

STATUS REPORT ON THE DISTRICT OF COLUMBIA'S 2009 ANNUAL PLAN

SECTION I: CFSA WILL ACHIEVE THE FOLLOWING BY JUNE 30, 2009

Goal 1: Build a high quality and effective leadership and management team

Outcomes:

- CFSA will provide ongoing training to its management staff.

Status – Achieved

Strategies:

Leadership Development and Training

1. CFSA will provide mandatory training to its management-level staff. The training will be designed to improve specific leadership/management skills, knowledge and abilities to effectively coach and develop employees. Training will be provided by CFSA directly or in partnership with the District's Workforce Development Administration.

- a. By March 15, 2009, CFSA will complete an assessment of current management staff to determine any additional training and development needs.

Status – Achieved: A web-based leadership needs assessment survey was conducted in February 2009. The objective was to determine the training needs of current CFSA supervisors. The top 10 areas were identified for upcoming training sessions. The identified areas are being addressed in various mandatory learning and development modules.

- b. The first training (on Human Resources policies and procedures) will begin by April 1, 2009.

Status – Achieved: Training on the first module - HR 101: Human Resources Policies and Employment Law - began on April 6, 2009.

- c. Additional training will be developed based in part on the assessment described in (a) and will continue through calendar year 2009.

Status – Achieved and Ongoing: The second module on Effective Performance Management began in mid-May. The third module consisted of the Myers Briggs Test Inventory and was completed during July. The fourth module focused on additional Human Resource policies and procedures and was completed during September. Additional trainings will be provided in 2010.

Goal 2: Improve frontline practice with children and families to include operationalizing the Practice Model and developing continuous quality improvement processes.

Outcomes:

- Completion of Quality Service Reviews of 65 cases in CY 2009.

Status – Achieved: 57 reviews were completed as of the September 2, 2009 Status Report, 26 additional reviews were completed thereafter, for a total of 83 reviews completed in CY 2009.

- By June 30, 2009, CFSA shall comply with the following caseload requirements:

- CPS investigations: 12 investigations to 1 investigator;

Status – Achieved/Sustained: As of August 28, all investigators were assigned 12 or fewer investigations with the exception of one investigator who has 15 investigations. As of December 31, 100% (66 of 66) of investigators were assigned 12 or fewer investigations.

- In-home services: 15 cases to 1 social worker; and

Status – Achieved/Sustained: As of August 28, 91% (42 of 46) of in-home workers have no more than 15 cases. As of December 31, 97% (37 of 38) of in-home workers have no more than 15 cases.

- Out-of-home services: 15 cases to 1 social worker.

Status – Achieved/Sustained: As of August 28, 95% (203 of 214) of out-of-home workers have no more than 15 cases. As of December 31, 98% (228 of 232) of out-of-home workers have no more than 15 cases.

- By June 30, 2009, 50 percent of children and parents (with the goal of reunification) will have weekly visitation, when appropriate.

Status – Achieved/Sustained: In June 2009, 58% of children with a goal of reunification had weekly visitation with their parents. As of December 31, 58% of children with a goal of reunification had weekly visitation with their parents and 82% of children had monthly visitation with their parents.

- By June 30, 2009, 60 percent of parents (with a goal of reunification) will have twice-monthly visits with the worker within the first three months post-placement.

Status –Declined: In June 2009, 57% of parents with a goal of reunification had twice-monthly visits with social workers within the first three months post-placement. As of December 31, 35% of parents with a goal of reunification had twice-monthly visits with social workers within the first three months post-placement. To improve performance on this measure, program managers

will work with supervisors to identify barriers and execute strategies that reverse the trend. CFSA has also engaged its contracted providers in the discussion of this measure to encourage cross agency dialogue and solutions to barriers identified by the private agencies. Further, building upon the teaming principle of the out of home practice protocol, staff will be trained on how to effectively engage parents in 1) the teaming process to ensure their involvement in all aspects of the case plan, and 2) in the development of a visiting plan that optimizes parents' ability to participate in all visits.

- By June 30, 2009, 70 percent of separated siblings will have twice-monthly visitation, when appropriate.

Status – Achieved/Sustained: In June 2009, 71% of separated siblings had twice-monthly visitation. As of December 31, 74% of separated siblings had twice-monthly visitation.

Strategies:

Practice model implementation

2. Beginning in March 2009, CFSA will provide practice coaching for supervisors and program managers on implementing the Partnership for Community-based Services.

Status – Achieved: The practice coaching began on March 7, 2009 and concluded in September 2009.

3. By April 30, 2009, CFSA will complete the development of a practice model protocol for out-of-home care services. A draft and final version of the model will be made available to the Monitor for comment.

Status – Achieved: The substance and content of the practice model protocol was completed and shared with the Court Monitor at the end of April.

4. By June 30, 2009, CFSA will begin an evaluation of the Partnership for Community-based Services.

Status – Achieved and Ongoing: The evaluation of the Partnership for Community-Based Services (PCBS) began in May 2009 with the first Quality Service Review of in-home cases. The evaluation is a multi-year plan and is ongoing. The first annual report on the implementation of the PCBS is undergoing review and will be released in February 2010.

