



CHILDREN'S DIVISION

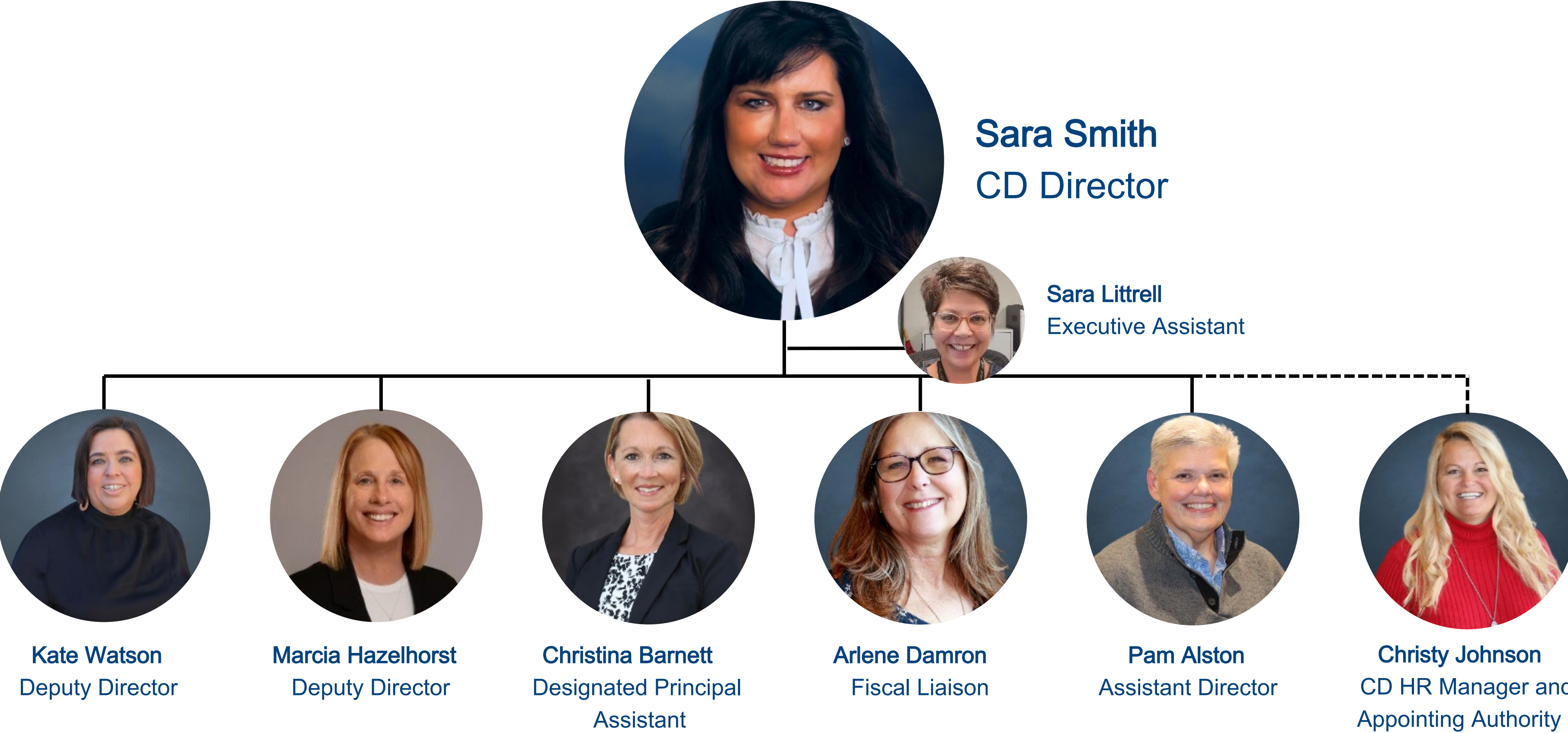
Stakeholder Call

May 30, 2025

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for the next call



CENTRAL OFFICE STRUCTURE



WELCOME

We're glad you're here!

Agenda

1. Welcome
2. Initial Priorities
3. HR Overview
4. Fiscal Team Overview
5. Safety Unit Overview
6. Administration and Prevention Overview
7. Permanency Overview
8. Regional Map, Training, PIP, and Data Overview
9. Adjourn

**Please type
your questions
in the chat!**

QUARTER 1 PLANNING

30 Days

Focus:

- Assess the programmatic and fiscal landscape of the Children's Division (CD) by engaging with team members, reviewing data, and conversing with partners
- Build a strong, motivated leadership team

Goals:

- Review options to expend the approximately \$6 million transition funding unspent available through the Family First Prevention Services Act by October 1, 2025

Priorities:

- Clear communication of Child Safety and Customer Service Response Expectations
- Effective training support for frontline workers and supervisors
- Establishing a proactive and transparent communication plan with partners

Metrics of Success:

- Performance Improvement Plan data by Region and County
- Completion of Temporary Alternative Placement Agreement and Safety Assessment Training with demonstrated competencies
- Timely responses for constituents

60 Days

90 Days

QUARTER 1 PLANNING

30 Days

60 Days

Focus:

- Program support for the frontline.
- Based on the assessment, build out plans for the second and third quarters.

Goals:

- Hire a Near-Fatal/Fatality Unit and Alternative Care Setup Team
- Shift culture and have oversight around Newborn Crisis Assessments.

Priorities:

- Reinforce the first 30day components, new worker and supervisor training development.
- On-call worker assessment for hiring practice.
- Continued collaboration around ensuring the correct placements are available for our youth.
- Oversight on the implementation of the recommendations made from the Fentanyl Case Review Subcommittee Report.

Metrics of Success:

- Seasoned, welldeveloped team members are assigned to Newborn Crisis Assessments.

90 Days

QUARTER 1 PLANNING

30 Days

60 Days

90 Days

Focus:

- Data dive and preparation for August and ongoing, stable operation rhythm.

Goals:

- Prepare teams in all program areas for the influx of reports/referrals into the CD system that occurs in August.

