FY 2015 Performance Accountability Report
Child and Family Services Agency

INTRODUCTION

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

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. 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.

OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of CFSA performance in FY 2015 by listing CFSA's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.
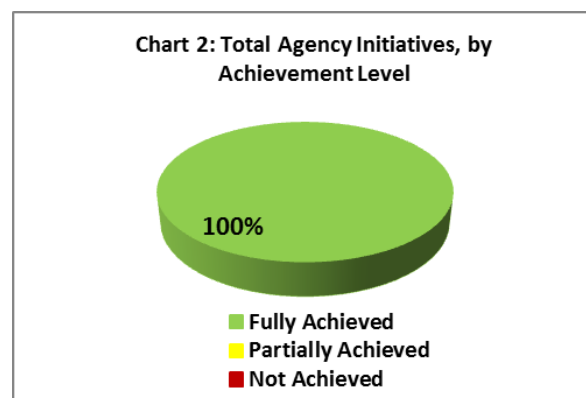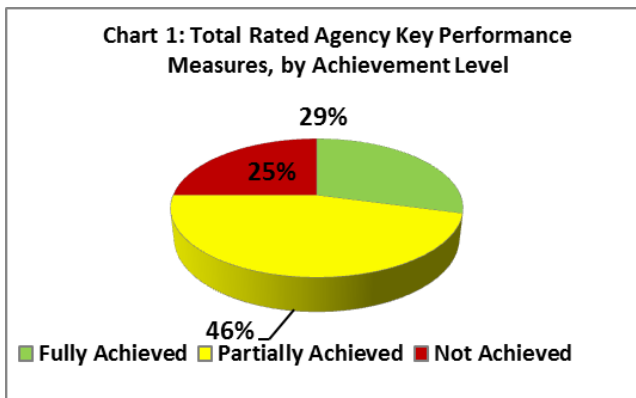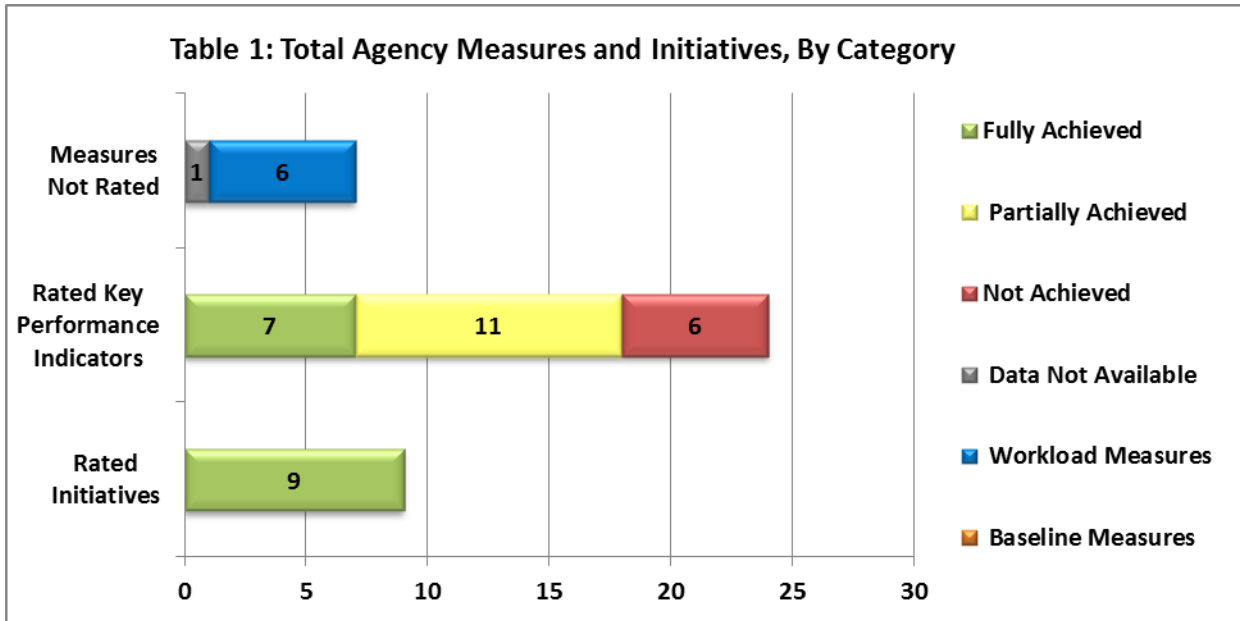
TOP THREE ACCOMPLISHMENTS
The top three accomplishments of CFSA in FY 2015 are as follows:

- ✓ Surpassing the benchmark and FY14 performance for the overall percentage of children and youth in receipt of a comprehensive medical evaluation within 30 days of entering care. The performance for FY14 was 83% and the target for FY15 was 85%. CFSA achieved 91% for this measure in FY15.

