



Child and Family Services Agency CFSA (RL)

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 District of Columbia Child and Family Services Agency (CFSA) investigates reports of child abuse and neglect, and provides child protection. Services include foster care, adoption, and supportive community-based services to enhance the safety, permanency 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-based preventive and support services, and to expand the network of resources providing services to at-risk children and their families.

ACCOMPLISHMENTS

Expansion Permanency Opportunities Project (POP)

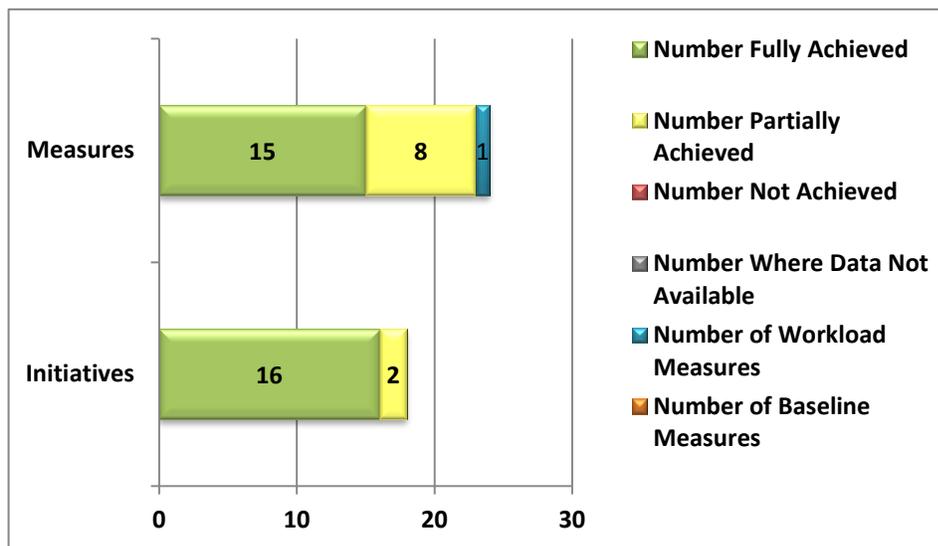
- ✓ The DC Child and Family Services Agency (CFSA) has institutionalized a permanency strategy that has positively impacted children by emphasizing strengths, breaking down barriers, and resolving issues creatively for specific targeted children/youth who had not realized timely permanency. As a result, successful permanency outcomes have been achieved: 74% all children leaving foster care in FY 2011 exited to permanent families (reunification 47%, adoption 15% and guardianship 12 %). This totals 647 foster care children who exited from foster care in FY 2011. CFSA exceeded its adoption goal of 96 with 105 finalized adoptions.

- ✓ **Caseworker visits with foster care children**
Frequent contact between a caseworker and a foster care child can result in positive outcomes such as enhanced well-being and permanency goals. CFSA has consistently exceeded the benchmark for out-of-home visitation of a foster care child with at least one visit per month: CFSA exceeded the 90% target for every quarter of the fiscal year, with an average of 94% for the year.

- ✓ **Caseload Standards**
In FY 2011, CFSA workers maintained compliance standards related to worker caseloads with 90% of workers carrying fewer than 15 cases. This is the national standard established by the Child Welfare League of America.



OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

Agency Programs

OBJECTIVE 1: Ensure child/youth safety.

 **INITIATIVE 1.4: Ensure quality investigations.**

In FY 2010, CFSA completed a comprehensive hotline practice guide. The agency has developed an investigations guide that supports a best practice model for timely, high quality investigations and effective referrals for support services to families. CPS supervisors and investigators were trained on the practice guide in 2011. This initiative was fully achieved. CPS continues to enhance practice to ensure the safety, well-being, and permanency of children.

 **INITIATIVE 1.2: Implementation of Differential Response.**

This initiative is partially achieved. The Differential Response Procedural Operational Manual for Phase 1 will be finalized by April 30, 2012. CFSA worked with sister agencies and community partners to develop the infrastructure to support Differential Response Phase 1. The Differential Response Phase 1 program or “Partnering Together” was launched on September 6, 2011.