Priorities:

- Reinforce the first 60day components
- New worker and supervisor training outline and structure to Executive Team for review.
- Entry of needed system change request forms for electronic system functionality.

Metrics of Success:

- Allocations are above 95% full and new team members have completed training or will be in the training process by August.
- Team members will know the federal performance standards and how they align with keeping kids safe (i.e. seeing children within timeframes, seeing children in their living environment, meaningful monthly visits, reducing the number of times a youth moves placement, etc.).

HUMAN RESOURCE TEAM



Christy Johnson
CD HR Manager
and Appointing Authority



Brad Vance
HR Manager
Employee Relations



Jeremy Wilkerson
HR Manager
Position Management

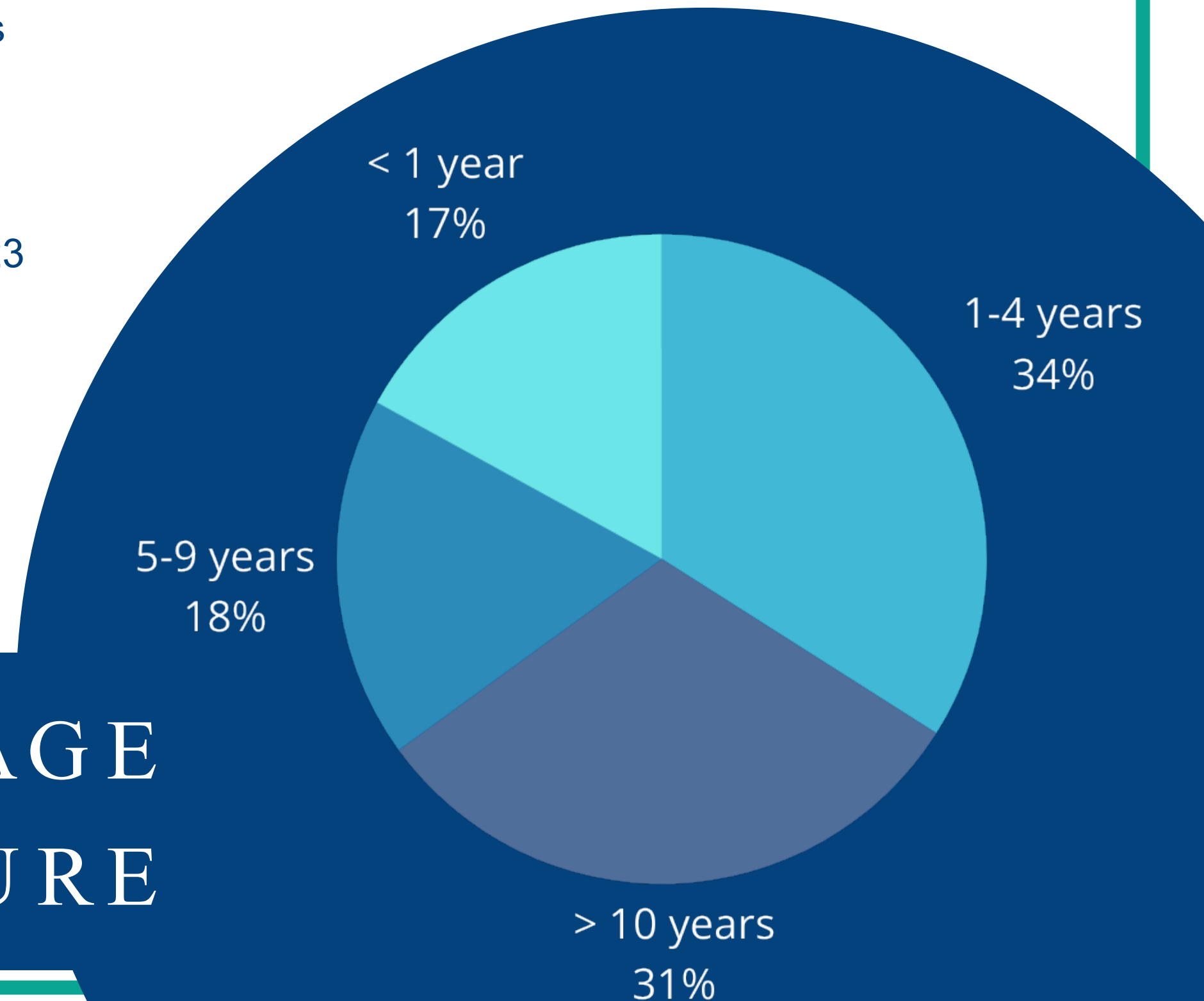


Christine Steele
Recruitment/Retention
Unit Manager

HUMAN RESOURCE TEAM UPDATES

- As of April 30, 2025, CD has 1,975 full time team members on board
 - 1,289 of those are front line workers and supervisors
- CD FY24 turnover was 28% - a decrease from 34% in FY23
 - FY25 turnover is projected to remain the same
- CD is transitioning to in-office work by June 30, 2025
 - Some exceptions may include CD employees who mainly perform field work or performing call center functions

CD AVERAGE TENURE



FISCAL TEAM



Arlene Damron
CD Fiscal Liaison



Hannah Siegel
Program Coordinator



Jennifer Schulte
Research Data Analyst



Scott Montgomery
Fiscal Notes Coordinator

CD FISCAL TEAM

- The Fiscal Team helps to resolve issues with the payment processes across the State
- We work with the Field to resolve difficult purchasing issues
- Strategize ways to provide services needed for our clients
- Monitor monthly expenditure reconciliations
- Manage contracts for services to make sure there isn't a lapse in services and provide the best services
- Oversee the Public Assistance Cost Allocation Plan to maximize Federal and Non -Federal benefitting programs
- Work with the State Auditor's Office in reviews of Internal Control processes