5. By June 30, 2009, CFSA will begin implementation of a practice model protocol for out-of-home care services by providing training/mentoring to the CFSA out-of-home program managers. CFSA will also provide an overview of the practice model to the Family Court, the CCAN Bar, CASAs, AAGs, and other community partners. CFSA will begin the work to incorporate the practice model into foster parent training.

Status – Achieved and Ongoing: In May 2009, CFSA began implementation of a practice model protocol for out-of-home care services. In June 2009, CFSA identified the vendor to provide training/mentoring to the CFSA out-of-home program managers; practice coaching started in October 2009. In July 2009, the Family Court was provided an overview of the Practice Model. Other external legal partners are included in the overview and training which started in October 2009 and ends in spring 2010. The integration of this model into the pre-service training for both foster parents and new employees will be completed in Spring 2010. CFSA has also incorporated the practice model values into the scope of work for the new Human Care Agreements for case management and family based foster care services provided by private providers.

Caseloads

6. CFSA staffing and management processes will ensure that:

- a. Case-carrying supervisors will have responsibility for no more than six workers, including case aides, or five caseworkers.

Status –Achieved/Sustained: As of August 28, 94% (81 of 86) of supervisors have responsibility for no more than five caseworkers. As of December 31, 93% (81 of 87) of supervisors have responsibility for no more than five caseworkers.

- b. No supervisor shall be responsible for the on-going case management of any case.

Status – Declined: As of August 28, 84% (93 of 111) of supervisors and program managers did not have ongoing case responsibility for any case. As of December 31, 73% (90 of 123) of supervisors and program managers did not have ongoing case responsibility for any case. As of January 31, 2010, 82% (102 of 124) supervisors and program managers did not have ongoing case responsibility for any case. The practice of transferring case responsibility in FACES is to first assign the case to the supervisor who then assigns the case to a worker. Therefore, at any time some supervisors may appear to have case responsibility as the case is in the transfer process to a worker.

- c. There shall be no cases unassigned to a social worker for more than 5 business days, in which case, the supervisor shall provide coverage but not for more than 5 business days.

Status – Achieved/ Sustained: As of August 28, 32 of the 2852 (1%) open cases, have been unassigned for more than 5 days. As of December 31, 33 of the 2692 (1%) open cases, have been unassigned for more than 5 days.

Quality Assurance

7. CFSA will maintain existing external quality assurance functions (e.g., Grand Rounds, ChildStat, and Quality Service Reviews) and enhance quality assurance functions within the

case-carrying functions. By May 15, 2009, CFSA will make available to the monitor for comment a description of the agency-wide quality assurance functions and the capacity and resources available to carry out those functions.

Status – Achieved: The Quality Assurance Program held monthly Quality Service Reviews (QSRs), Grand Rounds, ChildStat, and Child Fatality Reviews. The Agency completed 83 QSRs in 2009. In addition, CFSA completed a Continuous Quality Improvement Plan, although it was unable to share it with the Court Monitor until June 30, 2009.

8. By April 1, 2009, CFSA will develop and by May 31, 2009 begin to implement an enhanced quality improvement process for a systematic review of ongoing in-home and out-of home placement cases to be completed by CFSA and private agency program managers and CFSA monitors of private agency programs. A description of the plan and protocols will be made available to the Monitor for comment.

Status – Partially Achieved: CFSA completed and implemented a tool for an enhanced quality improvement process for CFSA cases. This tool has been shared with the Court Monitor. The Quality Assurance unit continues to work closely with the private agency monitors and selected private agency representatives to develop a consistent quality assurance process for the private agencies. Select private agencies are currently testing the tool. The tool and process will be shared with the Court Monitor upon completion.

9. Quarterly, CFSA Quality Assurance unit will validate a sample of the reviews completed by CFSA and private agency program managers. CFSA will make available any written QA protocols and reports to the Monitor for comment.

Status – Partially Achieved: The Quality Assurance unit has reviewed and validated a sample of the reviews completed by CFSA staff. Revisions to the tool used by the CFSA staff are underway; however, staff continues to use the tool. The QA unit is in the process of developing a means for electronic data entry for the tool. As explained in no. 8 above, there are no reviews to validate for the private agencies at this time.

Monitoring

10. By June 30, 2009, CFSA will consult with the Court Monitor on the appropriate management reports to be shared monthly for monitoring purposes.

Status – Achieved: In May, the Court Monitor clarified for CFSA the reports in the monthly management packet that are used for monitoring. CFSA has adjusted the packet accordingly.

Goal 3: Improve the quality of hotline and investigations functioning

Outcomes:

- CFSA will complete quality investigations within 30 days (or 60 days for institutional investigations) unless there is good cause for the investigation to exceed the timeframe.

