



CHILD AND FAMILY SERVICES AGENCY

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2024

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1 CHILD AND FAMILY SERVICES AGENCY

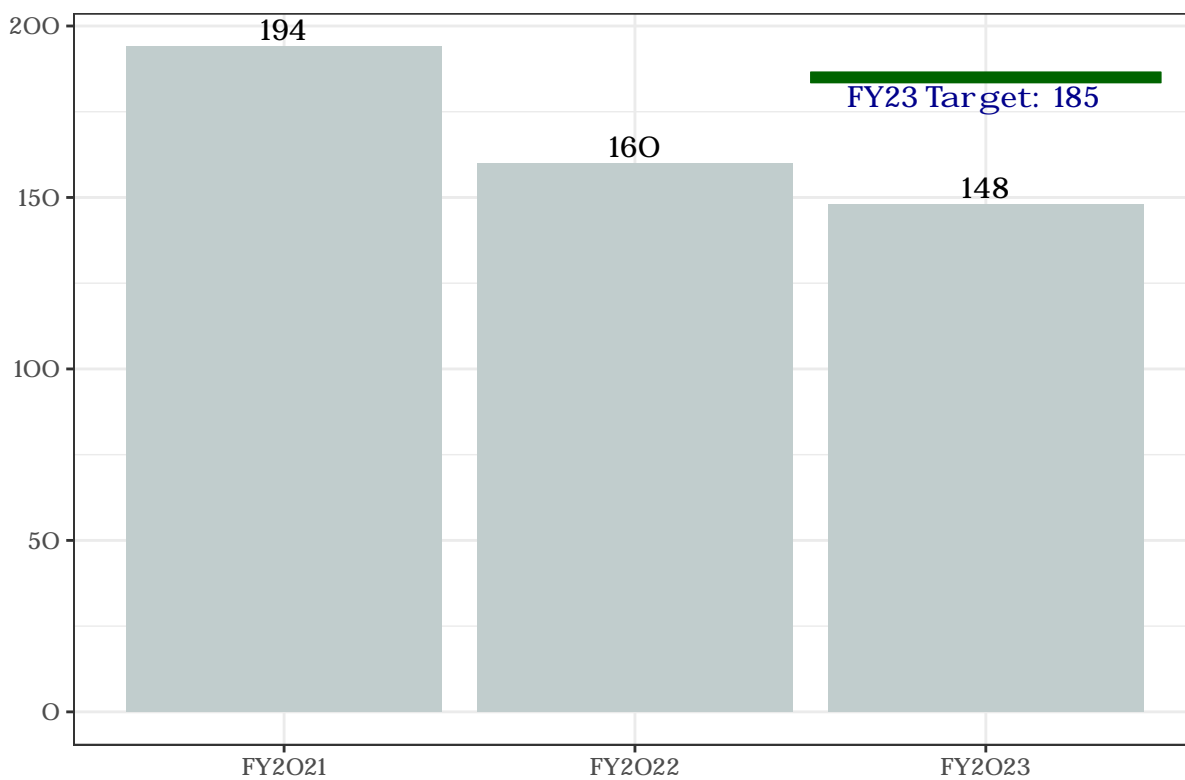
Mission: The mission of the Child and Family Services Agency (CFSA) is to ensure the safety, permanence, and well-being of abused and neglected children in the District of Columbia and to strengthen their families.

Services: The DC Child and Family Services Agency (CFSA) operates a 24-hour hotline and is a first responder to reports of child abuse and neglect in the District. Essential functions also include supporting and strengthening at-risk families, protecting children through foster care when necessary, and managing adoption of children who cannot return to their birth homes. CFSA works with community partners to expand the range of neighborhood-based services that help to prevent child abuse/neglect and support District families before, as well as after, they become involved with child welfare. CFSA also works with public and private partners to expand the network of resources serving child and youth victims of abuse/neglect and those at risk. The agency is divided into two core offices: Program Operations and Office of the Director.