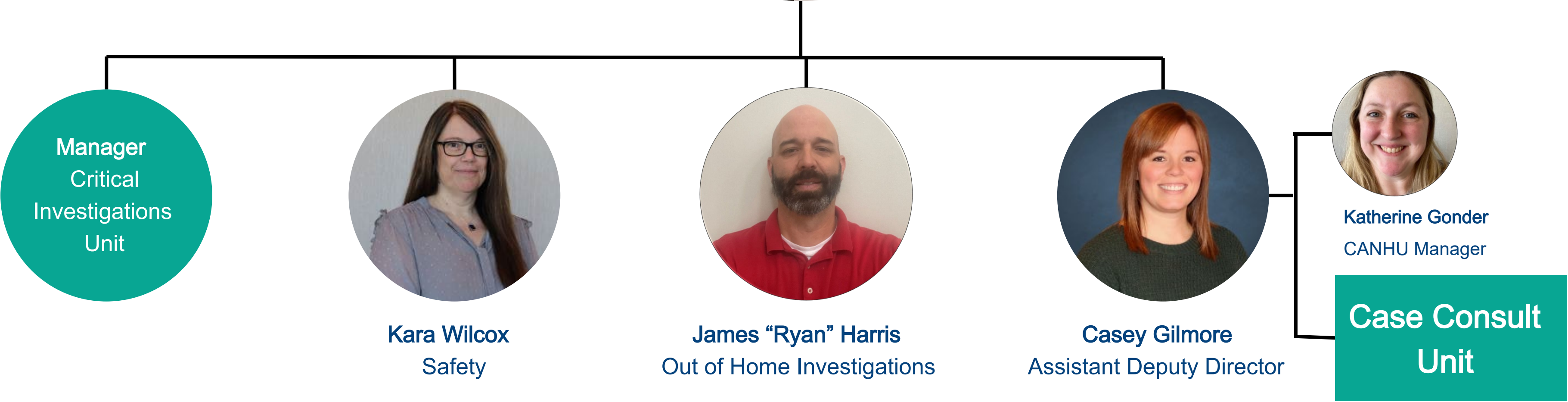
FISCAL TEAM UPDATES

- CD has responded to 352 Fiscal Notes this year - a few more than last year
- We are going to pay out Overtime for staff on the June 15 paycheck based on balances approved through May 10, 2025. Staff can retain 40 hours if requested
- We are currently preparing information for FY26 appropriations that will require new or renewed contracts. We have a few New Decision Items that we will be preparing for, to put into place once the Governor signs the budget
- HB 737 contains language that benefits administered by Railroad Retirement Board, Social Security or Veterans Administration will be held in a separate account for CD Youth. We are currently working a Scope of Work to contract with a Provider to administer the funds. This should be ready when the budget is signed
- Our other priority is working on our New Decision Items for FY27

SAFETY UNIT



Marcia Hazelhorst
Deputy Director



THE CHILD ABUSE AND NEGLECT HOTLINE

The Missouri Child Abuse and Neglect Hotline Unit
(CANHU) operates 24/7, every day of the year.

Approximately
156,000
Concerns received
in FY24

774
Record total per day

462
Record online



REPORTING CHILD ABUSE AND NEGLECT

Concerns of child abuse and
neglect can be reported by phone

800-392-3738

844-CAN-TELL

Mandated Reporters can also
report online at



<https://dss.mo.gov/cd/keeping-kids-safe/mandated-reporters.htm>

INTAKE PROCESS

- Calls are accepted, screened and classified by Children's Service Workers
- Hotline workers utilize Structured Decision Making with embedded decision trees to assess child safety and establish response times
- If information meets criteria of a report or referral, information is sent to the appropriate field office for follow-up

SAFETY UNIT FOCUS

Responsible for assessing and ensuring safety in every environment CD interacts with a child



Draft and review policy and practice around safety



Review safety assessment decisions and practices

CHILD ABUSE AND NEGLECT REVIEW BOARD (CANRB)

- What is it?
- Who can participate?
- Are there any accommodations for volunteers?