- ✓ Surpassing the benchmark for the overall percentage of youth in placement that are placed in group homes. The target for FY15 was 6%, and despite ever-increasing complex needs of youth entering care, CFSA maintains the percentage of youth in group homes at a steady 4% year-on-year.

- ✓ Surpassing the benchmark for the overall percentage of children and youth in placement with two or fewer placements in the past twelve months. The target for FY15 was 75% and final performance was 77%.

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SUMMARY OF PROGRESS TOWARD COMPLETING FY 2015 INITIATIVES AND PROGRESS ON KEY PERFORMANCE INDICATORS

Table 1 (see below) shows the overall progress the CFSA made on completing its initiatives, and how overall progress is being made on achieving the agency's objectives, as measured by their key performance indicators.

Table 1: Total Agency Measures and Initiatives, By Category

Chart 1: Total Rated Agency Key Performance Measures, by Achievement Level

Chart 2: Total Agency Initiatives, by Achievement Level

Default KPI Rating:	
>= 100%	Fully Achieved
75 - 99.99%	Partially Achieved
< 75%	Not Achieved

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In FY 2015, CFSA fully achieved all of its initiatives and cumulatively has partially and fully achieved almost 75% of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics CFSA uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved or not achieved. **Chart 1** displays the overall progress is being made on achieving CFSA's objectives, as measured by their rated key performance indicators. Please note that chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures or baseline measures. **Chart 2** displays the overall progress CFSA made on completing its initiatives, by level of achievement.

The next sections provide greater detail on the specific metrics and initiatives for CFSA in FY 2015.

PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

Program Operations

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

> **INITIATIVE 1.1: Ensure timeliness and quality of investigations.**
> CFSA will have a standard process to connect families for whom CFSA has identified a safety concern to immediate services during the course of the investigation. CFSA increased the Consultation and Information Sharing Framework or Hotline RED (review, evaluate and direct) team process from two times per weekday to three times per weekday. The teams were increased from two to three per weekday to manage the volume of the referrals, assign the referrals to the appropriate pathway, track assignment and response time, and ensure that multidisciplinary membership is a part of the decision-making process. **Completion Date: December, 2015**.
>
> *Performance Assessment Key:* **Fully Achieved.**
> CFSA increased the Consultation and Information Sharing Framework or Hotline RED (review, evaluate and direct) team process from two times per weekday to three times per weekday. The Hotline RED team remains in place. The teams were increased from two to three per weekday to manage the volume of the referrals, assign the referrals to the appropriate pathway, track assignment and response time, and ensure that multidisciplinary membership is a part of the decision-making process.
>
> **INITIATIVE 1.2: Enhance the quality of child protective services investigations.**
> CFSA will revise and implement a continuous quality improvement (CQI) process to enhance consistency in CPS practice. The revised process will include peer reviews within CPS management, an increased sample size and frequency of the reviews and reporting out. The results will be shared with CPS management to allow for targeted training and coaching by supervisor. **Completion Date: December, 2015.**

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● *Performance Assessment Key:* **Fully Achieved.**

Through a joint collaboration with CSSP, Entry Services, the Office of Policy, Planning, and Programs, and Agency Performance, the acceptable investigation CQI tool has been updated for clarity and to better ensure reliability and validity. Reviewers were provided a revised resource guide that provides clear and concise instructions about how to rate practice and procedures carried out in investigations. Reviewers were also required to complete one-day training on acceptable investigation practices in which the revised tool and resource guide were explained. The revised tool is now in use and will continue to be used to review practice, and will be used as ongoing CQI process tool for supervisors and workers. The results of the findings were shared with the Entry Services management and staff at an all staff training on September 23, 2015.

