
HCS will evaluate the trainings all employees have to take in order to ensure that all employees are made aware of the seriousness of harassment.
Implementation of actions
HCS implemented a sexual harassment training following the second grievance which all employees had to complete. This training was added to the list of orientation and ongoing trainings that all employees have to complete.
Determination – Followup
HCS will monitor grievances over the next reporting period to ensure that all employees are aware of the seriousness of harassment. Further action will be taken if necessary.

Performance Analysis - Level of Care

Standard

Standard for LOC days in care at each level:

LOC 1 = 11.64%

LOC 2 = 63.35%

LOC 3 = 25.01%

LOC's Went Down = 21%

LOC's Went Up = 21%

No Change = 58%

CRP = 97%

Redetermination = 3%

Analysis of Data

HCS currently has the following data for LOC days in care.

Total			Bowling Green		
Level	Days in Care	% of total	Level	Days in Care	% of total
1	8822	9.75%	1	1584	7.43%
2	34069	37.65%	2	6739	31.63%
3	47602	52.60%	3	12982	60.93%
TOTAL	90493		TOTAL	21305	

Campbellsville			Elizabethtown		
Level	Days in Care	% of total	Level	Days in Care	% of total
1	3516	14.58%	1	1403	13.23%
2	9240	38.32%	2	4085	38.53%
3	11354	47.09%	3	5115	48.24%
TOTAL	24110		TOTAL	10603	

Owensboro			Somerset		
Level	Days in Care	% of total	Level	Days in Care	% of total
1	557	8.14%	1	1762	6.38%
2	3198	46.75%	2	10807	39.11%
3	3086	45.11%	3	15065	54.52%
TOTAL	6841		TOTAL	27634	

LOC's Went Down	LOC's Went Up	LOC No Change	CRP entries	Redeterminations
159 – 20.8%	164 – 21.5%	440 – 57.7%	740 – 97%	23 – 3%

Looking at the data for LOC days in care and comparing it to the standard, HCS is able to determine several very important trends in the industry that is making the landscape of private foster care in Kentucky more difficult.

This data represents how many days each youth spent at a given level of care during the reporting period. This helps to determine 2 things. First, revenue is generated based on the LOC of the youth on a per day basis. The rate for each level is set by law. LOC 1 is the lowest level, LOC 2 has traditionally been the most common, and LOC 3 is the highest level. The LOC is determined based on the needs of the youth and the difficulty of behaviors displayed by the youth over time. HCS is paid the rate for each level per day that the youth is in a HCS foster home.

Tracking the directional trends of LOC changes is a new metric the HCS wants to begin tracking. This data will be a helpful insight into determining progress or lack of progress throughout the stay of the youth with HCS. HCS prefers that LOC changes be as the result of a routine CRP report rather than a redetermination. If an LOC change occurs due to a redetermination, this means that the assigned level is lower than expected for the youth. A redetermination is sometimes necessary and occurs as the result of increased behaviors or services for the youth being identified or as the result of a poorly completed routine CRP report that results in an unintended drop of the level.

Year over year, HCS has noticed a steady increase of higher level youth being placed. Traditionally, youth with LOC 1 constituted the lowest number of placements. The second most prevalent level of care has been LOC 3, the highest level of care a youth can be assigned. Most of the youth placed with HCS has been youth with a LOC 2 assignment and also constituted the majority of youth available to be placed. The 2024-2025 reporting period has seen the greatest shift in LOC's since HCS has been tracking this data.

When analyzing the data for the LOC days in care, the increase in the number of LOC 3's is astounding. Youth with an LOC 3 now make up 52.60% of the total days in care. In the previous reporting period LOC 3 made up 39.08% of youth days in care. Comparing this data to the Standard of 25.01% (determined by using past year over data and what we expect to be the norm) we can determine that the level of care for youth being placed has dramatically risen over the past two reporting periods. This trend when broken down by office shows us that this trend is being experienced across all offices with HCS. Because all offices are seeing this trend, the cause is determined to be external. The external cause is likely the pool of youth referred to HCS by our referral source, DCBS – Kentucky Department of Community Based Services.