Questions? Email

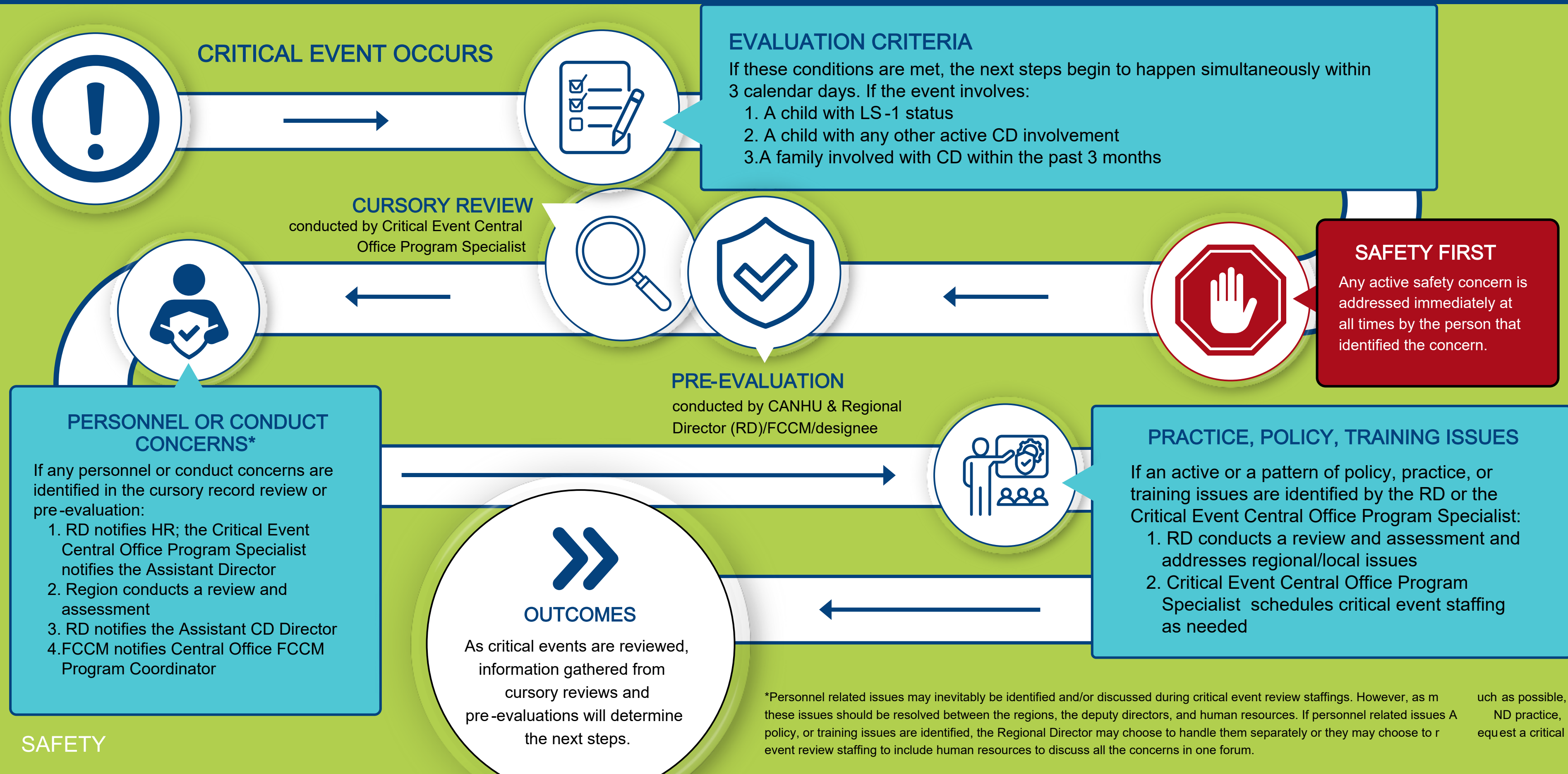
boards@governor.mo.gov



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CRITICAL EVENT REVIEW PROCESS



ADMINISTRATION AND PREVENTION

Includes: In Home Services, Residential Licensing, Human Trafficking, Constituent Services, FACES



Christina Barnett
Designated Principal Assistant



Lauren Hall
Prevention



Molly Eckman
Policy Coordinator



Mason Blair
Constituent Services



Rachel Davis
Sex Trafficking Prevention



Jennifer Richter
Residential
Licensing and BSU

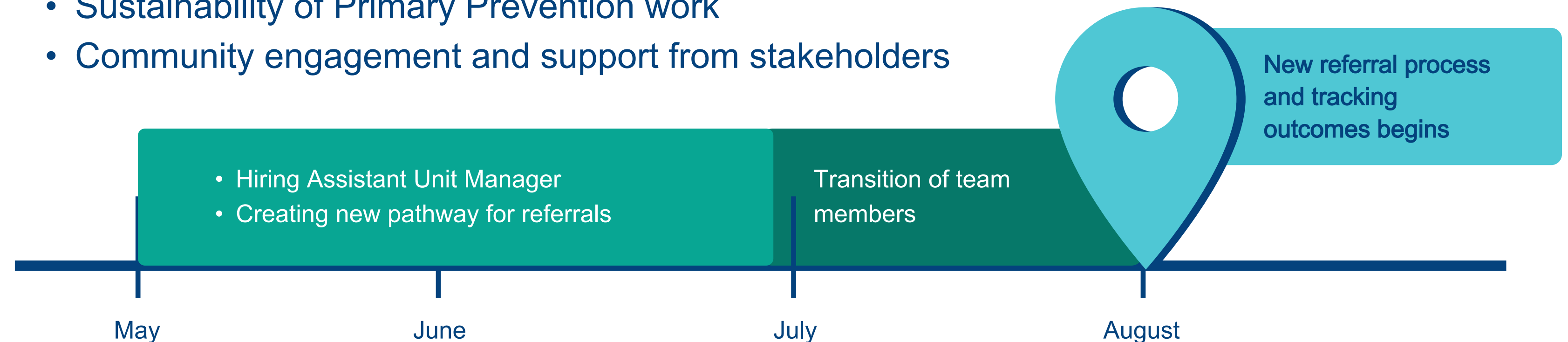


Manager
FACES

PRIMARY PREVENTION

Centralization of Primary Prevention Teams

- Consistency in Primary Prevention work statewide
- Safely supporting families in the community by ensuring the right approach to assist children and families
- Track outcomes
- Identify specific needs for families statewide and locally
- Sustainability of Primary Prevention work
- Community engagement and support from stakeholders



COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM (CCWIS)

Working to ensure CD succeeds with CCWIS Project

- Thorough review of RFP
- Continued Pre -Planning internally
- Expertise/Support from DSS
- Analyzing processes of other states
- Identifying the right team to do pre -planning and implementation

TEMPORARY ALTERNATIVE PLACEMENT AGREEMENT (TAPA)

- TAPA is the process by which CD can work with a family to divert a child to a relative placement provider while the family works with in-home services through FCS to address the identified safety threat
- Training for TAPA has been occurring across the state since the end of 2023
 - The training is a workshop style of training conducted by two central office program specialists
 - The training focuses on the foundational process of TAPA, how to implement a TAPA, and provides hands-on scenario - based work to practice and show understanding of the TAPA process
 - Currently, the TAPA training is being provided to the areas of the most need with a revamped more intensive hands -on training to improve compliance to practice, policy, and understanding of process

TAPA (CONT.)

- TAPA practice is monitored by regional leadership and central office program specialists
- When a TAPA is in place, collaboration with the local Juvenile Office occurs throughout the case
- The Team Decision Making®(TDM §) process is used through the TAPA process to help guide outcomes and actionable steps to address the safety threats and provides supports to the family
 - Section 210.123 RSMo 13 CSR 3530.030 that identifies that this isn't just CD driven - statute requires TDMs

TAP A (CONT.)

