

Child and Family Services Agency FY2018

FY2018 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

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.

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.

FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Temporary Safe Haven Redesign		Temporary Safe Haven Redesign has concluded with proper services and supports in place for this successful initiative. This initiative serves as a new model of public-private partnership for better outcomes for foster care children in the District. While it is too early to report on overall permanency outcomes for children, the partnership model has seen efficiencies in time, money and improved services to children and families. Preliminary data shows that there is increased consistency on internal performance measures with a single partner as opposed to seven. The partnership allows both agencies to be increasingly agile in our responses to meet the needs of all stakeholders.
Rescope of Collaborative Contracts	During FY18 and for FY19, CFSA worked with the 5 Healthy Families/Thriving Communities Collaboratives to realign their contracts to focus supports and resources in the wards with families and children with the greatest needs and emphasized programing to the needs. The Collaboratives expanded their existing service array to address needs and gaps within the communities to ultimately decrease the likelihood that families become involved with CFSA.	

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Title IV-E Demonstration Project Wind Down	Since 2014, the Title IV-E Waiver Demonstration Project has provided the agency with an opportunity to use federal funding more flexibly and to enhance preventative services to children and their families. The Agency leveraged existing partnerships with community-based organizations and sister agencies to support waiver-sponsored interventions. Organizational changes at the waiver's inception were minimal, and infrastructure gains both outside and within the Agency should remain in place following the conclusion of the waiver.	

2018 Strategic Objectives

Objective Number	Strategic Objective
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	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	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.
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.
5	Create and maintain a highly efficient, transparent and responsive District government.**

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
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)									
Share of exits to a permanent home	Quarterly	80%	83.3%	79.6%	86.2%	89.7%	84.7%	Met	
Share of youth engaged in after-care services	Annually	98%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98%	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Share of youth age 20 who are employed or in postsecondary education	Quarterly	60%	72.9%	75.5%	70.7%	69.6%	72.3%	Met	
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)									
Number of removals from in-home within one year	Quarterly	85	37	34	41	61	173	Unmet	In practice when children are in environments or in the care of parents where there are threats to their safety we remove them. It is always our role to work with families in linking them to community based supports to support family stability, however when that is not successful i.e. parental ambivalence to engage in services (substance use or mental health) our agency moves to remove children from the care of their parents in an effort to reunite them when the parent engage in the services necessary to keep their children safe.
Share of investigations initiated within 48 hours	Quarterly	95%	94%	93.7%	85.9%	89.7%	90.7%	Nearly Met	Entry Services for some time has had a significantly high number of staff who are out on FMLA, as well as the normal vacation scheduling and continued vacancies that created challenges in meeting initiations. As a result Director Donald approved the hiring of an additional unit of (5) social workers for an overflow unit to compensate for the number of staff that are out.
New entries into foster care	Quarterly	320	63	66	71	80	280	Met	
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)									
Percentage of youth in foster care who graduate from college	Annually	20%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	18.6%	Nearly Met	CFSA continues to provide support and guidance for college youth. While the target was closely missed, the target is 10% higher than FY17. CFSA continues to promote college retention and graduation among all enrolled children.
Percentage of youth in foster care who graduate from high school	Annually	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	67.3%	Nearly Met	Barriers toward achieving this goal include poor attendance and lack of promotion. CFSA continues to support the education goals of children to include the offering of tutoring support, education/career

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									guidance, and alternative school enrollment (STAY Programs, Summer School, etc.) when needed.
Share of youth age 11 and older getting a pre-placement substance abuse screening	Quarterly	95%	100%	79.6%	69.5%	83.3%	81.1%	Unmet	Barriers in achieving this indicator included children refusing to be tested, and staff documenting completion of the drug screening. According to the law, children have the right to refuse this screening.
Share of children/youth getting a health screening before an initial and re-entry foster care placement	Quarterly	95%	93%	97.1%	96.9%	96.9%	96.1%	Met	
Percentage of children ages 0-5 getting a developmental screening within 30 days of entering care	Quarterly	85%	100%	93.5%	95.2%	94.3%	95.8%	Met	
Share of youth in foster care who complete vocational training and/or receive industry certification	Annually	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	76.1%	Met	
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 of placements in family foster homes	Quarterly	88%	82.7%	82.4%	82%	81.2%	82.1%	Nearly Met	Program Operations continues to recruit family foster homes through attendance at community events located within the District of Columbia. A few of the more concerted efforts to recruit revolve around a re-design of our recruitment materials with and increased collaboration with other DC agencies to recruit additional families.
Percentage of foster care placements within	Quarterly	60%	48.3%	48.7%	48.7%	51.7%	49.4%	Unmet	Program Operations continues to recruit family foster homes through attendance at community events

