

2020-2021 ANNUAL REPORT

A Year of Resilience



PCCYFS
PA COUNCIL OF CHILDREN
YOUTH & FAMILY SERVICES
A UNITED VOICE FOR PROVIDERS

PRESIDENT & CEO'S WELCOME MESSAGE

Friends,

This year has been a tough one. Yet, it has been a hallmark year for exhibiting the resilience and grit of the people who work to support the children and families of Pennsylvania every day. It is my honor to represent the needs of children's service providers, knowing that when I am speaking to policymakers, government officials, or anyone else, I can be confident because I represent agencies that are giving their best day after day.

This report will highlight the many ways that we were able to help elevate the field of children's services, as your premier statewide association. Please join me in celebrating the resilience of children's service providers and what our united voice has been able to achieve during a very tumultuous year.

Thank you for being a member, partner, supporter of our work.

Best,



Terry L. Clark, MPA



ABOUT US

The Pennsylvania Council of Children, Youth and Family Services (PCCYFS) is the collective voice for private agencies that serve Pennsylvania's children and their families.

PCCYFS represents nearly 100 private agencies employing more than 10,000 professionals statewide. Services include foster care/kinship care, adoption, residential treatment, behavioral health services, education, counseling, independent living/transitional living services, and others.



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SUPPORTING OUR MEMBERS THROUGH A PANDEMIC

In early 2020, the world came to a sudden halt as a result of the coronavirus disease (COVID-19) pandemic. At a time when businesses and activities were shutting down for quarantine, Pennsylvania looked to essential workers to keep urgent services operational, including the critical support of our members in

the child welfare, juvenile justice, and children's behavioral health fields. In light of this, PCCYFS swiftly mobilized to take prompt and meaningful action to support our members during a very uncertain time.

Partnership with CAI

At a point where little information and resources were known or available regarding the disease that was razing our nation, PCCYFS partnered with Computer Aid, Inc. (CAI) to hold weekly calls to begin developing resources and sharing information.



By leveraging the expertise of our network, we put together a missed appointment tracker, a fiscal impact template to help us report back to counties and legislators on COVID-19's impact on agency operations, an ongoing toolkit of COVID-related resources, and other helpful tools.

- We housed all of this information on a SharePoint site, which allowed any of our members to access these COVID-related resources, pertinent state and local guidance, and share any helpful resources with one another. This SharePoint site contains over 200 files of relevance to our members.

- After receiving feedback from members regarding their greatest needs, we held solutions-oriented calls on topics such as human resources, communication strategies, Paycheck Protective Program loan information, safety considerations, reopening policies, antibody and COVID-19 exposure testing, and other critical agency priorities.
- When personal protective equipment was extremely limited, we found strength in numbers by working with our members to put together a bulk order through one of our agency vendors.

Southeast Office

Similarly, our Southeast Office coordinated weekly calls with Philadelphia Department of Human Services, Community Umbrella Agencies, providers, and advocates to address questions regarding operations during the pandemic. Agencies were afforded regular and frequent opportunities to ask questions of one another and seek guidance from the city regarding solutions during this unprecedented time.

Fingerprinting Availability

Along with other components of our work, the availability of fingerprinting for purposes of background checks was constantly in flux. PCCYFS helped support stability for our members by keeping agencies regularly informed of new fingerprinting sites and related policy changes.

We also leveraged the physical sites of our members to identify temporary fingerprinting settings in regions where there were no other locations available.



Blanket Regulatory Waiver

In March of 2020, in order to balance the need to continue the essential work of our providers on a day-to-day basis with the practicalities of ensuring the health and safety of Pennsylvania's staff, children and families, PCCYFS requested a blanket waiver of the provisions that outline deadlines, staffing requirements, and other provider responsibilities that were impacted by COVID-19. In May, the Pennsylvania Department of Human Services (DHS) Office of Children, Youth, & Families (OCYF) released guidance suspending certain regulatory requirements, in alignment with PCCYFS' request.

