

VIRGINIA'S



TASK FORCE

Safe & Sound
TASKFORCE

VALHSO

SEPTEMBER 29, 2022

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TASK FORCE

Charter

**END THE PHENOMENON OF KIDS IN FOSTER CARE
SLEEPING IN OFFICES, HOTELS AND ER UNNECESSARILY
(BY JULY 1ST)**

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Problem

IN 2021, OVER A 6 MONTH PERIOD, 162 KIDS WERE DISPLACED

324 PER YEAR OR 27 PER MONTH AVERAGE.

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Solution

**VIRGINIA GOVERNOR GLENN YOUNGKIN LAUNCHED THE
SAFE AND SOUND TASK FORCE ON APRIL 1, 2022, THE
74TH DAY OF THE ADMINISTRATION.**

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Approach

TEAM-CENTERED
PRINCIPLE-BASED
RESULTS-ORIENTED

Courage: While the kids in this population are difficult to place, they are not impossible to place. **Kids are more than their files.** This is a worthy challenge.

Creativity: In order to solve this challenge, we will have to try things we have not tried before, while staying committed to the safety of kids, their families and their workers.

Coordination: This challenge requires **even more** coordination both inside government between multiple government agencies and outside government with community partnerships. The responsibility for solutions does not rest with any one agency, **but the solution lies with each of us working together.**

Context: Some kids need the stabilization that facilities bring before they can thrive in a family but generally kids need short term stabilization and anything more than that hurts and undoes progress.

Commitment: We are committed to finding a safe, sound and sustainable placement for each child.

Compassion: We will practice empathy and believe the best of others, **especially the kids we are serving.**

PHASE 2 GUIDING PRINCIPLES



GROUND RULES

Coordination: We will overcommunicate with each other and ask ourselves consistently - who else should be part of this solution?

Creativity: We will challenge the norms when possible. We will include people who may not have been part of the solution before. Ask: Is there a better way?

Courage: We will need to do things differently and take mitigated risks, not overprotecting kids.

Context: These are huge efforts that no one has been able to tackle before.

Commitment: We will keep going even though it's hard.

Compassion: We will have grace for other perspectives, keeping kids at the forefront.

Results

**THE CURRENT AVERAGE OF
DISPLACED KIDS IS 3 PER MONTH.**

**89%
REDUCTION**



1 GOVERNOR'S OFFICE PRIORITY

Governor Youngkin used the power of the Governor's Office to solve this crisis. This was a crucial factor because it created a sense of inevitable success.

2 MULTI-AGENCY CORE TEAM

The Task Force built a 10-member multi-agency team of subject matter experts, and the team reflected the complexity of the challenge.

3 BUY-IN FROM STAKEHOLDERS

After identifying an inclusive group of stakeholders, the Task Force built buy-in during two hybrid meetings (70 in person; 30 online) at the Governor's Office.

4 COMMUNICATED GROUND RULES

Having an objective convener who can create a space where core team members could admit previous mistakes and fix them was a key component.

5 CLEARLY IDENTIFIED THE PROBLEM

The Task Force conducted an innovative workshop-style, post-it note exercise to assure the loudest voices didn't dominate, resulting in 500 data points on problems. We also developed and read 3 narratives to build empathy for other stakeholders.

6 CLEARLY IDENTIFIED SOLUTIONS

Although the full TaskForce met to develop solutions, the Core Team developed most of the solutions, based on categorizing and assigning phases to the 500 "problem" data points.

7 DEFINED & MEASURED SUCCESS

With a crystal clear objective, the Task Force sent a daily tracker to keep goals in the forefront and celebrated victories when they reached milestones along the way.

8 APPOINTED OBJECTIVE CONVENER

The Task Force lead created a space marked by transparency, creative problem solving, and a solid belief that this challenge was able to be solved.

9 MODELED CREATIVE BARRIER BUSTING

At every turn, we modeled the problem solving skills that we wanted the local DSSes to emulate. The Task Force members consistently asked providers, "How can we get to a "Yes"?"

10 HUMANIZED THE PROCESS

The Task Force was committed to showing appreciation, praising good work, building trust, prioritizing relational capital, and verbally rewarding creativity, courage and core values.

Thank you!