Currently, LOC 1 remains rather consistent, though slightly lower than the last reporting period at 9.75%. LOC 2 has had a large decrease due to the increase of LOC 3 youth in care. LOC 2 has went from 50.24% in the last reporting period to 37.65% of total days in care during this reporting period. HCS continues to believe the trend of high LOC youth in care has been driven by legislative and regulatory changes at the state level. Over the past year to two years, DCBS has been actively trying to reduce the number of youth in care by placing emphasis on getting youth placed with fictive kin placements or relatives to avoid having the youth enter the foster care system as well as Alternative Response protocols that allow more resources to avoid removing children from their homes. Statewide, youth in a private foster care home numbers have decreased from 3,186 to 2,763 from June 2023 to July 2025. This decrease of youth placed in private foster homes continues year over year despite an increase of youth in care in 2025. In June 2024 there were 8,170 compared to 8,615 in July 2025. HCS continues to be faced with the necessity to accept and work with higher LOC youth in order to continue in the field of private foster care in Kentucky. HCS is placing emphasis on training, recruiting, supporting, and encouraging foster parents to accept and maintain youth with a higher level of care and greater needs.

LOC changes while the youth were placed with HCS is a metric that we started tracking during the last reporting period. The standard for this reporting period is based on the previous reporting period data. Youth in care are leveled every 6 months. Each time a report is completed, HCS tracks whether the LOC of the youth went up, down, or had no change. This reporting period there were a total of 763 entries that would fall into one of each of the stated categories. HCS would hope to see LOC's

trend down or maintain no change to show that the youth in care are stable and/or making progress in their placement. During this reporting period, HCS essentially met the standard that it had set for all categories. HCS had 440 total LOC entries that did not change, 57.7% compared to the standard set at 58%. LOC's that went down were very close to the standard set with 159 entries, 20.8% compared to the 21% standard. LOC's that went up had 164 entries, 21.5% compared to the 21% standard. HCS is performing at the standard set when determining expected results. This means that HCS is maintaining and seeing positive progress with the youth we serve. Of the LOC entries made, almost all were a result of a routine CRP report being due. Both CRP entries and Redetermination standards were met with 97% of level determinations being due to CRP entries and 3% being due to Redeterminations.

Improvement

Identify Areas Needing Improvement
HCS is exceeding standards set in all areas.
Action plan to address improvements
No actions to take at this time.
Implementation of actions
N/A
Determination - Followup
July 2026

Performance Analysis - Referrals

Standard

Standard – Referral by Reason

Child Abuse/Neglect – 45%
Youth Behaviors – 35%
Requires Less Restrictive Care – 15%
Other – 5%

Standard – Denied by Reason

Meets criteria, but unable to place – 15%
Aggression – physical – 15%
Distance for family visitation – 10%
Other – 10%
Criminal Charges – 5%
Defiance/Non-compliance with treatment – 5%

Standard –

Accepted Referrals – 10%

Analysis of Data

Most youth are removed from biological family members due to neglect/abuse which is the highest rated reason for the referral. Child Abuse/Neglect remains the top reason at 55.94% of the referrals and Youth Behavior remains the second most referred reason at 30.67%. Child Abuse/Neglect referrals make up a slightly higher percentage than the previous reporting period; up from 47.29%. Youth Behavior referrals have declined slightly from 33.99% in the last year's reporting data.

The top 6 referral denial reasons remain nearly the same top 6 as the previous reporting period and are also the top 6 measured in the standard. During the current reporting period, Other represented the top referral denial reason with 15.54%. Aggression – Physical made up 15.37%. Distance from family – visitation too far made up 13.32%. Criminal Charges/Criminal History made up 12.55%. This reporting period, we saw AWOL Risk return to the top 6 reasons with 5.09% followed by the previous top 6 reason of Defiance/Non-compliance with treatment at number 7 with 4.56%.

Total
Referral By Reason

Referral Reason	Quantity	Percentage of total
Child Abuse/Neglect	12,925	55.94%
Youth Behavior	7,086	30.67%
Requires Less Restrictive Care	1,870	8.09%
Other	609	2.64%
Seeking Adoptive Home	287	1.24%
Mental Health	246	1.06%
Current Foster Home Closure	84	0.36%
GRAND TOTAL	23,107	

Bowling Green
Referral By Reason

Referral Reason	Quantity	Percentage of total
Child Abuse/Neglect	2,138	56.46%
Youth Behavior	1,154	30.47%
Requires Less Restrictive Care	317	8.37%
Other	92	2.43%
Seeking Adoptive Home	46	1.21%
Mental Health	32	0.84%
Current Foster Home Closure	8	0.21%
GRAND TOTAL	3,787	

Campbellsville
Referral By Reason

Referral Reason	Quantity	Percentage of total
Child Abuse/Neglect	2,914	57.15%
Youth Behavior	1,527	29.95%
Requires Less Restrictive Care	401	7.86%
Other	129	2.53%
Seeking Adoptive Home	60	1.18%
Mental Health	52	1.02%
Current Foster Home Closure	16	0.31%
GRAND TOTAL	5,099	