Pennsylvania Department of Education Advocacy

While schools were operating remotely, there was very little guidance made available to specialized education settings such as member agencies' on-ground schools. In response, PCCYFS coordinated a Q&A with the Pennsylvania Department of Education, to address member questions and open lines of communication during multiple points throughout the pandemic, as priorities continued to shift.

Vaccination Awareness/Education

On April 2, 2021, PCCYFS hosted a webinar with Dr. Douglas B. Jacobs, MD, MPH, Chief Medical Officer and Chief Innovation Officer of the Pennsylvania Department of Human Services.

The session helped agencies overcome vaccination hesitancy among their workforce and spread awareness on the science behind the COVID-19 vaccine.

Trainings

Throughout the course of the pandemic, our Training Institute also sought timely and relevant topics to help agencies respond to the pandemic and support their workforce during this time.

Such topics included: *Supporting Families through a Pandemic: How Child Welfare Workers Can Make a Difference*, and its follow-up session: *Secondary Trauma and Self-Care – Digging Deeper, Effective Online Supervision, Ways to Lead Powerfully During Uncertain Times, Helping Children and Youth Adjust to the New Normal – Parts 1 and 2*, and *Supporting Families of Children with ADHD and/or Special Needs During Home-Based Instruction*.



COVID-Related Advocacy Successes

PCCYFS also remained in active communication with the state to advise on the ways in which the pandemic was impacting provider operations. Such communication resulted in the following wins:

- Pennsylvania DHS offered additional time for providers to submit information to become a Specialized Setting.
- OCYF postponed implementation of the standardized statewide time study process for Title IV-E providers.
- PCCYFS participated in COVID-19 Disaster Planning Meetings alongside Pennsylvania DHS.
- PCCYFS provided feedback to the House Children & Youth Committee regarding the ways in which COVID-19 has impacted children's services providers, especially as the state began to open up and transition to the "new normal."



DIVERSITY, EQUITY & INCLUSION

The pandemic further exposed vast racial inequities resulting in a year marked by social unrest. PCCYFS took the firm position that diversity, equity, and inclusion were critical components of our ability to be successful as an association and as a part of this system.

After affirming our commitment to social justice in a statement released in the summer of 2020, we also brought our statement to action in the following ways:

- In April of 2021, as providers reported challenges with staff vaccination rates, PCCYFS released a document outlining the history and context around vaccine hesitancy, especially among people of color.
- In partnership with the Black Child Welfare Administrators Association, PCCYFS hosted a series of conversations among our members based on racial equity. The conversations are intended to offer members an introspective opportunity to review their practices and policies around diversity, equity, and inclusion.
- PCCYFS now recognizes Juneteenth as a holiday to commemorate the end of slavery in the United States and celebrate the beauty of our diverse communities.
- PCCYFS intentionally created space among staff to share their perspectives and experiences related to racial equity.

REBRANDING



Under the guidance of the Board of Directors, PCCYFS re-evaluated our brand identity and enlisted a third-party agency to help us develop a Strategic Communications Plan, marketing materials and new agency logo.

Our new logo was selected because it showcased our unified voice; the collective children, youth, family; and safe, bright futures.

PROVIDING A UNITED VOICE



PCCYFS believes that a united voice for service providers across the Commonwealth is stronger and more effective than each member working independently to achieve funding and legislative goals. There is strength in numbers.

"I like knowing that PCCYFS is on my back. When our agency needs help, I know PCCYFS has access to the resources I need and I know they have the ear of the decision makers who can make the difference."

PCCYFS members contribute more than \$800 million in economic activity statewide each year. Local, regional, and statewide legislators, government officials, and other decision makers are often given more reason to listen to PCCYFS because we are one voice representing many organizations and constituents. PCCYFS lobbying efforts raise the profiles of the frontline issues providers face every day.

THE TIME IS NOW!

