

Child and Family Services Agency FY2017

FY2017 Performance Accountability Report

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, 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.

FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Improving performance in the backlog of investigations into child abuse and neglect.	Successful allocation of resources to address this imperative results in enhanced morale within the Entry Services work unit.	Improving responsiveness and timeliness to investigate allegations of abuse and neglect is keeping children safer.

2017 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	Develop community partnerships to ensure children safely remain in their homes.
4	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	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.
6	Create and maintain a highly efficient, transparent and responsive District government.**

2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI	Explanation
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									Status
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 Measures)									
Share of exits to a permanent home	Quarterly	84%	85.8%	86.7%	80.9%	80.4%	83.3%	Nearly Met	In FY2017 the agency was 0.7% short of its performance target for the rate of exits to positive permanency from all exits. The three year trend shows continuous gradual improvement in this key outcome measure.
Share of youth who age out of foster care	Quarterly	16%	14.2%	13.3%	19.1%	19.6%	16.7%	Nearly Met	In FY2017 the agency was 0.7% short of its performance target for the rate of exits to positive permanency from all exits. The three year trend shows continuous gradual improvement in this key outcome measure.
Share of youth engaged in aftercare services	Annually	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	97.7%	Met	
Share of youth with stable housing upon exit	Quarterly	90%	87%	80%	77.8%	77.3%	80.8%	Unmet	The target was intentionally ambitious, however there has been increases in youth incarceration and runaway status observed which impacts the performance for this measure. The methodology needs review for validity.
Share of youth age 20 who are employed or in postsecondary education	Quarterly	60%	58.3%	73.5%	65.2%	69.1%	66.7%	Met	
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. (7 Measures)									
New entries into foster care	Quarterly	320	78	60	64	73	275	Met	
Re-entries into foster care within one year	Annually	8%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8.1%	Nearly Met	We continue to meet this target.
Reports of maltreatment in foster care	Annually	0.3	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	Met	
Reports of maltreatment within twelve months of reunification	Annually	8	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	Unmet	The latest Federal Data presented was from FY15. No more current data was available for this report.
Share of youth with re-referrals of maltreatment	Quarterly	10	7	6	6	8	8	Met	

for in-home cases within one year									
Share of removals from in-home within one year	Quarterly	87	25	15	28	31	25	Met	
Share of investigations initiated within 48 hours	Quarterly	95	91	91	89	91	91	Nearly Met	The agency made a 2 point improvement on the FY2016 final performance number and continues to strive for overall compliance at 95% or above.

4 - 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. (12 Measures)

Share of children/youth getting a health screening before an initial and re-entry foster care placement	Quarterly	95	97	97	99	94	97	Met	
Share of children/youth getting a medical evaluation within 30 days of entering care	Quarterly	90	91	94	93	89	92	Met	
Share of children/youth getting a dental evaluation within 30 days of entering care	Quarterly	75	52	68	54	53	56	Unmet	This area will need additional and enhanced communication and messaging about expectations and the importance of oral and dental health in overall child health.
Share of children/youth receiving mental health and trauma screening within 60 days of entering care	Quarterly	96	100	100	100	100	100	Met	
Share of eligible children and youth entering foster care linked to a mental health provider within 7 days of screening	Quarterly	85	89	83	86	62	81	Nearly Met	There is a sixty day lag and a small number of youth eligible for this indicator which presents a misleading statistic for performance, CFSA is considering how best to approach this in the future.
Share of youth age 11 and older getting a pre-placement substance abuse screening	Quarterly	95	90	96	96	91	94	Nearly Met	The agency will push for improved documentation and performance reporting despite this year showing an annual improvement on FY2016.
Share of children ages 0-5 getting a developmental screening within 30 days of entering care	Quarterly	86	90	93	96	96	94	Met	

Share of youth in foster care who graduate from high school	Annually	75	Annual Measure	Annual Measure	Annual Measure	Annual Measure	73	Nearly Met	Many youth continue to achieve permanency and subsequent academic success outside of foster care further down the process. Those remaining in care are by definition requiring more supports to graduate.
Share of youth in foster care who graduate from college	Annually	20	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12	Unmet	This is a particularly difficult to sustain; some youth are still working through college at a more mature age.
Share of youth in foster care who complete vocational training and/or receive industry certification	Annually	70	Annual Measure	Annual Measure	Annual Measure	Annual Measure	71	Met	Performance is consistent over the past two years. Improvements in linking youth to employment have reduced the overall numbers that are considered in this population.
Share of youth in foster care who are teen mothers	Quarterly	15	16	18	17	17	17	Unmet	CFSA continues to provide programming and support to support youth to delay parenting.
Share of youth in foster care who are teen parents with repeat births	Quarterly	2	0	0	0	0	1	Met	