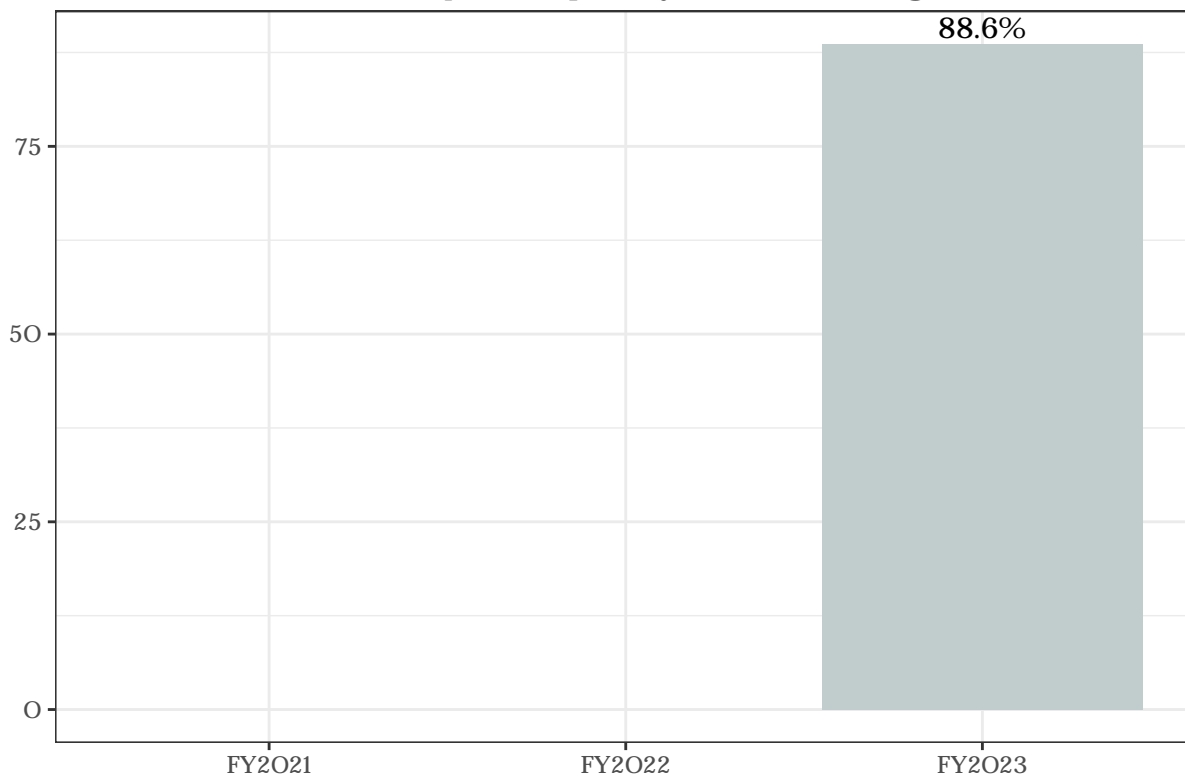
2 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>CFSA collaborated with the Office of Unified Communications (OUC), various other DC agencies, DC residents with lived experience and community organizations to develop a 211 warmline. 211 will soft launch on October 30, 2023.</p>	<p>CFSA will bolster its prevention efforts and decrease CPS investigations when possible. CFSA will continue to decrease children entering foster care.</p>	<p>This will provide DC residents a unified social service and resource referral line. Residents in need will be connected to DC government systems of care and community based services. 211 will support keeping families together and providing more convenience to residents to access resources and services. Families will less likely be involved with DC's child welfare agency when challenges are poverty and a lack of resources.</p>
<p>CFSA launched the Kinship Navigator Platform online at www.kinshipdc.org. A mobile app was launched for this platform as well.</p>	<p>CFSA has been able to better meet the needs of families and children served through this program by hearing directly from information shared through the applications completed. CFSA is able to improve their impact and scope of support to truly meet needs and provide useful resources.</p>	<p>The online access puts services and resources at the hands of residents and the families of children served by CFSA. This website allows caregivers to apply for caregiver subsidy programs and emergency financial assistance. The website also gives residents additional information on foster parent recruitment, events, and eligibility for resources and services.</p>
<p>CFSA continues to engage those with "lived experience" and have created the Lived Experienced (LEx) Council. Individuals with lived experience have been involved with government systems such as child welfare, corrections, homelessness, etc. CFSA continues its partnership with Howard University's School of Social Work and Dr. Bruce Purnell of the Love More Movement to provide development opportunities for people with lived experience.</p>	<p>The LEx Council has effectively partnered and contributed their expertise and participated in the development of CFSA's child and family well being system that will meet families where they are in their communities once fully launched. Collaborating with the LEx Council has increased transparency, inclusion, and trust within the community.</p>	<p>The LEx Council is comprised of District of Columbia residents. The council helps make decisions that are in the best interest of the community and helps guide CFSA regarding the transition from a child welfare system to a full functioning child and family well being system. Those with lived experience provide a community view on the effectiveness of government based from their lived experience. This gives residents an active role in functions that support decisions affecting their communities. CFSA has also developed a compensation structure for participants on the LEx Council in addition to capacity building.</p>

New entries into foster care



Increase acceptable quality of CPS investigations



3 2023 OBJECTIVES

Strategic Objective

Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood.

Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe.

Ensure Child Well Being - Every child is entitled to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement.

Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care.

Create and maintain a highly efficient, transparent, and responsive District government.

4 2023 OPERATIONS

Operation Title	Operation Description
Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood.	
Dedicated Services for Older Youth In Foster Care: Daily Service	The Office of Youth Empowerment (OYE) serves older youth, ages 16 to 21, in care. OYE provides programs, services, and supports to prepare these young people for successful adulthood while continuing to seek permanent homes for them through reunification, guardianship, or adoption.
After Care Services: Daily Service	CFSA will work with community partners to provide Aftercare services to Foster Care Youth who Age out of Foster Care.
Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe.	
CPS-I: Daily Service	Maintains 24/7 protective services for children, including the District's hotline for reporting child abuse/neglect and necessary investigative responses.
In-home Services Administration: Daily Service	Monitors and assists families through 10 social work units co-located with the Healthy Families/Thriving Communities Collaboratives. This administration also manages the agency's rapid housing program which assists kin, transitioning youth, and families reunifying with housing resources.
Thriving Families Safer Children: Key Project	CFSA's mission is to respond to incidents of alleged child maltreatment, abuse and neglect, as well as to respond to safety risks for children. We enter into a family's life to support them in mitigating concerns so that their children are safe, and the family can remain together. This work is only truly feasible if it is part of an engaged and accountable system of care for families. In the District of Columbia, this system should be comprised of multiple agencies within the Health and Human Services cluster, community-based organizations, and community members themselves. The goal of the Thriving Families, Safer Children (TFSC) initiative is to right size the role of the child welfare agency within the broader Child and Family Well Being System and center families and youth with lived experience in the design of system at large.
Ensure Child Well Being - Every child is entitled to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement.	
Health Services Administration: Daily Service	Provides in-house medical screenings for children and youth before entry into out-of-home care and a full medical evaluation within 30 days.
The Office of Well-Being: Daily Service	The Office of Well-Being plays a leadership role in defining, supporting, and enhancing the overall well-being of children and youth involved with child welfare. CFSA uses trauma-informed and evidence-based practices, with the goal of achieving measurable and meaningful outcomes in the well-being domains of education, cognitive functioning, physical health and development, emotional and behavioral functioning, and social and emotional functioning within the context of a trauma-informed system. The Office of Well-Being includes four specialty areas (education, substance abuse, domestic violence, and day care) that support these outcomes, in addition to the Health Services Administration that provides in-house medical screenings for children and youth before entry into out-of-home care and a full medical evaluation within 30 days.
Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care.	
Program Operations - Permanency: Daily Service	Provides permanency support, consultation, technical assistance, training and case management for children from inception of concurrent permanency planning through finalization of adoption or guardianship.

(continued)

Operation Title	Operation Description
Placement Services Administration: Daily Service	Identifies appropriate settings that can meet the needs of children and youth who must leave home temporarily to be safe.
Kinship Support Administration: Daily Service	Conducts Family Team Meetings to prevent removal, when possible, and conducts other activities to engage and support relatives in caring for their children.
Foster Care Resources Administration: Daily Service	Recruits District-based foster care resources, and identifies group homes and independent living programs for children and youth; provides support to foster and adoptive parents and coordinates service monitoring of CFSA contracts with private providers who manage a portion of the caseload of children and youth in out-of-home care. These providers operate networks of foster homes and congregate care facilities (group homes and independent living programs).
Create and maintain a highly efficient, transparent, and responsive District government.	
Child Information Systems Administration (CISA): Key Project	CISA (Child Information Systems Administration) is the technological center for CFSA. CISA maintains and operates technology used to improve child welfare performance and outcomes. The Comprehensive Child Welfare Information Systems (CCWIS) changes and improvements is led by this administration.
Child Welfare Training Academy (CWTA): Daily Service	The Child Welfare Training Academy (CWTA) aims to continually provide quality training that not only increases individual professional growth and development, but also enhances the overarching principles of CFSA which aims to ensure safety, permanency, and well-being for the children and families of the District of Columbia. The key objective of the CWTA is to actualize the Agency's Practice Model and implement diversity and equity standards into all training and employee development activities. Accordingly, every element of CWTA's curriculum supports the Practice Model's commitment to comprehensive case planning strategies that emphasize a social worker's teaming relationship with families, various administrations, caretakers, school staff, mentors, therapist, other District and contract agency social workers, and an array of community service providers.

