



FY2011 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 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-based preventive and support services, and to expand the network of resources providing services to at-risk children and their families.

PERFORMANCE PLAN DIVISIONS

- Agency Programs
- Community Services
- Office of Planning, Policy and Program Support
- Office of Clinical Practice
- Office of the Director/Agency Management

AGENCY WORKLOAD MEASURES

Measure	FY2008 Actual	FY2009 Actual	FY2010 YTD
Number of substantiated child/abuse and neglect per 1000 children in DC	23.1	Not Available	Not Available
Total CFSA population	4532	4461	Not Available
Total CFSA population receiving out-of-home of services	2235	2219	Not Available
Total CFSA families receiving in-home services	588	709	Not Available
Total number of hotline calls or hotline calls accepted for investigations	6895	TBD	Not Available



Agency Programs

SUMMARY OF SERVICES

Agency Programs 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. Social workers from these administrations manage approximately half of the District's foster care caseload. The other half is managed by contracted private child placing agencies. Agency Programs work to ensure the safety and well-being of children and youth in care while moving them to permanence as quickly as possible via reunification, guardianship, or adoption.

The Child Protective Services Administration (CPS) receives reports of suspected child abuse or neglect, assesses families whose children are alleged victims of abuse or neglect and refers children and their families for services within CFSA or the Healthy Families Thriving Communities Collaboratives. CPS provides the Agency's intake and investigations functions. Intake is the point of entry into the child welfare system for all CFSA clients. Intake maintains around-the-clock protective services for children, seven days a week. It is available by hotline on a 24-hour basis.

The In-Home and Permanency Administrations I & II serve families in-home through 10 In-Home and Permanency units recently co-located with community partners to provide community-based family support. Through the Partnership for Community-Based Services, CFSA social workers in these units team with staff in partner community agencies to provide a preventative and comprehensive response to service needs. In-Home I & II also provide direct case management to you in out-of-home care that are seeking to achieve permanency through reunification, guardianship or adoption.

The Out-of-Home & Permanency Administration provides permanency support, consultation, technical assistance, training and case management for children from the inception of concurrent permanency planning through finalization of adoption or guardianship. Permanency Specialists from the Out-of-Home & Permanency Administration High Impact Unit provide high-level intense permanency intervention and support to the internal administrations (In-Home I & II, Office of Youth Empowerment) and the Private Agencies by providing permanency-related consultation and problem-solving support for children and youth early in the case planning process with a focus on eliminating barriers and expediting permanency for children and youth.

Office of Youth Empowerment (OYE) provides direct case management and concurrent permanency and emancipation planning services to older youth in foster care, ages 16 to 21, who have a goal of Alternative Planned Permanent Living Arrangement (APPLA). OYE works to achieve permanence for older youth while at the same time providing life skills training, vocational and educational support, transitional assistance, and encouraging informal but committed relationships with safe, caring adults willing to act in a mentoring or parental capacity following a youth's exit from foster care. OYE is also the CFSA program unit that administers the Chafee Foster Care Independence Program (CFCIP).



OBJECTIVE 1: Ensure child/youth safety.

INITIATIVE 1.4: Ensure quality investigations.

In FY 2010 CFSA completed a comprehensive hotline practice guide (and conducted appropriate training to hotline staff) to ensure uniformity and best case practices in service delivery. The Agency will develop an investigations a practice guide that will support a best case practice model for timely, high-quality investigations and effective and appropriate referral for support services for families who come into the agency’s front door. CPS Supervisors and investigators will be trained in the investigations practice guide in FY2011.

Target completion date: September 2011.

INIATIVE 1.2: Implementation of Differential Response.

CFSA in partnership with its sister agencies and community-based partners will implement Differential Response (DR). Through implementation of DR, CFSA, other District agencies and community partners will seek to achieve improved safety of children; deeper engagements with families; increase family and employee satisfaction and establish a continuum of services that consists of government, community-based and neighborhood resources. Model design and implementation planning are on target for completion by the end of FY 2010, and in FY2011, CFSA and its partner agencies look forward to a phased implementation of the program, with full implementation to occur in FY 2012.

Target completion date: September 2011.

OBJECTIVE 2: Promote Permanency.

INITIATIVE 2.1: Implement Office of Youth Empowerment Consultation Model.

CFSA will fully execute the Office of Youth Empowerment consultation model throughout the child welfare system and provide support to CFSA and private agency social workers in the development, execution and monitoring of youth transition plans.

Target completion date: September 2011.

INITIATIVE 2.2: Expansion Permanency Opportunities Project (POP).

