

Vulnerable Children

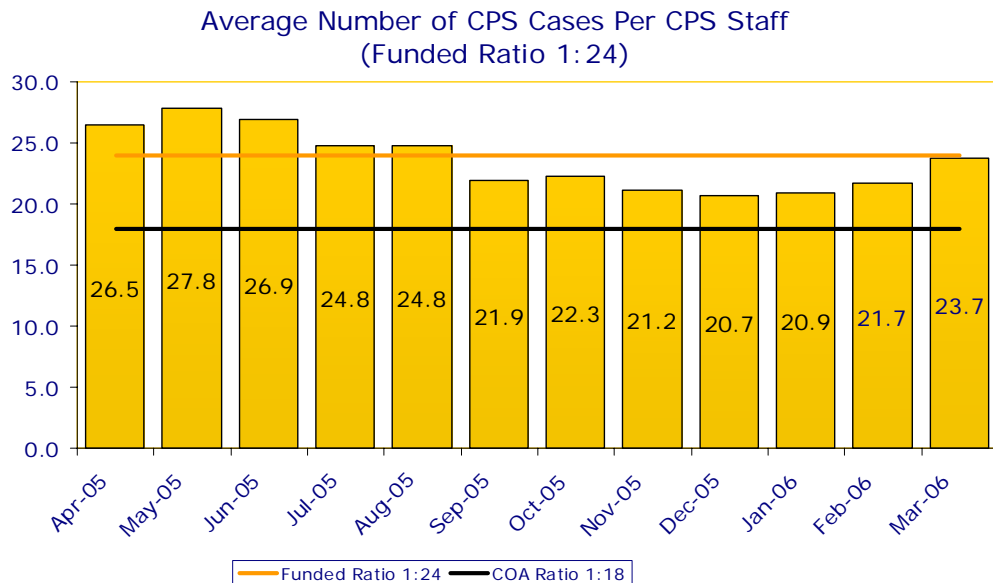
Department of Social & Health Services Children's Administration
Government Management, Accountability and Performance

May 17, 2006



Fiscal and Staffing Concerns

How many cases on average does a CPS Social Worker carry?



Analysis:

- Caseload fluctuations reflect:
 - re-deployment of administrative FTEs to case carrying positions
 - seasonality of caseload
- Regions are actively seeking candidates to fill existing positions
- Mid-course assessment of regional FTE and financial allocations have been completed

Fiscal and Staffing Concerns

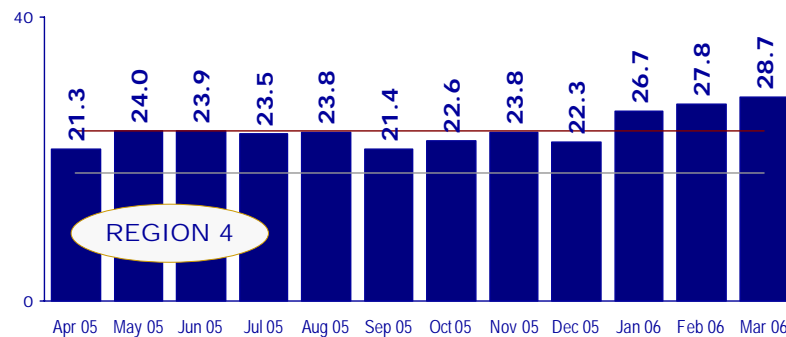
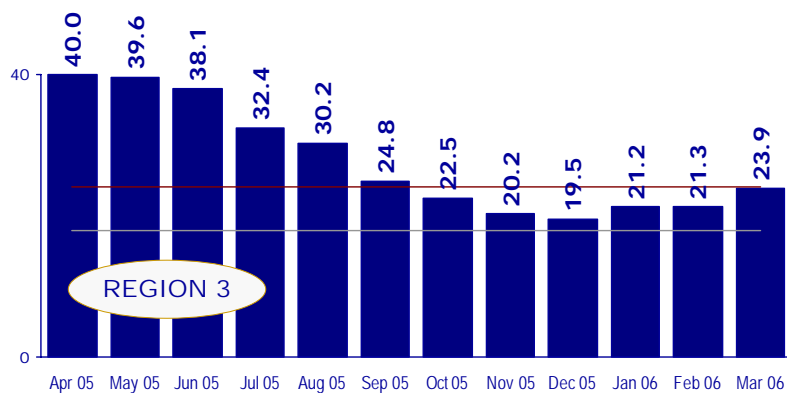
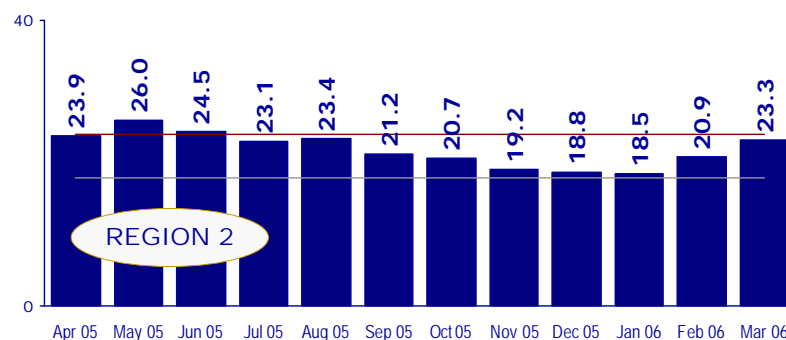
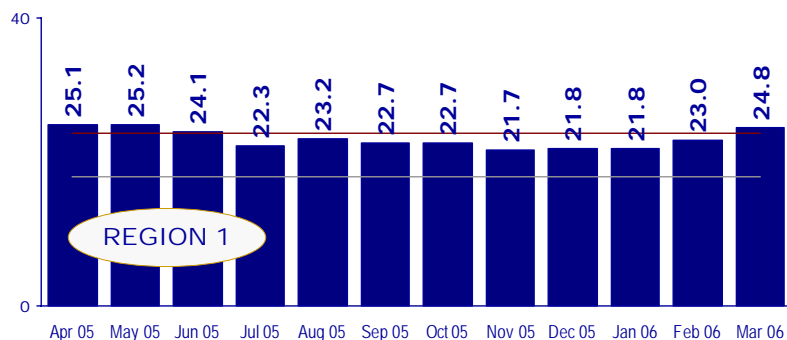
What is the average CPS caseload?

Analysis:

The recent Region 4 caseload increase reflects vacancies created by staff turnover and transfers, and difficulties recruiting qualified Social Workers in the Region. During the first 3 quarters of FY06:

- The rate of Social Worker loss from transfers (8.5%) was about twice as high as the state average (4.3%)
- The rate of Social Worker loss from turnover (9.6) was 40% higher than the state average (6.8%)

Number of CPS Cases per CPS Staff – Regions 1 through 4



DATA NOTES

SOURCE: Financial Reporting System and CAMIS Workload Report. Excludes DLR-CPS and cases with no activity for 180 days. Transfers mean employee movement between sub-agencies within DSHS. Turnover means leaving DSHS for any reason.

