

Child and Family Services Agency FY2023

Agency Child and Family Services Agency

Agency Code RLO

Fiscal Year 2023

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 (KPIs)

| Measure | Directionality | FY 2020 Actual | FY 2021 Actual | FY 2022 Target | FY2022 Actual | FY 2023 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. (5 Measure records) | | | | | | |
| Increase engagement of youth in after-care services | Up is Better | 95.7% | 100% | 95% | 100% | 95% |
| Children who achieve permanency within 12 months after entry (Children who enter foster care during a 12-month period) | Up is Better | New in 2023 | New in 2023 | New in 2023 | New in 2023 | New in 2023 |
| Children who achieve permanency within 12 months of the first day of a 12 month period (Children in foster care 12 to 23 months as of the first day of the fiscal year) | Up is Better | New in 2023 | New in 2023 | New in 2023 | New in 2023 | New in 2023 |
| Children who achieve permanency within 12 months of the first day of a 12 month period (Children in foster care 24 or more months as of the first day of the fiscal year) | Up is Better | New in 2023 | New in 2023 | New in 2023 | New in 2023 | New in 2023 |
| Increase youth aged 18 years and older to have an employment/internship experience | Up is Better | New in 2023 | New in 2023 | New in 2023 | New in 2023 | New in 2023 |
| 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. (5 Measure records) | | | | | | |
| New entries into foster care | Down is Better | 172 | 194 | 185 | 160 | 185 |
| Number of removals from in-home within one year | Down is Better | 63 | 80 | 100 | 77 | 100 |
| Families without substantiated report(s) of abuse/neglect for up to six months post-case closure with the Collaboratives | Up is Better | New in 2023 | New in 2023 | New in 2023 | New in 2023 | New in 2023 |
| Families successfully completing services through primary, secondary, and tertiary prevention services | Up is Better | New in 2023 | New in 2023 | New in 2023 | New in 2023 | New in 2023 |
| Increase acceptable quality of CPS investigations | Up is Better | New in 2023 | New in 2023 | New in 2023 | New in 2023 | New in 2023 |
| 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. (5 Measure records) | | | | | | |
| Share of youth in foster care who complete vocational training and/or receive industry certification | Up is Better | 71.4% | 63.6% | 70% | 100% | 70% |
| Percent of youth in foster care who graduate from high school | Up is Better | 69.2% | 67.6% | 70% | 71% | 70% |
| Increase graduation within 5 years for youth who start college while in foster care | Up is Better | 18.5% | 16% | 20% | 33.3% | 20% |
| Percentage of children in foster care receiving a full medical evaluation within 60 days of placement. | Up is Better | New in 2022 | New in 2022 | New in 2022 | New in 2022 | 95% |
| Percentage of children receiving a full dental evaluation within 60 days of placement | Up is Better | New in 2022 | New in 2022 | New in 2022 | New in 2022 | 75% |
| 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 Measure records) | | | | | | |
| Percent of foster care placements within the District of Columbia | Up is Better | 50.1% | 50.2% | 55% | 51.6% | 55% |
| Percent of placements in family foster homes | Up is Better | 79.8% | 78.2% | 85% | 77% | 85% |
| Percentage of children who enter foster care and are placed into kinship care within 30 days | Up is Better | New in 2022 | New in 2022 | New in 2022 | New in 2022 | 30% |

Operations

| 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 Activity records) | | |
| 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 |
| 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. (3 Activity records) | | |
| 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 |
| 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 |
| Thriving Families Safer Children | CFSA's mission is to respond to incidents of alleged child maltreatment, abuse and neglect, as well as to respond to safety risks for children. We enter into a family's life to support them in mitigating concerns so that their children are safe, and the family can remain together. This work is only truly feasible if it is part of an engaged and accountable system of care for families. In the District of Columbia, this system should be comprised of multiple agencies within the Health and Human Services cluster, community-based organizations, and community members themselves. The goal of the Thriving Families, Safer Children (TFSC) initiative is to right size the role of the child welfare agency within the broader Child and Family Well Being System and center families and youth with lived experience in the design of system at large. | Key Project |
| 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 Activity records) | | |
| 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 |
| 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 Activity records) | | |
| 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 |
| 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 |
| 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 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. (2 Activity records) | | |
| 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 |
| Child Welfare Training Academy (CWTA) | The Child Welfare Training Academy (CWTA) aims to continually provide quality training that not only increases individual professional growth and development, but also enhances the overarching principles of CFSA which aims to ensure safety, permanency, and well-being for the children and families of the District of Columbia. The key objective of the CWTA is to actualize the Agency's Practice Model and implement diversity and equity standards into all training and employee development activities. Accordingly, every element of CWTA's curriculum supports the Practice Model's commitment to comprehensive case planning strategies that emphasize a social worker's teaming relationship with families, various administrations, caretakers, school staff, mentors, therapist, other District and contract agency social workers, and an array of community service providers. | Daily Service |