- Data for TAPAs are housed within FACES
 - The Central Office Program Administrator and the regions gather and analyze data to determine trends, process improvement needs and outcomes
 - Data can be pulled to review statewide, regional, or circuit specific information

[illegible]

TAPA - CALENDAR YEAR 2024 DATA

ADMINISTRATION AND PREVENTION

Region	Count of TAPA
Jackson	140
Northeast	301
Northwest	197
Southeast	365
Southwest	347
St. Louis	29
TOTAL	1379

TEAM DECISION MAKING[®] (TDM[™])

The TDM ξ approach is an evidence -supported family group decision -making model that quickly brings together the important people in a child's life when a safety threat is present and a decision needs to be made to keep the child safe

- The TDM model has been demonstrated to be effective when implemented to fidelity, and is classified as promising research evidence by the California Evidence-Based Clearing house for Child Welfare

TEAM DECISION MAKING® (TDM §)

- CD is in year two of implementation with Evident Change, the purveyor of the TDM model
 - The three phases of TDM meetings will be implemented over three to five years
 - Initial TDM, Placement Stability, Permanency
- Fidelity monitoring and continued implementation of the TDM approach is actively occurring throughout the state
 - Focus on TAPA TDM compliance and other fidelity measures is occurring for Initial TDM meetings – the benchmark for completion of these Initial TDM's is 95% per region



PERMANENCY & FOSTER CARE LICENSING



Kate Watson
Deputy Director



Heather Ford
Assistant Deputy Director
Foster Care Programs



Marcia Wetzel
FCCM Contract
Oversight



Jill Pingel
HIS Unit Manager



Melissa Kenny
HIS Unit Manager



Rene Brinkman
Older Youth Unit



Lauren Masterson
Assistant Deputy Director
Adoption and Foster Care
Licensing, ICPC



Dawn Rector
Residential Services

RESOURCE DEVELOPMENT

- CD is drafting regulations to establish separate licensing standards for relatives
 - Having separate licensing requirements for relatives emphasizes ensuring safety and providing support to relatives when placement is made. This change will eliminate barriers for relatives to receive financial support, and increases the state's ability to claim federal funds sooner when placing with relatives
- The Treatment Foster Care (TFC) Capacity Building contract has been released and has issued over \$1M towards the recruitment and development of treatment foster homes. In the last three years, the TFC program has increased the number of children cared for in a TFC foster home from 170 (2022) to 309 (2024) at a given point in time
- The Kinship Navigator Council is currently reviewing Kinship Navigator models approved by the prevention clearinghouse and evaluating Missouri's existing programs

INTERSTATE COMPACT ON THE PLACEMENT OF CHILDREN (ICPC)

- The ICPC unit reviews and processes roughly **1,500 referrals each year** , and ensures just under 2,000 children requiring out-of-state placement receive the same protections and services they would receive if they remained in their home states
- The ICPC unit is currently reviewing internal policy and procedure for necessary updates to ensure compliance with the compact

ADOPTION AND GUARDIANSHIP SUBSIDY

The Adoption unit is reviewing and drafting amendments to subsidy regulations to ensure compliance with federal and state statutes

An average of
500
subsidy contracts
are processed by the
subsidy unit **each month**

FOSTER CARE POLICY

- Recently released extensive childcare policy to ensure our staff have comprehensive instructions to support all parents and caregivers in need of this service (FCS, Foster Care, Resource Homes) [Memo CD 25 -09](#)
- Working on enhanced policy for working with children and families when some children are in foster care and others remain in the parental home
- New guidelines and expectations for how and when supervisors are to conduct consultations with their workers
- Strengthening education, resources and policy to ensure all infants have a safe sleep environment whether in the parental home or foster care

RESIDENTIAL

- Working on updating the CWM on independent assessment (IA) protocols to provide a reduced number of assessments per child for residential disruptions after having an IA completed which recommends residential treatment
- New Residential contracts and new pre -waiver child specific contract for developmental disabilities placements -will provide clearer expectations around safety and qualitative services
- Introducing a new bed tracker system for daily residential open bed census for placements to streamline availability and assisting with bottle necks

OLDER YOUTH

- Chafee contract
- Transitional Living Program (TLP) contract
- Missouri Youth Leadership Academy is finishing its 2nd cohort with a graduation

HB1414 UPDATE

PERMANENCY

HB1414 UPDATE

- What is House Bill 1414?
- For more information and access to the published quarterly reports visit our website: https://dss.mo.gov/hb_1414.html
 - Quarterly reports are published on or before January 1, April 1, July 1, and October 1 every year
- Find more information about HB 1414 Open Meetings here: <https://www.mo.gov/meetings/>
 - Response and Evaluation Team meetings – occur every other month
 - Response and Evaluation Team Subgroup meetings – occur quarterly

HB1414

Safety Domain Metrics:

- Worker/child Visit Completion
- Reports of Child Abuse/Neglect in Foster Care
- Sentinel Events

Permanency Domain Metrics:

- Worker/parent visits;
- Reentries into foster care;
- Timely achievement of the child's court approved permanency plan
- Stability of placements
- Provision of Older Youth Services
- Permanency plan for each child
- Social Service Plan

Well -Being Domain Metrics:

- Parent/child visit completion
- Healthy Child & Youth Exam Completion
- Residential Placement Compliance
- Education
- Training for case managers around trauma informed and trauma -based services.

Service Domain Metrics:

- Caseloads
- Effective Supervisor Ratios
- Timely reporting of sentinel events
- Cases returned to the division due to catastrophic costs or court order