POP facilitates permanency team meetings with CFSA administrations and private agency staff to develop a permanency plan for identify and address barriers to ensure timely permanence is achieved. In FY2011, CFSA will expand the POP consultative model to all children with the goal of adoption.

Target completion date: September 2011.

PROPOSED KEY PERFORMANCE INDICATORS – Agency Programs

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Percent of investigations attempted or initiated within 24 hours of being	Not Available	75%	63%	60%	65%	67%



Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
accepted						
Percent of investigations closed within 35 days	Not Available	80%	Not Available	90%	90%	90%
Percentage of investigators carrying under 12 investigations	90%	Not available	Not Available	90%	90%	90%
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 ¹	95.7%	94.6%	Not available	94.6%	94.6%	94.6%
Percent of children/youth in foster care receiving at least 2 visits per month	86.5%	95%	90%	90%	90%	90%
Percent of children/youth in-home receiving at least 2 visits per month	73.2%	90%	75%	90%	90%	90%
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)	Not Available	Not available	Baseline	45%	45%	45%
Percent of children with twice monthly sibling visits	60%	75%	67%	70%	75%	75%
Percentage of on-going social workers carrying under 15 cases.	93%	Not available	Not available	90%	90%	90%

Community Services²

SUMMARY OF SERVICES

Community Services establishes and sustains centers of excellence that achieve or support positive outcomes for children and families through best practices, superior customer services, and solid teamwork in its community-based prevention programs, recruitment, retention and licensing of foster parents, placement services for children, and quality child welfare programs in private contract agencies.

Prevention Services provides community-based prevention, supportive, and aftercare services to families and children at-risk in the neighborhoods so that they can achieve safety, permanency,

¹ Industry standard collected from the Child and Family Services Reviews (CFSR), the Children’s Bureau has established the current national standard for the absence of maltreatment recurrence as 94.6 percent.

² Please note that the KPI’s for Agency Programs also reflect the performance of CFSA’s Private Agencies which are monitored under the Community Services Division.



and well-being in the least restrictive setting, maximizing the use of informal and formal support systems.

Child Placement provides living arrangements for children who cannot live in their birth homes. By providing an array of placement options, Child Placement supports the safety, permanence and well-being of children and youth in the care of CFSA.

Contract Monitoring is responsible for monitoring or family-based foster care and congregate care contracts. Through rigorous monitoring activities, Contract Monitoring seeks improve contracted programs' performance outcomes, instill continuous quality improvement and to ensure high quality services to children served by these agencies.

Family Licensing ensures that candidates seeking to provide foster or adoptive care are trained and licensed to provide appropriate care for children in need of temporary or permanent homes.

Family Resources provides foster and adoptive resource recruitment, and support services to current and potential foster, kinship, and adoptive parents. Through various outreach and public education campaigns and activities Family Resources ensures the availability of foster parents that are willing and able to meet the varied needs of children and youth in the care of CFSA. Foster parent support professionals provide the ongoing assistance necessary to ensuring safe homes that support the permanence and well-being of children and youth.

Adoption and Guardianship Subsidy provides financial assistance services to eligible relatives and adoptive parents so they can maintain children in permanent homes. The Grandparent Subsidy which is also included in this activity provides financial assistance services to eligible grandparents so they can maintain children in permanent homes.

OBJECTIVE 1: Ensure Child Safety.

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

Increase prevention services to at-risk families who have been the subject of a report of abuse and/or neglect and who are in need of additional supports including family supportive services, in-home services and short term crisis services by establishing flexible criteria for referrals through the new FY2011 Collaborative contracts.

Target completion date: October 2010.

OBJECTIVE 2: Promote Permanency.

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

In FY2011 CFSA will review and update the comprehensive range of out of home placement options that are needs based, including special populations (such as sibling groups, LGBTQ). In FY2011 CFSA will centralize all placement decisions within the CFSA Placement Administration eliminating all moves between and within private



agencies. Full compliance will begin in coordination with the Family Based Human Care Agreements (HCA).

Target completion date: September 2011.

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

In FY2011, CFSA will broaden its outreach efforts to a greater community presence and through the use of effective social networking tools leading to an expanded and more diverse, needs based pool of foster and adoptive parents. CFSA will increase the pool of available foster homes by 30% .

Target completion Date: September 2011.

OBJECTIVE 3: Ensure System Accountability.

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

In FY 2008, CFSA implemented a joint community-based practice model with the Healthy Families/Thriving Communities (HFTC) Collaboratives to serve at risk children and families in their homes cooperatively. In FY2011, the accountability subcommittee will lead the implementation of recommendations from the year one assessment and conduct a year two evaluation.

