



FY 2015 PERFORMANCE PLAN 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 and to strengthen troubled families in the District of Columbia.

SUMMARY OF SERVICES

The D.C. Child and Family Services Agency (CFSA) investigates reports of child abuse and neglect and provides child protection services. Services include foster care, adoption, and supportive community-based services to enhance the safety, permanence, and well-being of abused, neglected, and at-risk children and their families in the District of Columbia. CFSA seeks to achieve the highest quality of community-based services, to increase the number of families who receive community preventive and support services, and to expand the network of resources providing services to at-risk children and their families. The agency is divided into two core offices: Program Operations and Office of the Director.

PERFORMANCE PLAN DIVISIONS

- **Program Operations**
 - Office of Entry Services
 - Child Protective Services Investigations Administration
 - Child Protective Services Family Assessment Administration
 - Health Services Administration
 - Office of Community Partnerships
 - In Home Services Administration
 - Prevention Services Administration
 - Office of Program Operations
 - Permanency Administration
 - Kinship Support Administration
 - Placement Services Administration
 - Foster Care Resources Administration
- **Office of the Director¹**
 - Office of Youth Empowerment
 - Office of Well-Being

¹ The Office of Director includes programs such as agency management, agency financial operations and policy and program planning.



AGENCY WORKLOAD MEASURES

Measures	FY 2012 ² Actual	FY 2013 Actual	FY 2014 YTD
Rate of substantiated child/abuse and neglect per 1,000 children	15.5	NA ³	NA ⁴
Total population served	3,479	3,137	2,948 ⁵
In-home families served	560	578	564 ⁶
In-home children served	1,921	1,792	1,771 ⁷
Out- of -home children served	1,542	1,336	1,171 ⁸
Total hotline calls received	13,028	13,910	12,187
Total new investigations ⁹	7,047	6,112	3,026

² This is the District of Columbia Child and Family Services Agency National Data Profile as of May 7, 2013 for 2012 actual.

³ FY2013 and 2014 actual data are not available as of the date of submission.

⁴ FY2014 YTD reports Q3 data (April – June 2014).

⁵ Population data reports the average population served for Q1 – Q3 FY2014.

⁶ Population data reports the average population served for Q1 – Q3 FY2014.

⁷ Population data reports the average population served for Q1 – Q3 FY2014.

⁸ Population data reports the average population served for Q1 – Q3 FY2014.

⁹ This measure includes new accepted Child Protective Services (CPS) investigations and does not include Family Assessments, Information and Referrals calls, or calls that were screened out.



Program Operations

SUMMARY OF SERVICES

The Program Operations division is CFSA's front door function which includes three core program activities: The Office of Entry Services to include Child Protective Services Investigations, Child Protective Services Family Assessment and Health Services Administration; Office of Community Partnership to include In Home Services and Prevention; Office of Program Operations to include Kinship Support, Placement Services, Foster Care Resources and Permanency.

The Office of Entry Services program contains the following three administrations:

- **Child Protective Services Investigations (CPS-I)** maintains 24/7 protective services for children, including the District's hotline for reporting child abuse/neglect and necessary investigative responses;
- **Child Protective Services Family Assessment (CPS-FA)** accepts referrals of low to moderate risk ratings of child abuse and/or neglect that prompt a family assessment response;
- **Health Services Administration** 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 Community Partnerships contains the following two administrations:

- **In Home Services Administration** 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;
- **Prevention Services Administration** contracts with local providers to ensure the availability of in-home visitation services to prevent child abuse and neglect. The Safe and Stable Families (Title IV-E Waiver) program is implemented under this administration.

The Office of Program Operations administration supports children in foster care, focusing on reunifying children/youth with their families and achieving legal permanence through guardianship or adoption.

The Office of Program Operations contains the following four administrations:

- **Kinship Support Administration** conducts Family Team Meetings to prevent removal, when possible, and conducts other activities to engage and support relatives in caring for their children;
- **Placement Services Administration** identifies appropriate settings that can meet the needs of children and youth who must leave home temporarily to be safe;



- **Foster Care Resources Administration** recruits, trains, and licenses District-based foster homes; licenses District-based group homes and independent living programs for children and youth; and monitors 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).
- **Permanency Administration** provides permanency support, consultation, technical assistance, training and case management for children from inception of concurrent permanency planning through finalization of adoption or guardianship.

OBJECTIVE 1: Narrow the Front Door to ensure that children grow up with their families and are only removed from their homes when necessary.

INITIATIVE 1.1: Ensure timeliness and quality of investigations.

CFSA will have a standard process to connect families for whom CFSA has identified a safety concern to immediate services during the course of the investigation. CFSA increased the Consultation and Information Sharing Framework or Hotline RED (review, evaluate and direct) team process from two times per weekday to three times per weekday. The teams were increased from two to three per weekday to manage the volume of the referrals, assign the referrals to the appropriate pathway, track assignment and response time, and ensure that multidisciplinary membership is a part of the decision-making process. **Completion Date: December, 2015.**

INITIATIVE 1.2: Enhance the quality of child protective services investigations.