KEY

- Region Count
- Funded Ratios = 1:24
- COA Ratios = 1:18

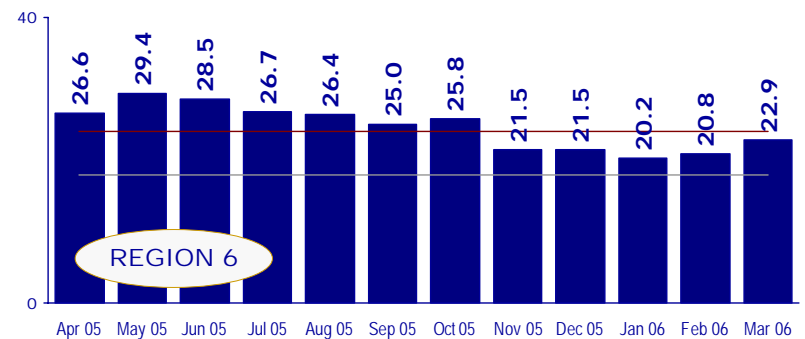
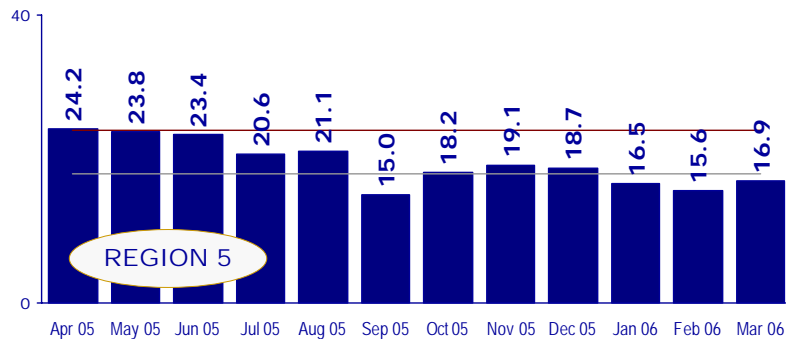
Fiscal and Staffing Concerns

What is the average CPS caseload?

Analysis:

- Low Region 5 caseload ratio shows impact of earlier case transfer from CPS to CWS

Number of CPS Cases per CPS Staff – Regions 5 and 6



DATA NOTES

SOURCE: Financial Reporting System and CAMIS Workload Report. Excludes DLR-CPS and cases with no activity for 180 days.



Fiscal and Staffing Concerns

Children’s Administration Recruitment

- Planning to hire about 250 Social Workers during FY07
- Teaming with DSHS Human Resources and DOP on recruitment
- New staff will be hired at a Social Worker 2 or 3 level - must be ready to carry cases immediately following Academy training
- Anticipating 40 from the Child Welfare Training and Advancement Program (CWTAP*)
- Other potential sources of Social Worker recruitment include:
 - other administrations
 - community based child welfare organizations
 - other disciplines (e.g. teachers)
 - other states
 - retirees

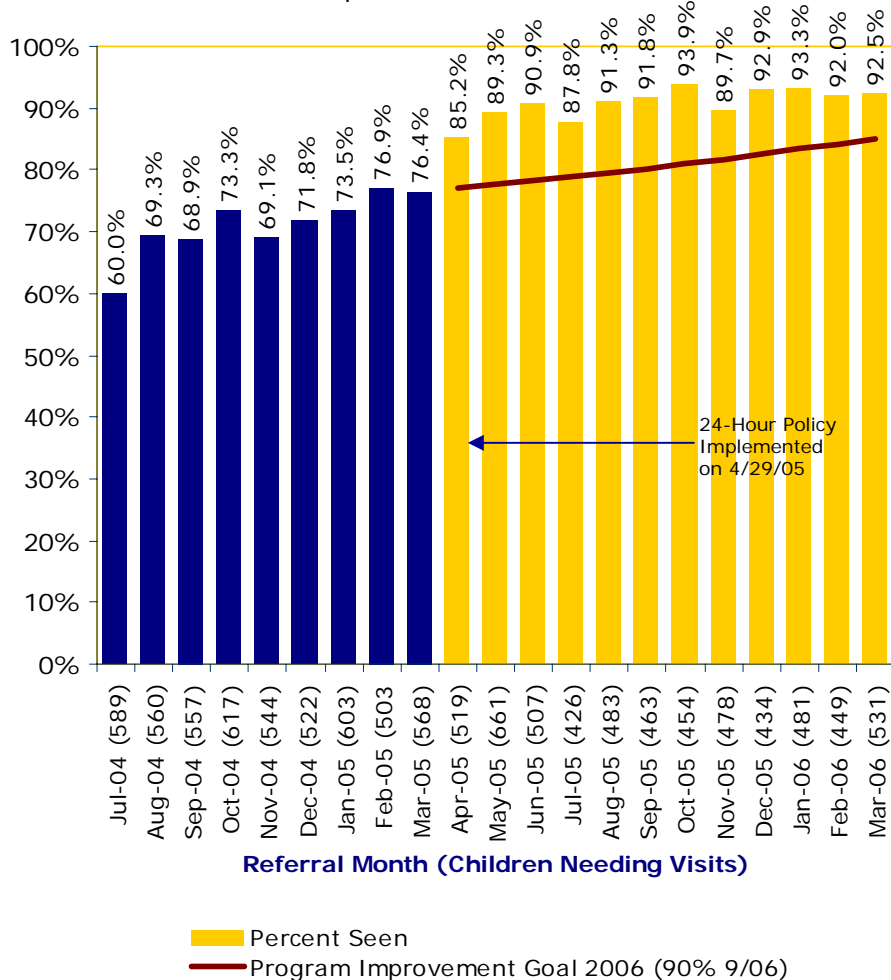
Actions	Who	Due Date
<ul style="list-style-type: none"> • Actively seek candidates to fill vacant positions • Coordinate with DOP to address register issues and take over certification responsibilities from DOP • Coordinate with Lands and Buildings Division to find additional office space for new hires • Coordinate with Information Services Division to purchase equipment and get network access for new hires • Provide Social Worker Academy training to new hires • Working closely with CA Business Network to enhance the effective use of allotted service dollars for FY 07 	Finance and Operations Support Director	Ongoing – from present through FY07

*The Child Welfare Training and Advancement Program (CWTAP) offers Masters of Social Work (MSW) students interested in a career in child welfare an opportunity to enhance or develop practice skills while earning an advanced degree. The CWTAP is implemented through public universities in Washington State to enhance professional practice in child welfare and provide assistance to current and/or potential social workers who are committed to a career in public child welfare. In return for receiving financial assistance, program participants commit to actively pursue employment with Children’s Administration on a state-wide basis.

Children will be safe from abuse and neglect

How quickly do we respond to emergent allegations of abuse or neglect?

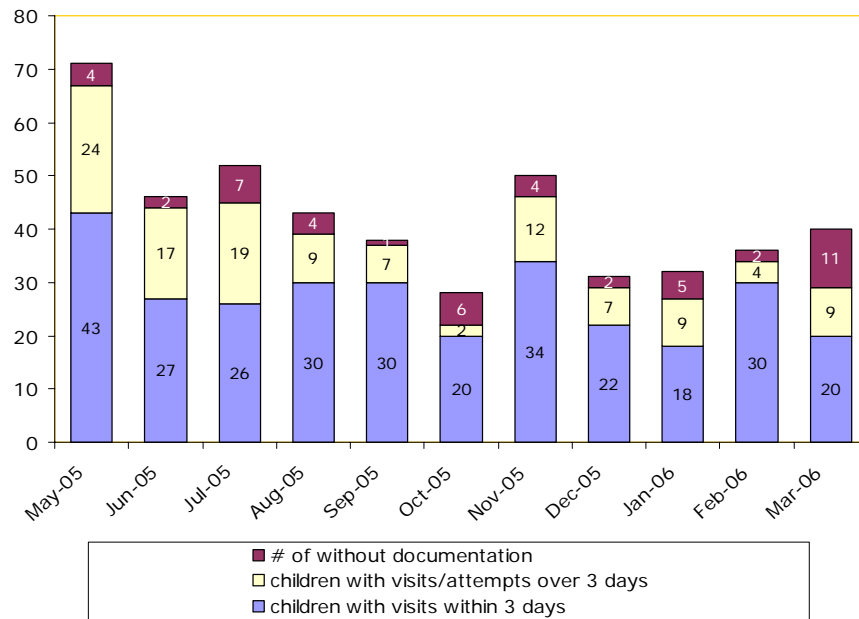
Percent of Children in Emergent Referrals Seen or Attempted Within 24 Hours