5 2023 STRATEGIC INITIATIVES

In FY 2023, Child and Family Services Agency had 4 Strategic Initiatives and completed 50%.

Title	Description	Update
Diversity Audit	In FY23, the Development and Equity Administration (DEA) will conduct an agency wide Diversity Audit to ensure diversity, equity, inclusion, and belonging strategies align with the agency's needs and present culture. This will specifically include the voices of internal and external stakeholders. Focus groups with agency direct service and support staff, community partners, and individuals with lived experience will inform the final report of the Diversity Audit. This audit will then inform next steps related to addressing current equity challenges and developing implementation plans. The following steps outline our strategy for this initiative: development of Diversity Audit tools specific to DC CFSA; completion of focus groups; complete and submit our Diversity Audit Report; identify next steps and finalize implementation plans.	Completed to date: 75-99% During the course of Q3, the DEA pivoted the approach to the agency wide Diversity Audit to include the results of the agency-wide Culture and Climate Survey and the agency's Internal Scan provided by the Mayor's Office on Race Equity. Both of these documents provided recommendations for next steps and action items to incorporate into the Agency's Diversity Audit Report. This pivot is necessary to avoid duplicative processes related to diversity, equity, inclusion, and belonging work. At the end of Q4, the DEA will complete both the Mayor's Office on Racial Equity (ORE) Race Equity Action Plan and the Agency's DEIB Framework documents. These documents will incorporate feedback received from ORE towards the end of Q4. Upon completion, DEA will develop implementation and dissemination plans for both documents. Because of the Q4 pivot and the importance of including ORE's recommendations and action items, the Diversity Audit will need more time for implementation and completion into FY24.

<p>Comprehensive Child Welfare System</p>	<p>Staff will be trained, security vulnerability will be assessed, and the Release 1 STAAND Modules will go live to complete User Acceptance Testing (UAT) for 17 Module Epics. A third-party Security Assessment vendor will be onboarded to conduct HIPAA validation and penetration testing. An Independent Verification and Validation (IV&V) vendor will be onboarded to conduct quality assurance work for Release 2 STAAND Modules. CFSA plans to process test Release 2 (Intake/Investigations Module Epics) and begin solution modeling and design work for financial and eligibility modules. CFSA plans to solution model and design Case Management and Training Management Module Epics and complete process testing of Financial & Eligibility Module Epics. The remaining Placement Provider and Service Provider Epics will complete solution model and design as well. CFSA plans to complete UAT, Security Vulnerability assessments, increase the number of staff trained and go live with the Release 2 STAAND Modules.</p>	<p>Completed to date: 0-24%</p> <p>CFSA deployed Monthly Enhancements as part of the STAAND Release 1 Stabilization with Workflow improvements, streamlined user experience, expanded data tracking, and new management reports for Foster Parent Licensing and Service Referral processes. On STAAND Release 2, CFSA closed out the Base Year 2 (BY2) Contract with partial payment for deliverables. CFSA began decoupling the Arizona Design components and rebuilding STAAND Architectural Foundation with Intake Module consisting of 178 User Stories (31 Foundational User Stories, 48 Intake Common Experience User Stories, and 99 Intake Functional User Stories). CFSA completed Design work for 30 Foundational User Stories (97%) and 87 Intake Common & Functional User Stories (59%). CFSA completed build activities for 61 Intake Common & Functional User Stories (41%) and tested 36 Intake Common & Functional User Stories (24%). Due to ongoing Intake Pilot Module activities, CFSA has continued to put on hold the Quality Assurance/Quality Control (QA/QC) Request for Proposal (RFP). As a result of the third-party Security Assessment, CFSA continues to work with the Office of the Chief Technology Officer (OCTO) and Microsoft to mitigate outstanding Security Findings (non-critical) and has established bi-weekly Security workgroup sessions to track progress. This initiative has been set as a multi-year project. CFSA will continue to give updates and make efforts toward completing and releasing CFSA's new Comprehensive Child Welfare Information System.</p>
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Kinship
Navigator
Marketing
Website

The Kinship Navigator Marketing Website will launch in FY23. The purpose of this marketing site is to link and refer families to community resource and services. DC residents who qualify and are in need of emergency financial assistance can apply through this website. Families can also apply for the Close Relative Caregiver Program and the Grandparents Caregiver program through this website. This website will also be used to collect survey responses from kinship caregivers to inform CFSA on caregiver needs.

