



# Child and Family Services Agency (CFSA) FY2016 Performance Accountability Report (PAR)

## **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 DC Child and Family Services Agency (CFSA) operates a 24-hour hotline and is a first responder to reports of child abuse and neglect in the District. Essential functions also include supporting and strengthening at-risk families, protecting children through foster care when necessary, and managing adoption of children who cannot return to their birth homes. CFSA works with community partners to expand the range of neighborhood-based services that help to prevent child abuse/neglect and support District families before, as well as after, they become involved with child welfare. CFSA also works with public and private partners to expand the network of resources serving child and youth victims of abuse/neglect and those at risk. 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 2016 by listing CFSA’s top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

### Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Through a commitment to a CQI culture that supports the identification of early intervention opportunities to keep children safe, continued reduction of children and youth entering foster care, with continued emphasis on ensuring children are removed only when necessary.	Increased emphasis on delivering preventive in-home supports to that fewer removals are necessary.	Fewer children and youth in foster care.
Increase in the rate of youth in foster care that graduate from high school and college.	Ongoing emphasis on improving educational engagement and outcomes for youth is yielding results, which is encouraging for dedicated staff.	Improving educational engagement and outcomes for all children enables greater life opportunities including a road to the middle class.
Increase in the rate of children and youth entering care receiving a timely mental health screening and linkage to community mental health services where indicated.	Considerable quality and process improvement efforts have taken place in the Health Care Services Administration over the past two years under fantastic leadership. The broad successes serve as inspiration and a model for others to replicate.	Earlier identification and intervention for District children and youth with emotional and behavioral disturbances means a greater likelihood for successful treatment and recovery, with the support of those around them.

In FY 2016, CFSA had 26 Key Performance Indicators. Of those, 0 were neutral. Of the remaining measures, 38% (10 KPIs) were met, 31% (8 KPIs) were nearly met, and 31% (8 KPIs) were unmet. In FY 2016, CFSA had 8 Initiatives. Of those, 88% (7) were completed and 12% (1) were nearly completed, and 0% (0) were not completed. The next sections provide greater detail on the specific metrics and initiatives for CFSA in FY 2016.

## FY16 Objectives

Division	Objective
Office of Community Partnerships	Develop community partnerships to ensure children safely remain in their homes.
Office of Entry Services and Office of Well Being	Narrow the Front Door to ensure that children grow up with their families and are only removed from their homes when necessary.
Office of Program Operations	Expedite targeted permanency planning immediately when children enter foster care.
Office of Program Operations, Office of Community Partnerships	Ensure the expeditious exit of children and youth from foster care to permanency, family environment, or lifelong connections.

## FY16 KPIs

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Increase compliance with completion of twice monthly in-home visit	85	Q	89.29	87.76	86.09	85.89	87.3	Met	
Decrease the number of children removed from in-home services and placed into out-of-home care	92	Q	36	27	11	34	108	Unmet	Over the past three fiscal years, there has been a steady increase in the number of children removed from in-home. The target is 92 children and youth, CFSA performance is 108. However, the overall proportion of children served in-home has also increased. Maintaining family stability through the intervention of intensive family preservation services is our set standard of practice however, if safety concerns present themselves and persist during the time a family is involved with services through an in-home case, the only acceptable course of action is to effect a removal to keep the child or youth safe as the priority focus at all times.

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Increase exits to a permanent home	80	Q	80.54	79.41	78.5	83.58	80.7	Met	
Decrease the number of youth who age out of care	20	Q	18.79	20.59	20.56	16.42	18.9	Met	

Increase youth age 20 who are employed or in post-secondary education	50	A						61	Met	
Decrease disconnected youth ages 16-21(not in school or working)	55	Q	76	77	38	44	44		Met	
										CFSA is continuing to work diligently to ensure successful engagement of young adults in youth aftercare services, doing so in 92% of cases with a target of 98%. Community Partnerships has identified the following barriers: Scheduling conflicts for those youth who are in school or employed; Finding opportunities that are appealing to the young adults; Young adults being unaware or not interested in the services offered; Frequent moves by the young people - moving from different wards and being disconnected from their original YAC provider. CFSA will be looking to enhance performance in this area by strengthening a partnership with a private provider.
Increase youth engaged in after care services	98	A						92.1	Nearly Met	