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
the District of Columbia									located within the District of Columbia. A few of the more concerted efforts to recruit revolve around a re-design of our recruitment materials with and increased collaboration with other DC agencies to recruit additional families.
Percentage increase of relative placements (kinship care)	Quarterly	25%	24.4%	22.6%	22.8%	26.1%	24%	Nearly Met	CFSA continues to explore appropriate kin placements first for all children. Barriers experienced are as follows: Families don't meet licensing requirements (mostly family (kin) residing in Maryland); Families aren't willing to provide care due to parent &/or child's behaviors; and Families have inadequate space/housing for children.

**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 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
2 - CPS-I (3 Measures)						
Rate of substantiated child abuse and neglect per 1000 children in the District	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
Total hotline calls received	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	18,761
Total number of new investigations	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4934
2 - In-home Services Administration (2 Measures)						
Number of in-home families served	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	481
Number of in-home children served	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1366
4 - Placement Services Administration (1 Measure)						

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
Number of out-of-home children served	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	839

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
CHILD PROTECTIVE SERVICES-INVESTIGATIONS (1 Strategic Initiative)				
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>	50-74%	From 10/2017 to 7/2018, CFSA received 197 reports of children born with a positive toxicology test. All referrals were accepted with 11 being linked to an existing open referral. During this reporting period, Collaboratives have made significant progress in educating and providing resources for families regarding safe sleeping practices. From 1/2018 to 6/2018, 272 parents received a range of services a range of services to include basic outreach efforts, safe sleep training, home visits, pack 'n plays, and toddler beds. Of the 311 home visits conducted, a total of 99 pack 'n plays and 22 toddler beds delivered to families. There were no cribs distributed during this reporting period. There were also 221 trainings offered, with, 180 parents successfully completed those workshops.	The initiative has shown evidence of process change. We are still working to gain evidence of change with outcomes.
COMMUNITY PARTENSHIP SERVICES (1 Strategic Initiative)				
Targeting Wards in Greatest Need	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	Complete	CFSA has increased funding support for Capacity Building to the Collaborative contracts for mini grants in the communities who have the largest population with the greatest need (Wards 7 and 8). Knowing that family needs look different, these mini grants are	

Title	Description	Complete to Date	Status Update	Explanation
	<p>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>		<p>intended to support smaller community organizations who provide additional services within their wards making them more accessible and available. CFSA also strengthened our partnership with the Department of Human Services to ensure young homeless families age 18-25 with kids 0-6 who live within the shelter system are referred to the Collaborative organizations seamlessly and connected to resources timely.</p>	
PERMANENCY (1 Strategic Initiative)				
<p>Temporary Safe Haven Redesign - Enhancing Practice Consistency and Improving Outcomes</p>	<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>Complete</p>	<p>As of April 2018, the transition to the National Center for Children and Families as the one contracted provider for all children placed in Maryland is effective.</p>	

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	<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>			
WELL BEING (1 Strategic Initiative)				
<p>Improving Functional Outcomes Through Timely Assessment and Case Planning</p>	<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 Scale or Preschool and Early Childhood Functional Assessment Scale, and the Caregivers Strengths and Barriers Assessment) to be completed as required every 90 days.</p>	<p>75-99%</p>	<p>The three administrations within the Agency (In-Home, Permanency, and the Office of Youth Empowerment) were able to almost meet or exceed the 80% target completion rate regarding the Child and Adolescent Functional Assessment Scale (CAFAS) or Preschool and Early Childhood Functional Assessment Scale (PECFAS), and the Caregivers Strengths and Barriers Assessment (CSBA) for the 4th quarter of FY18.</p>	<p>In September 2017, senior leadership made the decision to eliminate the CAFAS/PECFAS assessment from the caseloads of in-home workers in attempt to reduce worker fatigue and increase the frequency of parent/child visits. The goal for this change of focus is twofold: increase placement stability while decreasing time to permanence by targeting supports to the family. This initiative continues to be tracked and shared on a monthly basis.</p>