Elizabethtown

Referral by Reason

Referral Reason	Quantity	Percentage of total
Child Abuse/Neglect	2,290	55.21%
Youth Behavior	1,268	30.57%
Requires Less Restrictive Care	353	8.51%
Other	118	2.84%
Seeking Adoptive Home	52	1.25%
Mental Health	48	1.16%
Current Foster Home Closure	19	0.46%
GRAND TOTAL	4,148	

Owensboro

Referral by Reason

Referral Reason	Quantity	Percentage of total
Child Abuse/Neglect	2,672	54.20%
Youth Behavior	1,594	32.33%
Requires Less Restrictive Care	394	7.99%
Other	126	2.56%
Seeking Adoptive Home	63	1.28%
Mental Health	60	1.22%
Current Foster Home Closure	21	0.43%
GRAND TOTAL	4,930	

Somerset

Referral by Reason

Referral Reason	Quantity	Percentage of total
Child Abuse/Neglect	2,911	56.60%
Youth Behavior	1,543	30.00%
Requires Less Restrictive Care	405	7.87%
Other	144	2.80%
Seeking Adoptive Home	66	1.28%
Mental Health	54	1.05%
Current Foster Home Closure	20	0.39%
GRAND TOTAL	5,143	

When looking at the data for referrals, HCS is performing very similarly in the Referral by Reason area across all offices. All offices are very close to the standard set for what HCS expects to see when receiving referrals. Year over year, the referral reasons that HCS receives remains consistent. Child Abuse/Neglect remains the top referral reason with 55.94% compared to the standard of 45%. Youth Behaviors made up 30.67% of the referral reasons, a little lower than the standard of 35%. Requires less restrictive care referral reasons were 8.09% which was quite a bit lower than the standard of 15%. HCS expects that the results will remain fairly consistent year over year.

Total

Reason for Denial	Quantity	Percentage of total
Other	3368	15.54%
Aggression - Physical	3330	15.37%
Distance from family - visitation too far	2887	13.32%
Criminal Charges/Criminal History	2720	12.55%
Meets criteria, but unable to place	1611	7.43%
AWOL Risk	1104	5.09%
Defiance/Non-compliance with treatment	988	4.56%
Sexual Acting Out/Reactivity	950	4.38%
Suicidal thoughts/gestures/attempts	888	4.10%
Substance use/abuse	880	4.06%
Self harm	668	3.08%
Homicidal thoughts/behaviors	487	2.25%
Age - Insufficient time to complete treatment	471	2.17%
Aggression - Verbal	344	1.59%
Medical problems/conditions too severe	300	1.38%
Psychiatric needs beyond scope of service	193	0.89%
IQ too low	147	0.68%
Animal Cruelty	116	0.54%
Sexual offending behavior (not adjudicated)	87	0.40%
Firesetting behaviors	67	0.31%
Youth graduated HS	45	0.21%
Needs on-site school or specialized school services	7	0.03%
Adjudicated sex offender (due to supervision requirements)	6	0.03%
IQ too high	3	0.01%
LOC too low	2	0.01%
GRAND TOTAL	21669	

Bowling Green

Acceptance Rate	5.86%	
Reason for Denial	Quantity	Percentage of total
Distance from family - visitation too far	633	17.76%
Aggression - Physical	613	17.19%
Meets criteria, but unable to place	467	13.10%
Criminal Charges/Criminal History	405	11.36%
Other	339	9.51%
Sexual Acting Out/Reactivity	178	4.99%
AWOL Risk	172	4.82%
Defiance/Non-compliance with treatment	137	3.84%
Suicidal thoughts/gestures/attempts	137	3.84%
Self harm	122	3.42%
Aggression - Verbal	88	2.47%
Substance use/abuse	88	2.47%
Medical problems/conditions too severe	71	1.99%
Homicidal thoughts/behaviors	62	1.74%
Animal Cruelty	17	0.48%
IQ too low	11	0.31%
Psychiatric needs beyond scope of service	7	0.20%
Sexual offending behavior (not adjudicated)	7	0.20%
Firesetting behaviors	6	0.17%
Needs on-site school or specialized school services	2	0.06%
Youth graduated HS	2	0.06%
IQ too high	1	0.03%
GRAND TOTAL	3565	

Bowling Green referral acceptance rate has increased significantly from 3.33% to 5.86%. Distance from family – visitation too far is the top reason for denial with 17.76%. This is usually due to receiving referrals from a county that is too far away to reasonably provide visits with biological families. Aggression – Physical made up 17.19% during this reporting period. Meets Criteria but unable to place made up 13.10% and is likely due to low bed availability.

