



Child and Family Services Agency CFSA (RL)

MISSION

The mission of the Child and Family Services Agency (CFSA) is to improve 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, increase the number of families who receive community-based preventive and support services and expand the network of resources providing services to at-risk children and their families.

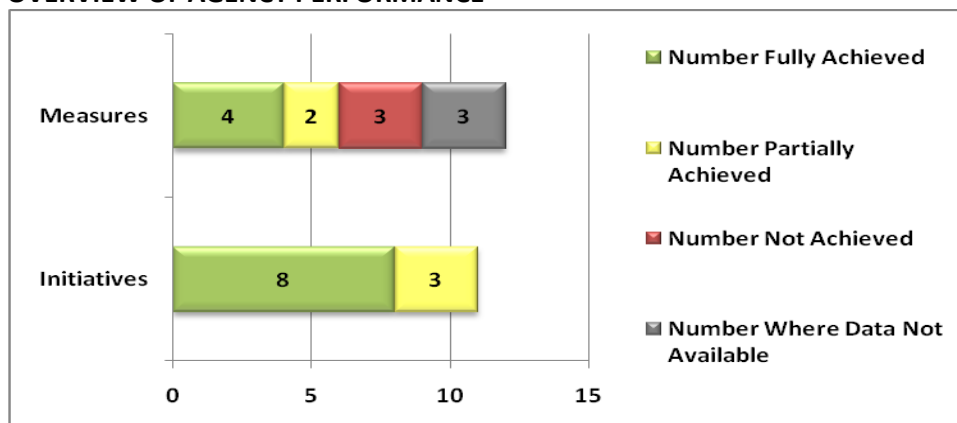
AGENCY OBJECTIVES

1. Ensure child/youth safety.
2. Expedite permanency for children/youth.
3. Ensure well-being for children/youth.
4. Ensure system accountability.

ACCOMPLISHMENTS

- ✓ Completed the Out of Home Practice Model, for both public and private providers, which presents practice standards for achieving timely, positive outcomes for children, youth, and families with out-of-home cases.
- ✓ Through the STEP (Student Training and Education-to-Practice) program 20 student-interns from the Catholic University of America and the Howard University Schools of Social Work began practicing direct service skills in the field on foster care cases.
- ✓ Improved monitoring, tracking and coordination of the initial EPSDT (Early and Periodic Screening, Diagnosis, and Treatment), dental and developmental evaluations through the co-location of DC KIDS contracted staff to the CFSA office

OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

OBJECTIVE 1: ENSURE CHILD/YOUTH SAFETY.

INITIATIVE 1.1: Improve timeliness of child abuse and neglect investigations.

- CFSA has maintained strong performance in the initiation and completion of investigations within the statutorily required timeframe of 30 days. On average backlog has been maintained between 20-30 cases.

INITIATIVE 1.2: Improve the quality of child abuse and neglect investigations.

- CFSA has fully implemented the Structured Decision Making (SDM) tool in FACES and is using it in Child Protective Services (CPS). Quality improvement remains an ongoing endeavor with the addition of the 18 day reviews, the CPS Roundtable and the other quality assurance activities.

INITIATIVE 1.3: Develop a differential response model of child protective services.

- The proposed model for Differential Response in the District of Columbia was completed and submitted to the Office of the City Administrator and shared with relevant District agencies.

OBJECTIVE 2: EXPEDITE PERMANENCY FOR CHILDREN/YOUTH.

INITIATIVE 2.1: Expand available placement resources and supports for children and youth.

- CFSA has added 90 beds during FY09 to its cadre of placement resources. This was completed under the *LaShawn* "Stipulated Order" in calendar year 2009.

INITIATIVE 2.2: Expand placements and connections with kin.

CFSA has added 90 beds during FY09 to its cadre of placement resources. This was completed under the *LaShawn* "Stipulated Order" in calendar year 2009.

1. CFSA continues to work closely with the Maryland Department of Human Resources to monitor the implementation of the temporary kinship licensure pilot. A new solicitation for family-based foster care will be completed in FY10; expansion of the pilot will proceed once the new contracts are awarded.
2. In FY09 CFSA completed the Out of Home Practice Model to address best practices for safety, permanence, and well-being of all child clients in care. It articulates overarching values and goals and presents practice standards for achieving timely, positive outcomes for children, youth, and families with out-of-home cases. The Out of Home Practice Model provides improved guidance for agency staff as well as private providers on family engagement.