Status – Achieved: In July 2009, 66% of non institutional investigations were completed within 30 days and 83% were completed within 35 days. As of December 2009, CFSA’s performance increased to 74% within 30 days and 91% completed within 35 days. In July 2009, 100% of institutional investigations were completed within 30 days (foster homes) or 60 day (group homes and other institutions). CFSA maintained its performance of 100% of institutional investigations timely completed in December 2009.

In addition, in December 2009, the number of investigations that remained open beyond 30 days ranged from a low of 19 to a high of 41. The rate of hotline calls and new investigations has remained high since January 2008.

Strategies:

Quality Assurance

11. By February 15, 2009 CFSA will implement a plan to ensure quality completion of investigations within 30 days (unless there is good cause for additional time), based on lessons learned from reducing the prior backlog of investigations. This includes the development of action steps that could be initiated in the event of an unusual increase in the number of investigations.

Status – Achieved and Ongoing: Since December 2008, the child protective services (CPS) administration implemented a review process of all open investigations to address any barriers to safe closure. On February 15, 2009, this process was finalized and implemented as the 18-day review process (referred to in prior Court filings as “18 day staffings.”).

12. By March 1, 2009, CFSA will complete and implement a quality improvement process for the hotline that requires hotline workers, supervisors, program managers, and the program administrator to review randomly selected completed calls each month for ensuring conformance with CFSA policy and for overall quality. CFSA will make available any written descriptions of the process and tools to the Monitor for comment.

Status – Achieved: The quality improvement process for the hotline is in place. Randomly selected completed calls have been reviewed using the upgraded telephone system since March 2009 and continue to be reviewed by workers, supervisors and program managers. The process and review tools were included in the CQI Plan that was shared with Court Monitor in June 2009. In October 2009, CFSA completed a hotline practice manual and trained hotline staff on these practices and procedures in November 2009.

13. By June 30, 2009, CFSA will translate lessons learned from reducing the prior backlog into specific actions for staffing, supervision and training to support high quality investigative practice. CFSA will make available any written descriptions of the lessons learned and the resulting actions to the Monitor.

Status – Achieved: On July 6, 2009, CPS incorporated internal procedures to manage any backlog of investigations. The enhancement of the 18 day review process led by Program

Managers requires supervisors to present cases in backlog (investigations open between 21 and 28 days) to ensure that quality investigations and closures are completed timely. The team meets three times weekly to review cases and to institute processes necessary to manage the backlog and ensure safe closure of cases. Formalized quality assurance procedures were enacted by CPS on August 15, 2009.

14. By March 1, 2009, CFSA will develop and by April 30, 2009, will implement an enhanced quality improvement process for a systematic review of investigations. CPS program managers will review at least 15 investigations per month to ensure conformance with policy and expected practice. CFSA will make available any written descriptions of the process and tools to the Monitor for comment.

Status – Delayed: The CPS administration halted these additional reviews until the CPS practice guide is completed in Spring 2010. The initial reviews completed found inconsistencies in the ratings of investigations. CFSA is currently developing a revised tool with standards for documentation and consistent ratings.

15. Quarterly, CFSA Quality Assurance unit will validate a sample of the hotline and investigation reviews completed by the CPS staff. CFSA will make available any written QA protocols and reports to the Monitor for comment.

Status – Achieved: The hotline protocol was shared with the Court Monitor in June 2009. Quality Assurance staff has validated a sample of the hotline calls reviewed during 2009.

Staffing

16. CFSA will maintain sufficient staff and resources such that there is no backlog of investigations remaining open longer than 30 days, except for a limited number of specific cases where there is documentation of good cause to exceed the timeframe.

Status – Achieved/Sustained: The vacancy rate in CPS has been managed in collaboration with Human Resources. As of August 31, 2009, the CPS vacancy rate was 3.7% (3 of 81 positions). As of December 31, 2009, the CPS vacancy rate is 4.94% (4 of 81 positions). In addition, through the 18 day reviews, program managers are ensuring that social workers have supervision and administrative resources to complete investigations timely and safely. As reported above in the outcomes, CFSA has been timely closing investigations.

Goal 4: Achieve timely permanence for children in foster care

Outcomes:

- By June 30, 2009, CFSA will review the cases and permanency goals of at least 600 youth with an APPLA goal.

Status – Achieved: The cases of 722 youth with an APPLA goal were reviewed by June 30.

- 75 percent of children who have a goal change to adoption after March 1, 2009, will have legal action to free them for adoption within 45 days of the goal change.

Status – Achieved/Sustained: As of July 31, 79% (30 of 38) of the children whose goal changed to adoption after March 1 and who have had the goal for more than 45 days have had legal action to free them for adoption within 45 days of the goal change. As of December 31, 87% (26 of 30) of the children whose goal changed to adoption between August 17 and November 16 had legal action to free them for adoption within 45 days of the goal change. One youth did not have timely legal action because he was turning 18 within a week of the goal change date to adoption, which negates the need for legal action as he reached the age of legal majority.

Strategies:

Adoptions/Guardianships

17. CFSA will improve permanency outcomes for all children by:

- a. By June 30, 2009, centralizing under one administration the permanency specialist function and creating a second high impact team, in addition to the existing cadre of permanency experts, which will include five social workers and one supervisor.