Campbellsville

Reason for Denial	Quantity	Percentage of total
Acceptance Rate	7.22%	
Other	1262	26.68%
Distance from family - visitation too far	717	15.16%
Aggression - Physical	684	14.46%
Criminal Charges/Criminal History	522	11.03%
Meets criteria, but unable to place	226	4.78%
AWOL Risk	206	4.35%
Sexual Acting Out/Reactivity	203	4.29%
Substance use/abuse	186	3.93%
Suicidal thoughts/gestures/attempts	121	2.56%
Defiance/Non-compliance with treatment	118	2.49%
IQ too low	112	2.37%
Self harm	93	1.97%
Homicidal thoughts/behaviors	87	1.84%
Medical problems/conditions too severe	46	0.97%
Aggression - Verbal	40	0.85%
Psychiatric needs beyond scope of service	30	0.63%
Animal Cruelty	26	0.55%
Firesetting behaviors	22	0.47%
Youth graduated HS	18	0.38%
Sexual offending behavior (not adjudicated)	7	0.15%
Adjudicated sex offender (due to supervision requirements)	2	0.04%
Age - Insufficient time to complete treatment	1	0.02%
IQ too high	1	0.02%
Needs on-site school or specialized school services	1	0.02%
GRAND TOTAL	4731	

Campbellsville office has Other as the top reason for denial at 26.68%. This is not an ideal reason category to select due to the lack of information that it provides. Distance from family – visitation too far was the second highest denial reason at 15.16% followed by Aggression – Physical with 14.46%. These denial reasons are in line with what we expect to see as the higher denial reasons in this category.

Elizabethtown

Acceptance Rate	2.63%	
Reason for Denial	Quantity	Percentage of total
Aggression - Physical	885	21.91%
Other	787	19.49%
Criminal Charges/Criminal History	594	14.71%
Substance use/abuse	291	7.20%
Suicidal thoughts/gestures/attempts	230	5.69%
AWOL Risk	225	5.57%
Distance from family - visitation too far	216	5.35%
Defiance/Non-compliance with treatment	187	4.63%
Sexual Acting Out/Reactivity	128	3.17%
Self harm	112	2.77%
Homicidal thoughts/behaviors	91	2.25%
Aggression - Verbal	67	1.66%
Meets criteria, but unable to place	60	1.49%
Medical problems/conditions too severe	59	1.46%
Sexual offending behavior (not adjudicated)	38	0.94%
IQ too low	22	0.54%
Animal Cruelty	15	0.37%
Firesetting behaviors	15	0.37%
Youth graduated HS	5	0.12%
Needs on-site school or specialized school services	3	0.07%
Psychiatric needs beyond scope of service	3	0.07%
Adjudicated sex offender (due to supervision requirements)	2	0.05%
Age - Insufficient time to complete treatment	2	0.05%
IQ too high	1	0.02%
LOC too low	1	0.02%
GRAND TOTAL	4039	

Elizabethtown office continues to have the lowest acceptance rate year over year due to low bed availability, This is a persistent issue that greatly effects the growth of this office. Elizabethtown's struggles gaining foster parents needs to be addressed in the Strategic Plan and their IOP. Aggression –

Physical and Criminal Charges/Criminal History as two of the top three denial reasons are expected to be seen in denial data.

Owensboro

Acceptance Rate	5.19%	
Reason for Denial	Quantity	Percentage of total
Distance from family - visitation too far	842	18.01%
Aggression - Physical	631	13.50%
Criminal Charges/Criminal History	600	12.84%
Defiance/Non-compliance with treatment	418	8.94%
Age - Insufficient time to complete treatment	409	8.75%
Meets criteria, but unable to place	386	8.26%
Sexual Acting Out/Reactivity	199	4.26%
Suicidal thoughts/gestures/attempts	174	3.72%
Substance use/abuse	173	3.70%
Self harm	155	3.32%
Psychiatric needs beyond scope of service	149	3.19%
Other	142	3.04%
AWOL Risk	128	2.74%
Homicidal thoughts/behaviors	127	2.72%
Aggression - Verbal	58	1.24%
Medical problems/conditions too severe	36	0.77%
Animal Cruelty	16	0.34%
Youth graduated HS	12	0.26%
Sexual offending behavior (not adjudicated)	10	0.21%
Firesetting behaviors	6	0.13%
Adjudicated sex offender (due to supervision requirements)	1	0.02%
IQ too low	1	0.02%
LOC too low	1	0.02%
GRAND TOTAL	4674	

Owensboro is the most improved office when looking at referral acceptance rates. This has translated into maintaining more placements during this reporting period. Owensboro's top denial reason was Distance from family – visitation too far with 18.01%. This is likely due to their geographic location in

the state. Aggression – Physical and Criminal Charges/Criminal History were the next two highest denial reasons with 13.50% and 12.84%, respectively.