The CPS Administration in conjunction with the CFSA Child Welfare Training Academy (CWTA) developed and facilitated the Differential Response Training Curriculum for internal and external stakeholders (agency and private providers) who are responsible for case management of the services to families. The two and half day training focused on Differential Response procedures, research, law, Differential Response and child welfare practice. Staff received information related to structured decision making, family assessment process and family engagement strategies during the training.

As of January 4, 2012, CFSA received 95 family assessment referrals. CFSA has updated its website to include Differential Response background materials:

<http://cfsa.dc.gov/DC/CFSA/Support+the+Safety+net/Partnering+Together>.

OBJECTIVE 2: Promote Permanency.

 **INITIATIVE 2.1: Implement Office of Youth Empowerment Consultation Model.**

The agency implemented the Ansell-Casey Life Skills Assessment as a practice model. The Office of Youth Empowerment (OYE) primarily serves youth ages 15-21 regardless of their permanency goal in order to better prepare them for transition into adults. The program provides support to social workers in development of the Youth Transition Planning (YTP) process. The transition planning process includes but is not limited to the following services: education, vocation and housing. In FY 2011, OYE staff provided training to both CFSA staff and private providers on Ansell-Casey model. Technical assistance and other support are provided to the agency and



private providers by the OYE staff. An Independent Living Specialist is provided to CFSA and private providers as a support. Additionally, OYE contracted with two community organizations to provide independent living support around the nine domains of the Ansell-Casey Life Skills Assessment Model.

● **INITIATIVE 2.2: Expansion Permanency Opportunities Project (POP)**

The Child and Family Services Agency continues to ensure permanence is a top priority. After safety, ensuring that children and youth in care re-establish permanent family connections is the most important obligation of the child welfare system. Permanency means leaving the system for a safe, forever home or relationship via reunification with parents, legal guardianship (often with family members), adoption, or lifelong connection with at least one caring adult.

To keep permanency at the top of the agenda, the CFSA has moved POP from a pilot to institutionalizing the program as a permanency strategy. This strategy has positively impacted children by emphasizing strengths, breaking down barriers, and resolving issues creatively for specific targeted children/youth who had not realized timely permanency. These efforts impact all children at the onset of case management through a teaming, partnering, consultative and support model that utilizes permanency specialists to partner with social workers. The permanency team support children and youth who require intensive focused intervention (older youth at risk of aging out of care, children/youth resistant to being adopted, children with a history of disruptions/dissolutions, large sibling groups, children with significant physical, mental or behavioral issues.

As a result, successful permanency outcomes have been achieved:

- 74% all children leaving foster care in FY 2011 exited to permanent families (reunification 47%, adoption 15% and guardianship 12 %). This totals 647 foster care children who exited from foster care in FY 2011.
- CFSA exceeded its adoption goal of 96 with 105 finalized adoptions.

Community Services¹

OBJECTIVE 1: Ensure Child Safety.

● **INITIATIVE 1.1: Increase prevention services through referrals to community-based Collaborative.**

This objective was fully achieved. The scope of services was modified for the new FY 2011 contracts to make access to services more flexible thereby reaching more at risk families. The categories were redefined and expanded in response to trends for demand in services. There was a particular focus on community cases and supportive services to families. The Collaborative served 1260 at risk families in FY 2011.



OBJECTIVE 2: Promote Permanency.

- **INITIATIVE 2.1: Maintain a pool of appropriate placements for children consistent with their needs.**

The initiative has been achieved. In FY 2011, CFSA implemented the centralization all placement decisions within the CFSA Placement Administration. The centralization of placement decision is one strategy used by the agency to reduce the number of disruptive placements for foster care children. Efforts are being made to support the providers in order to reduce the number of moves between and within private agencies.

- **INITIATIVE 2.2: Recruit and approve foster, kinship, and adoptive parents for CFSA placed children.**

CFSA broadened its recruitment efforts through various partnership efforts to include, but not limited to, partnership with the Collaboratives, attending neighborhood activities, partnering with the Mayor's Office on community events and conducting grassroots recruitment activities. CFSA has utilized the social media to include Facebook and other partner websites that help create awareness, educate the public and eventually recruit more families. As a result of our efforts, we have seen an increase in the number of families recruited. In FY2011, CFSA recruited and received 346 new applications from families that wanted to become foster parents. The number of new applications represented a 14% increase in new applications from FY2010. CFSA licensed 155 new homes in FY2011. There were over 50 new homes licensed for teens in FY2011 and 18 new LGBTQ families licensed which is a 45% increase from the last fiscal year.