More than ever, agencies are finding strength, camaraderie, and success by joining forces and working together to address the needs of children, youth, and their families. A PCCYFS membership is an investment that reaps dividends for your agency, your staff, and most importantly, those you serve.

"Our PCCYFS membership has been one of the most important choices our agency has made. The educational component alone has proven invaluable to our staff's continuing education, giving them practical information they can put into practice."

PCCYFS is working to become part of one united voice on behalf of children, youth, and their families today! Please visit www.pccyfs.org for an application and additional information.

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PROMOTING AN ACCESSIBLE SERVICE DELIVERY

PCCYFS works of its members to break down barriers and build relationships between counties and service providers. PCCYFS identifies system efficiencies to enhance services and service delivery in ways that make it easier for the public to receive services. When special needs and issues arise, PCCYFS leverages the resources of its provider members to quickly identify the best resources to address the challenge and achieve successful resolution.

PCCYFS exists to:

- Promote an accessible service delivery system
- Encourage professional education and engagement
- Present a united voice to legislators, governmental agencies, and other decision makers

"I know I have the best information available about issues affecting the field due to the regular flow of communication from PCCYFS."

Annual Conference

This two-day event inspires and educates providers through workshops and presentations on critical topics surrounding child welfare, juvenile justice, education, and behavioral health.

Training

The PCCYFS Training Institute provides highly specialized training opportunities. PCCYFS offers monthly trainings focused on pertinent, thought-provoking topics. PCCYFS also offers WeDeliver on-demand training sessions, both in-person and virtually. Agencies can select a pre-existing or custom-designed training opportunity, and PCCYFS handles all the administrative details.

Workgroups

PCCYFS members find great value in statewide and regional workgroups that address critical issues pertaining to aging, juvenile justice and violence, as well as developments and challenges in specific sectors.

"To be honest, I wasn't convinced participating in a workshop would be worth time away from my day-to-day responsibilities. However, I was pleasantly surprised at the creative solutions we were able to develop by bringing our individual experiences to the table."

E-Communication

PCCYFS diligently maintains consistent communication with members through regular e-communications and a members-only website.

NOTEWORTHY ADVOCACY HIGHLIGHTS & ACCOMPLISHMENTS

One of the greatest measures of our success is through our advocacy efforts, whether through the legislature or the Administration. This past year, thanks to discussions and efforts with our partners, PCCYFS was able to accomplish the following:

- PCCYFS participated in numerous meetings related to the revision of Pennsylvania's Chapter 3800 regulations.
- In order to offer professional development opportunities to our members akin to our annual statewide conference, PCCYFS held a web-based conference on September 1-2, 2020. This two-day conference included 8 sponsors/exhibitors and offered twelve sessions to approximately 115 attendees. State Representative and House Majority Leader, Kerry Benninghoff was a special guest speaker.
- In April of 2021, we hosted a members-only meeting with OCYF Deputy Secretary Jon Rubin. This forum offered our members an opportunity to hear directly from the Deputy Secretary regarding upcoming initiatives and engage in Q&A around specific state developments.
- In June of 2021, Pennsylvania DHS proposed new rates for Statewide Adoption Network (SWAN) services based on review of data and utilization entered into the system by SWAN affiliates, a result for which PCCYFS had previously advocated.
- PCCYFS held a series of introductory meetings with legislators and leadership from the House Children & Youth Committee and Senate Aging & Youth Committee. The meetings were an opportunity for officials to better understand the work of PCCYFS, our members, and our priorities.

Insurance Liability

This past year as the challenge of obtaining insurance continued to increase both in the volume of providers impacted as well as the extent to which providers were impacted.

PCCYFS worked towards solutions, as we met with the Governor's Office, dozens of legislators, Pennsylvania DHS, and various counties, including the Pennsylvania Children and Youth Administrators Association (PCYA).