Status - Achieved June 30.

- b. Providing permanency specialists with enhanced training and skill building activities in coordination with the high impact teams by June 30, 2009; and,

Status - Achieved and ongoing.

- c. By June 30, 2009, strengthening the role of permanency specialists to include such functions as assisting staff in eliminating barriers to permanency, tracking progress toward permanency, securing needed permanency resources including conducting child-centered recruitment and ensuring permanency plans are achieved timely.

Status – Achieved and ongoing.

18. By June 30, 2009, 18 of the 65 children working with the high impact teams will achieve permanency or will only be pending court action (i.e., the case management documentation and activities are completed, but the court may not have issued the final decree or held the final hearing). There will be monthly monitoring of the progress toward permanency for all 65 children.

Status – Achieved and ongoing: The Permanency Opportunities Project was initially assigned 69 children with a permanency goal of adoption – 20 children were in pre-adoptive homes but had not realized permanency; 49 children had no identified resource. All 20 children with an identified permanency resource achieved permanency prior to December 31, 2009; 19 of these

occurred prior to August 1, 2009. The remaining 49 children without an identified resource received intense case mining and interviewing which resulted in the identification of 34 permanency resources that are currently in the assessment stage. The remaining 15 children remain in the case mining and interviewing process to identify a permanent resource.

In total, 128 adoptions were finalized in calendar year 2009, 26 more adoptions than were finalized in calendar year 2008, surpassing the goal of 125 adoptions. An additional two petitions were pending before the court as of December 31, 2009. On November 21, 2009, the District's Superior Court celebrated Adoption Day, achieving permanency for 33 families. Two additional families achieved permanency during the National Adoption Day ceremony at the White House hosted by Health and Human Services Secretary Kathleen Sebelius, members of Congress and White House representatives on November 20, 2009.

Further, in 2009 CFSA reviewed the permanency status of 260 children with the goal of adoption to outline action steps and timeframes for addressing specific barriers and impediments to achieving permanency. Permanency specialists are providing technical assistance and permanency skill-building training to CFSA and private agency staff and this continues in 2010.

19. By June 30, 2009, CFSA will provide additional training, technical assistance, and monitoring to private agencies related to sound permanency planning practices and CFSA protocol on permanency.

Status – Achieved and ongoing: Through the use of permanency specialists, CFSA continues to provide support to private agency social workers in achieving permanency for children in care. Training and technical assistance is in the form of classroom sessions, monthly monitoring meetings, and agency-specific information to resolve case practice issues. Further, the newly crafted scopes of work for the congregate care and family based foster care human care agreements incorporate the permanency values in the practice model. CFSA monitoring practices will be enhanced to focus on permanency efforts and achievements made by the private providers.

20. Performance expectations for achieving permanency will be included in the request for proposals and contract awards for child placement and congregate care providers.

Status – Achieved: Permanency performance and outcome indicators have been incorporated into the congregate care and family based care scopes of work for the new human care agreements. These human care agreements are to be awarded in spring 2010.

APPLA

21. Beginning March 1, 2009, CFSA will begin briefing private agencies, the Court, the CCAN Bar, CASAs, AAGs, and other community partners on sound practices and CFSA protocols to reduce the number of children with inappropriate APPLA goals.

Status – Achieved: A review of the protocols has been provided to private agency staff. Additionally, training was conducted and APPLA reviews were held with private agency cases to

facilitate the reduction of children with inappropriate permanency goals. In November 2008, the protocol was presented to the CCAN Bar and AAGs. In December 2009, surveys were sent to CFSA and private agency social workers to follow-up on the progress of permanency action steps for youth who received an APPLA review.

22. Restructure the Office for Youth Development to serve all youth ages 15+, regardless of permanency goal.

a. By April 1, 2009 options and recommendations for the restructuring of the Office for Youth Development will be presented to CFSA leadership.

Status – Achieved: However, recommendations were not presented until mid-May.

23. According to the schedule of reviews previously provided to the Court Monitor, CFSA will review 600 cases of youth with a goal of APPLA through an enhanced administrative review or other meeting as appropriate. By April 30, 2009, 400 reviews will be completed; the remaining 200 will be completed by June 30, 2009. These reviews and follow-up will result in recommendations and action steps for the identification of potential resources for permanent relationships for 40 percent of the youth and action steps will be implemented.

Status – Achieved: As of June 30, 2009, 722 APPLA reviews were held. All 722 reviews resulted in recommendations and actions steps toward permanency. In October 2009, surveys were sent to CFSA and private agency social workers to follow-up on the progress of permanency action steps for youth who received an APPLA review. Analyses of the responses received find that youth with a lifelong connection are more likely to have a transition plan with post placement living arrangements identified.

24. By June 30, 2009, CFSA will convert the Administrative Issuance into policy requiring CFSA and private agency staff to conduct a family-involved meeting and securing the approval of the CFSA Director prior to recommending the goal of APPLA for any youth.

Status – Achieved: The policy was signed by the CFSA Director on June 30, 2009.

