

Child and Family Services Agency FY2021

Agency Child and Family Services Agency

Agency Code RLO

Fiscal Year 2021

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.

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.

2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
CFSA successfully exited the LaShawn v. Bowser lawsuit in June 2021. The agency has now begun The LaShawn Settlement Agreement. This agreement has turned the former Court Monitor into an Independent Verification Agent to validate the agency's performance measures and the commitment agreements. CFSA will write and publish reports on the agency's performance.	CFSA is better able to focus its efforts on serving children and families and now has increased ability to implement and test innovative practices and prevention efforts. CFSA has been chosen as a pilot site for the Children's Bureau Thriving Families Safer Children project. This prevention model focuses on a family well-being system and will increase resources to prevent child abuse and neglect and support at-risk children and families in their communities prior to becoming known to the child welfare agency.	The District's residents will benefit from the agency's ability to self regulate and greater flexibility to shift to address emerging priorities and needs.
The Families First DC initiative began their full slate of programming at the start of this fiscal year.	CFSA is continuing to deepen our prevention services array to ensure that families and children do not unnecessarily come to the attention of CFSA for poverty related neglect that is better served through the community's safety network. Through supporting the Family Success Centers, the agency increases its knowledge of families' needs.	This program has served more than 500 families each month. With the pandemic still present, having additional resources for at risk families benefits the residents and adds to their safety net. The most requested service during this year was food related services and families also received support in whole family enrichment, educational workshops, children's education, and parenting support. Residents are members of each Community Advisory Council and therefore have direct involvement and impact in determining the programming for each Family Success Center.
CFSA has onboarded Microsoft Consulting Services as the System Integrator for the new CCWIS system, STAAND (Standing Together Against Abuse and Neglect in DC).	CFSA will be able to modernize our data collection and record management system. This will allow the agency to better monitor the effectiveness of our services and share data across agencies more effectively. It will also improve reporting on system outcomes and practice.	Residents will benefit from better communication between agencies that will reduce duplication in services and reduce unmet needs.

2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
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. (3 Measures)											
Share of exits to a permanent home	Quarterly	87%	88.5%	85%	98.8%	94.7%	90.5%	82.5%	92.1%	Met	
Share of youth engaged in aftercare services	Annually	95.6%	95.7%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Share of youth age 20 who are employed or in post-secondary education	Quarterly	69.6%	71.2%	70%	82.4%	72.5%	80.5%	70.3%	76.3%	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. (3 Measures)											
New entries into foster care	Quarterly	307	172	185	50	50	48	46	194	Nearly Met	As the pandemic moved into a new phase and children returning to school, calls to the hotline increased.

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Number of removals from in-home within one year	Quarterly	145	63	100	17	28	15	20	80	Met	
Share of investigations initiated within 48 hours	Quarterly	91.2%	93.5%	95%	89.9%	92.3%	93.1%	93.7%	92.3%	Nearly Met	This indicator has a less than 2% decline from FY20 and has been 90% or greater for the past five years. CFSA continues to maintain previous improvements of staffing and shift increases to achieve this target. In FY21 Q1, CPS staff were trained to use the Purpose Content Assessment and Plan (PCAP) documentation style to support clinical decision making to examine barriers to initiations and to plan next steps to assess safety and well-being of victim children.
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. (6 Measures)											
Share of children/youth getting a health screening before an initial and re-entry foster care placement	Quarterly	96.3%	93.1%	95%	88.9%	90.9%	98.2%	88.5%	91.8%	Nearly Met	The lowest performance for this indicator was during the fourth quarter. Of the 52 children, 6 children weren't screened prior to entering a placement. 5 children were screened 1-2 days after being placed and one child was screened 5 days after placement. In FY22, CFSA will be reporting comprehensive medical and dental evaluations data to replace this indicator.
Share of youth age 11 and older getting a pre-placement substance abuse screening	Quarterly	90.1%	95.8%	90%	98.2%	97.1%	98.1%	97.1%	97.6%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Share of youth in foster care who complete vocational training and/or receive industry certification	Annually	80%	71.4%	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	63.64%	Nearly Met	The overall number of youth participating in vocational programming has declined. The four youth who did not complete their vocational programs impacted our ability to meet the target percentage. CFSA has more children enrolled into educational programming and employment. CFSA also provides programming that supports children when they disconnect from activities to support their transition into adulthood.
Percent of children ages 0-5 getting a developmental screening within 30 days of entering care	Quarterly	92.2%	90.6%	90%	95.2%	94.7%	92.3%	94.4%	94.4%	Met	
Percent of youth in foster care who graduate from high school	Annually	73.1%	69.2%	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	67.57%	Nearly Met	CFSA continues to experience a decline in children in foster care overall. CFSA continues to respond to educational barriers with needed services for all children in need. Lack of graduation, even with summer school supports, is a barrier with achieving this indicator.

