



FY 2014 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 preventive and support services, and to expand the network of resources providing services to at-risk children and their families. The agency is divided into two core offices: Program Operations and Office of the Director.

PERFORMANCE PLAN DIVISIONS¹

- **Agency Programs**
 - Office of Entry Services
 - Child Protective Services Administration
 - Family Assessment Administration
 - Health Services Administration²
 - Office of Community Partnerships³
 - In Home Services Administration
 - Community Partnerships Administration
 - Office of Program Operations
 - Permanency Administration
 - Kinship Support Administration
 - Placement Services Administration
 - Foster Care Resources Administration
- **Office of the Director⁴**
 - Office of Youth Empowerment
 - Office of Well-Being

¹ The Mayor's proposed budget was submitted to Council in March 2013. CFSA had an organizational change after the submission of the Mayor's proposed budget to the Council.

² CFSA experienced an organizational change. Clinical Services is now known as Health Services Administration.

³ CFSA experienced an organizational change. Community Services is now known as Office of Community Partnerships.

⁴ The Office of Director includes programs such as agency management, agency financial operations and policy and program planning.



AGENCY WORKLOAD MEASURES

Measures	FY 2011 Actual	FY 2012 ⁵ Actual	FY 2013 ⁶ YTD ⁷
Rate of substantiated child/abuse and neglect per 1,000 children	16.4	NA	NA
Total population served	3,640	3,479	3,360 ⁸
In-home families served	551	560	601 ⁹
In-home children served	1,808	1,921	1,928 ¹⁰
Out- of -home children served	1,827	1,542	1,421 ¹¹
Total hotline calls received	12,444	13,028	10,741
Total new investigations	6,656	7,047	4,892

⁵ This is the District of Columbia Child and Family Services Agency National Data Profile as of April 3, 2012 for 2011 actual. FY 2012 Actual data are not available as of the date of submission.

⁶ FY2013 YTD reports data Q3 (October)

⁷ This is the District of Columbia Child and Family Services Agency National Data Profile as of April 3, 2012 for 2011 actual. FY 2013 Actual data are not available as of the date of submission.

⁸ Population data reports the average population served for Q1- Q3 FY2013

⁹ Population data reports the average population served for Q1 - Q3 FY2013

¹⁰ Population data reports the average population served for Q1 - Q3 FY2013

¹¹ Population data reports the average population served for Q1 - Q3 FY2013



Agency Programs

SUMMARY OF SERVICES

The Program Operations division is CFSA's front door function which includes three core program activities: **The Office of Entry Services to include Child Protective Services, Family Assessment and Health Services Administration; Office of Community Partnership to include In Home Services and Prevention; Office of Program Operations to include Kinship Support, Placement Services, Foster Care Resources and Permanency.**

The Office of Entry Services program contains the following three administrations:

- **Child Protective Services (CPS)** maintains 24/7 protective services for children, including the District's hotline for reporting child abuse/neglect and prompts an investigative response;
- **Family Assessment (FA) Administration** accepts referrals of lower level reports of child abuse and/or neglect that prompt a family assessment response;
- **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.

The Office of Community Partnerships contains the following two administrations:

- **In Home Services** monitors and assists families through 10 social work units based in neighborhoods with the Healthy Families/Thriving Communities Collaboratives.
- **Prevention Services** contracts with local providers to ensure the availability of in-home visitation services to prevent child abuse and neglect.

The Office of Program Operations administration supports children in foster care, focusing on reunifying children/youth with their families and achieving legal permanence through guardianship or adoption.

The Office of Program Operations contains the following four administrations:

- **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;
- **Placement Services Administration** identifies appropriate settings that can meet the needs of children and youth who must leave home temporarily to be safe;
- **The Foster Care Resources Administration** recruits, trains, and licenses District-based foster homes; licenses District-based group homes and independent living programs for children and youth; and monitors 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).



- **Permanency Administration** provides permanency support, consultation, technical assistance, training and case management for children from inception of concurrent permanency planning through finalization of adoption or guardianship.

OBJECTIVE 1: Narrow the Front Door to ensure that children grow up with their families and are only removed from their families when necessary.

INITIATIVE 1.1: Ensure timeliness and quality of investigations.