Objective: Expedite targeted permanency planning immediately when children enter foster care.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Increase high school graduation rate (annual measure)	63	A					75.6	Met	
Increase college graduation rate	12	A					15.7	Met	

Increase children/youth with two or fewer placements in the past 12 months	82	Q	97.06	91.35	84.76	77.86	88.6	Met	
Increase children/youth getting an initial and re-entry health screening before a foster care placement	95	Q	94.06	96	91.86	100	95.5	Met	
Increase children ages 0-5 getting a developmental screening upon entering care	82	Q	88.37	95.35	89.66	84.62	89.6	Met	
Increase relative placements (kinship care)	22	Q	20.55	21.66	21.19	20.55	21	Nearly Met	This indicator was nearly met, performance observed at 21% of all placements with a target at 22%. The overall performance has been static for multiple years.
Increase placements in family foster homes	88	Q	84.66	83.93	83.81	83.35	83.9	Nearly Met	This indicator was nearly met, with performance at 84% and a target of 88%. In order to boost overall placement performance, the Placement Services Administration (PSA) started completing on-call placement efforts on July 1, 2016 due to the ongoing difficulty of identifying foster placements for youth after normal business hours.
Increase placements within the District	50	Q	49.68	49.44	48.99	49.31	49.4	Nearly Met	The target was fifty percent, and CFSA performance was 49%. This indicator was nearly met.

Increase children and youth receive full medical evaluation within 30 days of entering care	90	Q	81.93	80.23	89.7	92.89	86.9	Nearly Met	<p>The target is ninety percent, our FY16 performance per is 87%. The data show that performance challenges were present in the first two quarters, while clear improvements were made to surpass the benchmark in both quarters three and four. CFSA will continue to review eligible exceptions that are approved by the Court Monitor, specifically, a child or youth in runaway status, or recently discharged from a hospital or psychiatric setting.</p>
Increase college entry rate	40	A					34.3	Unmet	<p>The target was forty percent of eligible youth, CFSA performance was 34%. There are different reasons that may affect the measurement for college entry performance. For example, youth may elect to start college during the second semester or take a gap year before entering college. Youth who achieve permanency may disconnect themselves from CFSA altogether but later appear at OYE showing a continuum of enrollment during the time they disconnected themselves.</p>

Decrease the average months to reunification	12	Q	14	12	13	17	15	Unmet	The target is twelve months, CFSA performance was 15. Preliminary results from Permanency Case Reviews show that barriers to permanency are parental mental health, substance abuse, lack of exploration of kin and domestic violence. Concurrent planning has not been effectively utilized by CFSA and the Court System.
Decrease the average months to adoption	24	Q	40	35	49	38	44	Unmet	The target is twenty-four months, CFSA performance is 44. Preliminary results from Permanency Case Reviews show that barriers to permanency are parental mental health, substance abuse, lack of exploration of kin and domestic violence. Concurrent planning has not been effectively utilized by CFSA and the Court System.
Decrease placements in group homes	4	Q	4.69	5.07	5.06	5.05	5	Unmet	The target is four percent and CFSA performance was 5%. Performance on this measure has been stable for consecutive review periods.

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
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Decrease re-entries into care within 12 months of exit or reunification	8.3	A	8.8	Nearly Met	<p>This indicator was nearly met. The target is 8.3%, CFSA performance is 8.8%. The performance improved by more than 1% from the previous fiscal year. If safety concerns are present and persist after a child or youth has been reunified, the correct decision is to carry out a removal in order to keep the child or youth safe as the priority focus at all times</p>
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Decrease the number of re-referrals for maltreatment for open in-home cases	12	A	13.1	Nearly Met	<p>The target is twelve percent, CFSA performance is 13%. This indicator was one percent short of the annual target. Very often the circumstances impacting families where historical maltreatment has occurred are complex and chronic in nature. While an effective child welfare system can increase concrete supports and reduce risk by working with families, there is always a possibility that maltreatment will re-occur in the future.</p>
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Increase percentage of investigations initiated within 48 hours	95	Q	90.98	88.65	87.71	90.76	89.4	Nearly Met	The target is ninety-five percent, CFSA performance was 89%. This indicator was not met because detailed and comprehensive completion and documentation of every required effort was not performed within the 48 hour timeline.
Percent of investigations closed within 35 days	90	Q	48.4	54.59	44.82	59.38	51.6	Unmet	The target is ninety percent, CFSA performance was 52%. Reasons for not meeting this standard include increases in referral intake during peak seasons that affect social worker (SW) caseloads directly as well as the SW ability to close referrals timely. There are also delays in referrals reaching supervisors for approval.