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of youth in foster care who graduate from college	Annually	11.1%	18.5%	20%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	16%	Unmet	This indicator measures the number of children who started college five years ago and their status for the current fiscal year. The graduates from this population represent the numerator. Within this timeframe, the status of the children have changed as they all have entered adulthood and some venture into other life areas to meet immediate needs with employment or vocational programming.
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 Measures)											
Percent increase of relative placements (kinship care)	Quarterly	27.5%	29.3%	32%	25.9%	24.8%	23.9%	22.3%	24.3%	Unmet	CFSA continues to explore kin first when having to place foster care children. To better capture these efforts, CFSA will make methodology changes to this indicator in FY22 to report how well the agency is able to place children entering foster care with kin. Once the child exits the kinship home is closed. CFSA did not license new kinship foster homes at the same rate that homes closed in FY21.

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of placements in family foster homes	Quarterly	82.4%	79.8%	85%	78.9%	77.8%	78%	78%	78.2%	Nearly Met	CFSA's primary goal is to place children in family-based settings. However, if a child has clinical needs that are not successfully managed in a family-based setting and one or more family-based placements disrupt, alternative placement types such as a congregate setting may be explored. Since FY20, the share of children in family based settings has slightly declined while congregate settings and other settings (hospitals, college residency, missing, absent, runaway, correctional facilities, unlicensed placements) have increased.
Percent of foster care placements within the District of Columbia	Quarterly	49.8%	50.1%	55%	49.8%	50.5%	50.4%	50%	50.2%	Nearly Met	CFSA is close to the target with half of children in foster care being placed in Washington, D.C. CFSA makes concerted efforts to place children in their communities when possible. There is active recruitment of foster families in the District to increase placement options for children to be able to stay in their community.

2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
2 - CPS-I (3 Measures)							
Total hotline calls received	19,906	14,046	Annual Measure	Annual Measure	Annual Measure	Annual Measure	17,421
Total number of new investigations	5593	4952	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4732
Rate of substantiated child abuse and neglect per 1,000 children in the District	6.37	Waiting on Data	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
2 - In-home Services Administration (2 Measures)							

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
Number of in-home families served	532	693	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1136
Number of in-home children served	1404	1309	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2929
4 - Placement Services Administration (1 Measure)							
Number of out-of-home children served	796	693	Annual Measure	Annual Measure	Annual Measure	Annual Measure	930

2021 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 Activities)		
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. (2 Activities)		
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
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 Activities)		
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 Activities)		
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. (1 Activity)		
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

