

# Child and Family Services Agency FY2018

**Agency** Child and Family Services Agency

**Agency Code** RLO

**Fiscal Year** 2018

**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.

## 2018 Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# of Operations
1	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.	3	2
2	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.	3	3
3	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.	6	3
4	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.	3	4
5	Create and maintain a highly efficient, transparent and responsive District government.**	9	0
<b>TOT</b>		<b>24</b>	<b>12</b>

## 2018 Key Performance Indicators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target
<b>1 - 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. (3 Measures)</b>									
Share of exits to a permanent home	<input type="checkbox"/>	74%	85%	77%	84%	81%	84%	83.3%	80%
Share of youth engaged in aftercare services	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	92%	98%	97.7%	98%
Share of youth age 20 who are employed or in postsecondary education	<input type="checkbox"/>	56%	60%	45.3%	55%	61%	55%	66.7%	60%
<b>2 - 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. (3 Measures)</b>									

New entries into foster care	<input type="checkbox"/>	323	300	381	362	325	344	275	320
Number of removals from in-home within one year	<input type="checkbox"/>	64	85	97	87	108	87	87	85
Share of investigations initiated within 48 hours	<input type="checkbox"/>	84%	95%	91.1%	95%	89%	95%	91%	95%

**3 - 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. (6 Measures)**

Share of children/youth getting a health screening before an initial and reentry foster care placement	<input type="checkbox"/>	92%	95%	94.2%	95%	96%	95%	97%	95%
Share of youth age 11 and older getting a pre-placement substance abuse screening	<input type="checkbox"/>	85%	95%	86%	95%	93%	95%	94%	95%
Percentage of children ages 0-5 getting a developmental screening within 30 days of entering care	<input type="checkbox"/>	93%	70%	77.3%	86%	90%	86%	94%	85%
Percentage of youth in foster care who graduate from high school	<input type="checkbox"/>	Not available	72%	60.4%	70%	76%	70%	68%	70%
Percentage of youth in foster care who graduate from college	<input type="checkbox"/>	Not available	35%	7.6%	15%	16%	15%	8%	20%
Share of youth in foster care who complete vocational training and/or receive industry certification	<input type="checkbox"/>	22%	75%	44%	48%	69%	48%	68%	70%

**4 - 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. (3 Measures)**

Percentage increase of relative placements (kinship care)	<input type="checkbox"/>	22%	30%	21%	25%	21%	25%	24%	25%
Percentage of placements in family foster homes	<input type="checkbox"/>	83%	82%	83.4%	88%	84%	88%	84%	88%
Percentage of foster care placements within the District of Columbia	<input type="checkbox"/>	44%	55%	48.1%	53%	49%	53%	47%	60%

\*\*We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

**2018 Operations**

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
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1 - 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. (2 Activities)					
TEEN SERVICES ACTIVITY	Dedicated Services for Older Youth In Foster Care	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.	Daily Service	0	0
COMMUNITY PARTENSHIP SERVICES	After Care Services	CFSA will work with community partners to provide Aftercare services to Foster Care Youth who Age out of Foster Care	Daily Service	0	0
TOT				0	0
2 - 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. (3 Activities)					
COMMUNITY PARTENSHIP SERVICES	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;	Daily Service	2	1
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;	Daily Service	3	1
CHILD PROTECTIVE SVCS-FAMILY ASSESSMENT	Family Assessment	Provides assessment and support to referred families at risk of child abuse and neglect. Includes referrals for educational neglect.	Daily Service	0	0
TOT				5	2
3 - 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. (3 Activities)					
HEALTHY HORIZON'S CLINIC	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.	Daily Service	0	0
TEEN SERVICES ACTIVITY	Office of Youth Empowerment	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.	Daily Service	0	0
WELL BEING	The Office of Well-Being	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	Daily Service	0	1