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Phase Two

**PHASE 1:
FUNCTIONALLY END PRACTICE** APRIL - JUNE

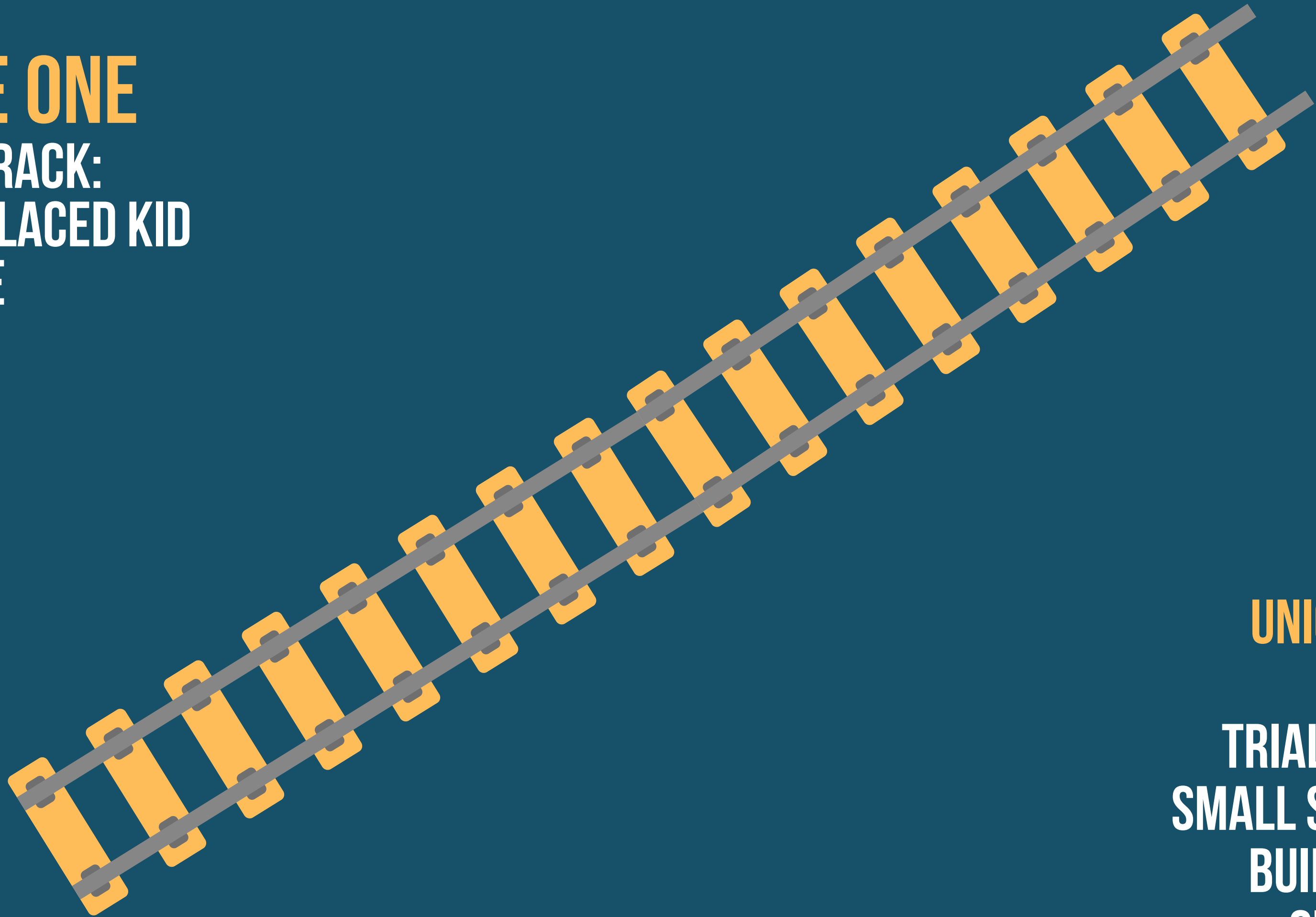
JULY - 2025

**PHASE 2:
SYSTEMIC
CHALLENGES**

**CONFIDENTIAL
WORKING
PAPERS**

PHASE ONE

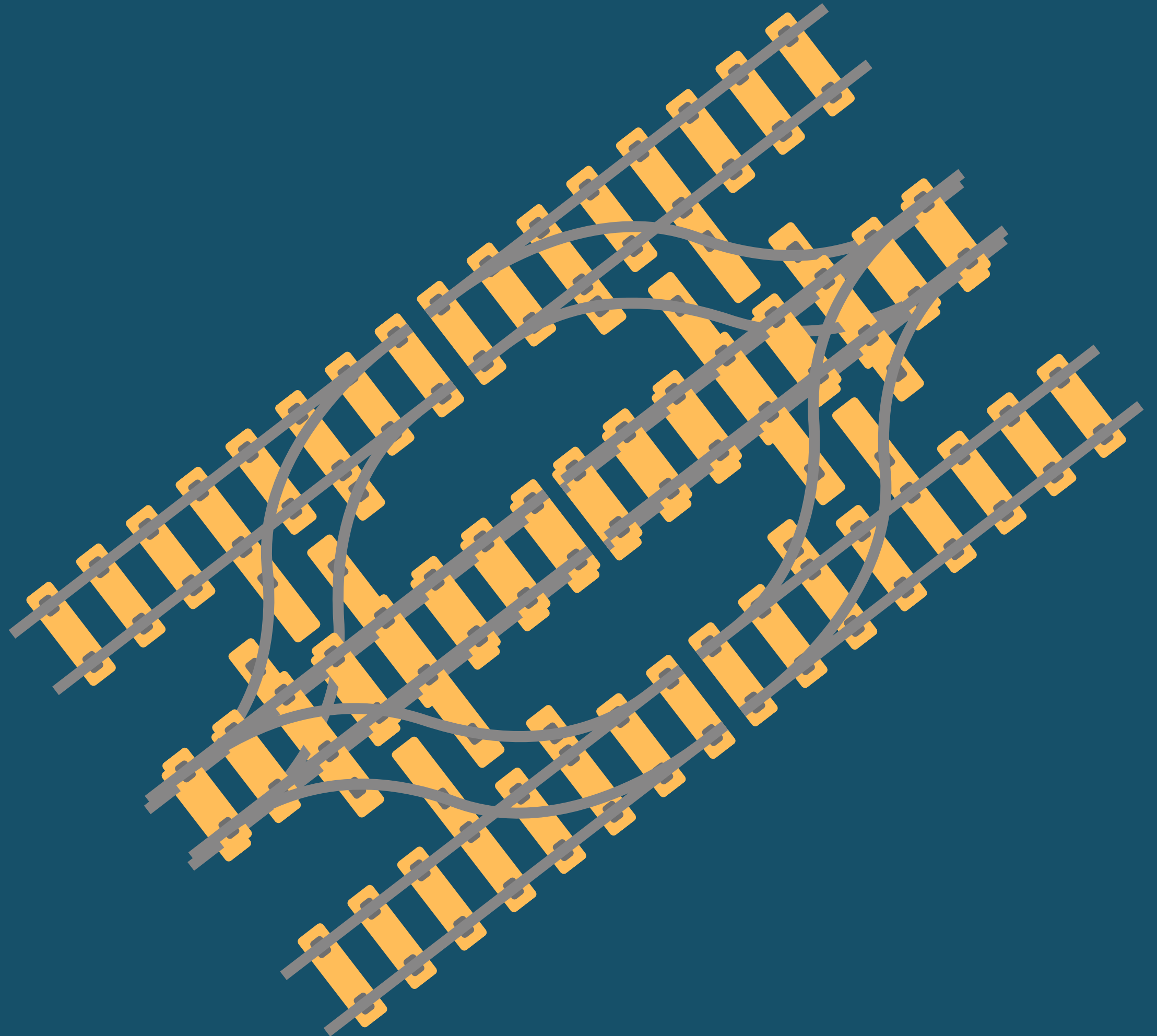
SINGLE TRACK:
END DISPLACED KID
PRACTICE



UNIQUE TRAITS:
LEARNING
TRIAL AND ERROR
SMALL SAMPLE SIZE
BUILDING TRUST
SINGLE FOCUS

PHASE 2:

**MULTI-TRACK
WITH SIGNIFICANT
AGENCY &
ISSUE
OVERLAP &
INTERDEPENDENCE**



OBJECTIVES

Reduce the unnecessary use of congregate care for children in foster care

OBJECTIVE 1

Affirm the importance of the family unit by increasing the number of intact families

OBJECTIVE 2

Leverage public/private partnerships to operationalize the community's role in supporting vulnerable kids and families

OBJECTIVE 3

WHY OF OBJECTIVE ONE

Reduce the unnecessary use of congregate care for children in foster care.