Workload Measures (WMs)

| Measure | FY 2020 Actual | FY 2021 Actual | FY2022 Actual |
|--|----------------|----------------|---------------|
| 2 - CPS-I (3 Measure records) | | | |
| Rate of substantiated child abuse and neglect per 1,000 children in the District | 7.98 | Not Available | Not Available |
| Total number of new investigations | 4952 | 4732 | 4889 |
| Total hotline calls received | 14,046 | 17,421 | 16,897 |

| Measure | FY 2020 Actual | FY 2021 Actual | FY2022 Actual |
|--|----------------|----------------|---------------|
| 2 - In-home Services Administration (2 Measure records) | | | |
| Number of in-home children served | 1309 | 2929 | 2773 |
| Number of in-home families served | 693 | 1136 | 1025 |
| 4 - Placement Services Administration (1 Measure) | | | |
| Number of out-of-home children served | 693 | 930 | 809 |

Strategic Initiatives

| Strategic Initiative Title | Strategic Initiative Description | Proposed Completion Date |
|---|--|--------------------------|
| Child Information Systems Administration (CISA) (1 Strategic Initiative) | | |
| Comprehensive Child Welfare System | Staff will be trained, security vulnerability will be assessed, and the Release 1 STAAND Modules will go live to complete User Acceptance Testing (UAT) for 17 Module Epics. A third-party Security Assessment vendor will be onboarded to conduct HIPAA validation and penetration testing. An Independent Verification and Validation (IV&V) vendor will be onboarded to conduct quality assurance work for Release 2 STAAND Modules. CFSA plans to process test Release 2 (Intake/Investigations Module Epics) and begin solution modeling and design work for financial and eligibility modules. CFSA plans to solution model and design Case Management and Training Management Module Epics and complete process testing of Financial & Eligibility Module Epics. The remaining Placement Provider and Service Provider Epics will complete solution model and design as well. CFSA plans to complete UAT, Security Vulnerability assessments, increase the number of staff trained and go live with the Release 2 STAAND Modules. | 09-30-2023 |
| Child Welfare Training Academy (CWTA) (1 Strategic Initiative) | | |
| Diversity Audit | In FY23, the Development and Equity Administration (DEA) will conduct an agency wide Diversity Audit to ensure diversity, equity, inclusion, and belonging strategies align with the agency's needs and present culture. This will specifically include the voices of internal and external stakeholders. Focus groups with agency direct service and support staff, community partners, and individuals with lived experience will inform the final report of the Diversity Audit. This audit will then inform next steps related to addressing current equity challenges and developing implementation plans. The following steps outline our strategy for this initiative: development of Diversity Audit tools specific to DC CFSA; completion of focus groups; complete and submit our Diversity Audit Report; identify next steps and finalize implementation plans. | 09-30-2023 |
| Kinship Support Administration (1 Strategic Initiative) | | |
| Kinship Navigator Marketing Website | The Kinship Navigator Marketing Website will launch in FY23. The purpose of this marketing site is to link and refer families to community resource and services. DC residents who qualify and are in need of emergency financial assistance can apply through this website. Families can also apply for the Close Relative Caregiver Program and the Grandparents Caregiver program through this website. This website will also be used to collect survey responses from kinship caregivers to inform CFSA on caregiver needs. | 09-30-2023 |
| Thriving Families Safer Children (1 Strategic Initiative) | | |
| Thriving Families Safer Children (TFSC) | In addition to pushing for full system engagement in – and accountability for – child and family well-being, in FY 23 CFSA will leverage existing partnerships to plan for and develop the infrastructure for a District wide warmline (public service to divert unnecessary calls to the hotline) and community based response model which will provide resources and linkages to services when there is no imminent risk of a safety breach or reason to suspect child abuse or neglect is present. This is expected to launch in FY24. Additionally to reduce unnecessary trauma and better align District resources with community needs, CFSA will work, in FY23, to update the neglect statutes in DC code to differentiate which calls go to the hotline and which calls go to the warmline. | 09-30-2023 |