CFSA will have a standard process to connect families for whom CFSA has identified a safety concern to immediate services during the course of the investigation. CFSA will launch a process of including the Collaboratives into the investigation process through the RED (review, evaluate and direct) team process. Child Protective Services (CPS) will refer families who have a low to moderate risk and are identified to need brief intervention services to the Collaboratives to work with the family. For families with a high or intensive risk level, CPS will refer the family to the in-home units for an open case and will transition services to the ongoing worker to communicate the needs of the family. **Completion Date: December, 2013.**

INITIATIVE 1.2: Enhance the quality of child protective services investigations.

CFSA will implement a continuous quality improvement (CQI) process to enhance the consistency in practice. In addition, this process will increase the overall sample size of investigations reviewed. **Completion Date: December, 2013.**

OBJECTIVE 2: Develop community partnerships to ensure children safely remain in their homes.

INITIATIVE 2.1: Ensure that children are only removed from their homes in order to keep them safe.

CFSA expanded in FY2013 the availability of In Home Visitation Prevention Grant. This grant allows for the provision of services to children and families in the Family Assessment and the In-Home programs served by CFSA. The services are offered to families to prevent recidivism of children reunited with their families after being in foster care. Families with children ages zero to five will be targeted for the prevention services. The service will also be accessible through the Collaboratives and other community-based services agencies. **Completion Date: March, 2014 and ongoing.**

INITIATIVE 2.2: Ensure that children have access to services in order to maintain them safely in their homes.

CFSA is currently in final negotiation with the Administration for Children and Families on a Title IV-E waiver. The waiver will allow CFSA to redirect federal dollars to expand its ability to provide prevention, family preservation (e.g. Home Builders and Project Connect), and intensive in home case management to ensure that families have access to the services required to keep children with their families whenever possible. **Completion Date: March, 2014.**



OBJECTIVE 3: Ensure targeted permanency planning immediately when children enter foster care.

INITIATIVE 3.1: Ensure children in out-of-home care return to a home safely and quickly.

CFSA was the recipient of the Trauma Systems Therapy Grant from the Administration for Children and Families. Trauma informed practice will be incorporated throughout the child welfare system to include training of staff, key stakeholders such as attorneys, foster parents and judges. **Completion Date: December, 2013.**

INITIATIVE 3.2: Improve utilization of least restrictive placement array to ensure children will be placed in the best and most appropriate placements that best meet their needs.

As part of the placement service redesign, CFSA will implement a utilization management process that reinforces the integrated teaming approach to identify, coordinate, and link appropriate resources/services to meet the needs of children currently in, or at risk of a restrictive level of care. The placement and matching tool will be used during key points in a case, such as: at removal (initial or replacement), disruptions, or when a child needs a higher level of care. CFSA released a solicitation for a behavioral crisis stabilization support service for foster parents throughout the District of Columbia and for kinship foster parents. **Completion Date: September, 2014.**

INITIATIVE 3.3: Improve the life-long connections of foster care children and youth by increasing quality visitation and maintaining connections to significant individuals in a child's life.

As a new initiative, CFSA will construct and fully implement a case transfer process that occurs no later than the initial Family Team Meeting (FTM) following the removal of a child from the home. CFSA will also fully implement a group decision making process known as the RED (Review, Evaluate and Direct) team for all removal cases. This parental engagement process will require that the assigned on-going social worker do the following: attend a Removal RED team meeting (prior to the initial FTM), attend the initial FTM, and attend the initial court hearing. The social worker will be able to complete their initial worker/parent visits and engage the parent(s) in scheduling the visitation with the child (children). **Completion Date: September 30, 2014.**

OBJECTIVE 4: Ensure the expeditious exit of children and youth from foster care to permanency, family environment, or lifelong connections.

INITIATIVE 4.1: Increase the number of children existing foster care to positive permanency.

