



Child and Family Services Agency CFSA (RL)

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 Service 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.

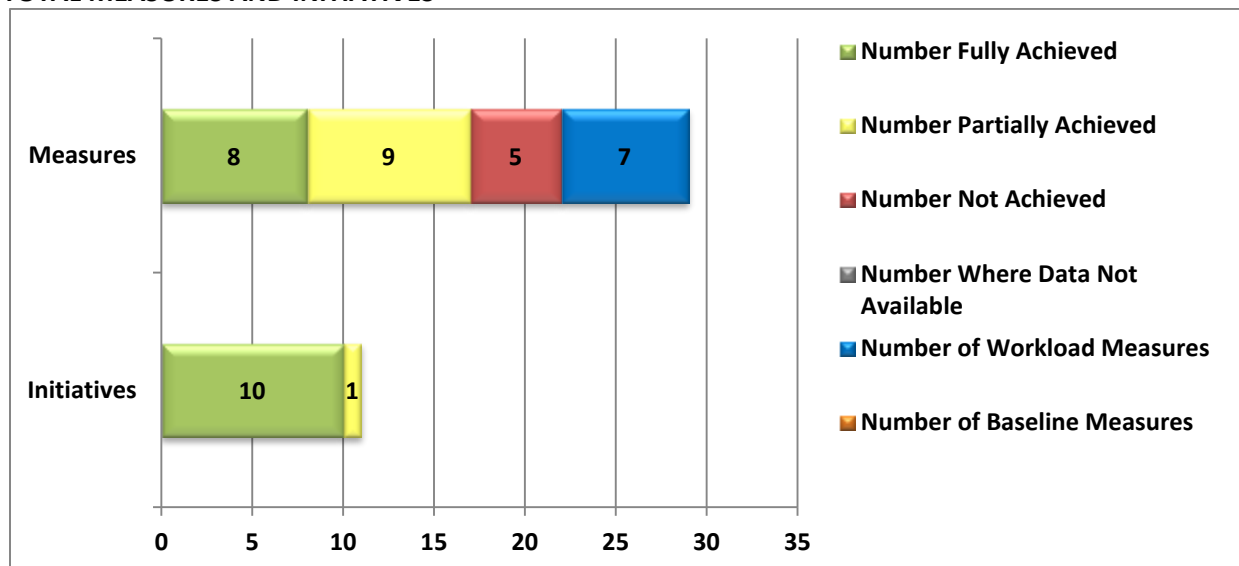
MAJOR ACCOMPLISHMENTS

- ✓ A continual reduction in the number of foster care children
- ✓ Increase in children being placed in relative care
- ✓ An increase in developmental screenings and its high school graduation goals for older children

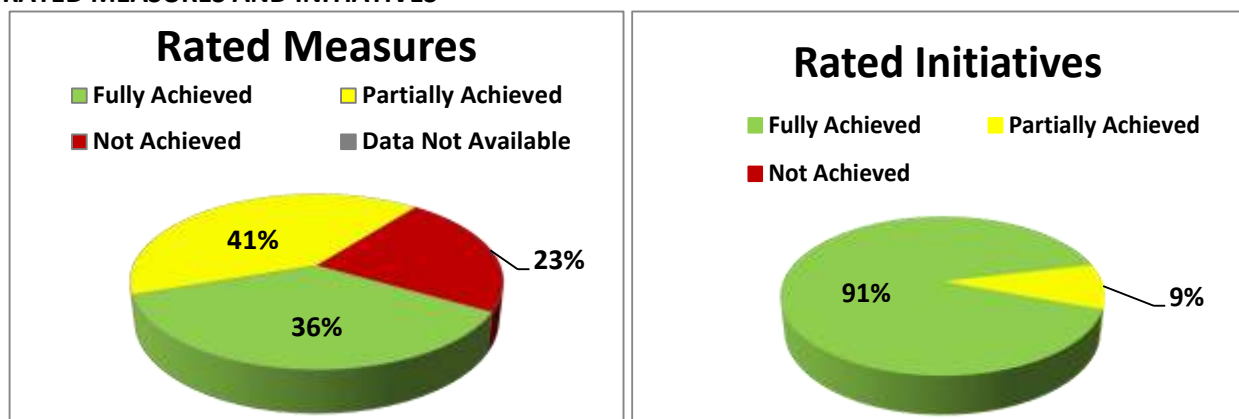


OVERALL OF AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details

Performance Assessment Key:

 Fully achieved  Partially achieved  Not achieved  Data not reported

Office of the Director- Agency Management

OBJECTIVE 1: Ensure well-being for children/youth

INITIATIVE 1.1: Ensure children in the system get quality care that protects and enhances their health.