Goal 5: Improve placement stability

Outcomes:

- CFSA will maintain a range of placement options for children consistent with the trends and findings in the resource development plan referenced in Strategy 25(c).

Status – Achieved and ongoing: CFSA continues to expand the placement options for children; currently, 14 different placement models are available within the foster and congregate care resource pool.

- By June 30, 2009, CFSA will maintain performance of no children staying overnight in the CFSA Intake Center or office building.

Status – Achieved and Ongoing: No child has stayed in the building since December 30, 2005.

- By June 30, 2009, no more than 20 children under the age of 12 shall be placed in congregate care settings for more than 30 days, unless the child has special treatment needs that cannot be met in a home-like setting and unless the setting has a program to treat the child's specific needs.

Status – Achieved/Sustained: As of June 30, four (4) children under the age of 12 were placed in a congregate care setting for more than 30 days. As of December 31, two children under the age of 12 were in a congregate care setting for more than 30 days, however, both had special needs that currently can only be met in that setting..

- By June 30, 2009, no more than 5 children under six years of age will be placed in a group care non-foster home setting, except for those children with exceptional needs that cannot be met in any other type of care.

Status – Substantially Achieved: As of June 30, six (6) children under the age of six years were placed in a group care setting. As of December 31, eight (8) children under the age of six years were placed in a group care setting, six of whom are part of three sibling groups. Another three children under age six were in a congregate care setting, however, each has special medical needs that currently can only be met in a congregate care setting. One child had open heart surgery and one has significant lung issues and has been in and out of the hospital. The third child has multiple physical and medical needs.

Strategies:

Placement Stability

25. Reduce multiple placements for children in care by:

- a. By June 30, 2009, completing review of the existing placement structure, protocols, and practices and modifying the placement process to support better matching of placements to children's needs;

Status – Partially Achieved/Delayed: Review of the entire placement process and CFSA placement structure complete. Modification to the placement process will be completed in summer 2010. Thus far, an initial modification to the placement practice includes requiring a replacement meeting and the approval of the CFSA program administrator or the private agency executive director before a replacement can occur. Proposed changes include the creation of a five-day assessment period for all new removals to ensure enhanced compatibility with the placement resource and a mandatory intake meeting for all placements with the assigned social worker, the

child/youth, and the placement resource to share information and distribute the placement passport and Medicaid number.

- b. By June 30, 2009, updating the Resource Development Plan to determine current needs and plans for developing and supporting appropriate placements; and,

Status – Achieved: The Agency’s 2009 Resource Development Plan was updated and submitted to the Court Monitor on June 30, 2009.

- c. By June 30, 2009, develop plans to augment/adjust the placement resource pool based on trends and findings of the Resource Development Plan including implementing a foster home recruitment initiative. By June 30, 2009, CFSA will make available to the Monitor for her comment a plan for the revised foster home recruitment initiative.

Status – Partially Achieved: By June 30, 2009, CFSA adjusted and added specific bed types and contract capacities. For example, 10 traditional and 20 therapeutic slots were added with one provider to serve teen parents and older youth. In addition, the Office of Community Services is currently restructuring recruitment, licensing and monitoring to maximize recruitment resources, increase the number of foster and adoptive homes, expedite safe licensing of homes, and to improve the monitoring of contractual agencies that provide care for children at risk.

In May 2009, CFSA launched an extensive media campaign running ads of rapper DMC on local television for three weeks. The campaign was based on the research completed by the True Insight Marketing Group, focusing on what prospective resource parents want to hear and where they may be living in the District. The campaign resulted in over 150 inquiries of which 35 people submitted applications to become foster parents. Further, a website was created to provide additional information on foster parenting and the application process. A radio campaign is targeted for 2010 as recommended by the True Insight research. In addition, CFSA has partnered with other local jurisdictions through the Council of Governments to have a joint recruitment campaign.

- 26. By March 30, 2009, CFSA will release a solicitation for congregate care placements and by June 30, 2009, will award contracts with performance requirements.

Status – Delayed: CFSA released a Request for Qualifications for human care agreements in March 2009, and deemed the first round of providers qualified in late spring of 2009. Once the providers were deemed qualified, the Statement of Work (SOW) was prepared for public release. The SOW was released in fall 2009 and the qualified providers were invited to respond. The human care agreements and task orders are expected in April 2010. The human care agreements have performance requirements.

- 27. By June 30, 2009, CFSA will explore and test methods of strengthening technical assistance, monitoring and support for child placement agency foster parents and congregate care providers.

Status – Achieved: Following a review of the existing CFSA monitoring process and research of other state systems, CFSA developed a Performance Improvement Monitoring model for its Child Placement Monitoring Division. CFSA issued an Administrative Issuance in April 2009 developed from the existing business practice for monitoring congregate care programs. In September 2009, CFSA implemented a quality monitoring process, restructuring the monitoring units into three specialized units. The Program Monitoring unit has a monitor assigned to each of the agencies, the Program Evaluation unit evaluates the quality of services to children and families served by the child placing agencies, and the Data Assessment unit tracks trends and progress of agencies based on quantitative data. Specialized training for the specialists and monitoring staff has been provided and will continue as needed.

