

# Child and Family Services Agency

## CFSA (RL)

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### 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.

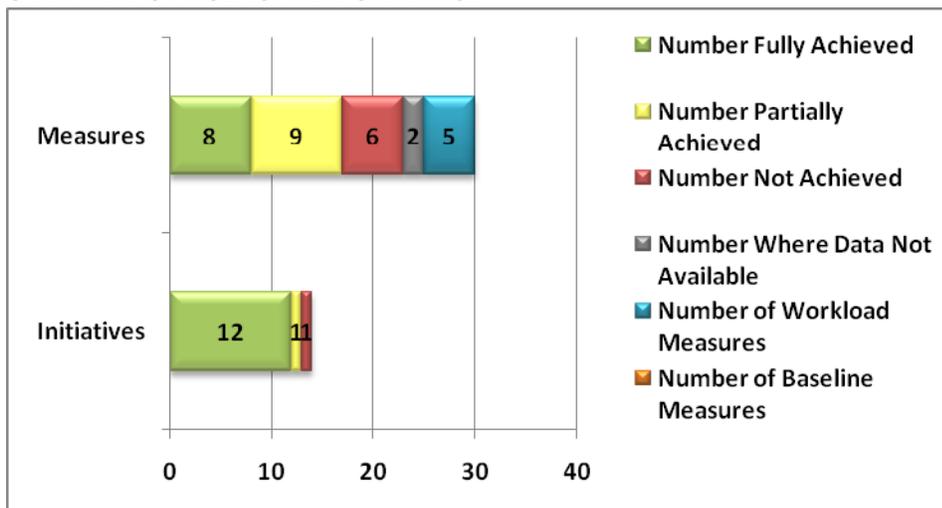
### SUMMARY OF SERVICES

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.

### ACCOMPLISHMENTS

- ✓ CFSA achieved permanence for 570 children and youth in foster care through multiple pathways to permanence (reunification, legal guardianship, adoption, and life-long connections).
- ✓ In FY10, CFSA improved services to older youth in foster care by revamping services offered in the Office of Youth Empowerment. Additionally, CFSA continues to reduce the number of youth with goal of APPLA which was over 800 in FY08 to 583 at the end of FY10.
- ✓ CFSA established the on-site Healthy Horizons Assessment Center (HHAC). The 24-7 clinic which is staffed by nurses and medical assistants provide initial health assessments for children and youth entering out-of-home care or changing to a different placement.

### OVERVIEW OF AGENCY PERFORMANCE



## Performance Initiatives – Assessment Details

### Performance Assessment Key:

<b>Performance Assessment Key:</b>			
 Fully achieved	 Partially achieved	 Not achieved	 Data not reported

## AGENCY PROGRAMS

### OBJECTIVE 1: SAFETY.

-  **INITIATIVE 1.1: Improve the quality of child abuse and neglect investigations and ensure closure within 30 days.**

Automated reports were developed and are being used to monitor the use of safety and risk assessment tools.
-  **INITIATIVE 1.2: Develop a Differential Response implementation plan.**

Differential Response Implementation Plan is completed. CFSA will also distribute Plan to its sister agencies that are participating in the interagency workgroup.
-  **INITIATIVE 1.3: CPS Hotline and Investigation Policy and Investigations Training curricula manuals.**
  - 1) CPS Hotline Guide and Training are completed.
  - 2) CPS Investigative Policy is completed.
  - 3) CPS Investigations Practice Guide draft is completed; and is being submitted for a legal sufficiency review.
  - 4) CPS Investigations Practice Guide will be finalized by December 30th along with completion of training for the CPS guide.

### OBJECTIVE 2: PERMANENCY.

-  **INITIATIVE 2.1: Increase and expedite youth permanency: Permanency Opportunity Program (POP).**

CFSA has achieved 132 adoptions for FY 10; through the Permanency Opportunity Program (POP) strategy. The POP strategy is a method of work in the Out of Home & Permanency Administration that provides guidance around permanency to internal administrations and private agency partners to expedite permanency for all children. The administrator facilitates barrier staffings with the private agencies to address permanency barriers and consultation on permanency related matters that require high level intervention.
-  **INITIATIVE 2.2: CFSA will refine the existing youth services model to best meet the needs of the older youth population.**

The Agency is implementing the Ansell Casey Life Skills Assessment as a practice tool within the Office of Youth Empowerment (OYE). OYE assigned Independent Living Specialists to CFSA administrations and one private agency. Independent Living Specialist have been assigned to 2 other private agencies and will expand consultation services between October –December 2010. OYE's focus is on youth ages 17.5 – 21 with the goal of APPLA to better prepare them for

transition into adulthood. The major focus is supporting social workers in the Youth Transition Planning Process (YTP) to assist in engaging youth and their identified supports in preparing the youth for their educational, vocational, and housing related needs beyond 21. In addition, OYE in FY10 moved to a new facility in the community located at 3700 10th Street NW to serve more directly youth in care.