Fully achieved. CFSA and the Department of Mental Health continue to collaborate to ensure that foster care children receive a mental health assessment. CFSA continued to explore methods to effectively enhance federal revenue for its programs. CFSA conducted meetings with both the Department of Health Care Finance and the Court Monitor in September 2013. Effective October 1, 2013, CFSA will aggressively pursue SSI/SSDI funding for eligible clients in the Nurse Care Management program, instead of continuing to pursue Medicaid funding. We project that this focus on SSI/SSDI will result in at least as much revenue as we would get from Medicaid and possibly more. In addition, SSI/SSDI benefits provide supplemental income for eligible youth who age out of foster care, as well as reunified children and in-home families. Equally important, this allows CFSA to have a Nurse Care Management program that meets the needs of our children and families, rather than one that is restrictively designed to achieve optimal Medicaid billing.

INITIATIVE 1.2: Ensure that children receive educational preparation to attain successful educational outcomes

Partially achieved. • CFSA began assessing all school-aged youth in care June 2013 with A+ Learning Link assessment tool to identify prospective grade level for all youth in care K-12 • We are aligning our broader education strategy with the goals of Raise DC by focusing on the same target populations (e.g. third grade; eight grade; high school, etc...), and are Raise DC change network meetings and other child development and education focused-meetings • We have an MOA with OSSE to share data which also gives us access to SLED and SEDS.

INITIATIVE 1.3: Ensure that youth in the foster care system delay parenting decisions.

Fully achieved. In FY 2013, CFSA continued its partnership with the Center for the Study of Social Policy (CSSP) to develop specific policies and practices to meeting the needs of pregnant and parenting youths. CFSA was selected to participate in the Pregnant and Parenting Youth in Foster Care National Peer Learning Network. CFSA will receive technical assistance from CSSP to examine data and current policies and practices in order to improve the outcomes for these youth. In FY 2013, CFSA engaged in a partnership with the Addiction Prevention and Recovery Administration (APRA) and the Department of Rehabilitative Services (DYRS) to develop a cross system partnership that will address the issue of substance abuse among families and youth in the District's child welfare system. The members of the partnership developed and implemented the following strategies: • Engage national experts to assist in the identification of evidence based practice and substance abuse models. • Conduct a needs assessment to understand the gaps in services for youth. • Review findings and develop action steps in order to meet the service delivery needs of youth and their families. Target Completion Date: September 2013.



Program Operations

OBJECTIVE 1: Ensure well-being for children/youth

INITIATIVE 1.1: Ensure timeliness and quality of investigations.

- **Fully achieved.** CPS supervisors and managers began using a continuous quality instrument (CQI) for internal quality improvement purposes. CPS managers use the same tool as the Quality Assurance unit. CPS program managers provide a second level of oversight by reviewing a subset of investigations that have been reviewed by supervisors.

INITIATIVE 1.2: Ensure that children are only removed from their homes in order to keep them safe.

- **Fully achieved.** CFSA has a total of ten Family Assessment units. CFSA conducted an evaluation of the Family Assessment program dated August 15, 2012.

INITIATIVE 1.3: Significantly increasing the number children placed with relatives.

- **Fully achieved.** CFSA continues to collaborate with the Metropolitan Police Department to identify relatives early in the investigation. The Diligent Search Unit continues to assist in the locating of relatives for children who come to the attention of CFSA. The unit performs expedited safety checks for relatives. CFSA revised the emergency kinship process in order to expedite the licensing process for relatives. CFSA has a lead specialist on staff to assist with lead testing. CFSA developed a report to track the placement of children in relatives' homes.

OBJECTIVE 2: Ensure target permanency planning immediately when children enter foster care. (Foster Care Resource Administration)

INITIATIVE 2.1: Ensure children in out of home care return to a home safely and quickly

- **Fully achieved.** In October 2012, CFSA integrated out-of-home and adoptions staff into a team of case practice specialists to support the development and execution of permanency strategic plans in each private agency and CFSA administrations. CFSA implemented the monthly case review meetings that include the clinical team and other significant stakeholders in October 2012. These meetings were used to develop and review concrete safety and permanency planning. Some of the youth were already in the process of achieving permanency; however, between the months of October 2012 and May 2013, CFSA saw 132 positive exits to permanence via the following exits:
 - 54 Adoptions • 48 Guardianships • 1 – Living with other relative • 29 – Reunifications

INITIATIVE 2.2: Improve utilization of least restrictive placement array to ensure children will be placed the best and most appropriate placements to best meet their needs.

- **Fully achieved.** CFSA previously engaged the Annie E. Casey Foundation to conduct a review of congregate care placements to determine the child and family's readiness to transition to a permanent placement. The reviews began in the following order: therapeutic group homes (located out of the District), therapeutic group homes (located in the District), traditional group homes (located out of the District), and traditional group homes (located in the District). CFSA staff reviewed the sibling placement scope of work from the state of Maryland for possible application for the District of Columbia. CFSA revised its scope of work for providers who serve foster care children. The new scope of work includes a provision for agencies to provide innovation approaches to accommodate the placement of siblings together within family-based homes.



INITIATIVE 2.3: 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.

Fully achieved. CFSA developed a dashboard for workers and supervisors that provide monthly data on requirements, including visitation requirements. CFSA noticed an improvement in the visitation standard for visits to children in new placements (January through June 2013 range of 82% to 89% as compared to the July to December 2012 range of 78% to 83%) and the visitation standards for twice monthly and monthly visits for children and families served in foster care or in-home have remained high. This strategy has served as a useful management tool to inform social workers and supervisors on the status of visitation and completion during the month.