INITIATIVE 2.3: Increase and expedite permanency youth.

- CFSA reviewed all youth with goal of APPLA (Alternative Planned Permanent Living



Arrangement) by June 30, 2009, there has also been a significant reduction in the number of youth with that goal since July of 2008. Currently CFSA is focused on ensuring the remaining youth are being prepared for adulthood as well as connecting with permanent adult relationships resulting in permanent homes.

OBJECTIVE 3: ENSURE WELL-BEING FOR CHILDREN/YOUTH.

INITIATIVE 3.1 Improve child/youth medical/behavioral pre-placement health screenings through an Agency-based screening center.

- CFSA's in-house Healthy Horizons Assessment Center opened on schedule December 14, 2009 and screened the first child. The center will provide two key services: Pre-placement health screenings (before out-of-home placement), and comprehensive health screenings for children/youth within 14 days of entering care.

INITIATIVE 3.2 Improve monitoring, tracking and coordination of initial EPSDT, dental and developmental evaluations through the co-location of DC KIDS contracted staff to the CFSA office.

- DC KIDS Coordinators have been co-located at CFSA since July 2008. The current performance on Health Screenings and EPSDT (Early and Periodic Screening, Diagnosis, and Treatment) and dental exams have greatly improved..

INITIATIVE 3.3: Expand the array of mental and behavioral health services to CFSA-involved children and youth.

- CFSA and the Department of Mental Health (DMH) completed the deliverables under the first year of the three year implementation that included building capacity within the choice providers for Parent Child Interaction Therapy (PCIT), Family Functional Therapy (FFT) and Trauma-focused Community Based Therapy.

OBJECTIVE 4: ENSURE SYSTEM ACCOUNTABILITY.

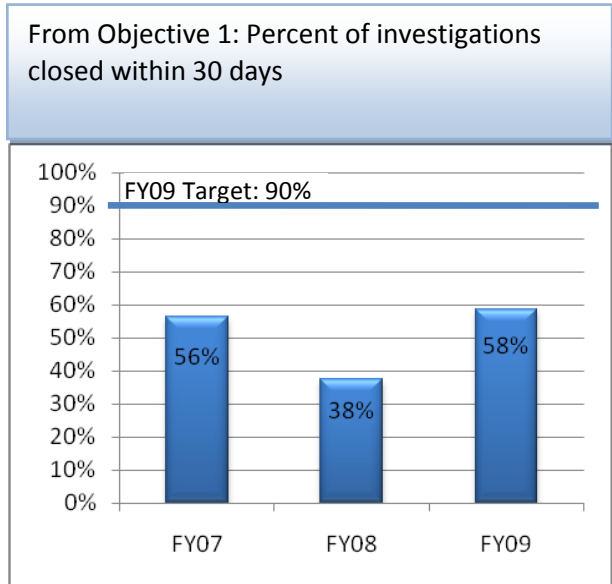
INITIATIVE 4.1: Adopt a performance-based contracting model for out-of-home care services.

- In FY 2009, CFSA researched best-practice models of performance-based contracting and began the development of the solicitation for the family-based foster care services. The solicitation will be released in early CY 2010.

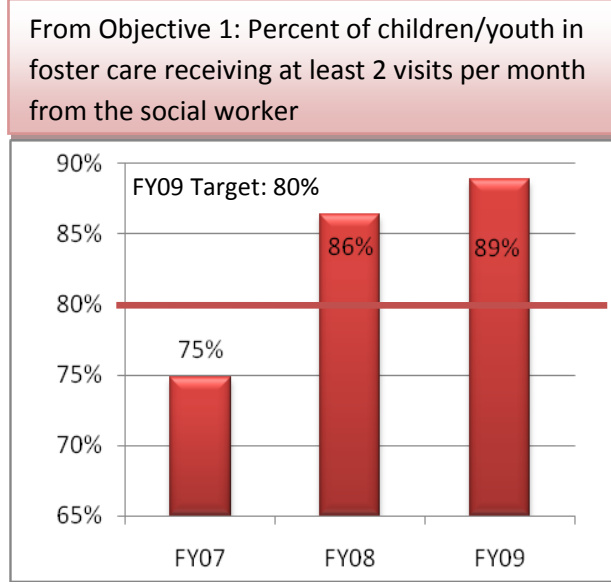
INITIATIVE 4.2: Implement the Student Training and Education-to-Practice Program to increase recruitment and retention.