FIELD OPERATIONS



Pam Alston
Assistant Director



Shawn Boyd
Training and Professional
Development Manager



Julie Starr
QA/PI



Annie Wilson
Training and
Professional
Development

Field Administration



Jennifer Chism
Northeast Director



Jana Wyman
St. Louis Director



Shasta Miller
Southeast Director



Chris Kimsey
Northwest Director



Brian West
Kansas City Director



Lisa Crawford
Southwest Director

FIELD OPERATIONS

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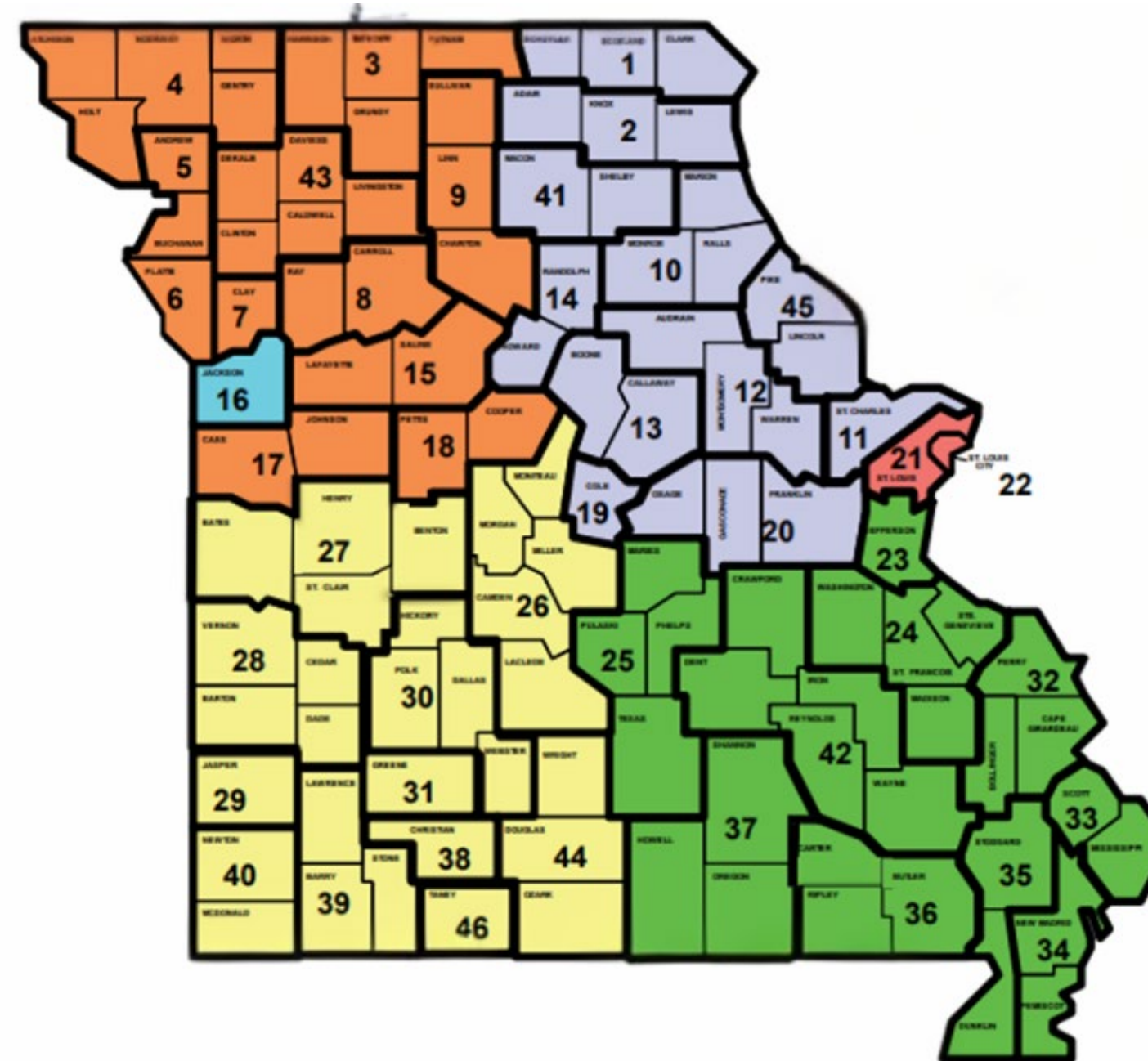
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Southeast Regional Director

Shasta Miller

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Phone: (417) 967-5105

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TRAINING

- Training is now under new leadership
 - Pam Alston, Assistant CD Director
 - Shawn Boyd, Assistant Deputy Director
 - Annie Wilson, Training Unit Manager
 - Training Unit consists of 1 Supervisor, 12 Trainers, 2 Evaluation Staff and 2 Clerical
- We will be going back in person!
- Looking at regional placement of training with centralized curriculum
- Robust curriculum to help support the frontline with day-to-day practical application
- Supervisor Training
- Adding VR technology to help staff with skills in interviewing

FEDERAL CASE REVIEW - (PIP)

Child and Family Services Review (CFSR) is a periodic review, done in partnership between the state and the Children's Bureau, that examines Safety, Permanency, and Wellbeing of children and families served by the child welfare system.

PIP Update:

Missouri has passed two items monitored by the PIP – Item 3 (Risk and Safety Assessments) and Item 14 (Worker Visits with Children).

One of the PIP strategies will re-examine the Family Support Team (FST) meeting process to ensure quality case planning, involvement of families, and the impact on timely permanency.



More information about the Round 4 CFSR can be found here:

<https://mydss.mo.gov/federal-child-family-services-review-cfsr>

Have more questions? Please contact JoDene Bogart, CFSR Coordinator,

JoDene.Bogart@dss.mo.gov



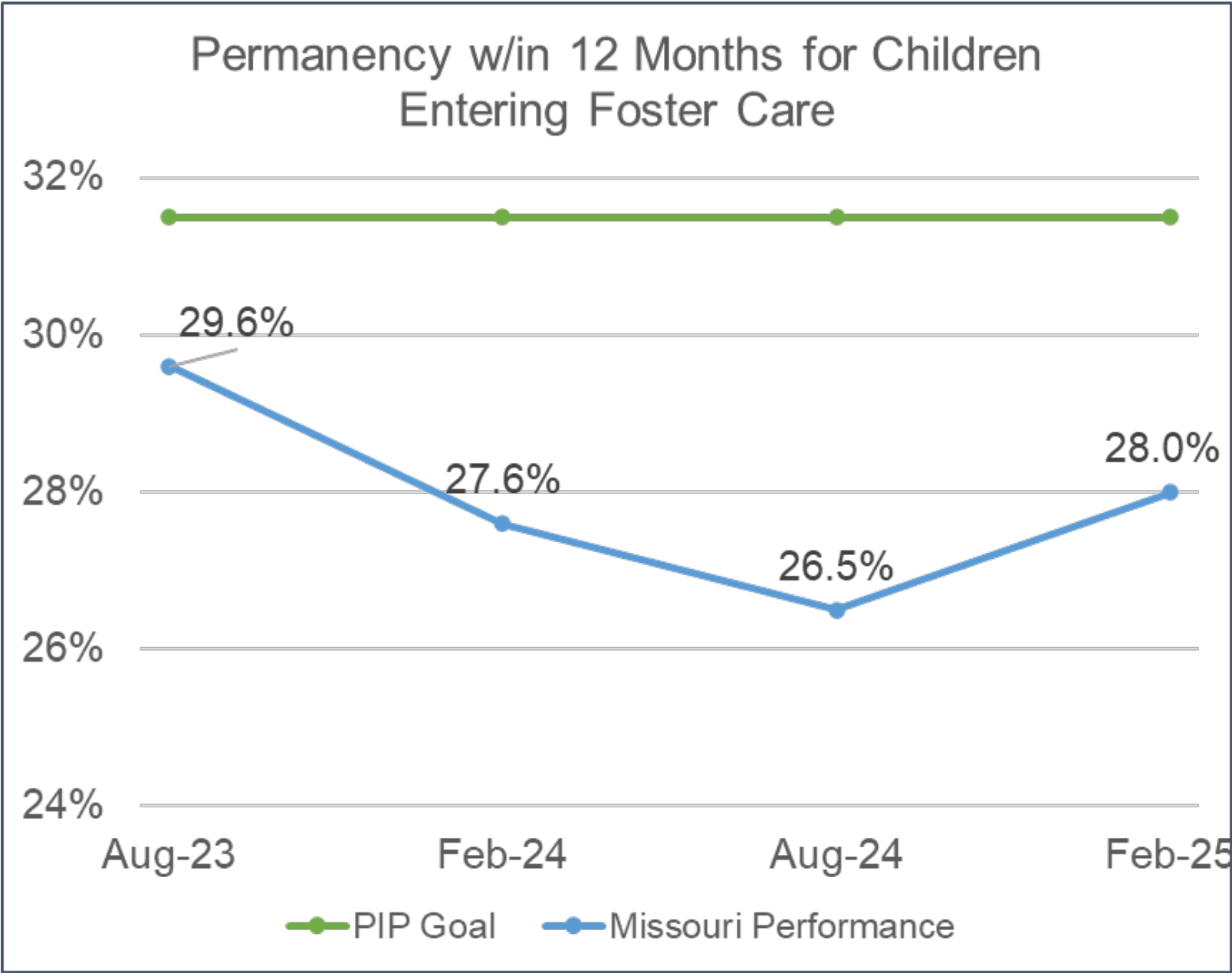
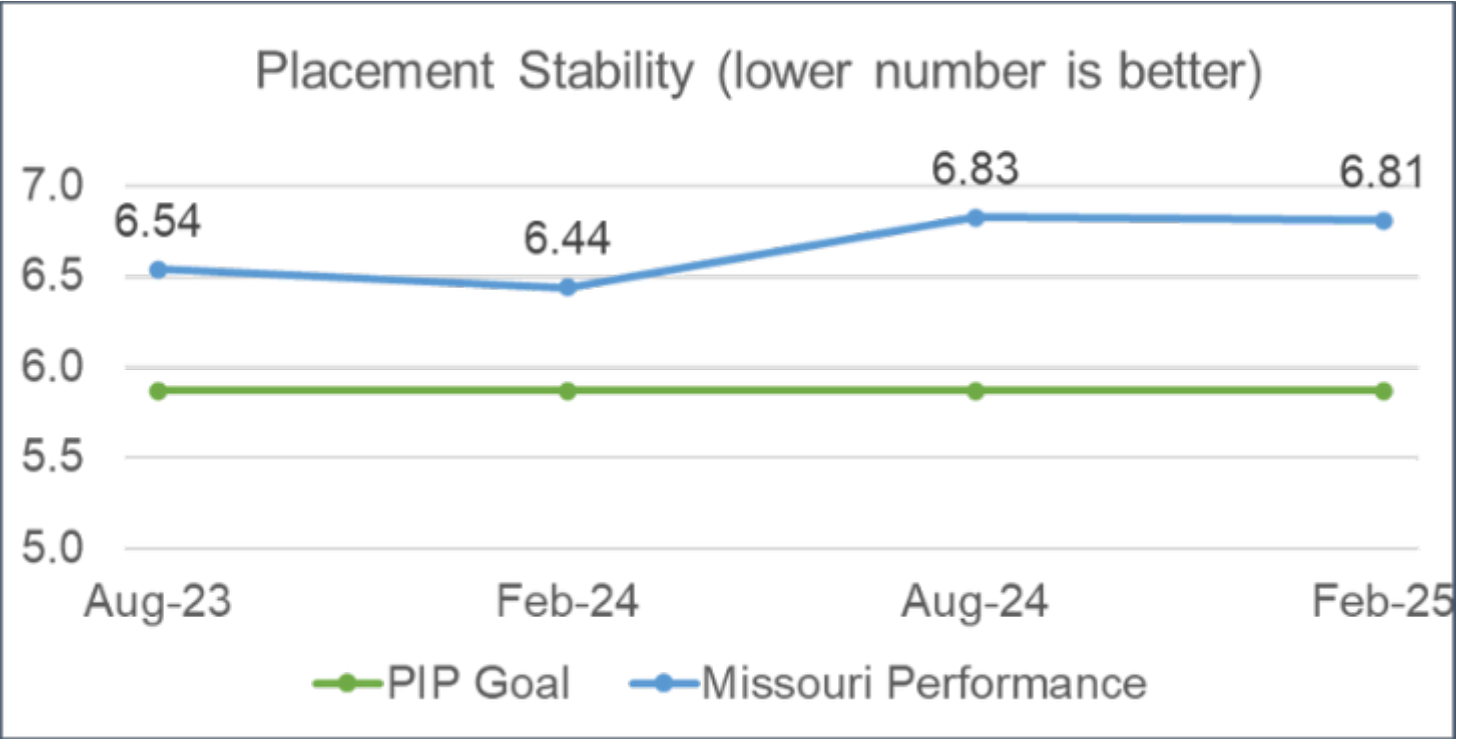
PIP - BENCHMARKS