CFSA will implement the RED (Review, Evaluate and Direct) team process in order to expeditiously move foster care children to a permanent family. CFSA will implement the adoption, guardianship, and special corrective action RED team. **Target Completion Date: December, 2014.**



KEY PERFORMANCE INDICATORS – Agency Programs

Measures	FY2012 Actual	FY2013 Target	FY2013 ¹² YTD	FY2014 Projection	FY2015 Projection	FY2016 Projection
Percent of investigations initiated within 48 hours	70%	85%	80%	95%	95%	95%
Percent of investigations closed within 35 days	81%	85%	57%	90%	90%	90%
Increase relative placements (kinship care)	16%	26%	18%	30%	35%	35%
Decrease the average number of months to reunification	14 months	12 months	19 months	8 months	5.4 months	5.4 months
Decrease the average number of months to adoption	46 months	36 months	52 months	30 months	27.3 months	27.3 months
Decrease re-entries into care within 12 months of exit or reunification	9.7%	9.9%	NA	9.9%	9.9%	9.9 %
Increase placements in family foster homes	81%	82%	83%	82%	82%	82%
Decrease placements in group homes	5%	6%	5%	6%	6%	6%
Increase children/youth with two or fewer placements in the past 12 months	NA	75%	82%	75%	75%	75%
Increase placements within the District	39%	50%	43%	50%	55%	60%
Increase exits to a permanent home	72%	83%	75%	85%	85%	85%
Decrease the number of youth who age out of care	24%	18%	23%	15%	12%	12%
Increase youth engaged in after care services	NA	75%	NA	85%	90%	90%
Twice monthly in-home weekly visitation	93%	85%	91%	85%	85%	85%
Decrease the number of children that go from in-home to out-of-home care	NA	NA	NA	NA	NA	NA

¹² This performance represents just Quarter 3 (April- June 2013) data.



Office of the Director

SUMMARY OF SERVICES

CFSA 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. The agency program administrations work to ensure the safety and well-being of children and youth in care moving them to permanence as quickly as possible via reunification, guardianship and adoption.

While everyone providing direct services to children and youth must look after and contribute to their well-being, it is appropriate to highlight two CFSA entities (**Office of Well Being** and the **Office of Youth Empowerment**).

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 will use trauma-informed and evidence-based practices, with the goal of achieving measurable and meaningful outcomes in the well-being domains of education, and 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 five specialty areas (education, substance abuse, domestic violence, housing, day care) that support these outcomes.

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. CFSA strives to improve the outcomes for older youth, who represent the single largest cohort of children in CFSA's foster care system.

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

INITIATIVE 1.1: Ensure that children receive educational preparation to attain successful educational outcomes.

CFSA will conduct educational assessments that will measure a student's existing knowledge, comprehension, and mastery of basic skills in reading and mathematics for all foster care children ages 5 to 18. Appropriate and individualized educational plans will be developed thereafter. **Completion Date: December, 2014.**

INITIATIVE 1.2: Assist older youth to leave foster care with the education and skills necessary to help them become successful and self-supporting adults.

For FY14, CFSA will implement the following strategies:

- Establish new partnerships to support older youth with a primary focus on education and employment along with other economic security options for older youth.
- Continue the use of an older youth scorecard in order to track key performance measures for older youth in foster care.



- Additionally, CFSA will analyze the data from the National Youth in Transition Database (NYTD) performance measures for youth who have exited foster care in order to inform and enhance practice to benefit current foster care youth.
- Strengthen family and other social connections in order to provide emotional support for young adults after they age out of foster care.

Completion Date: December, 2014.

KEY PERFORMANCE INDICATORS – Office of the Director

Measures	FY2012 Actual	FY2013 Target	FY2013 YTD	FY2014 Projection	FY2015 Projection	FY2016 Projection
Children and youth receive full medical evaluation within 30 days of entering care	69%	85%	67%	85%	85%	85%
Children and youth receive an initial/re-entry health screening before placement	88%	95%	89%	95%	95%	95%
Children ages zero to 5 receive developmental screenings upon entry into foster care ¹³	78%	60%	76%	65%	70%	70%
Increase third graders performing at grade level (annual measure)	NA	38%	NA	41%	44%	44%
Increase high school graduation rate	NA	25%	71%	30%	35%	40%
Increase college entry rate (annual measure)	NA	30%	35%	35%	40%	40%
Increase college graduation rate	NA	25%	18%	30%	35%	35%
Increase youth age 20 who are employed or in post-secondary education	NA	50%	53%	55%	60%	60%
Decreased disconnected youth ages 16-21(not in school or working)	NA	41	57	37	34	34

¹³ The FY12 and FY13 the measure was for children ages 0 to 6. The measure was changed to children ages 0 to 5 in FY14.