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.
The Caregivers Strengths and Barriers Assessment tool is designed to identify the appropriate needs and services for parents and caregivers. The tool is designed to help social workers provide ongoing assessments of the needs of the families they serve, and to provide better case planning to address those needs. The fidelity of the model was tested. The tool was modified based on testing. Full implementation of the tool will include training of staff and integration into the FACE.net system. **Completion Date: October 31, 2015.**

● *Performance Assessment Key:* **Fully Achieved.**
The Caregivers Strengths and Barriers Assessment tools were integrated into FACES.NET on July 1, 2015. The assessments are used to inform the child and family case plans for in-home and foster care cases. Well-Being staff members provide clinical support to all program areas as ongoing support for the use of the CAFAS/PECFAS.

INITIATIVE 2.2: Ensure that children have access to services in order to maintain them safely in their homes.
CFSA will work with the Collaborative network to co-locate staff from the Department of Behavioral Health and CFSA infant and maternal nurse care managers with community. The Collaborative agencies, Department of Behavioral Health are working jointly on a unified case plan. CFSA will modify the RED team process (review, evaluate and direct) to include external partners such as the Department of Behavioral Health. The RED team process will include specific action steps for the families to include an identification of services for the families. Partners such as the Collaboratives and the Department of Behavioral Health are a part of the group decision making process and referrals can be made to the agencies quickly and efficiently.
Completion Date: October 31, 2015.

● *Performance Assessment Key:* **Fully Achieved.**
CFSA has successfully co-located staff from the Department of Behavioral Health and CFSA infant and maternal nurse care managers in the community at the Collaboratives.   CFSA has utilized the

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Consultation and Information Sharing Framework for group supervision with In Home staff that are co-located at the Collaboratives. Community Partnerships has collaborated with the Office of Wellbeing to integrate the co-located DBH staff into group supervision so that information and resources are immediately known and available and so that any needed referrals can be made quickly and efficiently.

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

INITIATIVE 3.1: Improve utilization of least restrictive placement array to ensure children with special needs are placed in the best and most appropriate family-like settings that best meet their needs.

CFSA in accordance with the Olmstead provisions will ensure that children with special needs in out-of-home care are placed in the least restrictive and most family-like setting appropriate to his or her needs. CFSA will continue to utilize a behavioral crisis stabilization support service for foster parents and kinship foster parents. CFSA will also continue to utilize a management process that reinforces the integrated teaming approach to identify, coordinate, and link appropriate supports/services to meet the needs of special needs children currently in, or at risk of, a restrictive level of care. **Completion Date: December 30, 2015.**

Performance Assessment Key: **Fully Achieved**

Mobile Crisis Stabilization services are utilized to transition children/youth into foster home settings and not just used when there is a "crisis". The service is used to assist in assessing services needed to support both the youth and the resource parents. The placement team also hosts a Placement Matching R.E.D. team meeting. This is a multi-disciplinary (to include both internal and external partners) meeting that is used to discuss the youth's needs, strengths and barriers to placement and determine next steps to make a placement successful. Placement also conducts disruption staffing to prevent children/youth from experiencing multiple placements. The Child Needs Assessment is an assessment tool used to assist the team in determining if additional services needed for the youth. All of these strategies are used in order to make the best family setting placement, prevent placement disruptions and reduce the number of youth entering group care settings.

INITIATIVE 3.2: Improve the connections of foster care children and youth by increasing quality visitation and maintaining connections to significant individuals in a child's life.

CFSA has implemented Icebreaker meetings following the initial Family Team Meeting (FTM). The Icebreaker meetings will include the attendance of birth parents and foster parents to begin building a relationship. This engagement strategy will assist parents in connecting more quickly with foster parents and begin to develop an initial line of communication to better support the children. The process will also allow social workers to schedule and coordinate visits with parents and children from the beginning of the case. **Completion Date: December 30, 2015.**

CFSA constructed and fully implemented a case transfer process that occurs no later than the initial FTM following the removal of a child from the home. This parental engagement process requires the assigned on-going social worker (CFSA or private agency) to attend a Removal RED team meeting (prior to the initial FTM), the initial FTM, and the initial court hearing. This requirement is designed to allow

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the social worker to complete the initial worker/parent visits and engage the parent(s) in scheduling the visitation with the child (ren) and ongoing visits with the worker. **Completion Date: December 30, 2015.**

CFSA will conduct a monthly data analysis for the required parent-child and parent-worker visits to determine barriers to meeting the standards. Findings from the analysis will be shared with CFSA and private agencies monthly.
Completion Date: December 30, 2015.