Plans for enhancing functions within the congregate care and home study contract monitoring division are underway and will follow a similar restructuring process to ensure effective monitoring and technical assistance to congregate care providers. All congregate care monitoring staff, including managers, program monitors and resource development staff attended a one week Contract Officer Technical Representative training to enhance their knowledge and capacity for quality monitoring.

Goal 6: Improve the provision of medical, dental and mental health services to children in foster care.

Outcomes:

- By March 31, 2009, CFSA and the Department of Mental Health (DMH) will identify additional activities that will be implemented from the multi-year comprehensive plan that addresses the 2007 mental health needs assessment.

Status – Achieved: DMH released three solicitations for trainers in July 2009 to enhance the capacity of Choice Service Providers to deliver Child and Parent Psychotherapy for Family Violence, Parent Child Interactive Therapy (PCIT), and Functional Family Therapy (FFT). The District awarded a contract for FFT in fall 2009 and training is starting in spring 2010. Contracts for PCIT and Child and Parent Psychotherapy for Family Violence are expected in Spring 2010.

- By March 31, 2009, DMH will release two solicitations for Community-based Intervention training and services to assist families with language barriers in navigating the mental health system, and provide Trauma-based Cognitive Therapy training to Choice Service Providers.

Status – Achieved: The solicitation for CBI training was initially released by DMH on February 25, 2009. However, this solicitation was cancelled and DMH reissued the solicitation in mid-April. The solicitation for services to address multicultural barriers was released on February 12, 2009. The first learning session for Trauma Focused Cognitive Behavioral Therapy occurred in March 2009; services were implemented in June 2009 and coaching is ongoing over the next two years.

- **Pre-placement health screenings** (Please note that on December 14, 2009, CFSA opened the Healthy Horizons Assessment Center, an on-site clinic staffed with contracted Nurse Practitioners and Medical Assistants to complete the pre-placement and replacement screenings, and the initial comprehensive medical evaluations. *See* Response to no. 32. At the same time, CFSA ended its contract with Children's Hospital to provide pre-placement screenings and medical evaluations, which has caused a delay in obtaining full data from Children's Hospital. Therefore, the data reported below are incomplete.)

- By June 30, 2009, 90 percent of children entering or re-entering care shall have a health screening prior to placement.

Status – Achieved: As of June 30, 2009, 88% of children entering or re-entering care had a health screening prior to placement. As of December 31, 2009, 92% of children entering or re-entering care had a health screening prior to placement.

- By June 30, 2009, 60 percent of children experiencing placement changes shall have a health screening prior to placement.

Status - Achieved: As of June 30, 2009, 70% of children experiencing a placement change had a health screening prior to placement. As of December 31, 2009, 66% of children experiencing a placement change had a health screening prior to placement.

- **Medical evaluations:**

- By June 30, 2009, 80 percent of children entering or re-entering care shall receive a full medical evaluation within 30 days of placement and 95 percent of children will have a medical evaluation within 60 days of entering or re-entering care.

Status - Declined: As of June 30, 2009, 95% of children entering or re-entering care had a full medical evaluation within 30 days of placement; 97% had an evaluation within 60 days of placement. As of December 31, 2009, 51% of children entering or re-entering care had a full medical evaluation within 30 days of placement; 58% had an evaluation within 60 days of placement. However, as noted above, these evaluations are now done at CFSA's on-site clinic which opened on December 14, 2009.

- **Dental evaluations:**

- By June 30, 2009, 30 percent of children entering or re-entering care shall receive a full dental evaluation within 30 days of placement; 60 percent of children will have a dental evaluation within 60 days of entering or re-entering care; and, 90 percent of children will have a dental evaluation within 90 days of entering or re-entering care.

Status – Partially Achieved: As of June 30, 2009, 45% of children entering or re-entering care had a full dental evaluation within 30 days of placement; 47% within 60 and 90 days. As of December 31, 2009, 36% of children entering or re-entering care had a full dental evaluation within 30 days of placement; 48% within 90 days. With the transition from the contract with Children’s Hospital, CFSA has had to connect with the community dental providers with whom Children’s Hospital had agreements to establish a process for referrals directly from CFSA.

Strategies:

Mental Health

28. By March 15, 2009, DMH will release a solicitation for Community Based Intervention (CBI) training to develop, enhance, and improve CBI skills for Choice Service Providers (CSP).

Status – Achieved: The solicitation for CBI training was initially released by DMH on February 25, 2009. However, this solicitation was cancelled and DMH reissued the solicitation in mid-April. The Community-based Intervention contract was awarded on August 18, 2009.

29. By March 15, 2009, DMH will release a solicitation to address multicultural barriers to services by assisting families with language barriers in navigating the mental health system.

Status – Achieved: The solicitation for services to address multicultural barriers was released on February 12, 2009. The Multicultural Family Support Services contract was awarded on August 20, 2009.