Somerset

Acceptance Rate	9.39%	
Reason for Denial	Quantity	Percentage of total
Other	838	17.98%
Criminal Charges/Criminal History	599	12.85%
Aggression - Physical	517	11.09%
Distance from family - visitation too far	479	10.28%
Meets criteria, but unable to place	472	10.13%
AWOL Risk	373	8.00%
Sexual Acting Out/Reactivity	242	5.19%
Suicidal thoughts/gestures/attempts	226	4.85%
Self harm	186	3.99%
Substance use/abuse	142	3.05%
Defiance/Non-compliance with treatment	128	2.75%
Homicidal thoughts/behaviors	120	2.58%
Aggression - Verbal	91	1.95%
Medical problems/conditions too severe	88	1.89%
Age - Insufficient time to complete treatment	59	1.27%
Animal Cruelty	42	0.90%
Sexual offending behavior (not adjudicated)	25	0.54%
Firesetting behaviors	18	0.39%
Youth graduated HS	8	0.17%
Psychiatric needs beyond scope of service	4	0.09%
Adjudicated sex offender (due to supervision requirements)	1	0.02%
IQ too low	1	0.02%
Needs on-site school or specialized school services	1	0.02%
GRAND TOTAL	4660	

Somerset has remained very consistent in their data in two areas. Somerset continues to be the office with the highest acceptance rate at 9.39%, slightly higher than the previous reporting period. Also, Somerset continues to have a high number of referrals denied for the reason of Other at 17.98%, the highest denial reason listed. The next highest denial reason was Criminal Charges/Criminal History at

12.85%. The third highest denial reason was Aggression – Physical at 11.09%. These two reasons are expected to be seen in the top denial reasons.

Heritage Children Services Referrals

Possible Placements (total referrals)		
23,107		
Accepted Referrals	Percentage of Accepted referrals	
1,438	6.22%	
Placements Made	Percentage of youth placed in an HCS home from accepted referrals	Percentage of youth placed in a HCS home from total referrals
348	24.20%	1.51%

During this reporting period, HCS has performed better than the previous reporting period with acceptance rates overall. This reporting period saw an increase from 4.80% to 6.22% acceptance rates for the company. The standard set for accepted referrals was 10%. Year over year HCS has seen a decrease in accepted referrals until 2025 which marks the first increase of acceptance rates in several years.

Accepted referrals year over year:

- 2022 – 9.09%
- 2023 – 7.11%
- 2024 – 4.80%
- 2025 – 6.22%

Improvement

Identify Areas Needing Improvement
Other denial reasons too high in several offices. ET acceptance rate way too low, all other offices below standard.
Action plan to address improvements
HCS will address the use of Other as a denial reason in all offices. ET needs to improve acceptance rates by opening more homes to create bed availability. All offices need to increase referral acceptance rates.
Implementation of actions
HCS will address these concerns in the Strategic Plan as well as the IOP's to address the specific needs of the offices.
Determination – Follow-up
HCS will need to follow up on progression made on IOP's in Office Director Meeting every month.

Performance Analysis - Surveys

Standard

Survey participation:

Advisory Board	36%
Collateral Service Providers	7 participants
Employees	82%
Foster Parents	45%
Foster Youth	56%

Overall rating:

Advisory Board	4.93
Collateral Service Provider	4.08
Employee	3.97
Foster Parent	4.33
Foster Youth	4.29

Written Response Questions:

Advisory Board –

1. "What do you like about being an Advisory Board Member for Heritage Children Services?"
2. "What do you not like about being an Advisory Board Member for Heritage Children Services?"
3. "What can Heritage Children Services do better to improve your board member experience?"
4. "Are there any additional comments and/or concerns that you feel Heritage Children Services should be made aware of?"

