



CHILD AND FAMILY SERVICES AGENCY

FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT

JANUARY 15, 2023

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1 CHILD AND FAMILY SERVICES AGENCY

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.

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.

2 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>CFSA has successfully exited the LaShawn v. Bowser lawsuit. CFSA reached the end of a three decade long lawsuit without any additional requirements for Court Oversight.</p>	<p>CFSA has partnered with national child welfare experts Chapin Hall to develop a performance framework that reflects best practices, national standards, and the core values of the agency. CFSA has implemented Phase 2 public performance reporting to better align with the agency's practice and performance.</p>	<p>CFSA is moving from a compliance driven posture to an increased ability to innovate on the agency's mission of improving the safety, permanence, and well-being of abused and neglected children and families in the District of Columbia and ongoing continuous quality improvement.</p>
<p>CFSA is supporting the planning of the Thriving Families Safer Children initiative in Washington, D.C. signaling the growing momentum to fundamentally rethink child welfare by creating the conditions and support systems for strong, thriving families where children are free from harm and supported in their communities.</p>	<p>A child and family well-being system will increase services to children within their families and the ability of the community to meet the needs of families within their neighborhood. CFSA will be focusing on children and families experiencing abuse and neglect that is not solely determined by poverty (inadequate food, housing, childcare, etc.).</p>	<p>Washington, D.C. has been selected as a Round 2 site to begin working and co-designing a child and family well being system. In Washington, D.C., a steering committee and three subcommittees have been formed and are actively meeting. The participants in these subcommittees include professionals (child welfare and others in the health and human services field) as well as individuals with lived experience. Community members with lived experience serve as co-chairs of the subcommittees and will be active leaders and decision makers in these efforts.</p>

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Accomplishment	Impact on Agency	Impact on Residents
<p>CFSA created the Development and Equity Administration (DEA) in an effort to integrate diversity and equity into its core functioning and maintain the strong knowledge amongst its workforce. With its first Chief Development and Equity Officer, diversity and equity has become a cornerstone of the Agency's mission and practice. The DEIB culture and climate survey was administered to all staff in June 2022 (with a 14% participation rate) to inform on CFSA practice and policy needs, training curricula and next steps.</p>	<p>Under the guidance of Director Matthews and the Chief Development and Equity Officer, CFSA continues the work of its Diversity, Equity, Inclusion and Belonging (DEIB) committee. The DEIB Steering Committee is made up of four dedicated subcommittees - (1) data, (2) policy practice, process and policy integration, (3) training, and (4) shared language and understanding entities. Now entering its second year, CFSA established a formal, Agency-wide initiative and DEA to develop a change management plan to better meet the needs of the children and families served, as well as partners, stakeholders, and Agency staff. This macro DEIB strategy is designed to address culture and climate within the Agency that will support a deeper understanding of the root causes of disproportionality within the client population, as well as cultivating an organizational culture to better inform practice change needs around DEIB. DEA provided DEIB staff trainings started in April 2022 and nearly half of the workforce have completed the training series.</p>	<p>CFSA is working to overcome and address the systemic bias and racism built into our historic/current child welfare system that results in families of color being disproportionately represented at all stages of child welfare involvement: reporting to CPS hotline, substantiations of abuse/neglect, and being opened for an ongoing in-home or foster care case, as well as rates of children exiting foster care to return home, guardianship and adoption.</p>

3 2022 OBJECTIVES

Strategic Objective	Number of Measures	Number of Operations
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	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	2
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.	7	2
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	4
Create and maintain a highly efficient, transparent, and responsive District government.	11	2

4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
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.		
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
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.		
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
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.		
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
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.		