If a child is ever placed in congregate care, they are 91% more likely to age out of foster care.

WHAT OF OBJECTIVE ONE

Reduce the average length of stay for children in foster care by 30% (24 months/34 months)

Find family-based placements for the 100 kids who have been in congregate care the longest

OBJECTIVE 2

Reduce the unnecessary use of congregate care for children in foster care

OBJECTIVE 1

Affirm the importance of the family unit by increasing the number of intact families

OBJECTIVE 2

Leverage public/private partnerships to operationalize the community's role in supporting vulnerable kids and families

OBJECTIVE 3



Grayson

Virginia's Kids
BELONG

WHY OF OBJECTIVE TWO

Affirm the importance of the family unit by increasing the number of intact families

50% of "Safe and Sound Phase 1 kids" were placed into foster care through CHINS petitions.

WHAT OF OBJECTIVE TWO

Reduce the number of birth, kinship, foster and adoptive family disruptions by an average of 20%.

OBJECTIVES

Reduce the unnecessary use of congregate care for children in foster care

OBJECTIVE 1

Affirm the importance of the family unit by increasing the number of intact families

OBJECTIVE 2

Leverage public/private partnerships to operationalize the community's role in supporting vulnerable kids and families

OBJECTIVE 3

WHY OF OBJECTIVE THREE

Leverage public/private partnerships to operationalize the community's role in supporting vulnerable kids and families

50% of foster families quit within the first year largely due to a lack of social support. 90% quit within 5 years.

WHAT OF OBJECTIVE THREE

Launch a statewide, Governor's office-led Community Engagement effort that educates, equips & engages 1000 Virginians to provide volunteer wrap around support to vulnerable children and families.



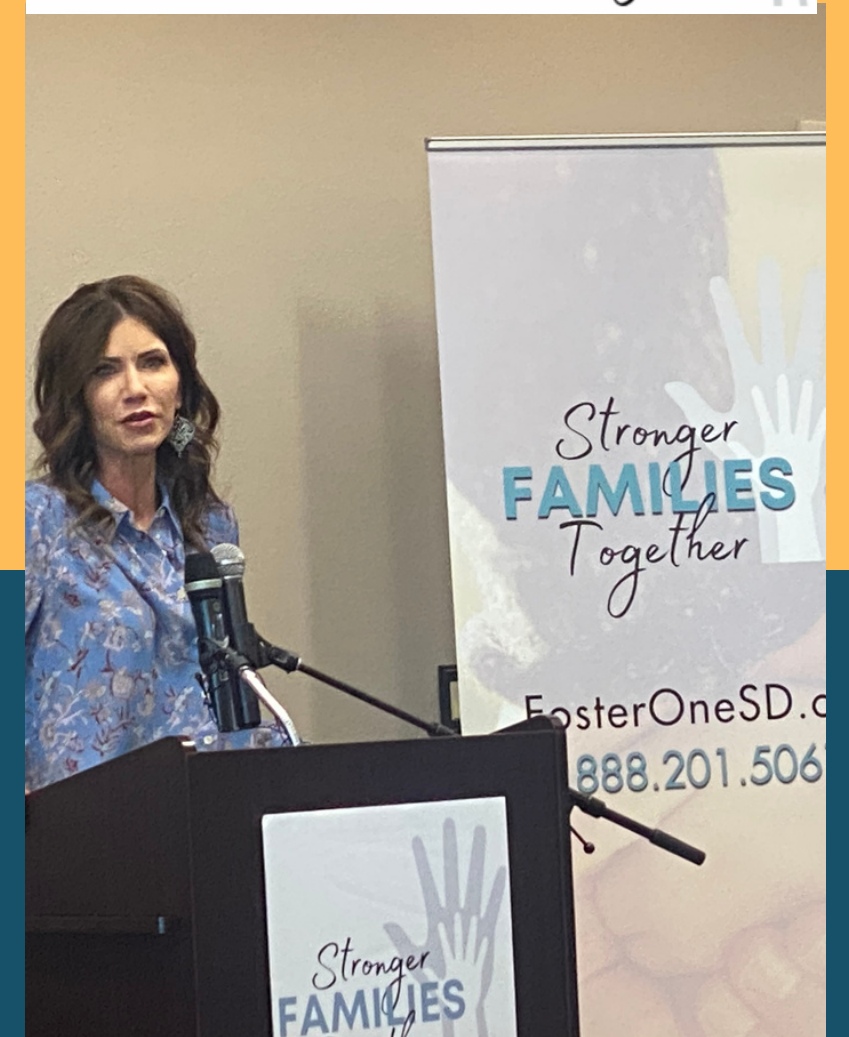
42% increase in foster families in 12 months



