



Child and Family Services Agency CFSA (RLO)

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 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.

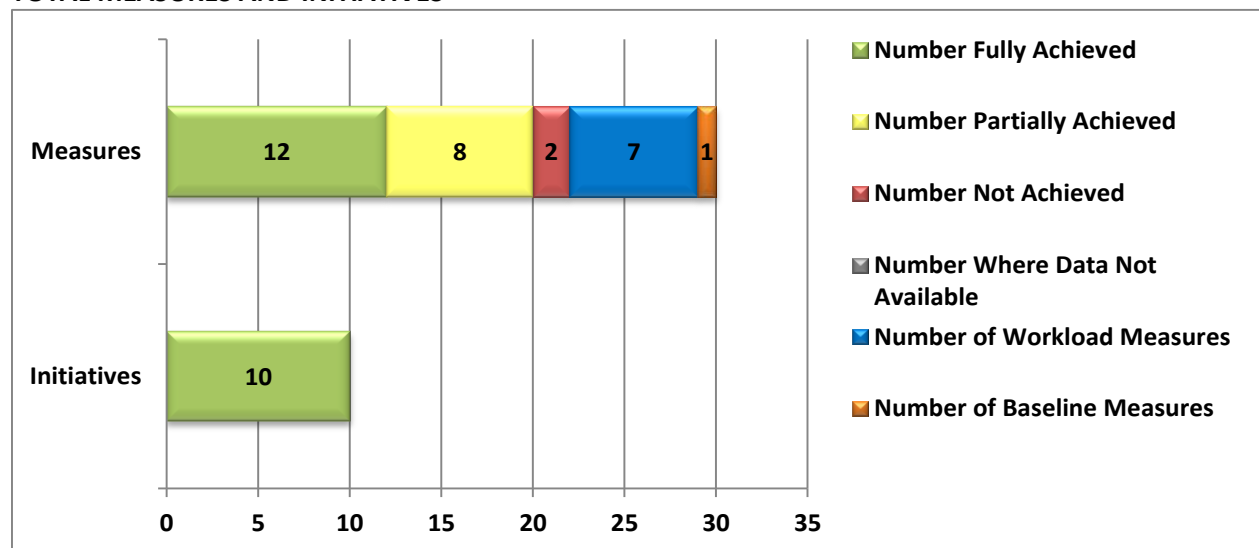
ACCOMPLISHMENTS

- ✓ Meaningful decrease in the number of children and youth re-entering care within 12 months of exit or reunification.
- ✓ Increase in children being placed in least restrictive community-based and family type setting.
- ✓ Meaningful increase in youth in care that graduate high school.

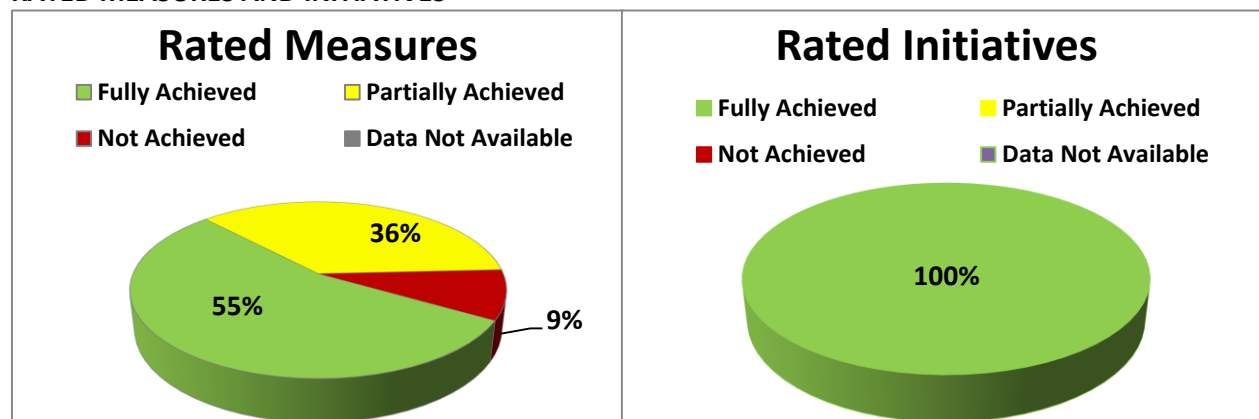


OVERALL SUMMARY OF AGENCY PERFORMANCE

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

Agency Management

OBJECTIVE 1: Narrow the Front Door to ensure that children grow up with their families and are only removed from their families when necessary.