Performance Assessment Key: **Fully Achieved**

CFSA has implemented Icebreaker meetings following the initial Family Team Meeting (FTM). CFSA continues the family-centered, strengths-based case planning which engages family members throughout the case to ensure services are tailored to best address the family's strengths and needs. Case planning begins during the FTM process typically held within the first 72 hours of the child or youth coming into foster care. An immediate plan and services are put into place for acute needs presented during the FTM. The information gathered during the initial FTM will be utilized for both the functional assessments and the subsequent case plan development.

CFSA conducts a monthly data analysis for parent-child and parent-worker visits. Findings are presented at monthly meetings with private agencies and permanency staff. To address the specific visitation barriers specific trainings were offered and on-going technical assistance is offered to the staff.

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 exiting foster care to positive permanency.**
CFSA will continue to provide immediate feedback on the Quality Service Review (QSR) findings and practice examples about the case to the supervisor and social worker and discuss next steps. The QSR team will follow up with the supervisor and social worker within 30 days. A permanency Big RED team will be scheduled 60 days following the QSR to review the findings and follow up. CFSA will track the steps identified through the QSR and permanency Big RED and will report to the permanency Big RED team if the steps are not occurring. **Completion Date: December 30, 2015.**

Performance Assessment Key: **Fully Achieved**

A QSR RED Team, which is designed to address the barriers identified in the QSR and share findings with management and the larger team beyond the social worker and supervisor, is scheduled for and occurs mostly as required 60 days following the review.

KEY PERFORMANCE INDICATORS- Program Operations

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	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
🟡	1.1	Percent of investigations initiated within 48 hours	84%	95%	Not Applicable	91.1%	95.9%	Agency Programs
🔴	1.2	Percent of investigations closed within 35 days	43%	90%	Not Applicable	52%	58.2%	Agency Programs
⚪	1.3	Decrease re-entries into care within 12 months of exit or reunification	Not Available	8.3%	Not Applicable	ACF data TBD[1]	Not Available	Agency Programs
🟡	1.4	Decrease the number of children removed from in-home services and placed into out-of-home care	64	85	Not Applicable	97	88%	Agency Programs
🟡	1.5	Decrease the average number of months an in-home case remains open	Not Applicable	7.5	Not Applicable	9	83%	Community Services
🔴	1.6	Decrease the number of re-referrals for maltreatment for open in-home cases	Not Applicable	5%	Not Applicable	14%	36%	Community Services
🔴	3.1	Increase relative placements (kinship care)	22%	30%	Not Applicable	21%	71.3%	Agency Programs
🟢	3.2	Decrease placements in group homes	4%	6%	Not Applicable	4.3%	138.4%	Agency Programs

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[1]Estimated availability for data is March 2016

🟢	3.3	Increase placements in family foster homes	83%	82%	Not Applicable	83.4%	101.7%	Agency Programs
🟢	3.4	Increase children/youth with two or fewer placements in the past 12 months	85%	75%	Not Applicable	77.3%	103.1%	Agency Programs
🟡	3.5	Increase placements within the District	44%	55%	Not Applicable	48.1%	87.4%	Agency Programs
🟢	3.6	Twice monthly in-home visitation	92%	85%	Not Applicable	89%	104%	Agency Programs
🟡	4.1	Decrease the average number of months to reunification	14	12	Not Applicable	14	85.7%	Agency Programs
🔴	4.2	Decrease the average number of months to adoption	41	27	Not Applicable	41	66.7%	Agency Programs
🟡	4.3	Increase exits to a permanent home	74%	85%	Not Applicable	79.2%	93.2%	Agency Programs
🟡	4.4	Decrease the number of youth who age out of care	24%	20%	Not Applicable	22.6%	88.4%	Agency Programs
🟢	4.5	Increase youth engaged in after care services	-	90%	Not Applicable	93.7%	104.1%	Agency Programs

PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

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.

CFSA is working to achieve better educational outcomes for foster children through the development of a comprehensive educational strategy using the Blue Print for Change developed by the ABA Center for Children and the Law, Center for Foster Care and Education. The Blue Print for Change is a tool

that establishes a series of goals and benchmarks to promote educational success for youth in foster care.
Completion Date: December 31, 2015.