- This program was implemented in FY 2009 and will continue in FY 2010.

Key Performance Indicators – Highlights



NOT ACHIEVED



FULLY ACHIEVED

More About These Indicators:

How did the agency's actions affect this indicator?

- CPS incorporated internal procedures to manage any backlog of investigations. The enhancement of the 18-day review process led by program managers requires supervisors to present cases that are 18 days or older to ensure that quality investigations and closures are completed timely. The team meets three times weekly to review cases and to institute processes necessary to manage the backlog and ensure safe closure of cases

What external factors influenced this indicator?

- The level of reports to the CPS Hotline was relatively consistent with no major spikes in FY09.

How did the agency's actions affect this indicator?

- Extensive data monitoring of monthly and twice monthly foster care visitation by the CFSA Management Team.
- Internal teaming on visitation measure to improve performance.

What external factors influenced this indicator?

- The reduction in the CPS backlog allowed the Agency to shift resources back to the out of home administrations which are responsible for visits to children in foster care.



Key Performance Indicators – Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported

| | Measure Name | FY2008 YE Actual | FY2009 YE Target | FY2009 YE Revised Target ¹ | FY2009 YE Actual | FY2009 YE Rating | Budget Program |
|---|-----------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|---------------------------------------------|------------------------|------------------------|------------------------------------|
| ● | 1.1 Percent of CFSA children in foster care | 55.9 | No target ² | | 52.0% | | CHILD WELFARE PROGRAM |
| ● | 1.2 Percent of children receiving In-Home services | 43.2 | No target | | 41.0%% | | CHILD WELFARE PROGRAM |
| ● | 1.3 Percent of Investigations attempted or initiated within 24 hours of being accepted | 55.3 | 65 | | 64.77% | 99.64% | CHILD WELFARE PROGRAM |
| ● | 1.4 Percent of Investigations Closed Within 30 days | 37.6 | 100 | 90 | 58.46% | 64.95% | CHILD WELFARE PROGRAM |
| ● | 1.5 Percent of children in foster care receiving at least 2 visits per month from the social worker | 86.3 | 100 | 80 | 88.82% | 111.02% | OUT OF HOME CARE AND SUPPORT |
| ● | 1.6 Percent of children in-home receiving at least 2 visits per month from the social worker | 71.5 | 100 | 50 | 71.09% | 142.17% | CHILD WELFARE PROGRAM |
| ● | 2.1 Percent of children in foster care placed with kin | 14.7 | 20 | | 15.70% | 78.52% | CHILD WELFARE PROGRAM |

¹ Agencies have been permitted to change their targets as long as 1) the original targets are published in the PAR, as they are here, and 2) a strong justification was presented for the change.

² Agencies have been permitted to list KPIs without targets if the metric has no intrinsic directional value.



| | | | | | | | | |
|---|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|------|--------|---------|-----------------------|
| ● | 2.2 | Percent of children with a permanency goal of adoption in an approved adoptive placement 9 months of their goal becoming adoption | 54.4 | 100 | 85 | 62.19% | 73.16% | CHILD WELFARE PROGRAM |
| ● | 2.3 | Percent of children in foster care who achieve permanency | 40.6 | 48 | | 24.60% | 51.26% | CHILD WELFARE PROGRAM |
| ● | 3.1 | Percent of children who were victims of substantiated or indicated abuse or neglect during the 1st six months of the reporting year, who did not experience another incident of substantiated or indicated abuse or neglect within a 6-month period. | 0 | 100 | 94.6 | | | CHILD WELFARE PROGRAM |
| ● | 4.1 | Total number of licensed foster homes | 912 | 930 | | 900 | 96.77% | CHILD WELFARE PROGRAM |
| ● | 4.2 | Average caseload per worker | 11 | 15 | | 11 | 136.36% | CHILD WELFARE PROGRAM |