

Child and Family Services Agency FY2021

Agency Child and Family Services Agency

Agency Code RLO

Fiscal Year 2021

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.

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.

Key Performance Indicators

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 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	84.7%	87%	88.5%	85%
Share of youth engaged in aftercare services	Up is Better	98%	95.6%	95.7%	95%
Share of youth age 20 who are employed or in post-secondary education	Up is Better	72.3%	69.6%	71.2%	70%
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	280	307	172	185
Number of removals from in-home within one year	Down is Better	173	145	63	100
Share of investigations initiated within 48 hours	Up is Better	90.7%	91.2%	93.5%	95%
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 reentry foster care placement	Up is Better	96.1%	96.3%	93.1%	95%
Share of youth age 11 and older getting a pre-placement substance abuse screening	Up is Better	81.1%	90.1%	95.8%	90%
Share of youth in foster care who complete vocational training and/or receive industry certification	Up is Better	76.1%	80%	71.4%	70%
Percent of children ages 0-5 getting a developmental screening within 30 days of entering care	Up is Better	95.8%	92.2%	90.6%	90%
Percent of youth in foster care who graduate from high school	Up is Better	67.3%	73.1%	69.2%	70%
Percent of youth in foster care who graduate from college	Up is Better	18.6%	11.1%	18.5%	20%

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
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	24%	27.5%	29.3%	32%
Percent of placements in family foster homes	Up is Better	82.1%	82.4%	79.8%	85%
Percent of foster care placements within the District of Columbia	Up is Better	49.4%	49.8%	50.1%	55%

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. (2 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
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. (2 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
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)			

Operations Header	Operations Title	Operations Description	Type of Operations
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
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
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
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
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

Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
2 - CPS-I (3 Measures)			
Total hotline calls received	18,761	19,906	14,046
Total number of new investigations	4934	5593	4952
Rate of substantiated child abuse and neglect per 1,000 children in the District	9.09	6.37	Waiting on Data
2 - In-home Services Administration (2 Measures)			
Number of in-home families served	481	532	693
Number of in-home children served	1366	1404	1309
4 - Placement Services Administration (1 Measure)			
Number of out-of-home children served	839	796	693

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Child Information Systems Administration (CISA) (1 Strategic Initiative)		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Comprehensive Child Welfare System	In FY21 CFSA will continue improving data quality in the systems in use and streamlining business processes to onboard vendors to support the implementation activities. The team's focus during FY21 will be business process changes in advance of new technologies. Quarterly performance data will be measured through training exercises and improving data quality through the continuation of the conversion and archiving process. The three tasks CFSA will complete in FY21 include: the CCWIS team working to improve data quality in FACES in time for conversion. The commitment is to have 95% unique clients in FACES (currently at 93% unique clients as of 10/20). The CCWIS team will archive all 1, 200 tables in FACES that have not been modified in the past year. Lastly, CFSA will train agency subject matter experts (around 50 people) to enable their project participation. CFSA anticipates issuing an award in FY21.	09-30-2021
In-home Services Administration (2 Strategic initiatives)		
Family First	FY21 will focus on implementing our CQI framework and fully embedding Motivational Interviewing (MI) into our case practice model. This will include training/retraining all CFSA and Collaborative staff/supervisors in MI Interviewing and MI Fidelity monitoring. CFSA aims to improve the number of families that meet case goals and/or successfully engage in evidence-based programs. Data tracking will capture the number of staff and supervisors trained in compliance with MI case-review standards. The Annual Progress and Services Report will also provide narrative of activities for this initiative in FY21. The City-Wide Prevention Work Group and CQI sub-groups will meet quarterly to advance system-level efforts that will improve service delivery to increase child abuse /neglect prevention. The Work Group will assess the reach and impact of the enhancements to technology, business processes, and the overall evidence-based service array across the District.	09-30-2021
Families First DC	In FY21, FFDC will measure families' success through the Protective Factors survey (family-level indicators) and program's intake process data (program-level indicators). Program measures include services provided, referrals, and attendance. Analytics to assess progress will be reviewed monthly and performance monitoring will occur on a quarterly basis to ensure effective operations. The FFDC team will monitor partnerships (# of partners, types of partners) and involvement/participation of the Community Advisory Council's. To assess the progress of service integration, FFDC is using NowPow to track referrals. FFDC will continue to focus on upstream prevention by revisiting the research questions, logic model, and theory of change designed in FY20 and ensure alignment with all family, program, and community level indicators. Information will be used to create the Continuous Quality Improvement (CQI) framework and Key Performance Indicators (KPI) in FY21 to be fully implemented in FY22.	09-30-2021