

# Child and Family Services Agency FY2016

**Agency** 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 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.

## 2016 Objectives

### FY16 Objectives

Objective Number	Objective Description
<b>Office of Community Partnerships (1 Objective)</b>	
2	Develop community partnerships to ensure children safely remain in their homes.
<b>Office of Entry Services and Office of Well Being (1 Objective)</b>	
1	Narrow the Front Door to ensure that children grow up with their families and are only removed from their homes when necessary.
<b>Office of Program Operations (1 Objective)</b>	
3	Expedite targeted permanency planning immediately when children enter foster care.
<b>Office of Program Operations, Office of Community Partnerships (1 Objective)</b>	
4	Ensure the expeditious exit of children and youth from foster care to permanency, family environment, or lifelong connections.

## 2016 Key Performance Indicators

Measure	Division	Frequency of Reporting	FY 2013	FY 2014	FY 2015	FY 2015 Target	FY 2016 Target
<b>1 - Narrow the Front Door to ensure that children grow up with their families and are only removed from their homes when necessary. (6 Measures)</b>							
Increase percentage of investigations initiated within 48 hours		Quarterly		84	91.1		95
Percent of investigations closed within 35 days		Quarterly		43	52		90
Decrease re-entries into care within 12 months of exit or reunification		Annually					8.3
Decrease the number of children removed from in-home services and placed into out-of-home care		Quarterly		64	97		92

Decrease the average number of months an in-home case remains open	Quarterly			9		9
Decrease the number of re-referrals for maltreatment for open in-home cases	Annually			14		12
<b>2 - Develop community partnerships to ensure children safely remain in their homes. (2 Measures)</b>						
Increase compliance with completion of twice monthly in-home visit	Quarterly		92	89		85
Decrease the number of children removed from in-home services and placed into out-of-home care	Quarterly					92
<b>3 - Expedite targeted permanency planning immediately when children enter foster care. (13 Measures)</b>						
Increase relative placements (kinship care)	Quarterly		22	21		22
Decrease the average months to reunification	Quarterly		14	14		12
Decrease the average months to adoption	Quarterly		41	41		24
Increase placements in family foster homes	Quarterly		83	83.4		88
Decrease placements in group homes	Quarterly		4	4.3		4
Increase children/youth with two or fewer placements in the past 12 months	Quarterly		85	77.3		82
Increase placements within the District	Quarterly		44	48.1		50
Increase children and youth receive full medical evaluation within 30 days of entering care	Quarterly		87	90.6		90
Increase children/youth getting an initial and re-entry health screening before a foster care placement	Quarterly		92	94.2		95
Increase children ages 0-5 getting a developmental screening upon entering care	Quarterly		93	77.3		82
Increase high school graduation rate (annual measure)	Annually			60.4		63
Increase college entry rate	Annually			35.9		40
Increase college graduation rate	Annually			7.6		12
<b>4 - Ensure the expeditious exit of children and youth from foster care to permanency, family environment, or lifelong connections. (5 Measures)</b>						
Increase exits to a permanent home	Quarterly		74	79.2		80
Decrease the number of youth who age out of care	Quarterly		24	22.6		20
Increase youth engaged in after care services	Annually			93.7		98
Increase youth age 20 who are employed or in post-secondary education	Quarterly		56	45.3		50
Decrease disconnected youth ages 16-21(not in school or working)	Quarterly		42	75		55

Measure	Frequency of Reporting	FY 2013	FY 2014	FY 2015
<b>Workload Measure (7 Measures)</b>				
Rate of substantiated child/abuse and neglect per 1,000 children	Annually	0	0	0
Total population served	Annually	3,137	2,948	2,641
In-home families served	Annually	578	564	475
In-home children served	Annually	1,792	1,771	1,566
Out- of -home children served	Annually	1,336	1,171	1,061
Total hotline calls received	Annually	13,910	12,187	16,697
Total new investigations	Annually	6,112	3,026	3,636