CFSA reduced the number of children served from 2089 as of the end of FY2010 to 1852 as of September 14, 2011 which is over 11% reduction in the number of children served by CFSA in foster care.

OBJECTIVE 3: Ensure System Accountability.

- **INITIATIVE 3.1: Assess the Progress of Partnership for Community-Based Services Year One Evaluation.**

This objective was achieved. The accountability subcommittee developed and implemented a work plan to address the prioritized recommendations for the Year One Report. CFSA Deputies for Programs and Community Services approved the recommendations. A plan for the year 2 evaluation was also approved and underway.

- **INITIATIVE 3.2: Implement utilization review of out of home placements.**

In FY 2011, CFSA fully implemented a quarterly utilization review of available placement beds. The review data is collected by provider type, the number of beds, census and overall provider ratings. The purpose of the review to assess the patterns of placement and recommendations for possible adjustments to provider contracts. The agency also took a snapshot of available resources to ensure that the agency has immediate capacity for 24 hour admission or removal of children in need of placement services.



Office of Clinical Practice

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

- **INITIATIVE 1.1: Fully Implement the Nurse Care Manager Model**

The Healthy Horizons Programs includes CFSA's 24 hour health clinic and the Nurse Care Manager Program. The Healthy Horizons Assessment Center (HHAC) is an onsite clinic that provides health screenings for children and youth (ages 0-20) entering, exiting and changing placements while in foster care. The Nurse Care Manager Program (NCMP) was established to support the social worker in their efforts to improve child safety and well-being through comprehensive care plans. The case plan includes assessments of the child's medical, health-related social, educational and other needs. Children may be referred to the NCMP based on established medical necessity criteria via the clinic or may be referred by the assigned case carrying social workers who have identified that the child/youth has needs for intensive case management for medical or health-related social, educational or other needs. Through consultation with the OCP (Office of Clinical Practice) clinical team the needs of the child/youth are discussed and supporting documentation reviewed as needed for NCMP referral. For those children/youth found not eligible for the NCMP, the assigned social worker takes the lead in coordinating all care for the child/youth with consultation from the OCP clinical team, as needed. The implementation of this program was achieved. The OCP clinical team will continue to work with Office of Revenue Operations (ORO) to claim appropriate Medicaid billings.

- **INITIATIVE 1.2: Improve educational stability for children in care.**

Collaboration between CFSA's educational specialist and CPS and In-Home social workers on all home removals of school age children occurred in FY 2011 and continues in FY 2012. Education specialists report social workers demonstrating increased awareness of the importance of educational stability and continuity in accordance with the Fostering Connections Act provisions. Staff are making greater efforts to keep children in the school they were attending prior to entering foster care. Through information sharing and common commitments in the McKinney-Vento and the Fostering Connections Acts, CFSA and the District of Columbia Schools (DCPS) work together to ensure that children in foster care are immediately enrolled when presenting at a DC public school and that records from the sending schools are transferred. When transportation is the primary barrier to a child remaining in his or her school of origin, CFSA will often assume the costs of transporting the child the foster care placement to school, unless the student is receiving transportation as a related services on his/her IEP. Additionally, CFSA and the Office of the State Superintendent of Education (OSSE) work in partnership with schools outside of the District of Columbia to ensure pre-requisite registration forms and commitments to pay tuition are resolved within one business day. As a result, District children and youth in foster care attending non-District schools are quickly enrolled. This initiative was fully achieved.

Office of Planning, Policy and Program Support

OBJECTIVE 1: Ensure System Accountability.

- **INITIATIVE 1.1: Ensure tracking, monitoring and reporting of Agency performance toward improved educational outcomes.**

The objective was fully achieved. In FY 2011, the Office of Planning, Policy and Program Support (OPPPS) has continued to track educational outcomes and expanded the assessment form to track educational and vocational outcomes for all children and youth involved with CFSA, ages 5



to 21, whether in foster care or receiving in-home services. The assessments are collected and tracked by the OPPPS using an internal database. Assessment submissions are regularly reported to CFSA executive leadership and to private agency directors to ensure that they are being completed and submitted timely.

