

Child and Family Services Agency FY2019

Agency Child and Family Services Agency

Agency Code RLO

Fiscal Year 2019

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.

2019 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.

2019 Key Performance Indicators

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
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	Up is Better	81%	83.3%	84.7%	84%
Share of youth engaged in aftercare services	Up is Better	92%	97.7%	98%	95%
Share of youth age 20 who are employed or in postsecondary education	Up is Better	61%	66.7%	72.3%	63%
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)					
New entries into foster care	Down is Better	325	275	280	300
Number of removals from in-home within one year	Down is Better	108	87	173	140
Share of investigations initiated within 48 hours	Up is Better	89%	91%	90.7%	95%

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
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 re-entry foster care placement	Up is Better	96%	97%	96.1%	95%
Share of youth age 11 and older getting a pre-placement substance abuse screening	Up is Better	93%	94%	81.1%	90%
Percent of children ages 0-5 getting a developmental screening within 30 days of entering care	Up is Better	90%	94%	95.8%	90%
Percent of youth in foster care who graduate from high school	Up is Better	76%	68%	67.3%	70%
Percent of youth in foster care who graduate from college	Up is Better	16%	8%	18.6%	10%
Share of youth in foster care who complete vocational training and/or receive industry certification	Up is Better	69%	68%	76.1%	65%
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)					
Percent increase of relative placements (kinship care)	Up is Better	21%	24%	24%	24%
Percent of placements in family foster homes	Up is Better	84%	84%	82.1%	85%
Percent of foster care placements within the District of Columbia	Up is Better	49%	47%	49.4%	55%
5 - Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)					
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Up is Better	Not Available	No data available	100%	Not Available
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Up is Better	Not Available	80.7%	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Up is Better	Not Available	No data available	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Down is Better	2.1%	0.5%	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Average number of calendar days between requisition and purchase orders issued (Updated by OCA)	Up is Better	Not Available	13.9	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Up is Better	92.6%	110%	Waiting on Data	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Up is Better	Not Available	No data available	25%	Not Available

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Down is Better	43.8%	18.8%	Waiting on Data	Not Available
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Down is Better	Not Available	Not Available	Not Available	New Measure

2019 Operations

Operations Header	Operations Title	Operations Description	Type 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. (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
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
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
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
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
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
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

Operations Header	Operations Title	Operations Description	Type of Operations
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 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.	Daily Service
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)			
CHILD PLACEMENT	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
PERMANENCY	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
KINSHIP SUPPORT	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
FAMILY RESOURCES	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
5 - Create and maintain a highly efficient, transparent and responsive District government. (1 Activity)			
INFORMATION TECHNOLOGY ACTIVITY	Child Information Systems Administration (CISA)	CISA (Child Information Systems Administration) is the technological center for CFSA. CISA maintains and operates technology used to improve child welfare performance and outcomes. The Comprehensive Child Welfare Information Systems (CCWIS) changes and improvements is led by this administration.	Key Project

2019 Workload Measures

Measure	FY 2016	FY 2017	FY 2018
2 - CPS-I (3 Measures)			
Rate of substantiated child abuse and neglect per 1,000 children in the District	0	Data Forthcoming	Waiting on Data
Total hotline calls received	17,239	16,949	18,761

Measure	FY 2016	FY 2017	FY 2018
Total number of new investigations	5294	4158	4934
2 - In-home Services Administration (2 Measures)			
Number of in-home families served	574	549	481
Number of in-home children served	1563	1525	1366
4 - Placement Services Administration (1 Measure)			
Number of out-of-home children served	989	898	839

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Child Information Systems Administration (CISA) (1 Strategic Initiative)		
Implementation of a Comprehensive Child Welfare Information System	<p>CFSA will begin a multi-year initiative to modernize our legacy child welfare information system that will meet the federal Comprehensive Child Welfare Information System requirements.</p> <p>To that end, in FY19, CFSA will initiate multiple parallel activities that include: data quality improvement, streamlining business processes, and complete a competitive procurement process and begin working with a system integrator to design the new CCWIS.</p>	09-30-2021
In-home Services Administration (1 Strategic Initiative)		
Prevention Family First	<p>CFSA will work to explore existing prevention efforts in DC, identify key stakeholders, and work to develop a Prevention Plan in FY19. The goal of CFSA's Prevention/Family First effort is to direct local dollars further upstream to benefit local primary prevention efforts that will benefit at-risk families. CFSA will work to expand the definition of candidacy of Title IV-E waivers and take an inventory and assess Evidence Based Practices that would benefit a larger # of CFSA families.</p> <p>The prevention planning process will address recommendations from the City-wide Child Fatality Review Committee: 1. strengthen entry services policy and practice to ensure families with multiple referrals to Child Protective Services receive an intensive historical review; 2. consistently implement its policy on community papering to ensure judicial oversight in cases where the safety/well-being of the child are at risk and the families declined to participate in voluntary services.</p>	09-30-2019
Program Operations - Permanency (1 Strategic Initiative)		
Parent Engagement, Education and Resource (PEER)	<p>CFSA launched the PEER Support Unit in late FY18. The goal of PEER is to provide support to birth families, educating them about the children welfare/court system, and support them in completing the tasks necessary to achieve reunification. Five PEER staff members provide individual and group support as well as home visits using an evidence-based model to teach appropriate parenting techniques. PEERS will engage, educate and provide support to at least 75 families within the first 6 months (150 families annually). The impact of having a PEERS unit will be measured through short and long term measures. Engagement will be measured by client participation in services, and teaming meetings. Short term impact will be measured over a 6 month period of working with a birth parent. Data will be collected through</p>	09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	PEER surveys and assessments. The longitudinal impact of the PEERS unit will be measured through analysis of timely permanency.	
The Office of Well-Being (1 Strategic Initiative)		
Mental Health Redesign	In FY 19, CFSA will implement an initiative to provide direct mental health services to children and families entering the child welfare system. Presently, CFSA enrolls children in need of mental health services with a DBH core service agency; however, long waits for services, therapist turnover and a lack of expertise has led to poor outcomes for the families we serve. CFSA staff will provide short-term mental health services; medication management and connection to community based services. There are 3 therapists with a caseload of 30, serving children and their parents. This initiative has funding and is part of the long-term change in practice with making mental health services more accessible to children and families served. The goal of this initiative is to decrease the time children spend in foster care and increase placement stability.	09-30-2019