		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.				
<b>TOT</b>					0	1
<b>4 - 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. (4 Activities)</b>						
<b>CHILD PLACEMENT</b>	Placement Services Administration	Identifies appropriate settings that can meet the needs of children and youth who must leave home temporarily to be safe;	Daily Service		1	0
<b>PERMANENCY</b>	Program Operations - Permanency	Provides permanency support, consultation, technical assistance, training and case management for children from inception of concurrent permanency planning through finalization of adoption or guardianship.	Daily Service		0	1
<b>KINSHIP SUPPORT</b>	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	Daily Service		0	0
<b>FAMILY RESOURCES</b>	Foster Care Resources Administration	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). NOTE - THIS LANGUAGE TO CHANGE IN SEPTEMBER WINDOW	Daily Service		0	0
<b>TOT</b>					1	1
<b>TOT</b>					6	4

2018 Workload Measures

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY2016 Actual	FY 2017 Actual
<b>2 - CPS-I (3 Measures)</b>					

Rate of substantiated child abuse and neglect per 1000 children in the District	<input type="checkbox"/>	Not available	Not Available	0	Data Forthcoming
Total hotline calls received	<input type="checkbox"/>	Not available	Not Available	17,239	16,949
Total number of new investigations	<input type="checkbox"/>	Not available	Not Available	5294	4158
<b>2 - In-home Services Administration (2 Measures)</b>					
Number of in-home families served	<input type="checkbox"/>	Not available	Not Available	574	549
Number of in-home children served	<input type="checkbox"/>	Not available	Not Available	1563	1525
<b>4 - Placement Services Administration (1 Measure)</b>					
Number of out-of-home children served	<input type="checkbox"/>	Not available	Not Available	989	898

## Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Temporary Safe Haven Redesign - Enhancing Practice Consistency and Improving Outcomes	<p>Beginning January 1, 2018, CFSA will shift from seven family-based foster care providers to one contracted provider for all children placed in Maryland, while CFSA will be responsible for all children and youth placed in the District, and Latin American Youth Center will retain its contract to serve Spanish-speaking children and families in the system.</p> <p>The goal of the redesign is to create clear and consistent policies, practices and improved permanency outcomes for children and youth.</p> <p>Building on current progress, from October 1, 2017 the contract will become live, prioritizing over a three-month transition period all resource parent alignment matters. By December 31, 2017, the contracted provider will have completed all necessary hiring, and resource parents serving DC children must be with either CFSA or the National Center for Children and Families on January 1, 2018.</p> <p>During 2018 and into FY19, CFSA expects to observe decreasing time to permanency and increased placement stability resulting from these changes to strategy.</p>	09-30-2018
Improving Functional Outcomes Through Timely Assessment and Case Planning	<p>Supervisors will use the newly developed Well-Being Profile to review alignment between assessment and case planning. This is a data visualization management tool in a dashboard format that includes timeliness of assessment completion, functional assessment scores, and service provision.</p> <p>In FY18, the target is for eighty percent of the eligible assessments (Child and Adolescent Functional Assessment</p>	09-30-2018

	Scale or Preschool and Early Childhood Functional Assessment Scale, and the Caregivers Strengths and Barriers Assessment) to be completed as required every 90 days.	
Reducing Co-Sleeping Deaths and Targeted Response for Infants Born with Positive Toxicity	<p>During FY18, Entry Services will mandate a response to 100% of Hotline calls when infants are born with positive toxicity. Referral for appropriate services and service intensity will be based on the outcome of the assessment.</p> <p>Referrals will be tracked and trends identified for all such cases. Early in FY18 a meeting with the Department of Health is scheduled to share information and ensure effective use of resources to this vulnerable population.</p> <p>CFSA has provided \$500,000 to two Collaborative partners for both FY18 and FY19 to provide parent education and a campaign on Safesleep; including the development of promotional materials, media spots, advertisements on public transportation.</p> <p>These interventions are all focused on reducing the number of preventable infant deaths.</p>	09-30-2018
Targeting Wards in Greatest Need	<p>To address the greatest need in the District, CFSA has realigned community-based contracts effective October 1, 2017 to target services at populations most at risk of becoming involved with the child welfare system or receiving additional child welfare referrals. The focus will be on Wards 5,7 and 8 respectively. The new model will be structured according to assessed level of risk.</p> <p>Success in FY18 will be measured by the comprehensive realignment and management of the revised contracts such that services and supports are effectively targeting the intended communities.</p>	09-30-2018