Completed to date: Complete
The website launched 1/17/23. The website is being used for Grandparents and Close Relatives to apply for the subsidy program, and for emergency financial assistance. The website has had 1.3K unique visitors inclusive of 244 users.

Thriving Families Safer Children (TFSC)

In addition to pushing for full system engagement in - and accountability for - child and family well-being, in FY 23 CFSA will leverage existing partnerships to plan for and develop the infrastructure for a District wide warmline (public service to divert unnecessary calls to the hotline) and community based response model which will provide resources and linkages to services when there is no imminent risk of a safety breach or reason to suspect child abuse or neglect is present. This is expected to launch in FY24. Additionally to reduce unnecessary trauma and better align District resources with community needs, CFSA will work, in FY23, to update the neglect statutes in DC code to differentiate which calls go to the hotline and which calls go to the warmline.

Completed to date: Complete
Keeping DC Families Together (KDCFT) continues to be a major priority area of work at the agency. Q4 efforts and activities focused on operationalizing the citywide 211 Warmline soft launch and roadmap for implementation. Job announcements and vacancies were posted for all 211/Warmline Social Services call center positions in Q3 and Q4 consisting of (Supervisor, Lead & Call Agents). Interviews, selections and hiring of candidates took place and several new hires are going through the suitability process. The CFSA project management team (core team) continues to meet with the Office of Unified Communications (OUC) to discuss our interagency collaboration to co-locate the Warmline and reboot 211. During this period, the teams continued discussions on the following key areas: 211 Call Center staff onboarding and in-service training schedule: CFSA Child Welfare Training Academy (CWTA) customizing a training schedule for the 211 call takers and supervisor and cross-trainings between CWTA and OUC. Service Request and Community Response Model (CRM) design: how technology will be used to capture call data (service requests) and track inquiries/resolutions, integrating systems of record (Unite Us and Salesforce), and outcome tracking. Monthly implementation meetings continue, allowing for program area leaders to provide updates on hiring, knowledge management, training, technology & data, policy and programming changes, impact & evaluation, contract/grants, communications, and community engagement. As we approach the soft launch (10/30), a phased approach to the 211 Warmline launch for FY24 was recently presented, providing internal and external stakeholders with a punch list of immediate action items and priorities. As well, an overview of the Doris Duke Foundation (DDF) Technical Assistance Proposal was also shared with the group to go over plans for working with DDF in FY24. In September 2023, the start of the second cohort of Howard University's L.E.A.D Certificate program kicked off. Sixteen individuals with Lived Experience (LEx) will be credentialed through this second cohort and are anticipated to graduate at the end of November. CFSA has partnered with The Love More Movement (LMM) to provide a Transformative Leaders and Life Coaches (TLICHI) Certification Program with 62 participants currently enrolled and engaged. Graduation happened in October 2023. In Q4, CFSA had four (4) LEx members serving in a consultant capacity to support the work and efforts of the three running subcommittees for KDCFT and twelve LEx Advisory Council membership of (12) residents who regularly participated and attended monthly forums. Finally, CFSA staff continued to document the work of transforming into a child and family well-being system through our KDCFT Blueprint 2.0. The Blueprint continues to be refined, documenting the following activities: Deepening engagement and partnership with the Office of Unified Communications (OUC) to reboot the citywide 211 line, updates to DC's Family First Prevention Plan in partnership with the Department of Human Services (DHS), stakeholder engagement and inter-agency partnerships, partnership with the Healthy Families/Thriving Communities Collaboratives (HFTCC) to serve as the 211 Community Responders, and charting the path to neglect statute reform and retraining the District's mandated reporters in FY24.