INITIATIVE 1.1: Ensure timeliness and quality of investigations.

- **This initiative was fully achieved.** Effective April, 2013, CFSA developed a 10- Day RED Team referral process to connect families to services within the community. Representatives from the Collaborative are present to receive the referral at the time that the case is presented at the 10-Day Red Team.

INITIATIVE 1.2: Enhance the quality of child protective services investigations.

- **This initiative was fully achieved.** CFSA has revised the quality assurance process. The process includes peer reviews within CPS management, an increased sample size (20 closed investigations per quarter to 132 per quarter) and frequency of the reviews and reporting out. Each supervisor will conduct a review on two closed investigations per month for review by the program management. The results were shared with the CPS leadership team to allow for targeted training and coaching by supervisor.

OBJECTIVE 2: Develop community partnerships to ensure children safely remain in their homes.

INITIATIVE 2.1: Ensure that children are only removed from their homes in order to keep them safe.

- **This initiative was fully achieved.** The federal government approved CFSA's implementation plan. Home Visitation and Parent Education services are in place.

INITIATIVE 2.2: Ensure that children have access to services in order to maintain them safely in their homes.

- **This initiative is fully achieved.** The federal government approved CFSA's Implementation Plan for the IV-E Waiver. The Home Visitation and Parent Education services are in place.

OBJECTIVE 3: Ensure targeted permanency planning immediately when children enter foster care.

INITIATIVE 3.1: Ensure children in out-of-home care return to a home safely and quickly.

- **This initiative was fully achieved.** This initiative was fully implemented. CFSA held: two 'kick off' events for implementation of Trauma Systems Therapy (one for executive level government officials and service provider executives) and another for CFSA and private providers' directors, program managers and supervisors; two stakeholder trainings for a wide range of government and community stakeholders (including judicial and legal system representatives); and five foster parent trainings. Additionally refresher training on trauma informed practice was held throughout 2013 and 2014.



- **INITIATIVE 3.2: Improve utilization of least restrictive placement array to ensure children will be placed in the best and most appropriate placements that best meet their needs.**
This initiative was fully achieved. CFSA implemented a behavioral crisis stabilization support service for foster parents and kinship foster parents to two contracted providers. CFSA has utilized a management process that reinforces the integrated teaming approach to identify, coordinate, and link appropriate supports/services to meet the needs of children currently in, or at risk of, restrictive level of care. CFSA has seen a reduction in the number of multiple placements for foster care children.
- **INITIATIVE 3.3: 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.**
This initiative was fully achieved. CFSA implemented the case transfer RED team process to include representatives from CPS, permanency, placement, Office of Well Being and the attorneys. The process includes an outline of specific next steps.

OBJECTIVE 4: Ensure the expeditious exit of children and youth from foster care to permanency, family environment, or lifelong connections.

- **INITIATIVE 4.1: Increase the number of children existing foster care to positive permanency.**
This initiative was fully achieved. The permanency RED team process was fully integrated throughout CFSA and the private agencies.

Office of the Director

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

- **INITIATIVE 1.1: Ensure that children receive educational preparation to attain successful educational outcomes.**
This initiative was fully achieved. CFSA conducted hundreds of educational assessments. CFSA now has access to OSSE's education database.

INITIATIVE 1.2: Assist older youth to leave foster care with the education and skills necessary to help them become successful and self-supporting adults

- **This initiative is fully achieved.** CFSA established the Career Pathways unit which includes staff who work exclusively with older youth in foster care to support their educational and vocational needs. In its first year, this unit has developed key partnerships to secure educational and vocational opportunities to help youth obtain the skills they need to support themselves independently. CFSA also continues to use the older youth scorecard to monitor our progress on meeting our targeted outcomes and to realign services if needed to include the National Youth in Transition Database (NYTD).