CFSA will revise and implement a continuous quality improvement (CQI) process to enhance consistency in CPS practice. The revised process will include peer reviews within CPS management, an increased sample size and frequency of the reviews and reporting out. The results will be shared with CPS management to allow for targeted training and coaching by supervisor. **Completion Date: December, 2015.**

OBJECTIVE 2: Develop community partnerships to ensure children safely remain in their homes.

INITIATIVE 2.1: Ensure that children are only removed from their homes in order to keep them safe.

The Caregivers Strengths and Barriers Assessment tool is designed to identify the appropriate needs and services for parents and caregivers. The tool is designed to help social workers provide ongoing assessments of the needs of the families they serve, and to provide better case planning to address those needs. The fidelity of the model was tested. The tool was modified based on testing. Full implementation of the tool will include training of staff and integration into the FACE.net system.. **Completion Date: October 31, 2015.**



INITIATIVE 2.2: Ensure that children have access to services in order to maintain them safely in their homes.

CFSA will work with the Collaborative network to co-locate staff from the Department of Behavioral Health and CFSA infant and maternal nurse care managers with community. The Collaborative agencies, Department of Behavioral Health are working jointly on a unified case plan. CFSA will modify the RED team process (review, evaluate and direct) to include external partners such as the Department of Behavioral Health. The RED team process will include specific action steps for the families to include an identification of services for the families. Partners such as the Collaboratives and the Department of Behavioral Health are a part of the group decision making process and referrals can be made to the agencies quickly and efficiently.

Completion Date: October 31, 2015.

OBJECTIVE 3: Ensure targeted permanency planning immediately when children enter foster care.

INITIATIVE 3.1: Improve utilization of least restrictive placement array to ensure children with special needs are placed in the best and most appropriate family-like settings that best meet their needs.

CFSA in accordance with the Olmstead provisions will ensure that children with special needs in out-of-home care are placed in the least restrictive and most family-like setting appropriate to his or her needs. CFSA will continue to utilize a behavioral crisis stabilization support service for foster parents and kinship foster parents. CFSA will also continue to utilize a management process that reinforces the integrated teaming approach to identify, coordinate, and link appropriate supports/services to meet the needs of special needs children currently in, or at risk of, a restrictive level of care.

Completion Date: December 30, 2015.

INITIATIVE 3.2: Improve the connections of foster care children and youth by increasing quality visitation and maintaining connections to significant individuals in a child's life.

CFSA has implemented Icebreaker meetings following the initial Family Team Meeting (FTM). The Icebreaker meetings will include the attendance of birth parents and foster parents to begin building a relationship. This engagement strategy will assist parents in connecting more quickly with foster parents and begin to develop an initial line of communication to better support the children. The process will also allow social workers to schedule and coordinate visits with parents and children from the beginning of the case. **Completion Date: December 30, 2015.**

CFSA constructed and fully implemented a case transfer process that occurs no later than the initial FTM following the removal of a child from the home. This parental engagement process requires the assigned on-going social worker (CFSA or private agency) to attend a Removal RED team meeting (prior to the initial FTM), the initial FTM, and the initial court hearing. This requirement is designed to allow the social worker to complete the initial worker/parent visits and engage the parent(s) in scheduling



the visitation with the child(ren) and ongoing visits with the worker. Completion Date: December 30, 2015.

CFSA will conduct a monthly data analysis for the required parent-child and parent-worker visits to determine barriers to meeting the standards. Findings from the analysis will be shared with CFSA and private agencies monthly.

Completion Date: December 30, 2015.

OBJECTIVE 4: Ensure the expeditious exit of children and youth from foster care to permanency, family environment, or lifelong connections.

INITIATIVE 4.1: Increase the number of children exiting foster care to positive permanency.

CFSA will continue to provide immediate feedback on the Quality Service Review (QSR) findings and practice examples about the case to the supervisor and social worker and discuss next steps. The QSR team will follow up with the supervisor and social worker within 30 days. A permanency Big RED team will be scheduled 60 days following the QSR to review the findings and follow up. CFSA will track the steps identified through the QSR and permanency Big RED and will report to the permanency Big RED team if the steps are not occurring. **Completion Date: December 30, 2015.**