Analysis:

- The number of children needing visits shows seasonal variation – typically builds in Spring, drops off during Summer, builds again in the Fall, drops again in Winter

Analysis of Non-Compliant Responses to Children Needing Visits in Emergency Referrals

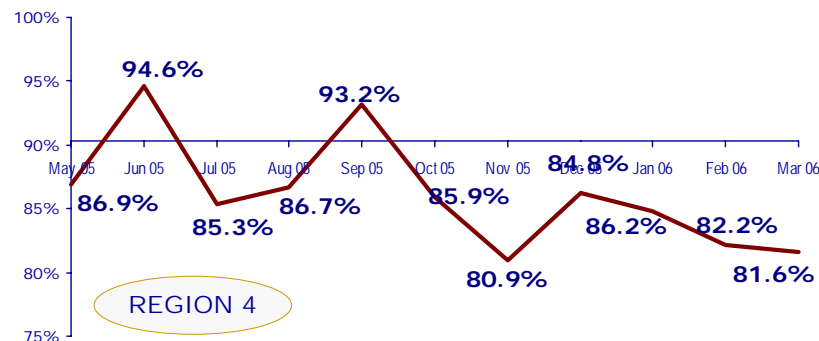
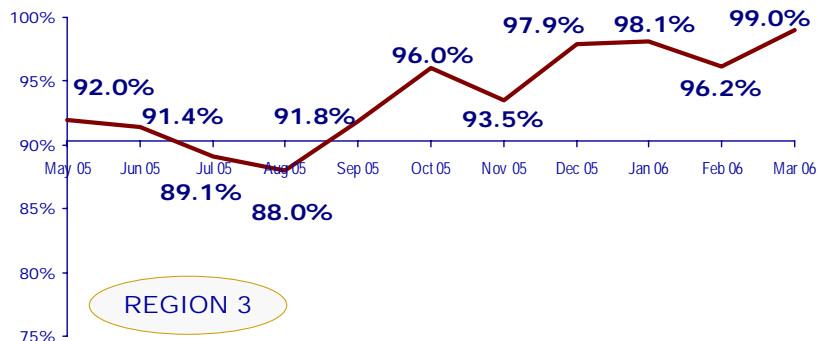
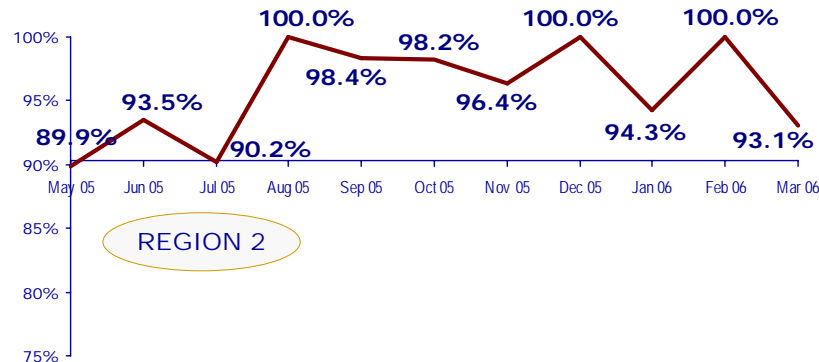
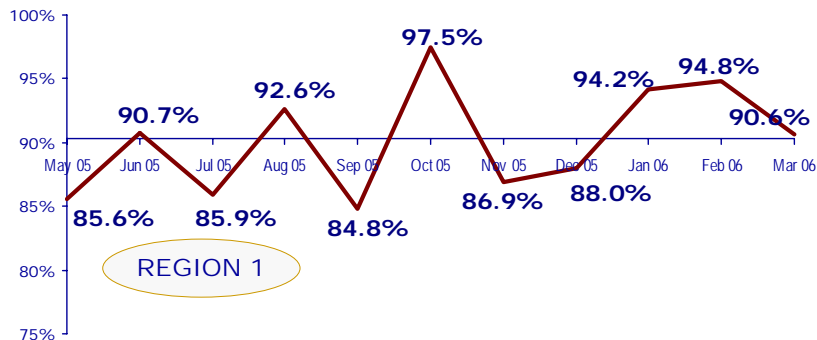


Data Notes SOURCE: CAMIS SER download 4/11/06. Updated April 25th. May-August 2005 data reflects referrals seen or attempted within one calendar day as a proxy for 24-hours. Sept – March 2006 data represents referrals seen or attempted within 24 hours. Excludes DLR-CPS.

Children will be safe from abuse and neglect

Emergent referral response time: How are regions performing?

Percent of Children in Emergent Referrals Seen or Attempted Within 24 Hours
2006 Program Improvement Goal: 90.3%



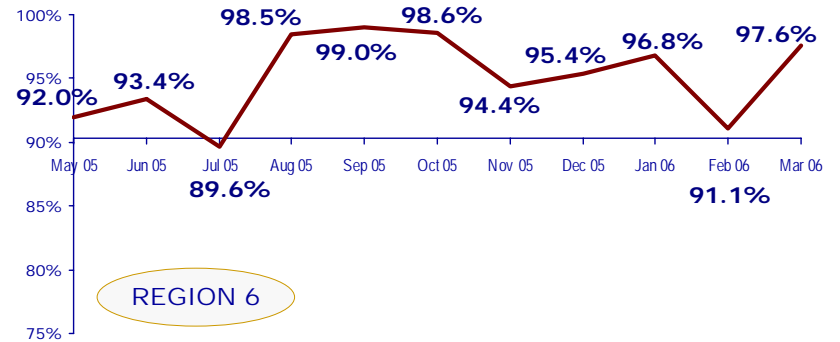
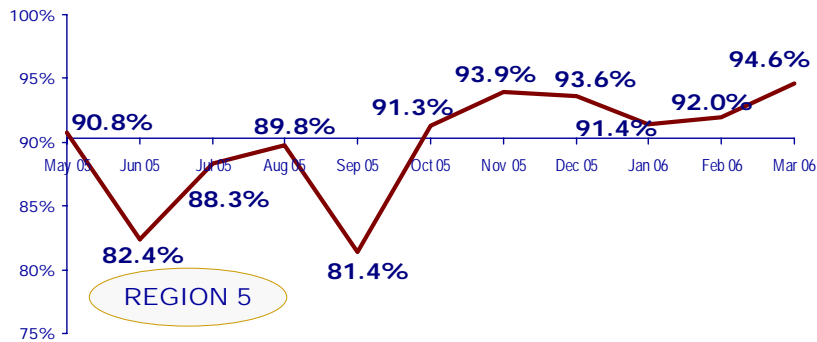
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KEY	Child seen or attempted to be seen
	GOAL (90.3%)

Children will be safe from abuse and neglect

Emergent referral response time: How are regions performing?

**Percent of Children in Emergent Referrals Seen or Attempted Within 24 Hours
2006 Program Improvement Goal: 90.3%**



DATA NOTES

SOURCE: CAMIS SER download 4/11/06. Updated April 25, 2006. May–August 2005 data reflects referrals seen or attempted within one calendar day as a proxy for 24 hours. September–March 2006 data represents referrals seen or attempted within 24 hours. Excludes DLR-CPS.

KEY	
	Child seen or attempted to be seen
	GOAL (90.3%)

Children will be safe from abuse and neglect

How can we improve our response to emergent referrals?