- In November of 2020, PCCYFS sponsored a free webinar for members on *Understanding the Current Insurance Climate for Child Welfare Providers: Risks of Entering Captive/Self Insurance Programs AND Solutions for the Future* in partnership with Brown & Brown Insurance.
- PCCYFS consulted with legal counsel in order to conduct an analysis of sovereign/governmental immunity as it relates to private foster care entities in Pennsylvania.
- Member agencies and PCCYFS staff presented at the PCYA Annual Conference, sharing about the unique challenges that providers are facing regarding liability insurance.
- After meeting with PCCYFS, State Representative Kate Klunk (R-Hanover) introduced liability caps legislation in support of children's services providers. PCCYFS also met with Representative Klunk on a potential solution of making unenforceable any contract that shifts liability onto the provider agency for the negligence or intentional conduct of the public agency via indemnification.

Governor Tom Wolf appointed PCCYFS President & CEO, Terry Clark to the Pennsylvania Commission on Crime and Delinquency's Juvenile Justice and Delinquency Prevention Committee for a four-year term.



WORKGROUPS & COMMITTEES

In addition to quarterly regional meetings of our membership, PCCYFS relies on the collective strength of our workgroups and committees to drive much of what we do.

- Behavioral Health Workgroup: Throughout the past year, PCCYFS grew our footprint in the behavioral health sector by contracting with Joan Erney, JD, former Executive Director of Community Behavioral Health (CBH) to serve as our Behavioral Health Consultant. Joan facilitated a monthly Behavioral Health Workgroup. The workgroup established a set of priorities, met regularly with leadership at Pennsylvania DHS Office of Mental Health and Substance Abuse Services (OMHSAS), and drafted a formal PCCYFS Values Statement. To continue the momentum of our behavioral health work, PCCYFS brought on a full-time Behavioral Health Services Manager in Summer of 2021.
- Education Services Workgroup: The Education Services Workgroup completed

a Data Report on Specialized Education Programs, which included two consecutive years of data. The purpose of this report is to provide collected data from specialized education programs to help inform the dialogue and planning around specialized education programming in Pennsylvania and to engage in continuous quality improvement. The report included data representative of 3,101 students and all 67 counties in Pennsylvania

- Foster Care Workgroup: The Foster Care Workgroup was particularly integral in helping support fellow foster care member agencies around quality practices and ways to sustain operations during the pandemic.
- Restraints in Congregate Care Workgroup: After hearing from our stakeholders, PCCYFS put together a Restraints in Congregate Care Workgroup, an ad hoc workgroup that is focused on the use of restraints in congregate settings. The workgroup is committed to identifying a research partner to help solidify the data collection and research aspects of its work.

- Delinquency and Diversion Services Workgroup: Formerly the Delinquency Services Workgroup, this group identified the critical importance of alternatives to formal juvenile system involvement by rebranding as a Delinquency and Diversion Services Workgroup. They have also been integral in identifying challenges and solutions across the state.
- Public Policy Committee: The Public Policy Committee is charged with setting the public policy priorities and strategy to implementing those priorities. Many of the aforementioned advocacy highlights were driven by the Public Policy Committee, especially around liability insurance. The Public Policy Committee also published a report of PCCYFS' 2021 Policy Priorities, which are: Liability Insurance, Workforce Development, Family First Prevention Services Act (FFPSA), Funding Structure, and Essential Services Designation.
- Membership Committee: Under the leadership of the Board of Directors, PCCYFS established a Membership Committee. The Committee will evaluate priorities such as annual dues, member engagement, quality of member services, and other relevant member needs. The Membership Committee initiated our 2021-2022 membership recruitment drive.