## COMMUNITY SERVICES

### OBJECTIVE 1: SAFETY.

- **INITIATIVE 1.1: Hire a Child Abuse Prevention Officer.**  
CFSA continues to seek qualified candidate for the Child Abuse Prevention Officer. Position description posted in local newspapers (Washington Times and Washington Post) and list serves. Recruitment effort still on-going however position on hold due to hiring freeze.

### OBJECTIVE 2: PERMANENCY.

- **INITIATIVE 2.1: Establish and maintain appropriate placements for children consistent with their needs.**  
Placement of children 6 years old and under were carefully monitored and only occurred due to exceptional needs of the child. In addition, foster family care was expanded to allow for these children to have greater access for immediate placement in foster care. Placements for all children were made within 24 hours and the range of placement options is being finalized for the new fiscal year. Placement resources were adjusted during this time frame to ensure appropriate settings were available for an increase in older youth, special population (transgender) teens and an increase in youth exiting RTC placements. This expansion added to our array of program models in our congregate care and family based resource pool. CFSA expanded our Bridge Program beds by 14. This program assists youth in stabilizing in the community and learning independent living skills through the CKL and Casey Curriculums. CFSA added 8 female Bridge beds and 6 male Bridge beds. The 6 male Bridge beds specialize in the LBGQT population. CFSA expanded our therapeutic group care program beds by 17 beds. CFSA also adjusted Family Based contracts to add more traditional foster care beds to assist in placing an increase in sibling removals. In adjusting placement resources, CFSA reduces an under utilized program site (s) in order to accomplish the increases as needed. Children 6 and under.

### OBJECTIVE 3: SYSTEM ACCOUNTABILITY.

- **INITIATIVE 3.1: Redesign of congregate care contract monitoring function.**  
In FY10 CFSA completed a reorganization and redesign of the congregate care contract monitoring function. The staff carries out full time duties and actively manages and monitors all executed contracts, has teamed to conduct on-site visits to each of the congregate care facilities, and drafted revised protocols and procedures that focus on performance improvement, accountability, quality assurance, and achieving positive outcomes for youth.
- **INITIATIVE 3.2: Evaluation of Partnership for Community-Based Services.**  
CFSA has completed the Evaluation of Partnership for Community-Based Services.

## OFFICE OF CLINICAL PRACTICE

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

- **INITIATIVE 1.1: Engage families and youth to strengthen decision-making and case-planning for service delivery to abused and/or neglected children and their families.**

The Office of Clinical Practice (OCP) currently convenes FTM's within 72 hours (3 days) of a child's removal from his/her parent/caregiver. These meetings occur prior to the initial court hearing, when possible, and must include the child's family and their support network. While the case plan is not formally developed during the FTM, the meeting does serve as the first opportunity for the social work/case management team to engage with the family to plan and address client/family needs. Additionally, the Nurse Care Management (NCM) Program began on July 1, 2010. Within 7 – 14 days of a child coming into care, a meeting with the NCM, Social Worker and Family support Worker is convened to begin planning around the medical, educational and social needs identified in the pre-placement examination, comprehensive evaluation and from information provided by the family and primary care provider.

- **INITIATIVE 1.2: On-Site Health Services Screening Center.**

In December in 2009, CFSA established the on-site Healthy Horizons Assessment Center (HHAC) at the DC Child and Family Services Agency (CFSA). The 24-7 clinic which is staffed by nurses and medical assistants provides initial health assessments for children and youth entering out-of-home care or changing to a different placement. HHAC provides immediate engagement of the family to obtain a comprehensive medical, mental health and developmental history; available medical, mental health and developmental historical data that provides an in-depth baseline history for completing the initial screenings, behavioral health and dental evaluation; and additional scheduling and follow-up appointment tracking.

## OFFICE OF THE DIRECTOR

### OBJECTIVE 1: ENHANCING WORKFORCE RECRUITMENT, DEVELOPMENT AND RETENTION.

- **INITIATIVE 1.1: Implement workforce development and performance management programs in support of CFSA strategic outcomes.**

CFSA completed 2010 Mid-year performance reviews for over 98% of eligible employees. The Human Resources Administration will coordinate actions with various Administrations to ensure compliance with EOY 2010 Performance requirements.

### OBJECTIVE 2: ENSURING A PRODUCTIVE WORKSPACE AND FLEET UTILIZATION AND EFFECTIVE MANAGEMENT SOLUTIONS FOR THE CFSA WORKFORCE.