2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Child Information Systems Administration (CISA) (1 Strategic Initiative)				
Comprehensive Child Welfare System	<p>In FY21 CFSA will continue improving data quality in the systems in use and streamlining business processes to onboard vendors to support the implementation activities. The team's focus during FY21 will be business process changes in advance of new technologies. Quarterly performance data will be measured through training exercises and improving data quality through the continuation of the conversion and archiving process. The three tasks CFSA will complete in FY21 include: the CCWIS team working to improve data quality in FACES in time for conversion. The commitment is to have 95% unique clients in FACES (currently at 93% unique clients as of 10/20). The CCWIS team will archive all 1, 200 tables in FACES that have not been modified in the past year. Lastly, CFSA will train agency subject matter experts (around 50 people) to enable their project participation. CFSA anticipates issuing an award in FY21.</p>	75-99%	<p>The Data Quality Project Team submitted the first Biennial Assessment Report to the Administration for Children and Families (ACF) focusing on the three identified process improvement efforts (building internal capacity to calculate CFR maltreatment data, reduce duplicate client records in the existing system, and program improvement related to the National Youth in Transition Database (NYTD) survey and services). CFSA consolidated data files using a structured database platform improving data tracking and validation in Diligent Search, Family Support Services and the Resource Parent Tracker. CFSA maintains 93.41% FACES unique clients and instituted automated logic and monthly auto-merge features to assist social workers in reducing duplicate client creation. After a detailed analysis, the team archived about 500 inactive FACES Tables and removed several empty tables during the exercise. About 84 Subject Matter Experts received Agile Coaching in order to participate in the User Story Refinement activities.</p>	<p>This initiative began in FY2019 and was slated to be a multiyear project. Specifically for FY21, CFSA archived about half of the unmodified tables in FACES. CFSA maintains 93% unique client IDs and is continuing to work toward achieving the 95% goal.</p>
In-home Services Administration (2 Strategic initiatives)				
Family First	<p>FY21 will focus on implementing our CQI framework and fully embedding Motivational Interviewing (MI) into our case practice model. This will include training/retraining all CFSA and Collaborative staff/supervisors in MI Interviewing and MI Fidelity monitoring. CFSA aims to improve the number of families that meet case goals and/or successfully engage in evidence-based programs. Data tracking will capture the number of staff and supervisors trained in compliance with MI case-review standards. The Annual Progress and Services Report will also provide narrative of activities for this initiative in FY21. The City-Wide Prevention Work Group and CQI sub-groups will meet quarterly to advance system-level efforts that will improve service delivery to increase child abuse /neglect prevention. The Work Group will assess the reach and impact of the enhancements to technology, business processes, and the overall evidence-based service array across the District.</p>	Complete	<p>In Q4, CFSA continued to implement strategies to stand-up the agency's fidelity monitoring activities required for the Motivational Interviewing evidence-based practice, serving as the base case management model for all CFSA and Collaborative case-carrying workers. By the end of FY21 Q4, 48 CFSA supervisors completed the Motivational Interviewing Assessment: Supervisory Tools for Enhancing Proficiency (MIA:STEP) assessment. 27 supervisors passed the test and were deemed reliable MI raters (56%). 28 social workers were rated by their supervisors and 27 were deemed proficient in Motivational Interviewing (96%). These figures point to a successful fidelity monitoring training model and implementation to date showcases high proficiency in MI. In Q4 CFSA held two City-Wide Prevention Work Group Meetings to launch the Thriving Families, Safer Children (TFSC) initiative and introduce concepts around system transformation from a child welfare system to a child and family well-being system. The City Wide Prevention Work Group, now called the TFSC Steering Committee, has been comprised to focus on systems transformation work. In Q4 CFSA staff developed the Child and Family Well-Being Blueprint, a document which will be used in FY22 to guide all activities of the TFSC planning committee, steering committee, and subcommittees that were most recently introduced to support diversity, equity, and inclusion, engage those with lived experience, establish a warm line and community response mode, and use data to evaluate the impact of the TFSC proposed work.</p>	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Families First DC	<p>In FY21, FFDC will measure families' success through the Protective Factors survey (family-level indicators) and program's intake process data (program-level indicators). Program measures include services provided, referrals, and attendance. Analytics to assess progress will be reviewed monthly and performance monitoring will occur on a quarterly basis to ensure effective operations. The FFDC team will monitor partnerships (# of partners, types of partners) and involvement/participation of the Community Advisory Council's. To assess the progress of service integration, FFDC is using NowPow to track referrals. FFDC will continue to focus on upstream prevention by revisiting the research questions, logic model, and theory of change designed in FY20 and ensure alignment with all family, program, and community level indicators. Information will be used to create the Continuous Quality Improvement (CQI) framework and Key Performance Indicators (KPI) in FY21 to be fully implemented in FY22.</p>	Complete	<p>The Implementation Phase (Year 1) for Families First DC (FFDC) has been completed. All 10 Family Success Centers (FSC) provided programming and served families using a family-strengthening approach and designed services based upon the families' needs and aligned with the Protective Factors. Programming and services were provided via walk-ins, phone calls, and hybrid model (online and in-person) for one time events such as concrete supports, as well as on-going and re-occurring programming. The Family Success Centers partnered with organizations as not to duplicate or replicate existing services, but to collaborate and enhance. The Community Advisory Council continued to be an intricate part of the Families First DC initiative. As the quarter ended and FY21 came to a close, each Family Success Center and each Community Advisory Council was recognized for all the work and efforts.</p> <p>Ongoing in Q4, data was collected using FFDC Dashboard Metrics: Families served, Service requests met, Connected to external services, Family Satisfaction, and the Protective Factors Survey (PFS). In Q4 it was determined that to effectively measure families' success using the Protective Factors Survey (family-level indicator), web-based video tutorials needed to be developed to build capacity and train staff in order to appropriately understand, administer, and utilize the Online PFS Database. Data was collected the last month of this quarter (September) once the training modules were completed. Survey results have since increased and PFS data has been included in the Monthly Analytics Report (MAR), comprised of key data from each FSC. The MAR was created to review data across the Family Success Center Network and determine trends. To further assess monthly performance and continuous quality improvements, in Q4 FFDC staff and FSCs continued to build upon the principles learned from the Harvard Government Performance Lab using an Active Contract Management approach to create hypothesis, review the data, evidence, and best practices to better serve families in real time. FFDC FSCs and the CFSA team met 1:1 monthly for technical assistance, continuous quality improvements, support, value strengths, and develop action steps for improvements. Monthly site visits and CQI meetings were combined to cross-train staff and maximize operational efficiencies.</p>	