Decrease the number of children removed from in-home services and placed into out-of-home care	92	Q	36	27	11	34	108	Unmet	Over the past three fiscal years, there has been a steady increase in the number of children removed from in-home. The target is 92 children and youth, CFSA performance is 108. However, the overall proportion of children served in-home has also increased. Maintaining family stability through the intervention of intensive family preservation services is our set standard of practice however, if safety concerns present themselves and persist during the time a family is involved with services through an in-home case, the only acceptable course of action is to effect a removal to keep the child or youth safe as the priority focus at all times.
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Decrease the average number of months an in-home case remains open	9	Q	10	10	11	10	Unmet	<p>The target is nine months, CFSA performance is 10 months. Where complex cases need ongoing support and have active case plans to prevent removals and to preserve families, more time must be afforded to achieve these child and family-centered outcomes. We will continue to apply lessons learned in an effort to minimize the time necessary for families to be involved with the child welfare system.</p>
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## FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
Rate of substantiated child/abuse and neglect per 1,000 children	A	0				
Total population served	A					2,549
In-home families served	A					574
In-home children served	A					1,563
Out- of -home children served	A					989
Total hotline calls received	A					17,239
Total new investigations	A					5,294

## FY16 Initiatives

### **Title: CFSA will implement intensive family preservation services through its community partners.**

**Description:** In FY16, CFSA will scale up its implementation of intensive family preservation services. Currently, these services are delivered District-wide through community partners. Beginning October 1, 2015 overall capacity will increase through the addition of three more operational locations, expanding the reach and effectiveness of intensive family preservation services for more families in the District. Additionally, CFSA will further scale up its implementation of a program with intensive family preservation services that works with high-risk families involved with the child welfare system that are affected by parental substance use. CFSA will expand the program from one to four sites so that more families can be served across the District.

**Complete to Date:** Complete

**Status Update:** In FY16, CFSA expanded its two intensive family preservation programs Homebuilders and Project Connect. Homebuilders increased its overall capacity by adding two additional teams for a total of 3. It was determined that three would be an appropriate amount given the referral data. Additionally, CFSA expanded the criteria for Project Connect to include In Home families that are under court supervision or a part of our Chronic Neglect efforts. This allowed many new families to take advantage of this program.

### **Title: CFSA will support the improvement of District-wide school attendance**

**Description:** CFSA will continue to work with community partners, to include DC Public Schools and the Public Chartered School Board. CFSA's goal is to engage with families to assess the safety of children, to address child welfare concerns including educational neglect, and to establish a continuum of services that consists of government, community-based, and neighborhood resources

**Complete to Date:** Complete

**Status Update:** As a part of the agency's Education Strategy, CFSA is now receiving attendance information on all youth in care attending DCPS schools on a quarterly basis. Last year, CFSA analyzed that information to identify all youth in care who have 10 or more absences and shared that information with each Permanency supervisory unit along with tipsheets we've developed that identify proactive steps both social workers and resource parents can take to address and improve student's school attendance.

### **Title: CFSA will pursue improved educational achievement for all youth in foster care.**

**Description:** CFSA will produce a comprehensive analysis of its current educational services to ensure that it includes pre-college advising and related services for youth in the eighth grade or above committed to CFSA's temporary care and custody. In addition, CFSA will build internal capacity to support youth who attend post-secondary educational institutions.

**Complete to Date:** Complete

**Status Update:** CFSA is also now receiving grades, GPA and standardized test results for all youth in care who attend DCPS and PG County schools so we can identify those youth who are the most academically at risk. Last year, we analyzed the DCPS data to identify any youth in care attending a DCPS school who received a D or F and shared that information with Permanency supervisory units so social workers could be informed about the youth on their caseloads who are at risk of failing and need more academic support

### **Title: CFSA will enhance its services to survivors of domestic violence through its implementation of a nationally recognized model.**

**Description:** CFSA will use the Safe and Together Model, a nationally recognized model, to work with community-based organizations in addressing domestic violence to improve outcomes for the survivors served in the child welfare system. The use of this model and partnership with community-based domestic violence organizations will shape case practice related to domestic violence by keeping children safe and together with non-offending parents, fostering partnerships with

non-offending parents, and promoting intervention with perpetrators to reduce the risk of harm to children