The education and/ or vocation assessments accomplish the following goals: 1) provide social workers with a tool to assess the educational strengths and needs of children; 2) support managers by using a guided supervision process with caseworkers; 3) to establish agency wide educational and vocational outcomes; 4) improve management reports by documenting the information in the agency's computer system; and 5) provide the Office of Clinical Practice with information such as the number of children referred to the program.

- **Initiative 1.2: Support Training of Social Workers by assessment of skill development and transfer of learning.**

This objective was fully achieved. The Child Welfare Training Academy (CWTA) supports training of social workers as evidenced by the internally developed Professional Development Logic Model and Evaluation Plan (the plan reflects current trends in assessment and professional development). The CWTA implemented a review process that highlights demographics as well as structured and open-ended questions for recently graduated trainees. During FY 2011, the Agency's Quality Assurance unit conducted initial and follow up interviews with recent graduates and provided a summary report to the CWTA. Findings from the interviews are used to inform adjustments and enhancements to the curricula as needed.

OBJECTIVE 2: Promote Permanency.

- **Initiative 2.1: Implement quality assurance process for Structured Progress Reviews.**

This objective was fully achieved. The Structured Progress Review (SPR) is among the Agency's most effective quality assurance vehicles for assessing service and permanency planning for children who have been in care for at least 180 days. The process includes an internal feedback mechanism for every case reviewed with the parties responsible for moving the case towards the achievement of permanency and safe case closure. During FY 2011, the Office of Structured Progress Reviews (OSPR) completed 2002 reviews of eligible foster care cases. Over 905 of reviews occurred within the required timeframe (i.e., case reviewed within 180 days of a child's removal and every 180 days thereafter). An ongoing peer support model along with supervisory observation of all Review Specialists on a monthly basis has contributed to the continuous quality improvement of the SPR process. Specialized training for Review Specialists occurred in FY 2011. Staff from the Office of Planning, Policy and Program Support (OPPPS) conducted the third phase of the OSPR permanency evaluation. The purpose of the evaluation was to better understand how the recommendations made during an SPR help a case move toward positive permanency outcomes. Exit surveys were administered to each individual who participated in a SPR during a two month period. A total of 164 exit surveys were completed. The survey findings are being used to further strengthen existing practice within the OSPR.



Office of the Director/Agency Management

OBJECTIVE 1: Ensure a productive workspace and fleet utilization and effective management solutions for the CFSA workforce.

- **INITIATIVE 1.1: Provide safe productive workspace solutions to meet current and anticipated needs for Agency employees.**

Facilities Management Administration (FMA) continued to provide efficient use of current space allocation. In August 2011, CFSA moved staff from another community-based location (Ferebee-Hope) back to CFSA headquarters, with annual savings of \$175,000. The agency continues to partner with the Department of General Services on the scheduled move of its' headquarters to 200 I Street, SW, DC in 2012. Planning on this project is well on the way and progressing on schedule.

FMA maintained an in-house fleet availability rate above the objective of 90% during this period. Also, FMA's response to work order requests within 72 business hours exceed the 90% target for this reporting period.

CFSA exceeded the key staffing metrics for Average CFSA FTE Vacancy Rate and Average Case Caring Social Worker Vacancy Rate. These objectives were achieved while maintaining a balanced workforce planning approach to support the personnel budget targets.

OBJECTIVE 2: Enhance data collection on outcomes experienced by youth in foster care.

- **INITIATIVE 2.1: Implement the National Youth in Transition Database.**

CFSA successfully implemented enhancements to the Agency's case management system that allowed for the collection and submission of data related to the National Youth in Transition Database. CFSA submitted the data to the Administration for Children and Families (ACF) in adherence to the Federal requirements in May 2011 and November 2011.

OBJECTIVE 3: Improve federal claiming processes and implement quality assurance practices.

- **INITIATIVE 3.1: Implement Healthy Horizons Assessment Center Medicaid billing quality assurance process.**

In FY 2011, Office of Revenue Operations (ORO) developed and fully implemented a quality assurance process for the Healthy Horizons Assessment Center clinic billing process. These efforts will continue in coordination with the Office of Clinical Practice to ensure solid billing and supporting documentation. This initiative was achieved.