ITEM #	Sustained Improvement Goal
Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment	77%
Item 2: Services to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	73%
➡ Item 3: Risk and Safety Assessment and Management	62%
Item 12: Needs and Services of Child, Parents, and Foster Parents	38%
Item 13: Child and Family Involvement in Case Planning	52%
➡ Item 14: Caseworker Visits with Child	59%
Item 15: Caseworker Visits with Parents	41%

Sustained Improvement Goal = Benchmark is reached during three reporting periods
High -Performance Value = Benchmark is reached one time

PIP - MEASUREMENTS & BENCHMARKS

Statewide Data Indicator	Observed Performance Goal
Permanency in 12 Months (Entries)	31.5%
Placement Stability	5.87



GENERAL DATA OVERVIEW

Children's Division published data can be found on the Department of Social Services webpage. Follow this link to find information about Child Abuse/Neglect, Prevention and Foster Care Services, as well as annual federal reporting. <https://dss.mo.gov/re/>

Annual Reports

- [Child Abuse and Neglect Annual Report](#)
- [Child & Family Services Plans](#)
- [Children's Division Annual Report](#)

Monthly Reports

- [Children's Division Management Report](#)

Don't see what you are looking for or have questions?

Contact Julie Starr, Julie.L.Starr@dss.mo.gov

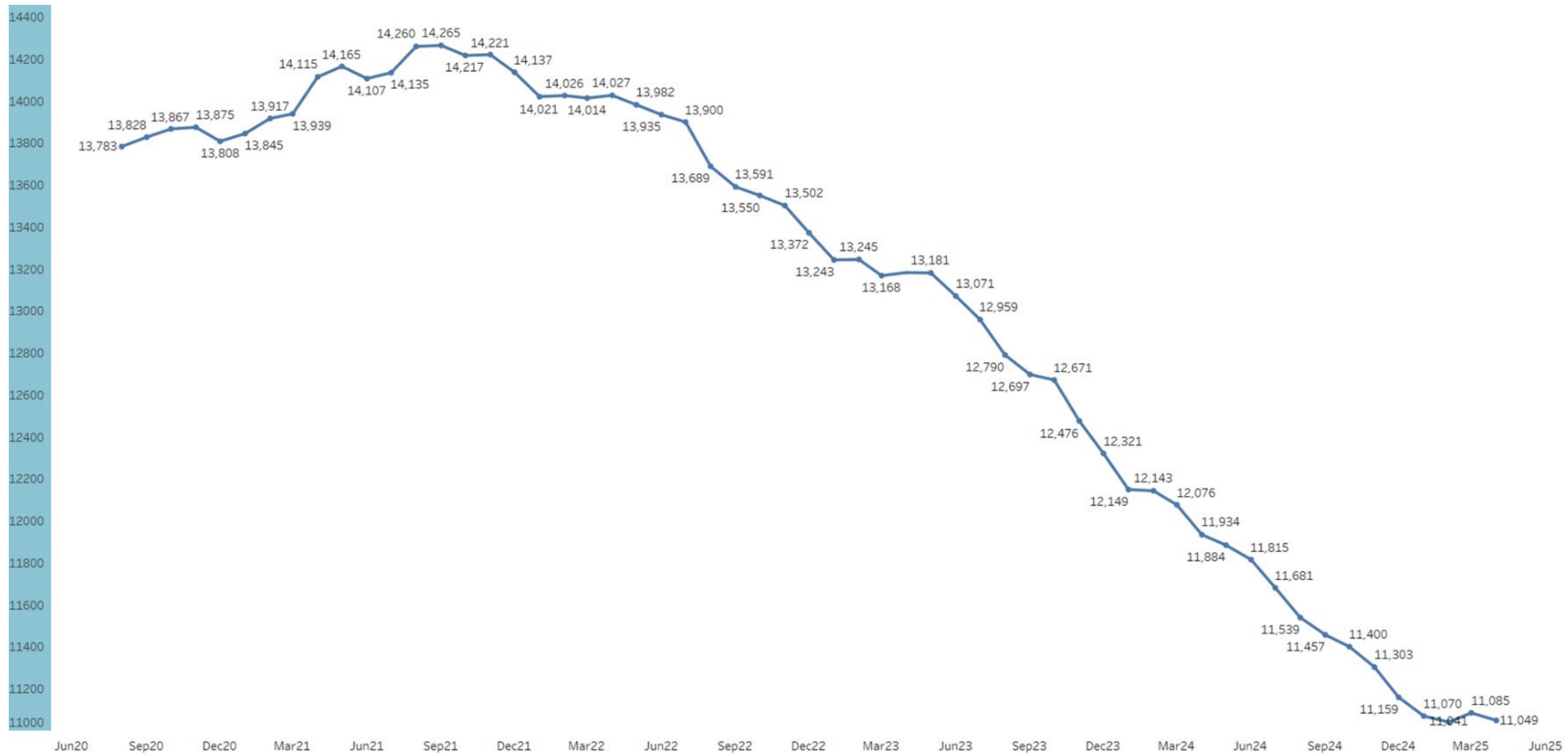
FIELD OPERATIONS

You can make a request for information at the link below



[https://dssmo.govqa.us/WEBAPP/_rs/\(S\(ja02xur0fg2uqynagvqdodeh\)\)/SupportHome.aspx?sSessionID=1095086GEGKTKFBZOSSPHUJKZWZJSYYNADUDJCPT](https://dssmo.govqa.us/WEBAPP/_rs/(S(ja02xur0fg2uqynagvqdodeh))/SupportHome.aspx?sSessionID=1095086GEGKTKFBZOSSPHUJKZWZJSYYNADUDJCPT)

STATEWIDE LS1 POPULATION OVER TIME





SAVE THE DATE

June 27 at 10:30 a.m.

Hope to see you there!

Click or Scan
to Register!



Our Mission



Empower Missourians to live safe, healthy, and productive lives.