Collateral Service Provider –

1. "What do you like about working with Heritage Children Services?"
2. "What do you not like about working with Heritage Children Services?"
3. "Are there any additional comments and/or concerns that you feel Heritage Children Services should be made aware of?"
4. "What type of role do you occupy as a Collateral Service Provider for Heritage Children Services' and the youth we serve?"

Employee –

1. "What do you like most about working for Heritage Children Services?"
2. "What do you not like about working for Heritage Children Services?"
3. "Are there any additional comments and/or concerns that you feel Heritage Children Services should be made aware of?"

Foster Parent –

1. "What do you like most about Heritage Children Services?"
2. "What do you not like about Heritage Children Services?"
3. "Are there any additional comments and/or concerns that you feel Heritage Children Services should be made aware of?"

Foster Youth –

1. "What do you like most about Heritage Children Services?"

2. "What do you not like about Heritage Children Services?"
3. "Are there any additional comments and/or concerns that you feel Heritage Children Services should be made aware of?"

Analysis of Data

Advisory Board

Participation: During this reporting period, 3 of 7 Advisory Board Members participated in the survey. This is a 42.86% participation rate which is higher than the standard of 36%.

Ratings: The overall rating given by Advisory Board Members was a 4.73 out of 5. This is slightly lower than the standard of 4.93. The lowest rated question was "I have been made aware of the Heritage Children Services' grievance policy." with a rating of 3.33.

Written Responses: "What do you like about being an Advisory Board Member for Heritage Children Services?" was answered positively saying that they enjoy being part of helping to shape the future of youth, that the meetings are useful with plenty of data, and that they enjoy being an outside voice to management.

"What do you not like about being an Advisory Board Member for Heritage Children Services?" was answered with all three responses reporting nothing negative about their experience as an Advisory Board Member.

"What can Heritage Children Services do better to improve your board member experience?" was answered positively by all three respondents with one respondent adding that they would like snacks to be offered at the meetings.

"What can Heritage Children Services do better to improve your board member experience?" was answered with "N/A" by two respondents and one requesting more large print info.

Collateral Service Provider

Participation: Participation for Collateral Service Provider participation is measured differently than the other categories due to such low participation and inconsistent numbers of possible participants. It is more beneficial for HCS to simply measure the number of respondents than the participation percentage. HCS had 12 respondents during this reporting period. This is much greater than the previous reporting periods. The standard was set at 7 due to the historically low participation in the survey in this category. With 12 respondents, HCS can capture much more data than in previous years.

Ratings: The overall rating during this reporting period was 3.97. This is slightly lower than the standard of 4.08. The lowest rated question in this survey was "I have been made aware of the Heritage Children Services' grievance policy for the foster children I serve." with a rating of 3.42. In 12 of the 14 questions that were asked during the last reporting period, HCS was rated lower during this reporting period than in the previous reporting period. When judging the results compared to the written responses, their overall experience seems to be positive despite the lower ratings. The lower ratings may be a reflection of greater participation generating a more accurate baseline than previous years that had lower participation. While the results are lower, the data provided will give a better reflection of what HCS needs to do to improve when working with Collateral Service Providers. The questions that generated the greatest swing in rating are areas such as communication and collaboration.

Written Responses: "What do you like about working with Heritage Children Services?" – Respondents largely reflected positive attitudes with working with HCS. Relationships with the TCM's are positive. Though the lower rated areas in the ratings noted above reflected

communication and collaboration as areas with the largest rating deficit year over year, nearly all respondents noted that communication responsiveness is prompt with TCM's. Some respondents noted that HCS is determined and genuinely care about the youth in the program.

"What do you not like about working with Heritage Children Services?" – 2 respondents noted turnover as an issue. 6 of 12 respondents noted no concerns. 2 noted issues with updates on therapy and therapists changing frequently. 2 noted foster parent issues such as being rude, relaying things that should not be told to the youth, and travelling for visits.

"Are there any additional comments and/or concerns that you feel Heritage Children Services should be made aware of?" – All answers were N/A.

"What type of role do you occupy as a Collateral Service Provider for Heritage Children Services' and the youth we serve?" – All respondents were DCBS SSW's.

Employee

Participation: Employee survey participation rate was 86.89% for this reporting period. This is performing above the standard of 82%. This is great improvement over the 69.57% rate of Employee participation in 2024.

Ratings: Overall, ratings by Employees for HCS have went up during this reporting period to 3.92 from 3.81 in the previous reporting period. All areas that rated lower during this reporting period are related to co-workers and company culture. The most significant drop in rating was with the question "I feel that my co-workers are committed to performing quality work." with a rating of 3.79, down from 4.13. This information is concerning and important for morale and growth to improve. An area of significant improvement was found with the question "The equipment that I have been issued is adequate to perform my job duties." This question has been the lowest rated question year over year but after significant changes during the current reporting period, it is both no longer the lowest rated question and has improved from a rating of 3 to 3.83.