Target completion date: September 2011.

INITIATIVE 3.2 Implement utilization review of foster out of home placements.

In FY2011, CFSA will implement a quarterly utilization review of available placement beds will be developed and implemented categorized by provider and type of placement, that includes access patterns and that is followed by commensurate modifications to contracts to ensure consistent access to placements appropriate to each child’s needs.

Target completion date: December 2010.

PROPOSED KEY PERFORMANCE INDICATORS – Community Services

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Of the families referred to the Collaborative by CFSA, the percentage of families achieving successful service provision within the fiscal quarter.	Not Available	Not Available	Baseline	75%	78%	80%
Completion of foster home licensing within 150 days	Not Available	Not Available	Baseline	70%	70%	70%



Office of Clinical Practice

SUMMARY OF SERVICES

The Office of Clinical Practice (OCP) coordinates and administers clinical and health services for children receiving in-home or foster care services from CFSA as well as innovative family support functions like Family Team Meetings (FTM). OCP provides (or contracts for the provision of) complete and comprehensive well-being services for children in CFSA’s care, including 24/7 on-call support for medical and mental health emergencies. A staff of expert consultants (including a physician and registered nurses) in physical health, mental health, residential treatment, and developmental disabilities offer linkages and support in accessing resources within other District agencies and community providers.

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

INITIATIVE 1.1: Fully Implement the Nurse Care Manager Model

CFSA’s Healthy Horizons Nurse Care Management Program is a targeted case management model that facilitates access to health care and related social, educational, and other services for children within the District’s out-of-home foster care population. All children engaged in the District’s out-of-home foster care population will be included in the program. All children entering foster care who are eligible for the Program will have a NCM assigned.

Target completion date: September 2011.

INITIATIVE 1.2: Improve educational stability for children in care.

CFSA’s educational specialists will collaborate with CPS social workers on all home removals involving school age children to determine the best school placement upon entering foster care. CFSA will utilize its transportation resources as needed and available to support educational stability for children who will remain in their school of origin. For children whose best interest is to change school placements, CFSA will collaborate with the sending local education agency (LEA) to ensure the immediate transfer of school records and the receiving LEA to ensure the immediate enrollment of the child.

Target completion date: September 2011.

PROPOSED KEY PERFORMANCE INDICATORS – Office of Clinical Practice

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Percent of children/youth entering or changing placements who receive a timely pre-placement health screening	68%	90%	54%	90%	90%	90%
Percent of children receiving a full medical evaluations within 30 days of entering foster care	84%	95%	45%	85%	85%	85%
Percent of FTM’s completed within 72 hours of child entering	54%	75%	53%	65%	70%	70%



foster care						
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Office of Planning, Policy and Program Support

SUMMARY OF SERVICES

The Office of Planning, Policy and Program Support (OPPPS) is responsible for carrying out the various state-level functions of CFSA, which is the District's Single State Agency under Title IV-E of the Social Security Act. OPPPS is comprised of the following: Policy Office and Program Support (Child Protection Register, Office of Facility Licensing and Office of Fair Hearings and Appeals); Planning/Research (Planning and Data Analysis); Office of Structured Progress Reviews; Quality Improvement (Quality Assurance, Child Fatality Review, and Quality Service Review/Case Practice units); Resource Development Office; and, the Office of Training Services.

OBJECTIVE 1: Ensure System Accountability.

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

In FY10, the Agency expanded a checklist used by social workers to track educational progress for children and youth to a more comprehensive educational assessment. The new format not only tracks several indicators of educational success, but also supports implementation of the education-focused provisions of the recently enacted Fostering Connections legislation. Since October 2009, the Offices of Planning and Data Analysis have monitored, tracked and reported on CFSA and private agency compliance with the Education Assessment Administration Issuance to assure timely and accurate submission of assessments for all children and youth in the compulsory education range (5 – 18). In FY2011, the offices will develop an educational database to assist in establishing agency-wide baselines for educational improvement. In addition, the office will assist with distribution of a specialized educational and vocational assessment for older youth, aged 18 to 21, to ensure successful outcomes for youth transitioning from foster care, as well as compliance with guardianship provisions of the Fostering Connection legislation. Target completion date: September 2011.

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

In FY 2010 the Office of Training Services has revamped its training structure for newly hired staff, for foster parents, and for existing staff who are in need of training on the implementation of the Out of Home Practice Model. Ensuring the success of these training plans will be dependent upon the continued use of an independent means of assessing the success of the training and of providing appropriate feedback to the training department so that any needed adjustments can be made. In FY2011, OPPPS implement a review process that will include both structured and open-ended interviews with a sample of training participants in the months after their training has been completed. Target completion Date: September 2011.