Analysis:

- Region 4 performance reflects vacancies created by staff turnover and transfers, and difficulties recruiting qualified Social Workers in the Region
- Recommendations to re-design CPS functions, to improve ability of CPS Social Workers to focus on timely and quality investigations, have been developed
- In most (5 of 6) regions:
 - Alternative work schedules are being used to deploy staff for more consistent response time compliance during the week
 - Supervisors are assisting CPS workers with documentation to maintain or improve response times
 - Supervisors are temporarily taking on case management responsibilities to help CPS workers with response time requirements
- Performance data is updated twice/per month and is used for ongoing performance review by regional staff

Actions	Who	Due Date
Test the CPS/CWS re-design model in selected offices.	Program and Practice Improvement Director	Between 6/06 and 10/06
Rolling implementation of the CPS/CWS re-design model across the state.	Program and Practice Improvement Director	1/31/07
Work with offices identified as needing assistance to improve CAMIS documentation.	Field Operations Director	ongoing process
Develop strategies to improve documentation in poor performing offices.	Regional Administrators	ongoing process
Action plans submitted for response time improvement in offices consistently falling below the performance target	Field Operations Director Regional Administrators	5/31/06

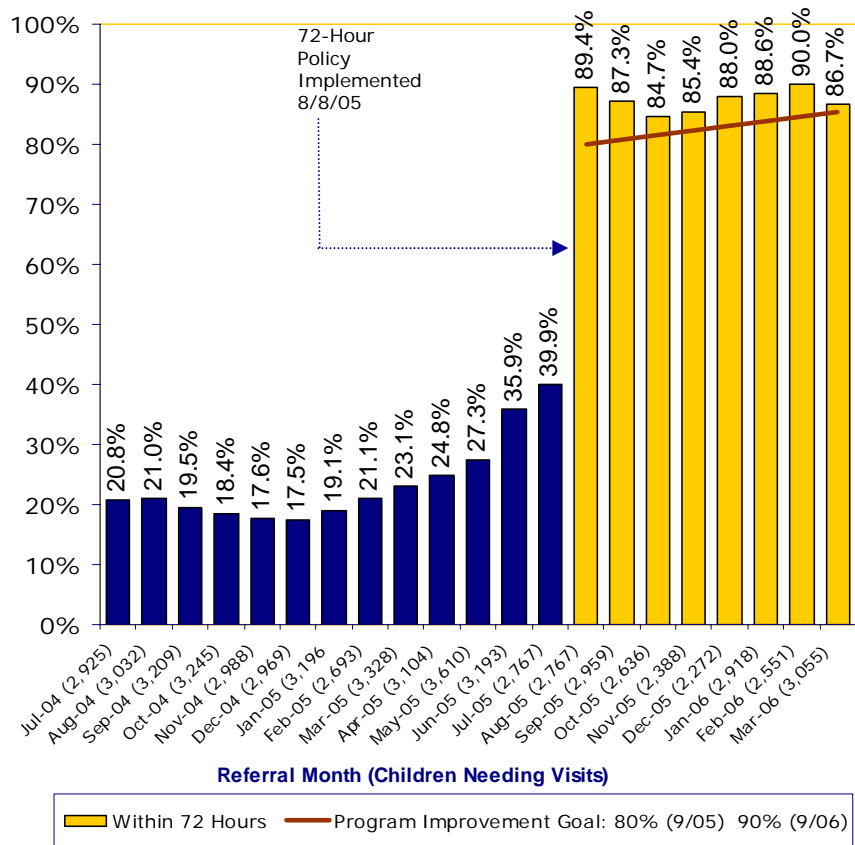
Children will be safe from abuse and neglect

How quickly do we respond to non-emergent allegations of abuse or neglect?

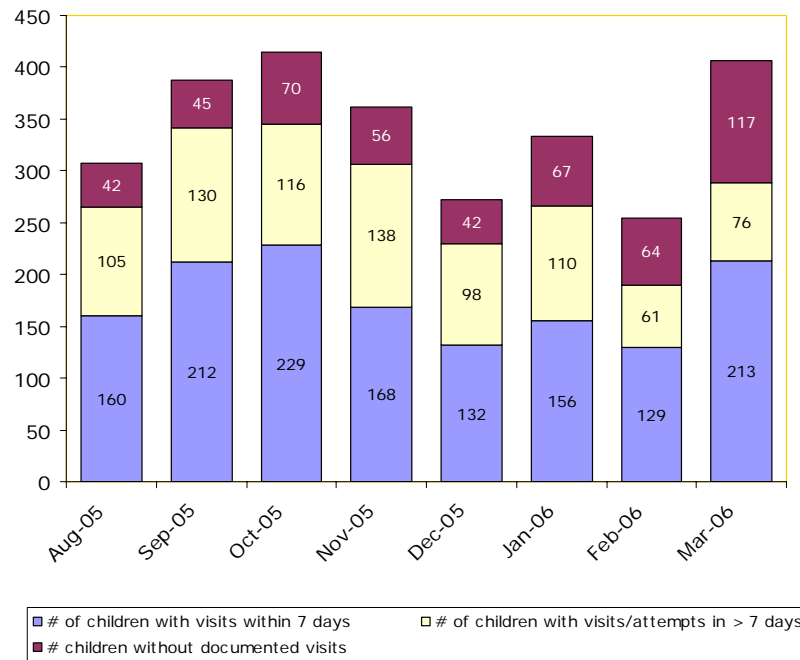
Analysis:

- The number of children needing visits shows seasonal variation – typically builds in Spring, drops off during Summer, builds again in the Fall, drops again in Winter
- The number of referrals without documentation reflects the prioritization of visiting children over the timely documentation of visits in CAMIS

Percent of Children in Non-Emergent Referrals Seen or Attempted Within 72-Hours



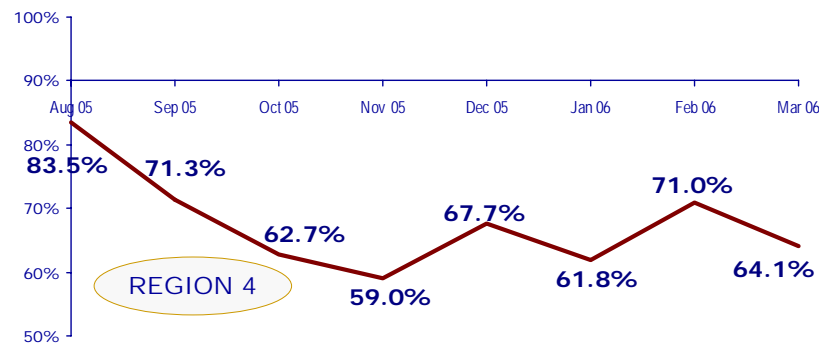
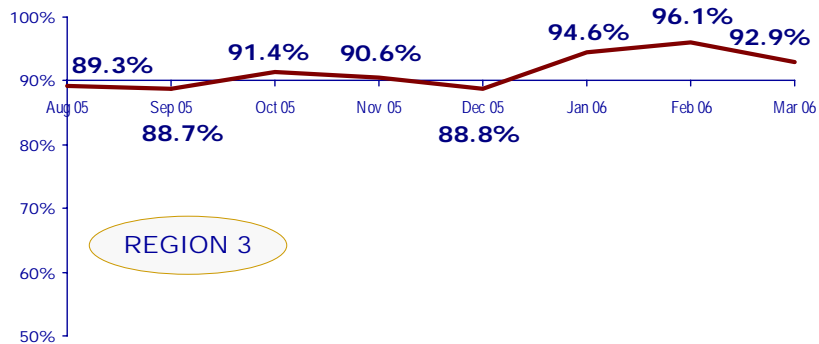
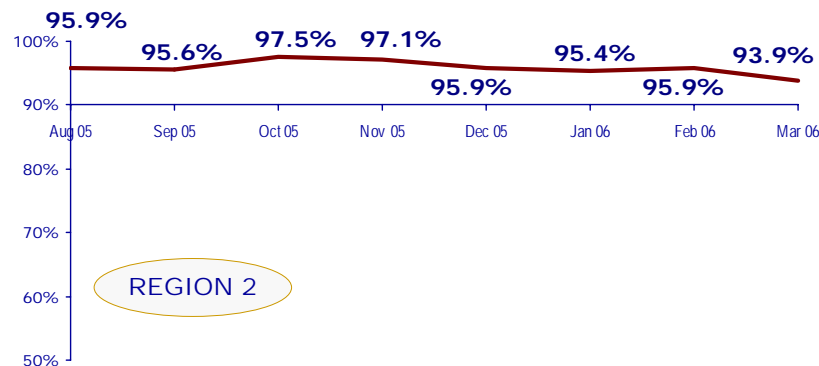
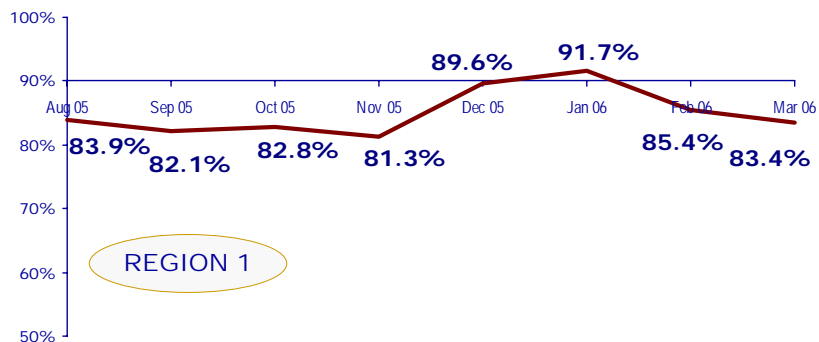
Analysis of Non-Compliant Responses to Children Needing Visits in Non-Emergent Referrals