Performance Assessment Key: **Fully Achieved**
Over the past year, CFSA has made significant progress in developing and implementing its first ever agency-wide education strategy to improve the educational outcomes of youth in foster care. With the assistance of a consultant from the *American Bar Association (ABA) Center on Children and the Law, Legal Center for Foster Care and Education*, CFSA conducted a comprehensive review of all of its current educational policies, resources, trainings, and practices and synthesized that information into an agency wide-strategy modeled after the ABA's "Blueprint for Change". The "Blueprint for Change" is a tool that establishes a series of 8 goals to promote educational success for youth in foster care. As a result of that effort, CFSA identified strengths and gaps, and recommendations organized around six priority areas to focus efforts for change.

For 2015, accomplishments towards goals include drafting of 1) new policy; 2) development of resources and training tip sheets for social workers; 3) access to additional educational outcome data including grades, attendance and GPA for DCPS and IEPs for DCPS, DC Charter Schools & Prince George's County Public Schools and dissemination of that data to Social Workers; 4) development of contact sheets to pilot with Prince George's County Schools; and 5) finalization of new MOA with Prince George's County to access additional student level data for CFSA students enrolled in PGCPS. This is a multi-year initiative as noted in the 2016 Performance Plan.

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.
CFSA will continue the use of an older youth scorecard to track the agency's performance in improving key outcomes for older youth in care**. Completion Date: December 30, 2015**

OYE has developed a new Career Pathways unit which is responsible for identifying older youth (ages 18-20) who are not on track to attend a college/university, and assist youth with job readiness skills, enrollment in vocational programs, gaining internships, and unsubsidized employment. Youth work one-on-one with specialists to identify career interests and develop a plan for reaching his/her career goal. OYE will continue to build the Career Pathways unit to support older youth. **Completion Date: December 30, 2015**

The Career Pathways unit at OYE will maintain existing relationships with program providers and cultivate new relationships with potential organizations to create new vocational and/or educational opportunities for youth in care. Currently, the Career Pathways Unit is looking to expand partnerships with the following organizations: the Department of Employment Services, the University of District of Columbia, Westlink Career Institute, DC Central Kitchen, and the VMT Education Center.
Completion Date: December 30, 2015

Performance Assessment Key: **Fully Achieved**
CFSA continues to utilize the Older Youth Scorecard to track the agency's performance in improving key outcomes for older youth in care. The Office of Youth Empowerment or OYE has developed the

Career Pathways for older youth. OYE developed cohorts specifically for youth in foster care in each program or to secure a certain number of slots in each program for our youth.

KEY PERFORMANCE INDICATORS- Office of the Director

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
🟢	1.1	Children and youth receive full medical evaluation within 30 days of entering care	87%	85%	Not Applicable	90.6%	106.1%	Agency Programs
🟡	1.2	Children and youth receive an initial/re-entry health screening before placement	92%	95%	Not Applicable	94.2%	99.2%	Agency Programs
🟢	1.3	Children ages zero to 5 receive developmental screenings upon entry into foster care	93%	70%	Not Applicable	77.3%	110.5%	Agency Programs
🟡	1.4	Increase high school graduation rate (annual measure)	Not Applicable	72%	Not Applicable	60.4%	83.8%	Agency Programs
🟡	1.5	Increase college entry rate (annual measure)	Not Applicable	40%	Not Applicable	35.9%	89.8%	Agency Programs
🔴	1.6	Increase college graduation rate (annual measure)	Not Applicable	35%	Not Applicable	7.6%	21.7%	Agency Programs
🟡	1.7	Increase youth age 20 who are employed or in post-secondary education	56%	60%	Not Applicable	45.3%	75.5%	Agency Programs

⬤	1.8	Decreased disconnected youth ages 16-21(not in school or working)	42	34	Not Applicable	75.5	45.3%	Agency Programs

WORKLOAD MEASURES – APPENDIX

WORKLOAD MEASURES ⬤

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
Rate of substantiated child/abuse and neglect per 1,000 children	Not Applicable	Not Applicable	5%	Office of the Director
Total population served	3,137	2,948	2641	Agency Programs
In-home families served	578	564	475	Community Services
In-home children served	1,792	1,771	1,566	Community Services
Out- of -home children served	1,336	1,171	1,061	Agency Programs
Total hotline calls received	13,910	12,187	16,697	Agency Programs
Total new investigations	6,112	3,026	3,636	Agency Programs