5 - 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. (10 Measures)

Share of placements that are relative placements (kinship care)	Quarterly	25	21	21	22	24	24	Nearly Met	CFSA has made a three point increase on FY15 and FY16 and almost made its ambitious target of 25%. The agency continues to develop strategies to identify and make viable a range of kinship placements.
Share of placements that are in family foster homes	Quarterly	90	84	83	84	84	84	Nearly Met	CFSA remains steady in achieving this indicator for three consecutive years. This remains an achievement given the needs of our foster care population are complex as the overall population reduces.
Share of placements that are in group homes	Quarterly	4	5	5	5	5	5	Unmet	Youth in foster care residing in group homes for complex needs has remained steady for the past five years at 4-5%.

Share of children/youth with two or fewer placements in the past 12 months	Quarterly	80	95	89	83	86	86	Met	
Share of all foster care placements that are within the District of Columbia	Quarterly	50	46	45	45	47	47	Nearly Met	Along with some other notable placement indicators, it could be that a ceiling effect is being observed given that proportions are remaining fairly yesterday for multiple consecutive years. However CFSA is transforming its foster care operations and in FY18 we hope to see even greater successes in securing local jurisdictional placements.
Visits between parents and children/youth in foster care	Quarterly	85	86	88	88	86	87	Met	
Visits between siblings (2x monthly)	Quarterly	85	85	79	78	84	81	Nearly Met	CFSA is reviewing its methodology and data collection process to ensure all activity is captured timely.
number of months to reunification	Quarterly	12	12	10	14	16	16	Unmet	Comprehensive strategic and operational reform has occurred at the agency that will have a beneficial impact on timely permanency achievement targets for youth in foster care. Historically targets have not been incremental and realistic year-on-year, rather focused on a long-term target.
number of months to guardianship	Quarterly	18	26	40	23	34	34	Unmet	Comprehensive strategic and operational reform has occurred at the agency that will have a beneficial impact on timely permanency achievement targets for youth in foster care. Historically targets have not been incremental and realistic year-on-year, rather focused on a long-term target.
Number of months to adoption	Quarterly	24	40	44	47	32	32	Unmet	Comprehensive strategic and operational reform has occurred at the agency that will have a beneficial impact on timely permanency achievement targets for

youth in foster care. Historically targets have not been incremental and realistic year-on-year, rather focused on a long-term target.

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
2 - CPS-I (3 Measures)						
Rate of substantiated child abuse and neglect per 1000 children in the District	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9
Total hotline calls received	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	16949
Total number of new investigations	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4158
2 - In-home Services Administration (2 Measures)						
Number of in-home families served	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	549
Number of in-home children served	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1525
5 - Placement Services Administration (1 Measure)						
Number of out-of-home children served	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	898

2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
CHILD PLACEMENT (1 Strategic Initiative)				
CFSA will expedite exits to positive permanency.	In FY17 CFSA will utilize a multidisciplinary group decision-making process to 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. The specific focus will be on children and youth served by the private agencies. This team will meet regularly to examine the utilization of best practices that support positive permanency exits, how to identify and navigate barriers, and to provide recommendations for alternative positive permanency	Complete	This particular initiative has been folded in to a much larger Safe Haven Redesign project at the Agency.	