Written Responses: "What do you like most about working for Heritage Children Services?" – Participants mentioned that they like the work environment and culture in the office. They mentioned that their co-workers are great and feel like a work family. Nearly all respondents mentioned that they love the mission of their job and helping children and youth in out of home care. Many respondents stated that they love the 4-day work week and how flexible the job is.

"What do you not like about working for Heritage Children Services?" –

This area generally contains a lot of information and HCS looks to identify complaints that are mentioned by several respondents. The more prevalent that a complaint becomes, the more widespread the issue is assumed to be. Looking at the top complaints, HCS has broken categories of complaints down into the following: Salaries, Work, Culture, Personnel, and Leadership.

Salaries – several employees complained about salaries needing to be increased.

Work – Employees say that despite the 4-day work week they still work more than 40 hours per week. Several employees complained about how the on-call schedule is handled and having to answer calls when it is not their week to be on-call. Several employees complained about redundant tasks and the need for electronic files. Several employees had complaints about the caseloads being too high.

Culture – Some employees complained about the environment in the office. Many employees noted a culture that lacks appreciation of the employees.

Personnel – Some employees had complaints about co-workers not getting their work completed and not being held accountable. Turnover was mentioned as an issue which leads to high caseloads.

Leadership – Several employees had complaints about corporate not communicating effectively. A few mentioned a lack of support from leadership to give help to the employees. "Are there any additional comments and/or concerns that you feel Heritage Children Services should be made aware of?" – This section is largely made up of suggestions that HCS can take under consideration. Some of the suggestions included not having to do multiple notes on the Out of Home visit contact note, compensation for maintaining higher than normal caseloads, improvements to training processes, etc. Many employees chose to respond "N/A" this question.

Foster Parent

Participation: Foster Parent participation was 71.54% with 93 of 130 foster parents responding. This is well above the standard set at 45%. This is the highest participation rate in recent years of measuring this data. The previous reporting period had just 22.22% participation.

Ratings: The overall rating by foster parents for this reporting period was 4.34. This is just slightly above the standard of 4.33. During the last reporting period, the overall rating was 4.40. All questions were rated very similar to the last reporting period with differences be very minor. The lowest rated question was "If I needed a translator, Heritage Children Services provided me one." at 3.92. The highest rated question was "My therapeutic case manager is prompt when attending scheduled meetings with me." at 4.51.

Written Responses: "What do you like most about Heritage Children Services?" – All comments were positive and there were consistent comments found in regards to liking the staff members of HCS, prompt communication, and support provided by HCS. Several respondents noted specific employees that they like working with. Several commentors stated that they like everything about fostering through HCS. One commentor stated that they would recommend HCS to anyone who is interested in fostering and noted that HCS is the best company they have worked with.

"What do you not like about Heritage Children Services?" – Some foster parents complained about the amount of paperwork. Two foster parents commented that they do not receive referral calls often enough. Several foster parents complained about reimbursements not being quick enough. A few foster parents commented on turnover and how this effects their experience such as needing more training for new employees in regards to crisis support. Many foster parents either indicated no complaints or answered "N/A".

"Are there any additional comments and/or concerns that you feel Heritage Children Services should be made aware of?" – The vast majority of foster parents answered with "N/A" or words of encouragement for the company and employees that they like. Some foster parents added comments in regards to preferences on training and training times. Some echoes of complaints noted in the previous question were also seen again on this question.

Foster Youth

Participation: Foster Youth participation was 50.78% with 130 of 256 foster youth responding. This is lower than the standard set at 56%. This is a much better participation rate than the previous reporting period which had 41.54% of foster youth responding.

Ratings: The overall rating by foster youth for this reporting period was 4.28. This is up from 4.17 in the previous reporting period. HCS was scored higher or the same in every question during this reporting period as the previous reporting period. The highest rated question was “I feel safe in my foster home.” with a rating of 4.52. The lowest rated question was “If I needed a translator, Heritage Children Services provided me one.” at 3.72.

Written Responses: “What do you like most about Heritage Children Services?” – most respondents remarked that they like their case manager, therapist, and/or foster family. Several commented about how they can confide in HCS staff members. Several also commented that the employees listen to them and provide help when needed.