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Operation Title	Operation Description	Type of Operation
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).	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
Create and maintain a highly efficient, transparent, and responsive District government.		
Child Information Systems Administration (CISA)	CISA (Child Information Systems Administration) is the technological center for CFSA. CISA maintains and operates technology used to improve child welfare performance and outcomes. The Comprehensive Child Welfare Information Systems (CCWIS) changes and improvements is led by this administration.	Key Project
Child Welfare Training Academy (CWTA)	The Child Welfare Training Academy (CWTA) aims to continually provide quality training that not only increases individual professional growth and development, but also enhances the overarching principles of CFSA which aims to ensure safety, permanency, and well-being for the children and families of the District of Columbia. The key objective of the CWTA is to actualize the Agency's Practice Model and implement diversity and equity standards into all training and employee development activities. Accordingly, every element of CWTA's curriculum supports the Practice Model's commitment to comprehensive case planning strategies that emphasize a social worker's teaming relationship with families, various administrations, caretakers, school staff, mentors, therapist, other District and contract agency social workers, and an array of community service providers.	Daily Service

5 2022 STRATEGIC INITIATIVES

In FY 2022, Child and Family Services Agency had 4 Strategic Initiatives and completed 50%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
Comprehensive Child Welfare System	CFSA's new Comprehensive Child Welfare Information System has been named STAAND. CFSA plans to complete the development of STAAND, release one intake module and parts of the placement provider licensing module. During the first and second quarters, CFSA will initiate, design, build and test activity for the intake and provider module requirements. In the third and fourth quarters, CFSA will perform security scans tracked via the system security plan document of the STAAND Production Environment and prepare the launch activities, including system performance monitoring, utilizing Microsoft Monitor Service with the goal of independent third-party verified HIPAA compliance. CFSA also plans to release the RFP for an independent, verification and validation (IV&V) vendor to align with STAAND Development activities.	50-74%	CFSA has completed the design and development of requirements in Release 1 of STAAND. User acceptance testing started in September of 2022 and is completed. The Release 1 is schedule to go-live in the 2nd quarter of FY23. In FY22, CFSA started design activities for modules in Release 2 including Intake and Investigations. A RFP was released for a 3rd party security assessment of the STAAND system. A contract should be executed in the 1st quarter of FY23. CFSA decided to issue a RFP for Quality Assurance and Quality Control (QA/QC) instead of the independent verification and validation vendor.	The initiative was partially implemented and will continue to be developed and implemented for full usage by CFSA. Due to deciding to issue a RFP for quality assurance and quality control rather than the independent verification and validation vendor, the release of this RFP was delayed and not accomplished for this year.

Child Welfare Training Academy (CWTA)	During the first quarter of FY22, the CWTA will update its current Cultural Humility training session to include the historical role of government and child welfare laws, policies, and practices in creating and maintaining racial inequities, the definition of racial equity and inequity, and the application of a racial equity lens using race equity tools. CWTA will also develop a Race Equity series specific to the work of child welfare which will include three 2-hour sessions focused on race equity addressing each requirement of the Mayor's Plan for Racial Equity training. The new training will be offered to all CFSA and Private Agency Staff beginning in the second quarter of FY22. As staff completes the training, completion rates will be reported quarterly.	50-74%	In FY22, the CWTA offered 20 cohorts of the race equity series addressing each requirement of the Mayor's Plan for Racial Equity training. A total of 333 staff completed the 6-hour training. Additional cohorts are being offered to all CFSA and Private Agency Staff in FY23. CWTA updated the cultural humility training session to include the historical role of government and child welfare, laws. The CWTA also created a new ethics training, Ethics: Past, Present, and Future, that includes the impact of inequity on disproportionality in child welfare from an ethical perspective.	The initiative started late in the fiscal year and will continue into the next fiscal year. Staff are still required to complete the training and will be able to do so as more sessions are presented.
Child Protection Services	American Rescue Plan (ARP) Act Funds awarded to CFSA will support the increased needs for the Educational Neglect Triage Unit. Additional staff is needed to assist schools with family wellness checks and outreach related to attendance, enrollment and re-engagement of students. CFSA will continue to support Local Educational Agencies (LEA) through regular meetings and will continue to provide technical assistance and promote the sharing of best practices among LEAs concerning attendance issues. Service implementation will be reported quarterly on the number of referrals received, their result of improved attendance, re-engagement, and/or enrollment from a formal education setting.	Complete	To date, the hired workers continue to respond to referrals and engaging with schools, families and community-based resources. The workers have received and responded to referrals from schools across both DCPS and DCPCS educational settings. The unit has received referrals and assisted schools and families with the following barriers to attendance (including but not limited to): transportation, housing insecurity, navigating COVID-19 and immunization protocols with multiple school aged children in the household, enrollment support, linkage to community resources, and providing education to school personnel and families surrounding attendance reporting.	