30. By March 31, 2009, the Trauma-based Cognitive Therapy training will commence for the CSPs.

Status – Achieved: The first learning session for Trauma Focused Cognitive Behavioral Therapy occurred in March 2009; services were implemented in June 2009 and coaching is ongoing over the next two years.

31. By April 30, 2009, in collaboration with the Department of Parks and Recreation, CFSA will provide information to foster parents and social workers on available activities in the District of Columbia for children and youth.

Status – Achieved and Ongoing: The District of Columbia Parks and Recreation summer session operated from June 15 – August 21. The District of Columbia, Prince Georges County, and Montgomery County offer a wide range of winter activities through their departments of parks and recreations. Comprehensive guides are available online. Activity and registration information to read online or download and print is available at each site.

Medical and Dental Health

32. CFSA will continue to use the colocated DC KIDS staff to improve the provision and documentation of medical and dental services by:

- a. Identifying new entries, re-entries, and replacements;
- b. Communicating with social workers and foster parents regarding appointment scheduling and rescheduling; and,
- c. Ensuring accurate data is appropriately entered into FACES timely.

Status – Achieved and Modified: On December 13, 2009, the contract with Children’s National Medical Center for the DC KIDS Program ended as did the services of the CNMC/DCKIDS colocated staff. On December 14, 2009, CFSA opened the Healthy Horizons Assessment Center, an on-site clinic staffed with contracted Nurse Practitioners and Medical Assistants to complete the pre-placement and replacement screenings, and the initial comprehensive medical evaluations. Dental screenings continue to be referred to community dental providers. In addition to the activities formerly completed by the colocated DC KIDS employees, the staff of the Healthy Horizons Assessment Center is responsible for immediately identifying children with acute and chronic medical conditions. To further improve performance, CFSA has included an incentivized performance measure on pre-placement screenings in the family based case management and foster care services scope of work for the new human care agreements.

Goal 7: Enhance staff development

Outcomes:

- By March 15, 2009, 95 percent of CFSA employees will have completed performance plans.

Status – Achieved: As of March 9, 2009, 99% of CFSA employees had completed performance plans.

- Subsequent to March 1, 2009, 90 percent of new CFSA and private agency employees will complete the required pre-service training prior to accepting case responsibility.

Status – The District will report on this measure in April 2010.

Strategies:

Outcome-based Performance Planning

33. By March 15, 2009, all current CFSA employees will have a performance plan designed to hold staff accountable and tied to promoting better outcomes of safety, permanence, well-being, and continuous quality improvement. The performance plan will be entered into the District’s ePerformance system. New employees will have a plan within 30 days of hire.

Status – Achieved: As of March 9, 2009, 99% of CFSA employees had completed performance plans. Over 98% of employees with completed plans also received a mid-year performance evaluation.

Training

34. Beginning March 15, 2009, improve timeliness of training data entry and monitoring of completion of in-service training hours.

Status – Ongoing: As of January 2009, the Office of Training Services (OTS) developed a quarterly reporting system to improve the monitoring of Program Operations and Community Services staff training hours. As of May 1, 2009, OTS has built in administrative days to provide time for trainers to ensure timely data entry. In October 2009, OTS completed an Operations Procedure Manual that clarifies roles and responsibilities for staff within OTS as well other CFSA offices to support the monitoring of training completion.

35. By June 30, 2009, CFSA will modify logic of staff training reports in FACES to more accurately capture and report data.

Status – Ongoing: CFSA continues working to ensure accurate reporting of performance from FACES.

SECTION II: CFSA WILL ACHIEVE THE FOLLOWING BY AUGUST 31, 2009

CFSA will make best efforts to continue to improve its performance on the outcomes listed in Section I and achieve the following outcomes and action steps.

Goal 1: Build a high quality and effective leadership and management team

Strategies:

Leadership Development and Training

36. By August 15, 2009, CFSA will evaluate current management staff through a talent assessment/succession planning process, which will identify staff that has potential for broader levels of responsibility.

Status – Delayed: The draft model for the CFSA talent assessment process was developed in conjunction with members of the Program Operations leadership. However, a decision was made to delay the roll-out of the model. CFSA intends to complete the talent assessment process in 2010.

Goal 3: Improve the quality of hotline and investigations functioning

Strategies:

Quality Assurance

37. By August 1, 2009, CFSA will complete and implement a quality improvement process for live hotline calls. CFSA will make available any written descriptions of the process and tools to the Monitor for comment.

Status – Modified: The execution of the quality improvement process for live hotline calls was determined to be disruptive to the collection of information and relationship-building with the referral source. CFSA has ended this quality assurance practice. However, as reported in no. 12, hotline calls are reviewed as part of CFSA's overall quality improvement process.

Goal 4: Achieve timely permanence for children in foster care

Outcomes:

- By August 31, 2009, CFSA will recommend to the Family Court a goal change from APPLA for 15 percent of children under age 18.

Status – Achieved: As of December 31, 2009, 684 youth had an APPLA goal; a reduction of 14% from December 31, 2008.