- **INITIATIVE 3.2: Improve Title IV-E Penetration Rate**

In FY 2011, the Office of Revenue Operations (ORO) intensified its inter-administration efforts to increase the foster care and adoption penetration rates. The initiative to increase the IV-E penetration rate was achieved. The foster care penetration rate was increased to 59%. The adoption penetration rate reached 86%. CFSA staff will continue these revenue enhancement efforts in 2012.



Performance Initiatives – Assessment Details

Performance Assessment Key:

- Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported
 ● Workload Measure
● Baseline

		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
Agency Programs								
●	2.1	Percent of investigations attempted or initiated within 24 hours of being accepted	63%	60%		63.03%	105.04%	AGENCY PROGRAMS
●	2.2	Percent of investigations closed within 35 days	92%	90%		89.88%	99.87%	AGENCY PROGRAMS
●	2.3	Percent of investigators carrying under 12 investigations	0	90%		86.64%	103.88%	AGENCY PROGRAMS
●	2.4	Percent of children/youth in foster care receiving at least 2 visits per month from the social worker	90%	90%		90.85%	100.95%	AGENCY PROGRAMS
●	2.5	Percent of children/youth in-home receiving at least 2 visits per month from the social worker	75%	90%		84.81%	94.24%	AGENCY PROGRAMS



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	2.6	Percent of children/youth who were victims of substantiated or indicated abuse or neglect during the first 6 months of the reporting year, who did not experience another incident of substantiated or indicated abuse or neglect within a 6-month period	0	94.6%		94.11%	99.49%	AGENCY PROGRAMS
●	2.7	Children who enter foster care for the first time in FY2010 and who remain in foster care for 8 days or longer, the percentage discharged to permanency (reunification, guardianship, adoption)	0	45%		46.70%	1103.79%	AGENCY PROGRAMS
●	2.8	Percent of children w/twice monthly sibling visits	67%	70%		70.97%	101.38%	AGENCY PROGRAMS
●	2.9	Percentage of on-going workers carrying under 15 cases	0	90%		94.26%	95.48%	AGENCY PROGRAMS



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
Community Services								
●	3.1	Of the families referred to the Collaborative by CFSA, the percentage of families achieving successful service provision within the first quarter.	0	75		70.75%	94.34%	COMMUNITY SERVICES
●	3.2	Completion of foster home licensing within 150 days	0	70		79.27%	113.24%	COMMUNITY SERVICES
Office of Clinical Practice (OCP)								
●	1.1	Percent of children/youth entering or changing placements who receive a timely pre-placement health screening	54%	90%		70.75%	94.34%	CLINICAL PRACTICE
●	1.2	Percent of children receiving a full medical evaluation within 30 days of entering foster care	45%	85%		65.67%	77.96%	CLINICAL PRACTICE
●	1.3	* Percent of FTM's completed within 72 hours of entering foster care	53%	65%		77.19%	118.26%	
Office of Planning, Policy and Program Sup								
●	2.1	Timely completion of SPR's	0	90		81.3%	94.34%	POLICY AND PLANNING



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	2.2	Critical Event Staffing regarding fatalities of children known to CFSA will be held within 24 hours of QI notification.	0	95		94.4%	113.24%	POLICY AND PLANNING
Office of the Director/Agency								
●	3.1	Average Case Carrying Social Worker vacancy rate	0	12		9.96%	120.49%	AGENCY MANAGEMENT PROGRAM
●	3.2	Average CFSA FTE vacancy rate	0	13.5%		10.95%	123.26%	AGENCY MANAGEMENT PROGRAM
●	3.3	In-House Fleet Availability rate >90%	0	91%		97.07%	106.67%	AGENCY MANAGEMENT PROGRAM
●	3.4	Response to facilities work order requests within 72 hours	0	90%		91.04%	101.15%	AGENCY MANAGEMENT PROGRAM
●	3.5	Title IV-E Foster Care Penetration Rate	0	50%		54.68%	109.35%	AGENCY MANAGEMENT PROGRAM
●	3.6	Percentage of sub-grantee's budget spent on programmatic costs ⁱ	0	65%		100%		AGENCY MANAGEMENT PROGRAM
●	3.7	Percentage of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award.	0	100%		100%	100%	
●	3.8	Title IV-E Adoption Subsidy Penetration Rate	0	87%		85.89%	98.72%	AGENCY MANAGEMENT PROGRAM

ⁱ Baseline Year – No rating value.