## 2016 Initiatives

Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description
<b>Office of Community Partnerships - 2 (1 Initiative)</b>				
2	Develop community partnerships to ensure children safely remain in their homes.	2.1	CFSA will implement intensive family preservation services through its community partners.	<p>In FY16, CFSA will scale up its implementation of intensive family preservation services. Currently, these services are delivered District-wide through community partners. Beginning October 1, 2015 overall capacity will increase through the addition of three more operational locations, expanding the reach and effectiveness of intensive family preservation services for more families in the District.</p> <p>Additionally, CFSA will further scale up its implementation of a program with intensive family preservation services that works with high-risk families involved with the child welfare system that are affected by parental substance use. CFSA will expand the program from one to four sites so that more families can be served across the District.</p>
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<b>Office of Entry Services and Office of Well Being - 1 (4 Initiatives)</b>				
1	Narrow the Front Door to ensure that children grow up with their families and are only removed from their homes when necessary.	1.1	CFSA will support the improvement of District-wide school attendance	CFSA will continue to work with community partners, to include DC Public Schools and the Public Chartered School Board. CFSA's goal is to engage with families to assess the safety of children, to address child welfare concerns including educational neglect, and to establish a continuum of services that consists of government, community-based, and neighborhood resources

1	Narrow the Front Door to ensure that children grow up with their families and are only removed from their homes when necessary.	1.2	CFSA will pursue improved educational achievement for all youth in foster care.	CFSA will produce a comprehensive analysis of its current educational services to ensure that it includes pre-college advising and related services for youth in the eighth grade or above committed to CFSA's temporary care and custody. In addition, CFSA will build internal capacity to support youth who attend post-secondary educational institutions.
1	Narrow the Front Door to ensure that children grow up with their families and are only removed from their homes when necessary.	1.3	CFSA will enhance its services to survivors of domestic violence through its implementation of a nationally recognized model.	CFSA will use the Safe and Together Model, a nationally recognized model, to work with community-based organizations in addressing domestic violence to improve outcomes for the survivors served in the child welfare system. The use of this model and partnership with community-based domestic violence organizations will shape case practice related to domestic violence by keeping children safe and together with non-offending parents, fostering partnerships with non-offending parents, and promoting intervention with perpetrators to reduce the risk of harm to children
1	Narrow the Front Door to ensure that children grow up with their families and are only removed from their homes when necessary.	1.4	Enhance Kindergarten readiness for all young children in foster care.	CFSA will be proactive in linking pre-school age children in foster care with high-quality early childhood programs and services that promote child well-being and school readiness. These programs might include Home Visitation, Head Start, Early Head Start, and Strong Start DC.

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**Office of Program Operations - 3 (2 Initiatives)**

3	Expedite targeted permanency planning immediately when children enter foster care.	3.1	CFSA will expedite exits to positive permanency.	CFSA will implement a group decision-making process consisting of a diverse team to review foster care cases. CFSA will review foster care cases where children have remained in care for more than one year but less than two years with the goal of reunification. The team will examine the utilization of best practices to positive exits to permanency and provide recommendations for alternative positive permanency goals. The team will also explore removing barriers to permanency and the length of time for exits to positive permanency; targeting youth who have existed in the child welfare system for a lengthy period of time.
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3	Expedite targeted permanency planning immediately when children enter foster care.	3.2	CFSA will enhance existing continuous quality improvement (CQI) activities and implement an agency-wide CQI process to improve case plans and services provided to families and youth in care.	<p>In FY16, CFSA will review all existing CQI initiatives; implement a focused CQI process that can be replicated throughout the agency to support practice an improvement leading to expanded exists to positive permanency.</p> <p>Feedback will be systematically shared at each level of the Agency to facilitate organizational learning, so that social workers, supervisors, managers, and CFSA Leadership team alike are apprised of aggregated system wide performance trends and corrective actions.</p>
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**Office of Program Operations, Office of Community Partnerships - 4 (1 Initiative)**

4	Ensure the expeditious exit of children and youth from foster care to permanency, family environment, or lifelong connections.	4.1	CFSA will work jointly with sister agencies and community partners to provide shared transitional and supportive housing for youth aging out of the child welfare system.	<p>In FY16, CFSA will provide housing opportunities that meet the service needs of youth aging out of the foster care system or psychiatric residential centers requiring intensive services to stabilize them in a community environment. Housing opportunities will also include living units for teen parents in intergenerational communities.</p> <p>The Wayne Place Project is a joint effort with CFSA, the Department of Behavioral Health and Far South East Collaborative. The program’s focus is to provide a real life community experience so that the youth are prepared to positively and successfully engage and participate in the community environment.</p> <p>Additionally, CFSA and Mi Casa (Generations of Hope) will house emancipated teen mothers and elderly District residents to live in one building together. This housing initiative is supported by the Georgia Avenue Family Support Collaborative, DC Office of Aging and the Generations of Hope Development Corporation. This intergenerational community is designed to help residents build a network of caring, supportive relationships.</p>
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