Children will be safe from abuse and neglect

Non-emergent referral response time: How are regions performing?

**Percent of Children in Emergent Referrals Seen or Attempted Within 72 Hours
2006 Program Improvement Goal: 90%**



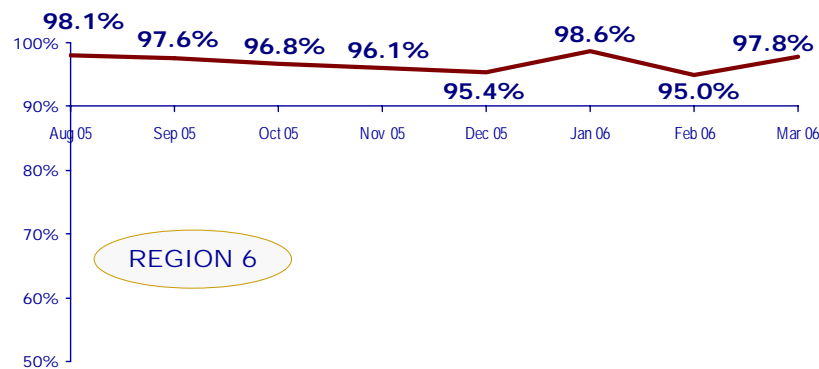
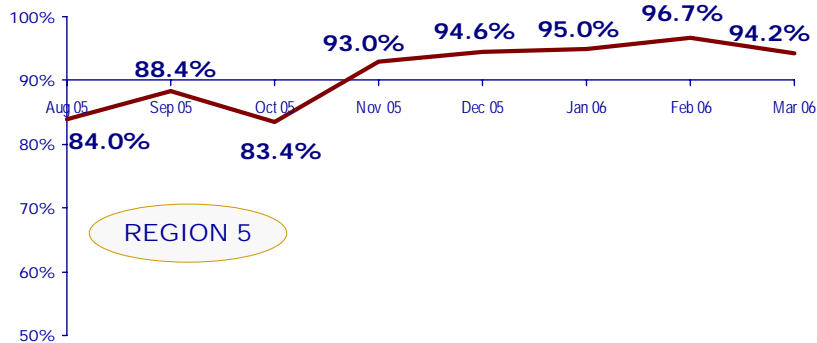
DATA NOTES SOURCE: CAMIS SER download 4/11/06. Updated April 25, 2006. Data reflects referrals seen or attempted within 72 hours. Excludes DLR-CPS.



Children will be safe from abuse and neglect

Non-emergent referral response time: How are regions performing?

**Percent of Children in Emergent Referrals Seen or Attempted Within 72 Hours
2006 Program Improvement Goal: 90%**



DATA NOTES

SOURCE: CAMIS SER download 4/11/06. Updated April 25, 2006. Data reflects referrals seen or attempted within 72 hours. Excludes DLR-CPS.

KEY	
	Child seen or attempted to be seen
	GOAL (90%)

Children will be safe from abuse and neglect

How can we improve our response to non-emergent referrals?

Analysis:

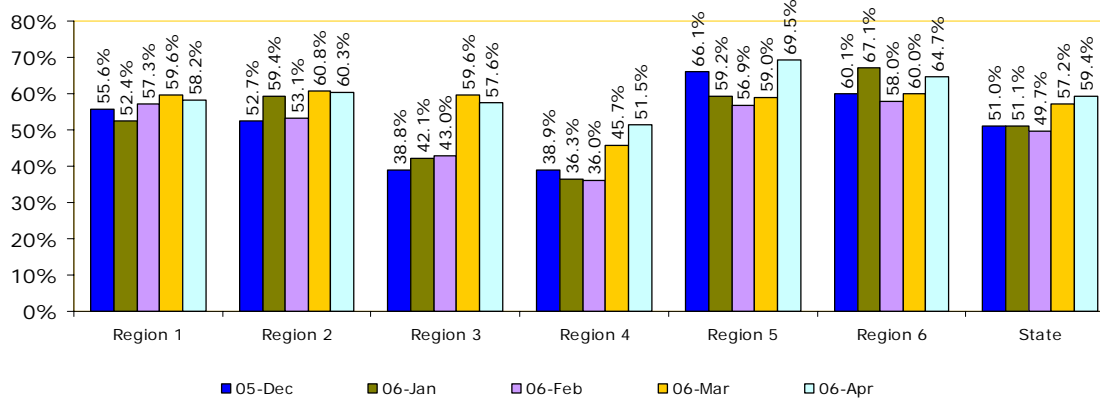
- Region 4 performance reflects vacancies created by staff turnover and transfers, and difficulties recruiting qualified Social Workers in the Region Performance and safety review of targeted office completed
- Rebalancing of staff and workload (zip code catchment areas) in Regions 1 and 4 completed
- All Regions are using alternative work schedules to deploy staff for consistent response time compliance
- In most regions (5 of 6), supervisors are assisting CPS workers with documentation to maintain or improve response times and are temporarily taking on case management responsibilities to help CPS workers with response time requirements
- Performance data is updated twice/per month and is available for ongoing performance review by regional staff

Actions	Who	Due Date
Test the CPS/CWS re-design model in selected offices.	Program and Practice Improvement Director	Between 6/06 and 10/06
Rolling implementation of the CPS/CWS re-design model across the state.	Program and Practice Improvement Director	1/31/07
Work with offices identified as needing assistance to improve CAMIS documentation.	Field Operations Director	ongoing process
Develop strategies to improve documentation in poor performing offices.	Regional Administrators	ongoing process
Monitor impacts of organizational changes on performance	Finance and Operations Support Director	ongoing process
Action plans submitted for response time improvement in offices consistently falling below the performance target	Field Operations Director Regional Administrators	5/31/06