KEY PERFORMANCE INDICATORS – Program Operations

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 ¹⁰ YTD	FY 2015 Projection	FY 2016 Projection	FY2017 Projection
Percent of investigations initiated within 48 hours	82%	95%	84%	95%	95%	95%
Percent of investigations closed within 35 days	58%	90%	43%	90%	90%	90%
Increase relative placements (kinship care)	20%	30%	22%	30%	32%	35%
Decrease the average number of months to reunification	18 months	8 months	14 months	12 months	12 months	12 months
Decrease the average number of months to adoption	46 months	30 months	41 months	27.3 months	27.3 months	27.3 months
Decrease re-entries into care within 12 months of exit or reunification	11.8%	9.9%	NA	9.9%	9.9 %	9.9 %
Increase placements in family foster homes	82%	82%	83%	82%	82%	82%
Decrease placements in group homes	5%	6%	4%	6%	6%	6%
Increase children/youth with two or fewer placements in the past 12 months	78%	75%	85%	75%	75%	75%
Increase placements within the District	43%	50%	44%	55%	60%	60%
Increase exits to a permanent home	76%	85%	74%	85%	85%	85%
Decrease the number of youth who age out of care	23%	15%	24%	20%	18%	17%
Increase youth engaged in after care services	92%	85%	NA	90%	90%	90%
Twice monthly in-home visitation	91%	85%	92%	85%	85%	90%
Decrease the number of children removed from in-home services and placed into out-of-home care	NA	NA	64 ¹¹	5%	7%	7%
Decrease the average number of months an in-home case remains open	NA	NA	NA ¹²	12 months	9 months	9 months
Decrease the number of re-referrals ¹³ for maltreatment for open in-home cases	NA	NA	NA ¹⁴	5%	7%	7%

¹⁰ This performance represents FY2014 Quarter 3 (April - June 2014) data.

¹¹ This number includes 11 children who re-entered foster care from their in-home cases.

¹² Since this is a new measure, performance will not be captured until FY15.

¹³ Re-referrals are new and accepted investigations while an in-home case is open.

¹⁴ Since this is a new measure, performance will not be captured until FY15.



Office of the Director

SUMMARY OF SERVICES

CFSA investigates reports of child abuse and neglect and provides direct case management for families at home, as well as for children and youth in out-of-home care. The agency program administrations work to ensure the safety and well-being of children and youth in care moving them to permanence as quickly as possible via reunification, guardianship and adoption.

While everyone providing direct services to children and youth must look after and contribute to their well-being, it is appropriate to highlight two CFSA entities (**Office of Well Being** and the **Office of Youth Empowerment**).

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 will use 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.

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.

OBJECTIVE 1: Ensure well-being for children/youth.

INITIATIVE 1.1: Ensure that children receive educational preparation to attain successful educational outcomes.

CFSA is working to achieve better educational outcomes for foster children through the development of a comprehensive educational strategy using the Blue Print for Change developed by the ABA Center for Children and the Law, Center for Foster Care and Education. The Blue Print for Change is a tool that establishes a series of goals and benchmarks to promote educational success for youth in foster care.

Completion Date: December 31, 2015.

INITIATIVE 1.2: Assist older youth to leave foster care with the education and skills necessary to help them become successful and self-supporting adults.

CFSA will continue the use of an older youth scorecard to track the agency's performance in improving key outcomes for older youth in care. **Completion Date: December 30, 2015**

OYE has developed a new Career Pathways unit which is responsible for identifying older youth (ages 18-20) who are not on track to attend a college/university, and assist youth with job readiness skills, enrollment in vocational programs, gaining internships, and unsubsidized employment. Youth work one-on-one with specialists to identify career



interests and develop a plan for reaching his/her career goal. OYE will continue to build the Career Pathways unit to support older youth. Completion Date: December 30, 2015

The Career Pathways unit at OYE will maintain existing relationships with program providers and cultivate new relationships with potential organizations to create new vocational and/or educational opportunities for youth in care. Currently, the Career Pathways Unit is looking to expand partnerships with the following organizations: the Department of Employment Services, the University of District of Columbia, Westlink Career Institute, DC Central Kitchen, and the VMT Education Center.

Completion Date: December 30, 2015

KEY PERFORMANCE INDICATORS – Office of the Director

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ¹⁵	FY2015 Projection	FY2016 Projection	FY2017 Projection
Children and youth receive full medical evaluation within 30 days of entering care	70%	85%	87%	85%	85%	85%
Children and youth receive an initial/re-entry health screening before placement	90%	95%	92%	95%	95%	95%
Children ages zero to 5 receive developmental screenings upon entry into foster care ¹⁶	77%	65%	93%	70%	70%	75%
Increase high school graduation rate (annual measure)	71%	30%	NA	72%	72%	80%
Increase college entry rate (annual measure)	35%	35%	NA	40%	40%	40%
Increase college graduation rate (annual measure)	18%	30%	NA	35%	35%	35%
Increase youth age 20 who are employed or in post-secondary education	44%	55%	56%	60%	60%	65%
Decreased disconnected youth ages 16-21(not in school or working)	37	37	42	34	33	32

¹⁵ This performance represents FY2014 Quarter 3 (April - June 2014) data.

¹⁶ The FY13 measure was for children ages zero to 6. The measure was changed to children ages zero to 5 in FY14.