Surpassed recruitment goals 5 years straight, 40+% increase yearly



400% increase in foster parent training class size in Henrico County



Set 5 year high recruitment record in year 1 of program

RESULTS

Bottom LINE

Recruiting 1000 new Virginians to support vulnerable kids and families through public/private partnerships will...



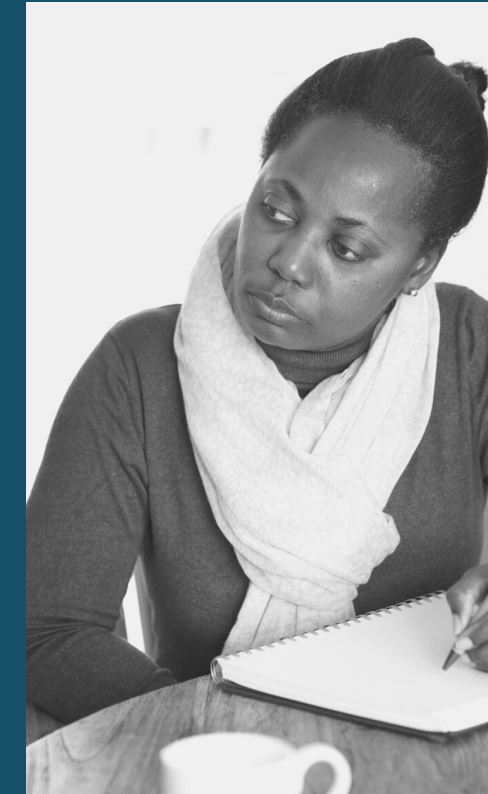
**SAVE
TAXPAYERS
\$30 MILLION +
PER 100 KIDS**



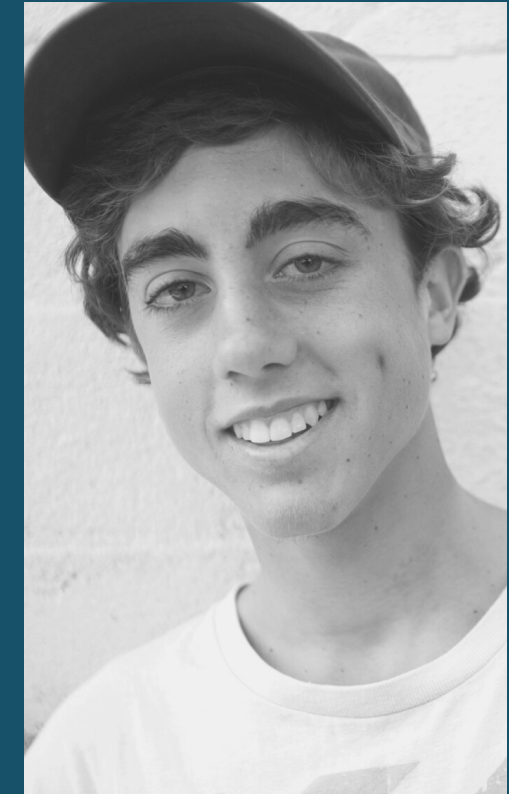
**CREATE
SUSTAINABLE,
NON-GOVT
CHANGE**



**BUILD CAPACITY
AT LDSS & THE
ENTIRE SYSTEM
OF CARE**



**HELP FIX OUR
CHILD WELFARE
WORKFORCE
CHALLENGES**



**IMPROVE KIDS'
HEALTH AND
WELLBEING
LONG-TERM**

Thank you!

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