OBJECTIVE 3: Ensure the expeditious exit of children and youth from foster care to permanency, family environment or lifelong connections. (In Home Permanency I and II)

INITIATIVE 3.1: Increase the number of children existing foster care to positive permanency

Fully achieved. The agency initially targeted children who have remained in foster care for over 24 months. During this fiscal year, CFSA developed and implemented the RED team group decision making process in order to efficiently and effectively target all children in foster care with a goal of positive permanency.

INITIATIVE 3.2: Assist older youth exit with the education and skills necessary to help them become successful and self-supporting adults.

Fully achieved. The Foster Club of America's Youth Transition Toolkit is a planning tool designed to assist youth and their adult supports take inventory of their strengths, identify their resources, and map out a plan for the challenges youth may face after foster care. The tool kit is designed as a youth initiated tool that they can use to track their own progress. The older youth benchmarks were incorporated into the Toolkit for youth ages 15 and up to their 21st birthday to ensure that all youth were meeting the basic life-skills requirements in each age range. In November 2012, CFSA instituted the older youth scorecard in collaboration with senior managers with the Office of Youth Empowerment (OYE). The scorecard includes key performance measures such as education, housing and employment for older youth.



Key Performance Indicators – Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program	
Agency Management									
	●	1.1	Rate of substantiated child/abuse and neglect per 1000 children	0	No Target Required		15.5	Workload Measure Not Rated	AGENCY PROGRAMS
	●	1.2	Total population served	3,628	No Target Required		3137	Workload Measure Not Rated	AGENCY PROGRAMS
	●	1.3	In-home children served	1,962	No Target Required		1792	Workload Measure Not Rated	AGENCY PROGRAMS
	●	1.4	In-home families served	579	No Target Required		578	Workload Measure Not Rated	AGENCY PROGRAMS
	●	1.5	Out of home children served	1,657	No Target Required		1336	Workload Measure Not Rated	AGENCY PROGRAMS
	●	1.6	Total hotline calls received	9,967	No Target Required		13,910	Workload Measure Not Rated	AGENCY PROGRAMS
	●	1.7	Total new investigations	5,341	No Target Required		6,112	Workload Measure Not Rated	AGENCY PROGRAMS
Program Operations									
	●	3.1	Percent of investigations initiated 48 hours	70%	85%		81.67%	96.08%	AGENCY MANAGEMENT PROGRAM
	●	3.2	Percent of investigations closed within 35 days	77%	85%		58%	68.06%	AGENCY PROGRAMS
	●	3.3	Increase of relative placements	17%	26%		19.77%	76.03%	AGENCY PROGRAMS
	●	3.4	Decrease the average number of months to reunification	13.7	12		18	66.67%	AGENCY PROGRAMS
	●	3.5	Decrease the average number of months to adoption	43.1	36		46	78.26%	AGENCY PROGRAMS
	●	3.6	Decrease re-entries into care within 12 months of exit or reunification	12.5%	9.9%		11.82%	83.77%	AGENCY PROGRAMS



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	3.7	Increase placements in family foster homes	82%	82%		82.16%	100.20%	AGENCY PROGRAMS
●	3.8	Decrease placements in group homes	6%	6%		4.75%	126.32%	AGENCY PROGRAMS
●	3.9	Reduce the number of foster care placements	78%	75%		78%	95.68%	AGENCY PROGRAMS
●	3.10	Increase placements in DC foster homes	225	250		568	222.2%	AGENCY PROGRAMS
●	3.11	Decrease the number of youth who age out of care	21%	18%		23.27%	77.34%	AGENCY PROGRAMS
●	3.12	Increase youth engaged in after care services	62%	75%		92.26%	123.01%	AGENCY PROGRAMS
●	3.13	Exits to a permanent home	80%	83%		76.44%	92.1%	AGENCY PROGRAMS
Office of the Director								
●	1.1	Children and youth receive full medical evaluation within 30 days of entering care	85	85%		69.72%	82.03%	AGENCY PROGRAMS
●	1.2	Children and youth receive an initial pre-placement screening	92	95%		90.11%	94.86%	AGENCY PROGRAMS
●	1.3	Children ages zero to 6 receive developmental screenings upon entry into foster care	55	60%		77.40%	129%	AGENCY PROGRAMS
●	1.4	Increase third graders performing at grade level	0	38%		16%	42.67%	AGENCY PROGRAMS
●	1.5	Increase high school graduation rate	0	30%		71.05%	236.84%	AGENCY PROGRAMS
●	1.6	Increase college entry rate	0	30%		35.09%	116.96%	AGENCY PROGRAMS
●	1.7	Increase college graduation rate	0	25%		18.37%	73.47%	AGENCY PROGRAMS
●	1.8	Increase employed youths ages 20-21	0	50%		44.07%	88.14%	AGENCY PROGRAMS
●	1.9	Decreased disconnected youth ages 16-21(not in school or working)	46	41		37	110.81%	AGENCY PROGRAMS