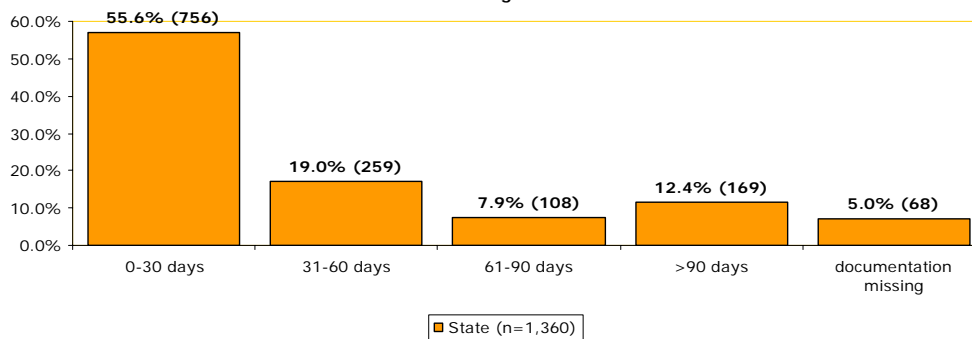
Children will be safe from abuse and neglect

How many children receiving services in their home are visited every 30 days
 - based on all visit codes?

Visits to Dependent Children Returned Home and Receiving Services:
 Percent Seen or Attempted Within the Last 30 Days
 (Action codes for any visit)



Visits to Dependent Children Returned Home and Receiving Services:
 Days Since Last Visit or Attempt - all visit codes (April 06)
 Target = 90%



Analysis:

- 30-day visits have been mandated for in-home dependency service cases since December 1, 2005 (revised policy date)
- New 30 day visit CAMIS codes to document compliance were implemented in February 2006
- Performance on compliance with 30 day visits for dependent children receiving in-home services still based on proxy using all CAMIS action codes for face-to-face visits
- Performance on 30 day visits not yet considered accurate:
 - working with regional staff to properly identify dependent children receiving in-home services and close cases where dependency has been dismissed

Children will be safe from abuse and neglect

How can we improve the frequency of visits every 30 days?

Analysis:

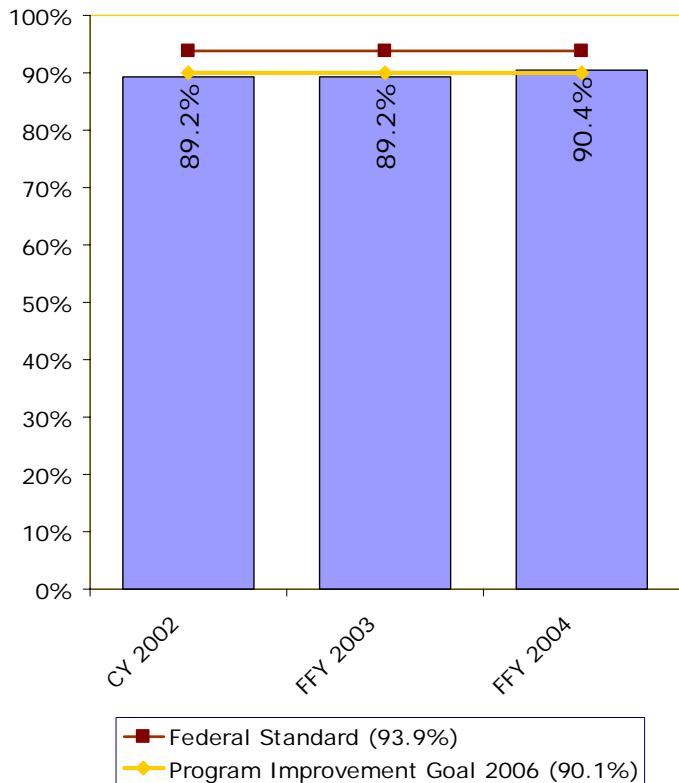
- A separate CAMIS code to document 30-day visits and a desk guide for the documentation of 30-day visits have been developed
- Staff are transitioning from the use of older CAMIS codes to the new code to document 30 day visits. Performance cannot be accurately evaluated until CAMIS data has been cleaned up: 60% of placements identified as in-home dependencies have been open over 6 months, 25% have been open for more than 1 year (in-home dependencies should be closed after approximately 6 months)
- Performance data with child record detail is updated twice/per month and is available for ongoing data review by regional staff, for performance monitoring and data clean-up
- Performance measurement will be based on the new code beginning with visits documented during May 2006

Actions	Who	Due Date
Implement plan for phased-in hiring of Social Workers	Finance and Operations Support Director	7/31/06
Improve accuracy of performance data by cleaning-up CAMIS in-home dependency records	Regional Administrators	5/31/06

Children will be safe from abuse and neglect

What percent of children were not abused or neglected again?

Percent of Children Who Did Not Experience Abuse or Neglect Again (Federal Data Source)



- Performance updated annually
- State and regional performance have been stable over time
- The percent of child victims who experience abuse or neglect again within 6 months varies by the type of maltreatment:
 - 11.8% of neglect victims
 - 5.6% of physical abuse victims
 - 4.3% of sexual abuse victims
 - 8.2% of multiple abuse/neglect victims
- Most initial (81%) and recurring (82%) maltreatment is neglect
- The number of victims with neglect allegations (and no others) involved in CPS investigations has increased by 25% since FY00 (22,527 to 28,086)

Data Notes SOURCE: Federal data source based on CAMIS records and logic used for submission to the National Child Abuse and Neglect Data System (NCANDS). Measures percent of children with founded findings during the first six months of each year who are not abused or neglected again within the following 6 months.

Children will be safe from abuse and neglect

How can we reduce the risk of repeat child abuse and neglect?

Analysis:

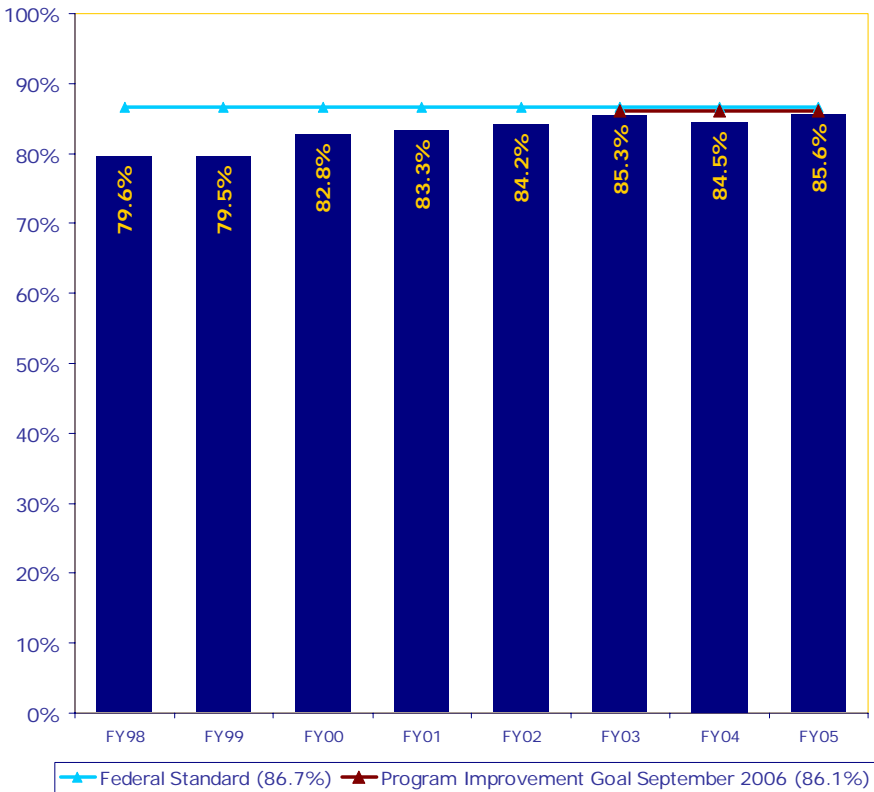
- Use of Family Team Decision Making Meetings (FTDM) has been mandated in current sites
- Steps to further reduce the risk of recurrence include increased use of Evidence Based Practices, Family Team Decision Making (FTDM), Family Group Conferencing and prognostic staffings, implementation of new neglect legislation, ongoing evaluation of performance data
- Risk factors not impacted by CA service system include poverty, unemployment and methamphetamine addiction