Strategies:

APPLA

38. Restructure the Office for Youth Development to serve all youth ages 15+, regardless of permanency goal.

- a. By August 31, 2009, CFSA will complete implementation of the new structure.

Status – Delayed Achievement: Implementation of the new structure started in January 2010. New programmatic changes were implemented in the former Center for Keys for Life program, now renamed the Office for Youth Empowerment. Implementation of the overall redesign was delayed as further information was gathered to finalize the entire administrative model.

39. By August 31, 2009, CFSA will research and implement the use of a tool to assess preparation for emancipation.

Status – Achieved: CFSA has chosen to use the Ansell-Casey life skills assessment tool. CFSA and private agency case-carrying staff completed training between September and November 2009.

SECTION III: CFSA WILL ACHIEVE THE FOLLOWING BY DECEMBER 31, 2009

CFSA will make best efforts to continue to improve its performance on the outcomes listed in Sections I and II and achieve the following outcomes and action steps. Additionally, during the last four months of 2009 the Court Monitor shall verify the District's sustained performance on the outcomes in Sections I and II and shall verify on or before December 31, 2009, that the District has achieved the outcomes set forth in Section III.

Goal 2: Improve frontline practice with children and families to include operationalizing the Practice Model and developing continuous quality improvement processes.

Outcomes

- By December 31, 2009, CFSA will reduce the re-entry rate of children who exited to reunification in FY 2009 to a level equal to or below the national median of 15 percent.

Status - Achieved: As of December 31, 2009, 10 percent of the 360 children who were reunified in FY09 re-entered care.

- By March 16, 2009, after completing its review of appropriate data, CFSA will set a reasonable percentage target for reducing by December 31, 2009, entries into care from open in-home cases.

Status – Achieved: CFSA set a target to increase to 96.3% the percentage of children who are able to safely remain in their home without entering care from open in-home cases in CY2009. (In CY2008 performance was 95.8% of 3,577 children were able to safely remain in their own home).

As of December 31, 2009, 96.6 percent (N=3739) of the 3,871 children that received in-home services were able to safely remain in their homes without entering care from open in-home cases in CY2009.

Goal 3: Improve the quality of hotline and investigations functioning.

Strategies

Training

40. Enhance CPS training by integrating the practice model tenets with the California Social Work Education Center (CalSWEC) curriculum. By June 30, 2009, complete revisions to curriculum and begin training by October 2009.

Status – Modified: CFSA began integration of the practice model tenets into the curriculum in January 2009. However, a contractor that was to fully integrate the tenets of the practice model into the full curriculum and this contract was terminated as the contractor was in breach of contract. CFSA is currently exploring alternative CPS-specific training curricula and intends to complete this task by June 30, 2010.

Goal 4: Achieve timely permanence for children in foster care

Outcomes:

- At least 125 children will achieve permanency through adoption or will only be pending court action (or completing all actions required of CFSA or its private providers for the court to issue a final adoption decree) by December 31, 2009 (inclusive of the 18 described above in Section I, Strategy no. 18).

Status – Achieved: 128 adoptions were finalized in 2009 and two additional petitions were pending court action as of December 31, 2009.

Strategy

APPLA

41. According to the schedule of reviews previously provided to the Court Monitor, CFSA will review the remaining cases of youth with a goal of APPLA through an enhanced administrative review or other meeting as appropriate.

Status – Achieved and Ongoing: As of June 30, 2009, 722 APPLA reviews were held. All 722 reviews resulted in recommendations and actions steps toward permanency. APPLA reviews are now integrated as an ongoing component of administrative review.

Goal 5: Improve placement stability

Outcomes:

- By March 16, 2009, after completing its review of appropriate data, CFSA will set a reasonable percentage target for reducing placement changes by December 31, 2009, as compared to a similar prior period of performance.

Status – Partially Achieved: In CY 2008, there were 2513 total placement changes of which 1252 were defined as unplanned meaning there was a placement move to a similar placement type (e.g., foster home to foster home), a move to a correctional facility, or a move classified as not in legal placement. CFSA set a target for reducing the number of unplanned placement changes in CY2009 by 376 moves in comparison to CY 2008.

As of December 31, 2009, there were 2,055 placement moves in CY2009, of which 1,048 were defined as unplanned based on the definition above. The number of unplanned placement changes was reduced by 204.

Goal 7: Enhance staff development

Outcomes:

- For calendar year 2009, the percentage of both CFSA and private agency staff who timely complete the required in-service training hours will increase by 20 percent.

Status – The District will provide a report in April 2010.

Strategies:

Training

42. By October 1, 2009, CFSA will develop and by December 31, 2009, will implement training on permanency within pre-service and in-service training.

Status – Delayed: The permanence component is currently being integrated into the pre-services and in-service training curriculum. Summer 2010 is targeted for completion of this work.

Other Updates:

CFSA and its private providers have emergency plans in place that were activated and tested successfully over the last few weeks with the snow of historic proportions. CFSA continued emergency operations to ensure continued safety of District children during the week of February 8, 2010 while many government agencies and schools in the area were closed.