Community
Partner-
ships

Over the course of FY22, the ten Families First DC (FFDC) Family Success Centers (FSCs) will use funds provided by the District and private philanthropy to create and expand the reach of nutrition awareness and education programming in Wards 7 and 8 with the ultimate goal to improve community health and well-being of families in these neighborhoods. Nutrition education and programming may include programming to encourage health and nutrition, cooking classes/meal demonstrations, grocery gift card distribution, etc. In Q1 CFSA will work with the grantees to finalize data collection and reporting protocols.

Complete

In Quarter 4, similar results and outcomes were reported for the Nutrition Education supplemental grant for the high need of access to quality food and support with nutritional, physical, mental, and behavioral health. Over the course of the year, over 7,000 families were served in Wards 7 and 8 through this grant. The Family Success Centers provided anecdotal information along with the quantitative data for families that participated in the programming. In addition, parents wrote letters and provided testimonials to advocate for continued funding because they were demonstrably affected in a positive way given the food insecurity and access in Wards 7 and 8. One site created a Healthy Happy Hour that 58 parents participated in. Several of the sites held on-going food distribution, food pantries, grocery pop-ups, cooking classes, and goal-setting sessions to pursue a healthier lifestyle. Several Family Success Centers provided healthy shopping excursions and classes and experiential learning opportunities where many residents explored new unknown healthy food options. A minimum of 25 participants received Food Handlers and Food Management Certification.

6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
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.											
Share of exits to a permanent home	Up is Better	88.5%	92.1%	85%	65.7%	84.7%	85.7%	85.7%	78.8%	Nearly Met	CFSA met this goal for three out of four quarters. The COVID 19 Plan for Washington, D.C. ended on July 25, 2021. Once this order ended, children who had been allowed to stay in extended foster care all aged out of the system ninety days later in the first quarter of FY22. This higher number of children aging out impacted our ability to make the benchmark for the first quarter.
Share of youth engaged in aftercare services	Up is Better	95.7%	100%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Share of youth age 20 who are employed or in postsecondary education	Up is Better	71.2%	76.3%	70%	72.2%	60%	69.4%	80%	69.7%	Nearly Met	The target for this measure is 70%. It should be note that the number of children engaged in educational, vocational, and employment remained steady throughout this fiscal year while the number of twenty year old children in foster care overall continued to decline. We were .3% from the target and performance continued to be positive.
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.											
New entries into foster care	Down is Better	172	194	185	51	35	50	24	160	Met	
Number of removals from in-home within one year	Down is Better	63	80	100	28	13	19	17	77	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Share of investigations initiated within 48 hours	Up is Better	93.5%	92.3%	95%	87.7%	89.1%	90.3%	89%	89%	Nearly Met	CFSA continues to work through improving services to children and families and data quality. CFSA will began to include all children identified in the household completing a timely interview rather than just reporting out the timely interview of victim children. This speaks to improvements with quality and practice as well as public reporting. CPS is experiencing a Social Worker staffing shortage. CFSA has hired an HR Recruiter to assist in targeting qualified candidates to address the vacancy gap.

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.