Actions	Who	Due Date
Complete contract review process to better align contracted services to support families.	Program and Practice Improvement Director	7/31/06
Implement new neglect legislation by providing additional training in every region on family engagement in neglect cases.	Program and Practice Improvement Director	12/31/06
Implement new neglect legislation by providing training to all staff on the "GAIN - SS" mental health and substance abuse screening tool.	Program and Practice Improvement Director	12/31/06
Implement new neglect legislation by identifying evidence-based service array needed to reduce risk of recurrence due to neglect.	Program and Practice Improvement Director	12/31/06
Identify evidence-based service array needed to reduce risk of recurrence due to abuse.	Program and Practice Improvement Director	7/1/06

Provide stable, nurturing, permanent placements

What percent of children are in stable placements?

Percent of Children With 2 or Fewer Placements



Analysis:

- State and regional performance have been stable over time
- Significant differences between regions on initial placement stability (those in care ≤ 12 months) related primarily to how quickly reunification takes place
- (CY05) WA children experienced an average of 1.7 placements in their first year in care (median and mode = 1)
 - 61% of children had no moves during their first year in care
 - 24% of children had only one move during their first year in care

Data Notes SOURCE: State measure based on logic used for submittals to the federal Adoption and Foster Care Analysis Reporting System (AFCARS). Federal measure of children with two or fewer placement homes during the first year in out-of-home care, for children in care between 1 and 365 days. Includes placement changes out of the department's control including placement in Crisis Residential Centers, JRA, hospital stay more than 30 days, and detention.

Provide stable, nurturing, permanent placements

How can we improve the stability of placements?

Analysis:

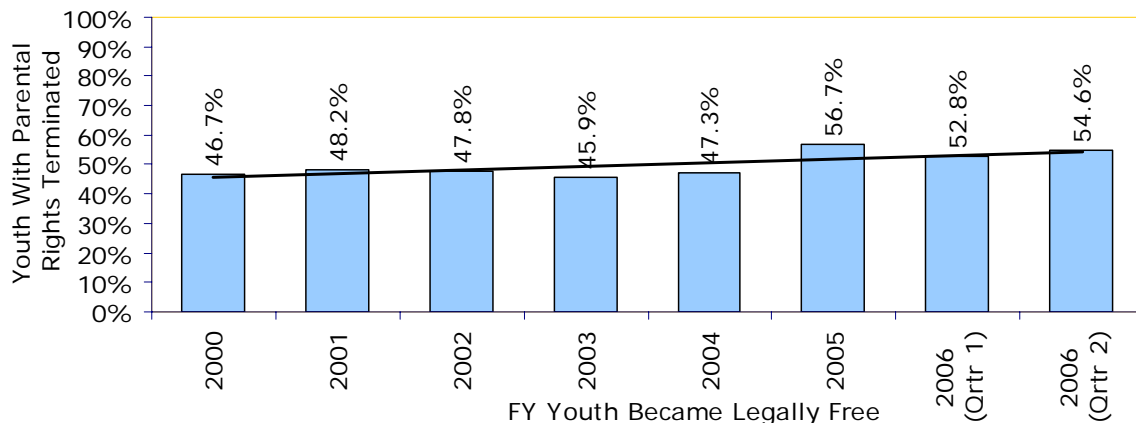
- Use of Family Team Decision Meetings (FTDM) has been mandated in current sites
- Community-based foster care recruitment targets have been set through agreements with contractors
- Steps to improve placement stability and improve our ability to match child needs with caregiver selection include:
 - place children with relative placements, whenever possible
 - place siblings together, whenever possible
 - increase the use of Family Team Decision Making meetings for placement and placement move decisions
 - prepare and support caregivers for care giving with challenging youth
 - increase the use of Evidence Based Practices, including Parent-Child Interactive Therapy (PCIT)

Actions	Who	Due Date
Complete the implementation of Multiple Placement Staffings for children with 5 or more placements (about 1,800 youth).	Regional Administrators	12/31/06
Implement Parent-Child Interactive Therapy (PCIT) services for children at home and in placement.	Program and Practice Improvement Director	9/30/06
Identify evidence based service array needed to reduce risk of instability.	Program and Practice Improvement Director	12/31/06

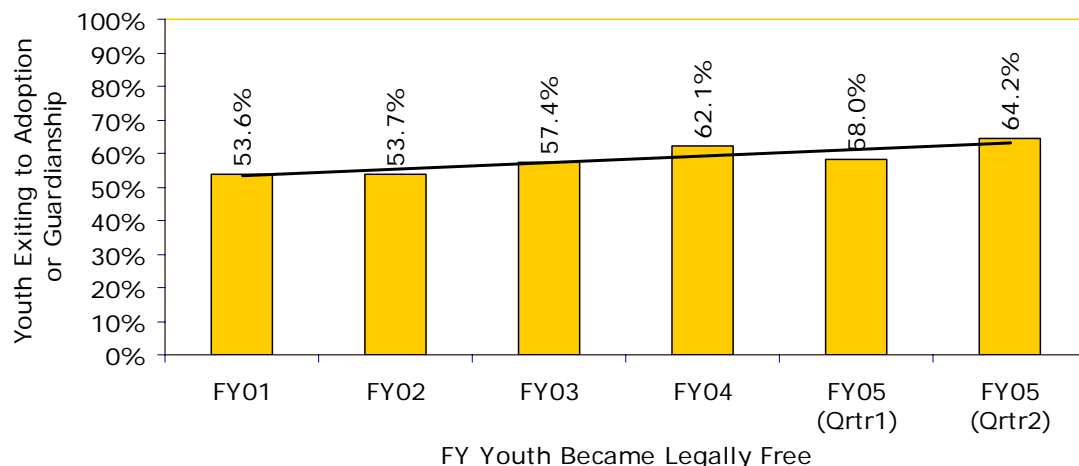
Data Notes SOURCE: CAMIS data submitted to the federal Adoption and Foster Care Analysis Reporting System (AFCARS). Federal measure of children with two or fewer placement homes during the first year in out-of-home care. Includes placement changes out of the department's control including placement in Crisis Residential Centers, JRA, hospital stay more than 30 days, and detention.

Provide stable, nurturing, permanent placements
 How often do legally free children have permanent families within 12 months?