**Complete to Date:** Complete

**Status Update:** CFSA has: 1) Revamped the Domestic Violence Specialist role to provide more opportunities for consultation to front-line staff; 2) Trained 18 Subject Matter Experts (SMEs) to help staff with case conceptualization related to domestic violence; 3) Completed the Train the Trainer for CWTA staff to facilitate the basic Safe and Together training 4) Entered into a contract with My Sister's Place and began a pilot of the first Batterer's Intervention Program in DC 5) Trained 140 staff , and 6) Educated Judges, court, attorney

**Title: Enhance Kindergarten readiness for all young children in foster care.**

**Description:** CFSA will be proactive in linking pre-school age children in foster care with high-quality early childhood programs and services that promote child well-being and school readiness. These programs might include Home Visitation, Head Start, Early Head Start, and Strong Start DC.

**Complete to Date:** Complete

**Status Update:** The agency also improved its education data capture and analysis so we can now identify all the kids in care aged 3-5 who are eligible for preschool and not enrolled. With that information, we conducted targeted outreach to the social workers of any child in that category to inform them of the importance of accessing early childhood education and educated them about the DC lottery process, the only means to apply and gain acceptance to DC's preschool programs.

**Title: CFSA will expedite exits to positive permanency.**

**Description:** CFSA will implement a group decision-making process consisting of a diverse team to review foster care cases. CFSA will review foster care cases where children have remained in care for more than one year but less than two years with the goal of reunification. The team will examine the utilization of best practices to positive exits to permanency and provide recommendations for alternative positive permanency goals. The team will also explore removing barriers to permanency and the length of time for exits to positive permanency; targeting youth who have existed in the child welfare system for a lengthy period of time.

**Complete to Date:** Complete

**Status Update:** This process continues and a clear focus is on specific groups for FY17. In FY17 CFSA will review two specific groups of children and youth in foster care with a goal of reunification; those in care for 6-12 months, and those in care for more than 24 months. For FY17 the specific focus will be on children and youth served by the private agencies

**Title: CFSA will enhance existing continuous quality improvement (CQI) activities and implement an agency-wide CQI process to improve case plans and services provided to families and youth in care.**

**Description:** In FY16, CFSA will review all existing CQI initiatives; implement a focused CQI process that can be replicated throughout the agency to support practice an improvement leading to expanded exists to positive permanency. Feedback will be systematically shared at each level of the Agency to facilitate organizational learning, so that social workers, supervisors, managers, and CFSA Leadership team alike are apprised of aggregated system wide performance trends and corrective actions.

**Complete to Date:** Complete

**Status Update:** Following work facilitated by the proprietor of the QSR process, QSR staff now understand more about the importance of root cause analysis in all clinical and casework reviews. Crucially, sampling for CY17 reviews now places much greater emphasis on in-home cases, so as to further insights into preventive and supportive work

**Title: CFSA will work jointly with sister agencies and community partners to provide shared transitional and supportive housing for youth aging**

**out of the child welfare system.**

**Description:** In FY16, CFSA will provide housing opportunities that meet the service needs of youth aging out of the foster care system or psychiatric residential centers requiring intensive services to stabilize them in a community environment. Housing opportunities will also include living units for teen parents in intergenerational communities. The Wayne Place Project is a joint effort with CFSA, the Department of Behavioral Health and Far South East Collaborative. The program's focus is to provide a real life community experience so that the youth are prepared to positively and successfully engage and participate in the community environment. Additionally, CFSA and Mi Casa (Generations of Hope) will house emancipated teen mothers and elderly District residents to live in one building together. This housing initiative is supported by the Georgia Avenue Family Support Collaborative, DC Office of Aging and the Generations of Hope Development Corporation. This intergenerational community is designed to help residents build a network of caring, supportive relationships.

**Complete to Date:** Complete

**Status Update:** Generations of Hope the program is doing well in its first year. As to be expected there were some initial bumps in the road getting all of the residents on board regarding volunteer hours, etc. However, the community has really come together and positive relationships have begun to flourish, especially between the elders and the young children. The program has been able to develop a daily schedule for opportunities for interaction to include physical fitness, music, art, and leadership development