OBJECTIVE 2: Promote Permanency.

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

Beginning in May 2010, the Office of Structured Progress Reviews (formerly Administrative Review) has enhanced its process for reviewing eligible foster care cases. To accommodate organizational changes, children and youth who fall under the following categories will receive the elements of the traditional Administrative Review process as part of permanency-focused meetings facilitated by trained content experts with the capacity to emphasize opportunities and resources available to support clients:

- Youth ages 17-21 years; and,
- Children with a goal of adoption who are in a pre-adoptive home for less than 9 months.

SPRs are held every six months (180 days). In FY2011 OPPPS will implement a quality assurance process for SPRs that will include peer reviews and surveys of participants.

Target completion Date: September 2011.

PROPOSED KEY PERFORMANCE INDICATORS – Office of Planning, Policy & Program Support

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Timely completion of SPR's	Not Available	Not Available	Baseline	90%	95%	97%
Critical Event Staffings regarding fatalities of children known to CFSA will be held within 24 hours of QI notification.	Not Available	Not Available	Baseline	95%	95%	95%



Office of the Director/Agency Management

SUMMARY OF SERVICES

The Office of the Director has purview over various infrastructural and administrative activities at CFSA, including the Contracts and Procurement Administration, the Human Resources Administration, and the Facilities Management Administration, Child Information Systems Administration and the Business Services Administration

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.

FMA will continue to manage ongoing space planning initiatives that result in efficient, timely and safe employee workspace solutions. These initiatives include current space planning projects associated with various agency administrations, the Collaboratives and the projected move from the 400 6th Street SW location.

Target completion date: September 2011.

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

INITIATIVE 2.1: Implement the National Youth in Transition Database.

CFSA will be prepared to submit data to the Administration for Children and Families (ACF) for youth receiving independent living services as well as self-reported data on outcomes experienced by youth who turned 17 during the period of October 1, 2010 through March 31, 2011. This will be an ongoing process of data submission to ACF which will occur twice during the Fiscal Year. CFSA will be able to use the data to improve services provided to youth in foster care.

Target completion date: May 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 FY2009 and FY2010, the Medicaid Claiming Unit (MCU) worked collaboratively with the Department of Health Care Finance (DHCF) and the Office of Clinical Practice (OCP) to develop and implement the billing and quality assurance infrastructure to effectively bill Medicaid for services provided at the Agency's Healthy Horizons Assessment Center. In FY2011, a quality assurance process will be fully developed and implemented for the clinic's billing process.

Target completion Date: September 2011.

INITIATIVE 3.2: Improve Title IV-E penetration rate.

In FY2010, Revenue Operations worked closely with various administrations to strengthen the retrieval of documentation which supports Title IV-E foster care and



adoption subsidy claiming. In FY2011, Revenue Operations will intensify these efforts by assigning a Business Services Administration team member to each administration to enhance data integrity, documentation, court order language and other elements which support Title IV-E claiming, specifically, the penetration rate. By September 2011, the inter-administration collaborative efforts described above, and other strategies will lead to an annual 5% foster care penetration rate increase. These same efforts will garner a 1% - 2% penetration rate increase in adoption subsidy.
Target completion date: September 2011.

PROPOSED KEY PERFORMANCE INDICATORS – Office of the Director/Agency Management

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Average Case Carrying Social Worker vacancy rate <12%	6.7%	Not available	Not available	12%	12%	12%
Average CFSA FTE vacancy rate <13.5%	9.6%	Not available	Not available	13.5%	13.5%	13.5%
In-House Fleet Availability rate >90%	93.9%	Not available	Not available	91%	91%	92%
Response to facilities work order requests within 72 business hours	Not Available	Not available	Baseline	90%	91%	92%
Title IV-E Foster Care Penetration Rate	46%	Not available	Not available	50%	55%	60%
Title IV-E Adoption Subsidy Penetration Rate	86%	Not available	Not available	87%	89%	90%
% of subgrantee's budget spent on programmatic costs ³	Not Available	Not Available	Not Available	65%	65%	65%
% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award ⁴	Not Available	Not Available	Not Available	100%	100%	100%

³ The Wise Giving Alliance of the Better Business Bureau identifies 65% to be an industry standard for this measure <http://www.bbb.org/us/Charity-Standards/>. This metric measures all subgrantees' programmatic costs as a percentage of their overall costs.

⁴ Pursuant to 11.4 of the Grants Manual and Source Book all District agencies must complete monitoring reports. All District agencies should be in compliance with this standard. The standard is 100%.