	goals.			
CHILD PROTECTIVE SERVICES-INVESTIGATIONS (1 Strategic Initiative)				
CFSA will support the improvement of District-wide school attendance.	In FY17 CFSA will partner with DC Public Schools and the Public Charter School Board, to find opportunities for reducing truancy and educational neglect. Additionally, CFSA will use data-sharing agreements to intervene on attendance issues of youth in foster care.	Complete	The new Every Day Counts initiative was launched with CFSA at the table with District partners to maintain focus on the significance of children attending school daily, and on time, for the full educational day to improve attendance and maximize academic performance. CFSA will continue continued to partner with DCPS and DCPCS in terms of enhancing communication and collaboration, focusing on family supports needed to ensure daily attendance of children in the District.	
COMMUNITY PARTENSHIP SERVICES (5 Strategic initiatives)				
Improving aftercare management	In FY17, in response to specific identified needs, a Program Specialist will work in partnership with the Office of Youth Empowerment and the Office of Community Partnerships to deliver aftercare management services, to promote the achievement of established benchmarks and outcomes for young adults and youth in foster care ages 14-23. The Program Specialist will work with a community based agency that has been chosen through the request for proposal process to provide services to this age group to help them meet benchmarks that have been identified through a year-long process in hopes of more adequately preparing young people for independence.	Complete	In a continued effort to ensure streamline referral and contract management processes, the responsibility of Youth Aftercare has officially transitioned to the Office of Youth Empowerment. OYE will continue the processing and submission of referrals for YAC and providing outreach to workers with youth approaching age 20.5. In addition to that, OYE will also be available for technical support to the YAC provider and share resources and progress where appropriate.	
CFSA will support the improvement of District-wide school attendance.	In FY17 CFSA will partner with DC Public Schools and the Public Charter School Board, to find opportunities for reducing truancy and educational neglect. Additionally, CFSA will use data-sharing agreements to intervene on attendance issues of youth in foster care.	Complete	The new Every Day Counts initiative was launched with CFSA at the table with District partners to maintain focus on the significance of children attending school daily, and on time, for the full educational day to improve attendance and maximize academic performance. CFSA will continue continued to partner with DCPS and DCPCS in terms of enhancing communication and collaboration, focusing on family supports needed to ensure daily attendance of children in the District.	
CFSA will enhance its services to	In FY17 CFSA will provide better services to those impacted by domestic violence through broader training opportunities for social workers utilizing a 'train the	Complete	CWTA staff have been trained as trainers in the Safe and Together Model and is now in the process of	

survivors of domestic violence through its implementation of a nationally recognized model.	trainer' model, as well as group interventions for perpetrators of domestic violence		becoming certified. Also, CWTA will be trained during Q2 to deliver a specialized one-day training specifically for CPS staff. The curriculum is currently being developed with a delivery date of March 30,2017. Finally, My Sister's Place ran an 8-week pilot group during Q1 for male offenders related to children in CFSA (called Man-2-Man) and the full curriculum 24 week group is scheduled to begin early in Q2.	
CFSA will implement intensive family preservation services through its community partners.	In FY17, the Agency will optimize capacity of its intensive family preservation services. CFSA will refine the referral process for Project Connect (an intensive family preservation service that works with high-risk families involved with the child welfare system that are affected by parental substance abuse) and Homebuilders (a family intensive preservation service that provides in-home crisis intervention, counseling, and life-skills education for applicable families) by expanding eligibility to include in-home families that experience substance abuse and/or chronic neglect.	Complete	CFSA refined the referral process for Project Connect by expanding eligibility to include in-home families that experience substance abuse and/or chronic neglect. Additionally, Project Connect and HOMEBUILDERS began by collaborating with the Addiction Prevention and Recovery Administration, the Office of Well-Being, CPS, and Permanency to increase utilization and access to intensive family preservation services to our families.	
Services for Families Experiencing Chronic Neglect	In FY 17, the Agency will provide supports and services for families identified as experiencing chronic neglect. The agency will dedicate trained social workers to support these families who will have a reduced case load of only six to eight families. These families will be provided with more intensive services including weekly visits along with enhanced community support.	Complete	The following mandatory trainings were provided to the two in-home units as support to the work: Chronic Neglect, Solution Focused Brief Therapy and Motivational Interviewing. A total of 60 chronic neglect cases have been served by the two in-home units from June 2016 thru December 2016. Project Connect was expanded, based on current utilization and need for services, to serve the chronic neglect population.	
FAMILY RESOURCES (1 Strategic Initiative)				
CFSA will expedite exits to positive permanency.	In FY17 CFSA will utilize a multidisciplinary group decision-making process to 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. The specific focus will be on children and youth served by the private agencies. This team will meet regularly to examine the utilization of best practices that support positive permanency exits, how to identify and navigate barriers, and to provide recommendations for alternative positive permanency goals.	Complete	This particular initiative has been folded in to a much larger Safe Haven Redesign project at the Agency.	