- **INITIATIVE 2.1: Provide safe productive workspace solutions to meet current and anticipated needs for Agency employees.**

Agency successfully relocated: (2) CPS units to Bundy School as of 3/15/2010, Office of Youth Empowerment (50) employees to 3700 Robeson School as of 7/23/2010 and 702 H Street CISA (40) employees to 400 6th Street as of 7/30/2010. All moves were conducted while maintaining continuity of CFSA business operations. Initial CFSA space requirements for 225 Virginia Avenue submitted to DRES.

- **INITIATIVE 2.2: Implement effective fleet management solutions to meet current and**

**anticipated needs for Agency employees.**

CFSA did not expand the use of virtual fleet (Zip Car). Agency used a combination of additional leased vehicles while reducing ZIP due to overall fiscal and management concerns. Implemented CFSA Vehicle Accountability Policy.

**OBJECTIVE 3: IMPLEMENTATION OF THE HUMAN CARE AGREEMENT PROCESS FOR SOLICITING FAMILY-BASED FOSTER CARE PLACEMENT SERVICES.**

- **INITIATIVE 3.1: Implement the Human Care Agreement.**  
CFSA completed solicitations for congregate care Human Care Agreements in FY10. Family based Human Care Agreements will be completed in FY11.

## Key Performance Indicators – Details

### Performance Assessment Key:

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

	Measure Name	FY2009 YE Actual	FY2010 YE Target	FY2010 YE Actual	FY2010 YE Rating	Budget Program
<b>AGENCY PROGRAMS</b>						
●	1.1	Number of hotline calls accepted for investigation	6057	0	6295	
●	1.2	Percent of investigations attempted or initiated within 24 hours of being accepted	65.7	75	63.73%	84.97%
●	1.3	Percent of investigations closed within 30 days	60.7	80	64.61%	80.76%
●	1.4	Number of investigators carrying over 12 investigations	11	0	26	0%
●	2.1	Rate of substantiated child abuse/neglect per 1,000 children in DC <sup>1</sup>	28.8	0	N/A	
●	2.2	Total CFSA population	4461	0	4,121.50	
●	2.3	CFSA population receiving out-of-home services	2219	0	2,107.75	
●	2.4	Families receiving in-home services	709	0	625.5	
●	2.5	Percent of children/youth in foster care receiving at least 2 visits per month from the social worker	88.9	95	90.11%	94.85%
●	2.6	Percent of children/youth in-home receiving at	70.5	90	76.17%	84.63%

<sup>1</sup> The data for this measure are being gathered, as the elements include data profile values from ACF and Census data that are not available. The timelines for receipt of the information to compute this measure do not reconcile with the submission of the data for the Performance Accountability Report (PAR).

	least 2 visits per month from the social worker					
2.7	Percent of children in children/youth receiving weekly visits within the first four weeks	75.6	90	76%	84.44%	
2.8	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	96.4.	94.6	95.90%	101.38%	AGENCY MANAGEMENT PROGRAM
2.9	Percent of children/youth in foster care who achieve permanency	68.7	70	66.14%	98.49%	
2.1	Percent of children exiting to reunification in 12 months	71.4	70	72.01%	102.87%	
2.11	Percent of children/youth with monthly visits parent-child visits	74	65	80.21%	123.40%	
2.12	Percent of current case plan	95.2	95	93.05%	97.95%	
2.13	Percent of children w/twice monthly sibling visits	66.5	75	66.99%	89.32%	
2.14	Percent of administrative review completed	97.4	100	87.26%	87.26%	
2.15	Number of workers carrying over 15 cases	26	0	47	0%	
2.16	Percentage of the 45 children and youth for whom permanency is	N/A	45	100%	100%	AGENCY MANAGEMENT PROGRAM

	achieved through the POP					
2.17	Average time for investigator to initiate investigation after referral is accepted.	n/a	n/a			
<b>OFFICE OF CLINICAL PRACTICE</b>						
1.1	Percent of children/youth entering or changing placements who receive a timely pre-placement health screening 72 hours prior to entering foster care	68	90	53.59%	59.54%	
1.2	Percent of children receiving a full medical evaluation within 30 days of entering foster care	48	90%	39.81%	44.23%	
1.3	Percent of FTM's completed within 72 hours of entering foster care	54	85%	51.66%	60.78%	
1.4	Percent of referrals for children 0-3 for early intervention services completed	N/A	100%	33.33%	33.33%	
1.5	*Percent increase of pre-placement health/behavioral health pre-screenings completed following implementation of on-site screening center.	N/A	90%			
<b>OFFICE OF THE DIRECTOR</b>						
3.1	Average Case Carrying Social Worker vacancy rate	6.7	12	7.89%	152%	
3.2	Average CFSA FTE vacancy rate	9.6	13.5	7.54%	179.06%	
3.3	In-House Fleet Availability rate >90%	93.85	90	92.74%	103.05%	

3.4	Response to facilities work order requests within 72 hours	N/A	90	85.01%	94.45%	
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