Performance Indicators – Assessment Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
Agency Programs								
	1.1	Percent of investigations initiated within 48 hours	82%	95%		86.38%	90.93%	AGENCY PROGRAMS
	1.2	Percent of investigations closed within 35 days	57%	90%		52.34%	58.15%	AGENCY PROGRAMS
	2.1	Increase relative placements (kinship care)	18%	30%	26%	22.46%	86.38%	AGENCY PROGRAMS
	2.2	Twice monthly in-home visitation	91%	85%		89.85%	105.70%	COMMUNITY SERVICES
	2.3	Decrease the number of children that go from in-home to out-of-home care(1)	Not Applicable	Not Applicable		85	Baseline Measure Not Rated	COMMUNITY SERVICES
	3.1	Decrease the average number of months to reunification	19	8	12	14.5	82.76%	AGENCY PROGRAMS
	3.2	Decrease the average number of months to adoption	52	30	36	42.3	85.21%	AGENCY PROGRAMS

¹ This is a new measure with no previous comparison data and a recently developed data collection protocol, FY14 is the baseline



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	3.3	Decrease re-entries into care within 12 months of exit or reunification	13.8%	9.9%		5.66%	174.90%	AGENCY PROGRAMS
●	3.4	Increase placements in family foster homes	83%	82%		82.68%	101%	AGENCY PROGRAMS
●	3.5	Decrease placements in group homes	5%	6%		3.91%	153.35%	AGENCY PROGRAMS
●	3.6	Increase children/youth with two or fewer placements in the past 12 months	82%	75%		76%	101.3%	AGENCY PROGRAMS
●	3.7	Increase placements within the District	43%	50%	45%	46%	102%	AGENCY PROGRAMS
●	4.1	Increase exits to a permanent home	75%	85%	80%	79.90%	99.87%	AGENCY PROGRAMS
●	4.2	Decrease the number of youth who age out of care	23%	15%	20%	18.92%	105.71%	AGENCY PROGRAMS
●	4.3	Increase youth engaged in after care services	92%	85%		93.57%	110.08%	AGENCY PROGRAMS
Office of the Director								
●	1.1	Children and youth receive full medical evaluation within 30 days of entering care	67%	85%		83.38%	98.10%	AGENCY PROGRAMS



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	1.2	Children and youth receive an initial/re-entry health screening before placement	89%	95%		96%	101%	AGENCY PROGRAMS
●	1.3	Children ages zero to 5 receive developmental screenings upon entry into foster care	76%	65%	85%	85%	100%	AGENCY PROGRAMS
●	1.5	Increase high school graduation rate	71%	30%		77.66%	258.87%	AGENCY PROGRAMS
●	1.6	Increase college entry rate	35%	35%		31.51%	90.02%	AGENCY PROGRAMS
●	1.7	Increase college graduation rate	18%	30%		13.64%	45.45%	AGENCY PROGRAMS
●	1.8	Increase youth age 20 who are employed or in post-secondary education	53%	55%		56.59%	102.89%	AGENCY PROGRAMS
●	1.9	Decreased disconnected youth ages 16-21 (not in school or working)	57%	37%		45%	82.22%	AGENCY PROGRAMS
Agency Management ²								
●	1.1	Rate of substantiated child/abuse and neglect per 1,000 children	N/A	Not Applicable		16.16% ³	Workload Measure Not Rated	AGENCY PROGRAMS
●	1.2	Total population served	3,360	Not Applicable		2,878	Workload Measure Not Rated	AGENCY PROGRAMS
●	1.3	In-home families served	601	Not Applicable		545	Workload Measure Not Rated	COMMUNITY SERVICES
●	1.4	In-home children served	1,928	Not Applicable		1,762	Workload Measure Not Rated	COMMUNITY SERVICES

² These are neutral indicators

³ Reflects number of substantiated and indicated reports from all child abuse and neglect referrals



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	1.5	Out- of -home children served	1,421	Not Applicable		1,112	Workload Measure Not Rated	AGENCY PROGRAMS
●	1.6	Total hotline calls received	10,741	Not Applicable		15,256 ⁴	Workload Measure Not Rated	AGENCY PROGRAMS
●	1.7	Total new investigations	4,892	Not Applicable		3,863	Workload Measure Not Rated	AGENCY PROGRAMS

⁴ Preliminary