Southeast Workgroups

- The Resource Parent Support Worker (RPSW) Workgroup is focused on bringing together foster care providers that contract with Philadelphia. This past year, the workgroup began ongoing meetings with the Philadelphia DHS Central Referral Unit to help improve the referral process. The workgroup also continued its data collection efforts around Specialized Behavioral Health discharges and moves within the system.
- Workforce Development Workgroup: The Workforce Development Workgroup grew in size, composition, and membership. The Workforce Development Workgroup was integral in pushing for trainings to enhance our current workforce, including a Supervisory Series, a session on documentation, and others. The workgroup will be leveraging the support of an intern to help grow its work.
- Southeast Region Council (SERC): SERC is the leadership group that guides the direction of the Southeast Office. Given the current size and scope of the Southeast membership, SERC decided to evolve into an Executives Workgroup to replace the current leadership structure of the Southeast.

PCCYFS TRAINING INSTITUTE

The PCCYFS Training Institute is committed to the development of our child-serving workforce by offering high-caliber trainings at an affordable rate through our ongoing calendar of webinars and on-demand WeDelivers, which are agency-specific trainings for which PCCYFS covers all administrative needs.

- This past year, the Training Institute held 37 webinars that offered professional development opportunities to 610 registrants.
- The Training Institute began to offer new and relevant training topics, including *Motivational Interviewing: fourteen hours of training to help introduce professionals to this evidence-based practice.*
- Given the Governor’s “Trauma-Informed PA” plan, released in July of 2020, the Training Institute also emphasized the portfolio of trauma-informed trainings this past year.
- In the Fall of 2020, we offered trainings specific to Behavioral Health topics, as developed by our behavioral health consultant, including *Medicaid 101 and Introduction to Value-Based Payment Methodology.*
- Throughout the spring and summer we held



- a four-session leadership series, focused on upskilling caseworkers into supervisor positions: *Leading a Diverse Team; How to Become Recognized as a Leader; Responding to Ethical Dilemmas: There is Support; Transitioning to Leadership: Agency/Unit Mission, Remote Leadership with Boundaries.*
- Especially given the remote environment, PCCYFS offered more WeDelivers than ever before. This past year, PCCYFS provided 69 WeDelivers to dozens of agencies, by offering training to their staff and resource parents.

STRATEGIC PLAN

In early 2020, the PCCYFS Board of Directors embarked on a strategic planning process to guide the direction of the organization for the next three fiscal years. The process began with a discussion with our members, initiated during regional council meetings, to ensure we offered all members an opportunity to provide feedback. Each region engaged in a facilitated Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis. Based on this feedback, the Board identified four strategic pillars: Financial, Members, Internal Business, and Learning and Growth. Within each pillar, the Board identified 2-3 strategic goals to monitor PCCYFS'

progression and defined metrics to measure the achievement of these goals.

During this process, PCCYFS also identified a new mission statement to better align with its current goals and composition. This new mission statement will better clarify our purpose and guide our steps in the direction we would like to go:

PCCYFS is a leading statewide membership organization serving as a united voice for our valued partners through education, data, resources and advocacy towards achieving a brighter future for children, youth and families.

Pillar	Objectives	Purpose
Financial	Diversify Revenue Streams	Maximize Opportunities for Multiple & Diverse Revenue Streams
	Establish a Healthy Fund Balance	
	Return on Investments/Grow Investments	Grow Non-Operating Revenue Through Strategic Investment
Members	Diversify & Increase Membership	Provide a Structure to Diversify Membership to be Representative of All Provider Organizations
	Be Proactive with Current Environment	Reach Out to Media and Other Key Stakeholders with Information that Positively Represents the Council's Constituency
	Engage Board and Members	Increase Board and Member Involvement in the Council
Internal Business	Promote Staff Development	Improve and Enhance the Skill Set of Existing Staff and Improve Organizational Capacity
	Improve Infrastructure and Capacity	
	Alignment of Resources with Needs of Members	Prioritize Resources of Council to Align with Needs of Membership
Learning & Growth	Influence Public Policy for Improved Provider Health	Develop a Public Policy Platform
		Increase Legislative Outreach and Advocacy in Order to Influence Public Policy
	Reposition as Thought Leaders	Create a Virtual Knowledge Hub for Members



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