6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood.											
Increase engagement of youth in after-care services	Up is Better	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94.7%	95%	Nearly Met	CFSA continues to meet the needs of older children aging out of foster care by providing Aftercare services. Children who age out of foster care connect to this service prior to their exit from foster care and have access to this support until the age of 23. Through aftercare services, children are connected to community resources and supported directly after their exit from foster care.
Children who achieve permanency within 12 months after entry (Children who enter foster care during a 12-month period)	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	New in 2023	New in 2023	
Children who achieve permanency within 12 months of the first day of a 12 month period (Children in foster care 12 to 23 months as of the first day of the fiscal year)	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	New in 2023	New in 2023	
Children who achieve permanency within 12 months of the first day of a 12 month period (Children in foster care 24 or more months as of the first day of the fiscal year)	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	New in 2023	New in 2023	
Increase youth aged 18 years and older to have an employment/internship experience	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	54.4%	New in 2023	New in 2023	

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe.											
New entries into foster care	Down is Better	194	160	35	47	29	37	148	185	Met	
Number of removals from in-home within one year	Down is Better	80	77	12	15	5	24	56	100	Met	
Families without substantiated report(s) of abuse/neglect for up to six months post-case closure with the Collaboratives	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90.7%	New in 2023	New in 2023	
Families successfully completing services through primary, secondary, and tertiary prevention services	Up is Better	New in 2023	New in 2023	79	83	62	78	302	New in 2023	New in 2023	
Increase acceptable quality of CPS investigations	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	88.6%	New in 2023	New in 2023	
Ensure Child Well Being - Every child is entitled to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement.											
Share of youth in foster care who complete vocational training and/or receive industry certification	Up is Better	63.6%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	61.5%	70%	Unmet	CFSA continues to provide support of children and their vocational endeavors. However, participation in vocational programming continues to have low participation. CFSA continues to provide a variety of support to children with their educational, employment, and vocational endeavors by allowing the children to select and partake in the most appropriate programming for their interests.
Percent of youth in foster care who graduate from high school	Up is Better	67.6%	87.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	72.7%	70%	Met	
Increase graduation within 5 years for youth who start college while in foster care	Up is Better	16%	33.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	33.3%	20%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Percentage of children in foster care receiving a full medical evaluation within 60 days of placement.	Up is Better	New in 2022	95.1%	93.7%	97.1%	98.2%	97%	96.6%	95%	Met	
Percentage of children receiving a full dental evaluation within 60 days of placement	Up is Better	New in 2022	49.3%	23.5%	56.1%	56.1%	35.2%	43.9%	60%	Unmet	In FY23, CFSA, has shown improvement with monitoring this indicator. CFSA continues to work with dental providers to improve service delivery and compliance for the needs of all children. This includes providing more support to social workers and foster parents to ensure dental care is provided to all children served.

Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care.

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Percent of foster care placements within the District of Columbia	Up is Better	50.2%	51.6%	50.1%	48.2%	48.4%	50%	49.2%	55%	Unmet	CFSA continues to place foster care children appropriately. While the majority of foster care children remain in Washington, D.C., Maryland is the next largest provider where foster children are placed. It should be noted that the majority of foster care children remain local to the Washington, D.C. area. A challenge with children being placed in the District is licensing regulations for number of bedrooms and available homes and apartments within D.C. The majority of occupied housing units in the District had between one and three bedrooms. One-bedroom homes accounted for 30 percent of housing units while two-or-three-bedroom homes combined to account for 47 percent. Depending on the size of the family wanting to be licensed, their home may not meet licensing requirements for children in foster care to be placed in their home.

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Percent of placements in family foster homes	Up is Better	78.2%	77%	78.7%	77.6%	78.1%	76.4%	77.8%	85%	Nearly Met	CFSA continues to maintain the majority of its foster care children in foster home placement settings. The two other types of placements are congregate care settings and the category for "Other" placements which includes children who are placed in hospitals, correctional facilities, missing, absent, runaway status, or are in living with individuals who are going through the licensing process (children who have refused the licensed placement identified for them). These additional categories have remained stable throughout FY23.
Percentage of children who enter foster care and are placed into kinship care within 30 days	Up is Better	New in 2022	27.9%	17.1%	18.4%	19.4%	15.4%	17.6%	30%	Unmet	CFSA continues its KinFirst efforts by making placement with kin a priority for all children served and needing placement. Kin is also explored throughout a child's time in foster care as well. CFSA continues the work of keeping families together and providing support in the best placement setting possible.

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
CPS-I							
Total hotline calls received	17,421	16,897	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20,246
Total number of new investigations	4,732	4,889	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3902
Rate of substantiated child abuse and neglect per 1,000 children in the District	8.3	8.09	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
In-home Services Administration							
Number of in-home families served	1,136	1,025	Annual Measure	Annual Measure	Annual Measure	Annual Measure	910
Number of in-home children served	2,929	2,773	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2431
Placement Services Administration							
Number of out-of-home children served	930	809	Annual Measure	Annual Measure	Annual Measure	Annual Measure	704