“What do you not like about Heritage Children Services?” – most respondents commented N/A or “I don’t know” to this question. There were individual comments made that appear to be situational such as one respondent saying “the way the case manager takes the foster parent’s side about everything” or “sometimes I get told different things by different people”. “Are there any additional comments and/or concerns that you feel Heritage Children Services should be made aware of?” – almost all respondents answered this question with “N/A or “No”. A few commented on their favorite staff member or foster parent. One commented to get rid of cultural activities.

Improvement

Identify Areas Needing Improvement
Foster youth participation is lower than the standard and needs to increase in the next reporting period. Overall ratings were lower than the standard set for all groups except the foster parents. Turnover, communication, better and more thorough training of employees.
Action plan to address improvements
HCS will monitor participation rates in the next reporting period with emphasis on increasing foster youth participation. HCS will address concerns noted in low rated areas in the strategic plan and IOP’s for each office. HCS will take steps to improve turnover rates through better following of retention efforts and following policies and procedures to address issues, re-evaluating salaries, and improving morale. HCS will train employees better at both orientation and ongoing monitoring of employees.
Implementation of actions
Implementation for monitoring participation will occur during the next reporting period surveys informally with reminder emails sent to all TCM’s. Strategic Plan and IOP’s for the next reporting period will be developed and implemented. HCS has re-evaluated all employee salaries to ensure that all employees are compensated appropriately and given raises when determined necessary. Renewed focus on employee retention and appreciation is being implemented through various efforts such as spotlighting employees and communicating appreciation with employees from the corporate team. Better training of employees is being accomplished through the newly hired Training Director who will train all new employees and monitor their progress over time. They will serve as a mentor to new employees and employees whose role may have changed within the company. Some implementation of actions will be addressed in the Strategic Plan and IOP’s.
Determination - Followup
July 2026

Performance Analysis - Workforce

Standard

Standard for workforce composition:	
Females	= 80%
Males	= 20%
African-American/Black	= 20%
Caucasian	= 60%
Asian/Hispanic/other	= 20%
The standard is set to resemble the national average of female-to-male social workers along with the national average of social workers by racial and/or ethnic composition.	

Analysis of Data

HCS has the following data for workforce composition.							
Location	BG	CV	ET	OB	SS	Corp	Totals
Staff	8	11	7	7	8	12	53
Female	8 (100%)	11 (100%)	6 (86%)	6 (86%)	7 (88%)	8 (67%)	46 (87%)
Male	0 (0%)	0 (0%)	1 (14%)	1 (14%)	1 (12%)	4 (33%)	7 (13%)
A-A/B	0 (0%)	0 (0%)	3 (43%)	2 (29%)	0 (0%)	2 (17%)	7 (13%)
Caucasian	8 (100%)	11 (100%)	4 (57%)	5 (71%)	8 (100%)	10 (83%)	46 (87%)
A/H/O	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Looking at the workforce composition data and comparing it to the standard, HCS is able to determine a few trends about our workforce composition.							
Our workforce is 87% female and 13% male and 87% Caucasian, 13% African-American/Black, and 0% Asian, Hispanic or other. The percentage of female-to-male employees changed 4% with an increase in females and a decrease in males from last year. The social services field has historically been and continues to be a female dominated industry, with there being fewer males in the field. The percentage of African-American/Black employees has remained at a similar percentage range with a decrease of 1% from last year. In Kentucky African-American/Black make-up 9% of the population. While HCS is slightly under the industrial average of 20%, we are above the state population average. HCS does not currently employ Asian, Hispanic, or other ethnicities which is no change from last year. This is in large part due to Kentucky's population being comprised of 4% of members in these groups.							

Improvement

Identify Areas Needing Improvement
Lack of male employees in all offices. All employees in BG, CV, and SS identify as Caucasian.
Action plan to address improvements
HCS will continue to try to attract and retain the best and most qualified workforce possible despite ethnicity or gender. Widening the pool of candidates will help to increase diversity naturally in the offices by attracting qualified individuals of all ethnicities and genders.
Implementation of actions

HCS will recruit potential employees in varying ways to generate more qualified applicants of all backgrounds and select the most qualified individuals for the role.

Determination – Followup

HCS does not discriminate against any potential employee that meets state regulations for the job they are in consideration for. The general population composition surrounding our office locations will play a factor in the diversity of our workforce. In areas where the population is less diverse it will be more difficult to 1) find a diverse group of potential employees that currently reside in those areas and 2) find members of diverse groups that may be willing to relocate to areas less diverse than they are accustomed to living.