Percent of Legally Free Youth With Parental Rights Terminated Within 18 Months of Placement



Percent of Legally Free Youth With Permanency Within 12 Months of Parental Rights Termination



Analysis:

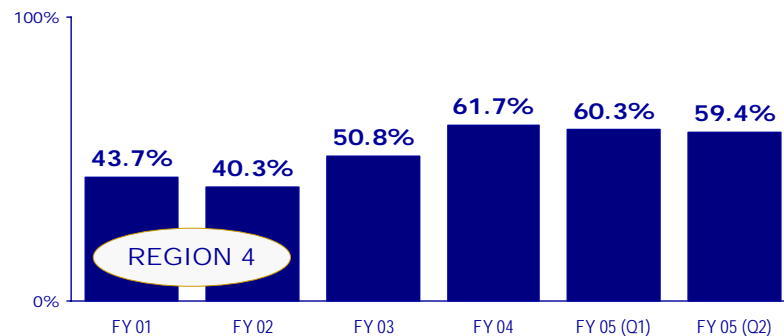
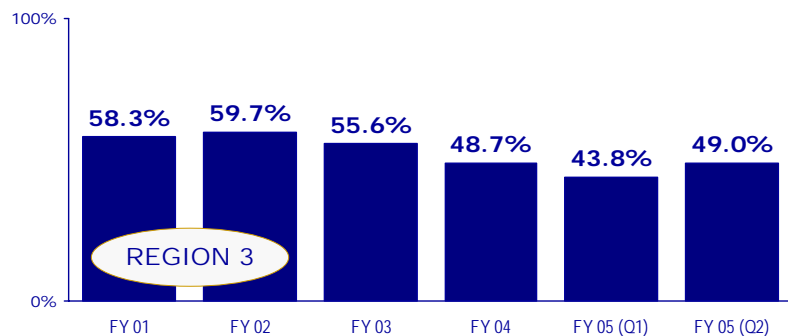
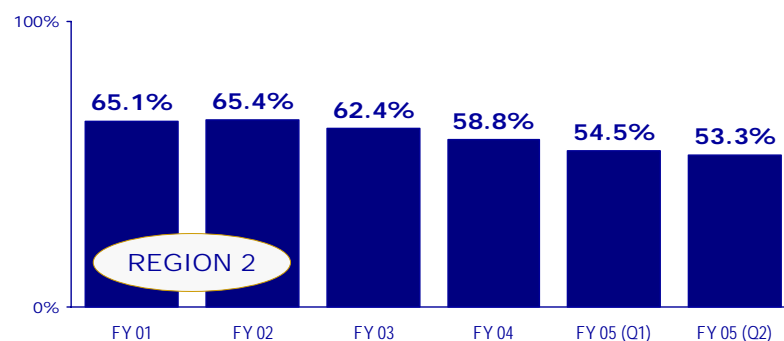
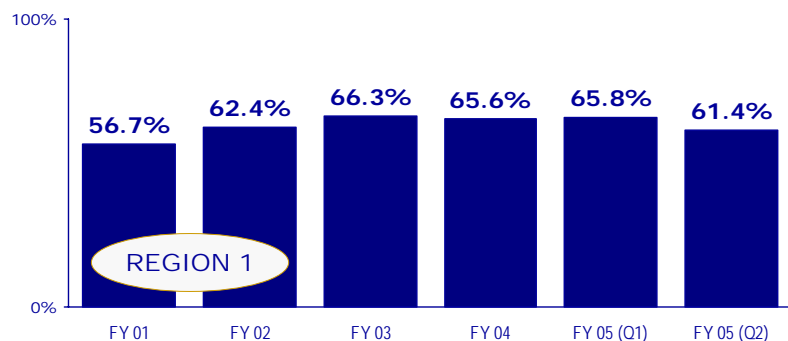
- Children and youth for whom parental rights have been terminated (becoming legally free) are waiting less time for a permanent family
 - Terminations of parental rights and relinquishments are occurring more frequently within 18 months of placement
 - Adoptions and guardianships are being finalized more frequently within a year of parental rights termination (becoming legally free)

Data Notes CAMIS data: Fiscal year cohorts of youth based on legally free date. Placement episodes with youth who are legally free but in long-term foster care with a written agreement are excluded from the count of youth having a permanent family, due to data limitations. Percent of youth with permanency = youth with adoption or guardianship exits w/in 12 months of LF status / all youth with adoption or guardianship exits or still in care.

Provide stable, nurturing, permanent placements

How often do legally free children have permanent families within 12 months?

Percent of Legally Free Youth with Permanency within 12 Months of Legally Free Status – Regions 1 through 4



DATA NOTES

SOURCE: CAMIS data. Fiscal year cohorts of youth based on legally free date. Placement episodes with youth who are legally free, but in long-term foster care with a written agreement, are excluded from the count of youth having a permanent family due to data limitations. Percent of youth with permanency = youth with adoption or guardianship exists within 12 months of legally free status / all youth with adoption or guardianship exits or still in care.

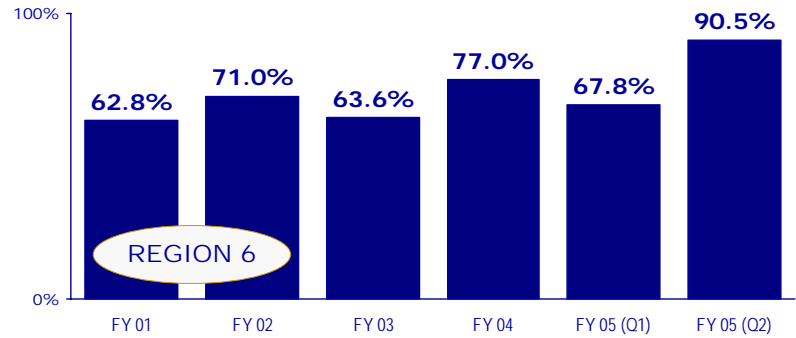
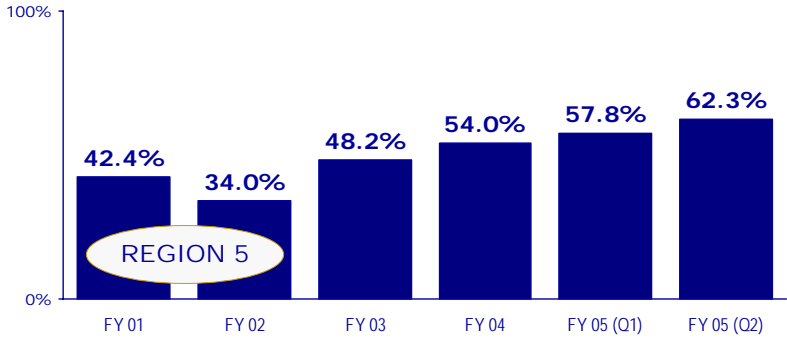
KEY

■ Youth who became legally free

Provide stable, nurturing, permanent placements

How often do legally free children have permanent families within 12 months?

Percent of Legally Free Youth with Permanency within 12 Months of Legally Free Status – Regions 5 and 6



DATA NOTES

SOURCE: CAMIS data. Fiscal year cohorts of youth based on legally free date. Placement episodes with youth who are legally free, but in long-term foster care with a written agreement, are excluded from the count of youth having a permanent family due to data limitations. Percent of youth with permanency = youth with adoption or guardianship exists within 12 months of legally free status / all youth with adoption or guardianship exits or still in care.

KEY

■ Youth who became legally free

Provide stable, nurturing, permanent placements

How can we increase the number of legally free children who have permanent families within 12 months?

Analysis

- Elements of successful permanency planning that can be replicated include:
 - Concurrent planning
 - Effective recruitment of families wanting to adopt
 - Timely home study and licensing completion for parents interested in adoption
 - Dedicated adoption supervisors and staff
 - Ongoing management review of performance on permanency planning progress
 - A legal process with minimal delays due to the unavailability of judges, court rooms and attorneys

Actions	Who	Due Date
Implement performance based adoption recruitment contracts.	Program and Practice Improvement Director	7/31/06
Identify options for statewide replication of successful practices.	Field Operations Director	7/31/06
Implement revised permanency planning policy.	Program and Practice Improvement Director	12/31/06
Encourage use of case audit tool at Reasonable Efforts Symposium	Assistant Secretary / Justice Bridge	10/31/06
Implement tool for regional managers to review performance on permanency for legally-free youth	Finance and Operations Support Director	5/31/06

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