Percentage of children in foster care shall receive a full medical evaluation within 60 days of placement.	Up is Better	New in 2022	New in 2022	95%	91.3%	97.9%	97.1%	93.1%	95.1%	-	
Share of youth age 11 and older getting a pre-placement substance abuse screening	Up is Better	95.8%	97.6%	90%	96.8%	98.7%	100%	98.3%	98.4%	Met	
Share of youth in foster care who complete vocational training and/or receive industry certification	Up is Better	71.4%	63.6%	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of children ages 0-5 getting a developmental screening within 30 days of entering care	Up is Better	90.6%	94.4%	90%	90.9%	92.3%	86.7%	100%	90.6%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of youth in foster care who graduate from high school	Up is Better	69.2%	67.6%	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	87.1%	Met	
Percent of youth in foster care who graduate from college	Up is Better	18.5%	16%	20%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	33.33%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percentage of children shall receive a full dental evaluation within 60 days of placement	Up is Better	New in 2022	New in 2022	60%	33.3%	46.2%	50.7%	70%	49.3%	-	CFSA increased its performance for this measure by engaging dental providers and sending reminders for follow up and scheduling of dental visits. Reminders are also posted in various areas of the building and healthcare staff provide direct follow up to social workers when needed. CFSA began tracking the reason that dental appointments were missed in January 2022. Of the 69 missed dentals between January 2022-September 2022, in 35% of cases the first available appointment was outside the 60 day timeframe. CFSA has acquired Howard University as a dental provider and will be visiting the more utilized providers for dental visits to develop prioritization of completion of dental verification forms. A barrier to this indicator was the limited amount of appointments available for children.

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.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percentage of children who enter foster care and are placed into kinship care within 30 days	Up is Better	New in 2022	New in 2022	32%	24.6%	27.3%	24.2%	41.2%	27.9%	-	CFSA continues to utilize kinship placements as its first option for children who have to enter foster care. While placements to kin first remained steady throughout this fiscal year, the amount of children entering foster care showed its sharpest decline during the last quarter. All children placed with kin in FY22 was placed within 60 days. CFSA will continue its "KinFirst" initiative to allow children to stay with families which has proven to be the best option to serve children and families.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of placements in family foster homes	Up is Better	79.8%	78.2%	85%	76.3%	77.3%	77%	77.3%	77%	Nearly Met	CFSA continues to maintain the majority of its foster care children in foster home placement settings. The two other types of placements are congregate care settings and the category for "Other" placements which includes children who are placed in hospitals, correctional facilities, missing, absent, runaway status, or are in living with individuals who are going through the licensing process (children who have refused the licensed placement identified for them). The portion of children placed in congregate care settings has remained stable. There has been a slight increase in the number of children placed into the "Other" category.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of foster care placements within the District of Columbia	Up is Better	50.1%	50.2%	55%	51.5%	50.4%	51.6%	52.9%	51.6%	Nearly Met	CFSA continues to place foster care children appropriately. While the majority of foster care children remain in Washington, D.C., Maryland is the next largest provider with 43% of foster children being placed there. It should be noted that the majority of foster care children remain local to the Washington, D.C. area. A challenge with children being placed in the District is licensing regulations for number of bedrooms and available homes and apartments within D.C. The majority of occupied housing units in the District had between one and three bedrooms. One-bedroom homes accounted for 30 percent of housing units while two-or-three-bedroom homes combined to account for 47 percent. Depending on the size of the family wanting to be licensed, their home may not meet licensing requirements for children in foster care to be placed in their home.

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
CPS-I							
Total hotline calls received	14,046	17,421	Annual Measure	Annual Measure	Annual Measure	Annual Measure	16,897
Total number of new investigations	4952	4732	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4889
Rate of substantiated child abuse and neglect per 1,000 children in the District	8.15	8.3	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
In-home Services Administration							
Number of in-home families served	693	1136	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1025
Number of in-home children served	1309	2929	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2773
Placement Services Administration							
Number of out-of-home children served	693	930	Annual Measure	Annual Measure	Annual Measure	Annual Measure	809