KINSHIP SUPPORT (1 Strategic Initiative)				
CFSA will expedite exits to positive permanency.	In FY17 CFSA will utilize a multidisciplinary group decision-making process to 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. The specific focus will be on children and youth served by the private agencies. This team will meet regularly to examine the utilization of best practices that support positive permanency exits, how to identify and navigate barriers, and to provide recommendations for alternative positive permanency goals.	Complete	A total of 165 youth were reviewed so far. 19% of youth achieved positive permanency with a goal of Reunification while participating in the review. CFSA accounted for 17 of the exits (55%) while private agencies case managed 14 (45%). Of the 137 youth who had been in care between 6-12 months at the time the permanency case review cohort was pulled, 21 (15%) achieved positive permanency . Of the 28 youth who had been in care for more than 24 months, 10 (36%) exited to positive permanency.	

PERMANENCY (2 Strategic initiatives)				
CFSA will expedite exits to positive permanency.	In FY17 CFSA will utilize a multidisciplinary group decision-making process to 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. The specific focus will be on children and youth served by the private agencies. This team will meet regularly to examine the utilization of best practices that support positive permanency exits, how to identify and navigate barriers, and to provide recommendations for alternative positive permanency goals.	Complete	A total of 165 youth were reviewed for the Permanency Case Review process. 19% of youth achieved positive permanency with a goal of Reunification while participating in the Permanency Case Review process. CFSA accounted for 55% while private agencies case managed 45%. Of the 137 youth who had been in care between 6-12 months at the time the permanency case review cohort was pulled, 15% achieved positive permanency . Of the 28 youth who had been in care for more than 24 months, 36% exited to positive permanency.	
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.	CFSA will identify historical trends and provide target areas for improvement in CFSA's case planning and service delivery to children and families. The analysis will provide a foundation for quarterly reporting of Quality Service Review (QSR) data findings to the management team. The quarterly reporting will include findings by unit, supervisor, and worker and will be shared with program areas and private agencies to inform and improve practice. Action steps will be developed and monitored based on quarterly trends analysis.	Complete	Data continues to be analyzed timely and is provided to program areas through monthly updates and presentations to leadership and program staff once all of the areas for program areas are completed.	

TEEN SERVICES ACTIVITY (2 Strategic initiatives)				
CFSA will pursue improved	In FY17 CFSA will advance the educational progress of youth in foster care. Having conducted a full review of	Complete	CFSA led two initiatives to enhance foster youth's educational	

educational achievement for all youth in foster care.	the educational status of youth in foster care in FY16, CFSA will begin implementation for FY17 having recently hired additional staff who will function as educational specialists to specifically support youth towards better educational outcomes. Specifically, youth in Grades 8-12 will each be directly assigned an Education Specialist, while those through Grade 7 benefit from Education Specialist guidance for social workers.		achievement, its annual school enrollment campaign and a new summer literacy program. CFSA launched a new partnership with the internationally reknowned literacy center, Lindamood Bell, to provide literacy enrichment to some of our most academically at-risk youth over the summer. We targeted youth in grades 3-8 whose PARCC assessment scores showed them to be in the lowest level of reading proficiency.	
Improving aftercare management	In FY17, in response to specific identified needs, a Program Specialist will work in partnership with the Office of Youth Empowerment and the Office of Community Partnerships to deliver aftercare management services, to promote the achievement of established benchmarks and outcomes for young adults and youth in foster care ages 14-23. The Program Specialist will work with a community based agency that has been chosen through the request for proposal process to provide services to this age group to help them meet benchmarks that have been identified through a year-long process in hopes of more adequately preparing young people for independence.	Complete	In a continued effort to ensure streamline referral and contract management processes, the responsibility of Youth Aftercare has officially transitioned to the Office of Youth Empowerment. OYE will continue the processing and submission of referrals for YAC and providing outreach to workers with youth approaching age 20.5. In addition to that, OYE will also be available for technical support to the YAC provider and share resources and progress where appropriate.	

WELL BEING (1 Strategic Initiative)

Improve Kindergarten readiness for all young children in foster care.	In FY17, CFSA will expand outreach and application assistance for foster parents and resource families to increase the numbers of pre-school age children in foster care getting 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	CFSA completed its campaign to increase foster youth's enrollment in DCPS preschool programs and is partnering with MySchool DC to obtain data so we can analyze how much our efforts increased participation in the 17-18 preschool lottery. We are also planning an all-day foster parent in-service training in partnership with the DC and Prince Georges County Libraries, DPR and the Smithsonian on June 3rd called "Readers Are Leaders".	
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