



DCFS Advisory Board Dashboard Q2 2022

Please note: This document attempts to implement the requested DCFS Advisory Board dashboard. The data points were identified from the recommendations of the Aniya Day-Garrett child welfare expert panel review. The dashboard tracks (9) general categories of data, as identified below. These are nine discrete areas but there may be cross-cutting issues to address. This is the 8th review, and the dashboard will evolve to include baseline, benchmarks, and goals for each of the nine data points. This draft will be reviewed and revised with the DCFS Advisory Board at the August 1, 2022 meeting.

1. Continuous Quality Improvement Qualitative Case Reviews

Additional CQI staff were hired as a recommendation from the child welfare expert panel to conduct qualitative reviews of random cases based on essential practice needs and concerns from the state and local leadership. Below are areas of concentration in Q2 2022.

April 2022

- PEI Departmental Support Pilot (DSP)
 - Developed departmental quarterly performance goals which include individualized performance reviews, worker-in-training support plans, SACWIS data integrity activities (AFCARS), legal event data clean up, data reporting and support, customer satisfaction, policy and procedure review/supports, and PEI/CQI engagement activities.
 - CQI began co-locating in assigned departments.
 - Review of Family Case Plan Policy & Practice changes implemented Feb 2022.
 - Collaborated with the Training Dept. to provide supports for workers in training.
 - Conducted Life Book Workshop.
 - Provided coaching on LEAP, SSI application guidance, Independent Living (IL) Flow Chart & Tool Kit, Chafee goals, Teen Quick Reference guide, and IL Plan development.
 - Provided guidance on Foster-To-Adopt, Adoption Case Closure Checklist, Adoption Matching Conference, and Adoption timeline.
 - Coached new staff on time management strategies, court preparation/testifying, and critical thinking activities.
 - Provided education and resources for Family Supportive Visits, Neighborhood Collaboratives, techniques for building rapport & engaging resistant clients.
 - Technical assistance provided for recording visits in SACWIS and basic guidelines for activity log documentation.
 - Coaching provided through discussion of case scenarios.
- FFSPA/QRTP
 - Participated in project planning for QRTP implementation
- Child Stat
 - Trends and Themes report for April 2022 Child Stat meeting.

May 2022

- Plan for Practice Advancement (PPA) Intake Screening Review
 - Completed a review of 100 randomized screened-in intakes from Jan 2022 and found an accuracy rate of 75%. Findings will be shared with the Screening & Safety Support workgroup to develop performance improvement strategies.

- Plan for Practice Advancement Timely Initiation
 - A review to evaluate timeliness of initiating investigations was started. A drill down sample of 100 (24 emergency and 76 non-emergency) cases was selected from January 2022.

May 2022 cont.

- Plan for Practice Advancement Timely Investigations
 - A randomized sample of 100 cases from Jan 2022 was selected for review to evaluate why assessments/investigations are not completed timely. Target area of evaluation is to review supervisory approval times and its impact on timely investigations.
- Plan for Practice Advancement Comprehensive Visitation Review
 - A randomized selection of cases (three per supervisor) was selected from July 1, 2021, to December 31, 2021, to impact face to face contact with children and adults.
- Hotline Emergency Priority Rating Review
 - Reviewed priority rating data from Cuyahoga and comparison major metros.
 - Identified areas in need of further review to better understand rating processes.
 - Developed Draft Template for screeners to test its effectiveness in improving consistency in rating.
 - Created Red Team groups to complete a review of a randomized sample of 100 screened-in emergencies. Conducted facilitated group discussions with Red Teams to identify trends/themes in priority rating.
 - Findings will be shared with the Screening & Safety Support workgroup for performance improvement strategies.
- CAPM Safety Assessment Tool Review
 - Completed Safety Assessment review to evaluate timeliness and quality. Identified trends/themes in outcomes.
 - Provided targeted interventions which include departmental training, tip sheets, and CAPM tool guide to assist in decision making.
- Child Stat
 - Trends and Themes report for May 2022 Child Stat meeting.

June 2022

- Department Support Plan (DSP)
 - Department Support Plan Steering Committee initiated.
 - Goal is to identify key target areas of support/improvement, develop strategies to improve performance and efficiency, test interventions, and make recommendations for practice changes based on outcome data.
- PPA 3-month Review
 - PEI/CQI and the leadership team met with the State Technical Assistance team to evaluate progress made towards the PPA.
 - Incorporated additional agency goals into the PPA
- PPA Investigations Initiations Review completed
 - 80% of investigations initiated timely and correctly.
 - Finding will be shared with the Screening & Safety Support workgroup to consider performance improvement interventions (recommendations provided).
 - CQI collaborated with administrators to develop a clarifying All Staff memo as it relates to case initiations.
- PPA Comprehensive Visitation Review completed
 - Efforts needed to improve documentation for attempted face to face contacts.
 - Findings will be shared with the Permanency & Well-Being Support subcommittee for performance improvement interventions.

- PPA Supervisor Conference Template
 - Developed recommendations for the PPA Steering committee for a supervisory template to improve engagement activities and consistency in case practice.
 - Supervisor conference template will be tested by the DSP departments to measure its effectiveness.
- PPA Subcommittees
 - Subcommittees membership, mission/goals, and tasks identified. Meetings to begin in July 2022.
- PEI/CQI Data/Reporting Initiative
 - PEI/CQI coordinating SACWIS/ROM training for the leadership teams to increase knowledge of use of tools to assist in evaluating performance.
 - PEI/CQI and IT collaborating to cross-training effort.
 - PEI/CQI collaborating with the Training Department to identify key learning opportunities for agency staff that focus on data informed decision making to improve practice.

2. Progress in hiring and retaining DCFS staff

- 520 Full Time DCFS Case Worker Employee Positions Available
- Starting Salary: \$20.53/hr.
- Current # of total Caseworker Vacancies: 163

# Caseworkers Left Their Position					
2018	2019	2020	2021	2022 Q1	2022 Q2
70	91	79	103	43 (5/10/22)	70 (7/19/22)

# Caseworkers Hired					
2018	2019	2020	2021	2022 Q1	2022 Q2
93	108	64	88	as of 5/10 25	(as of 7/19) 31

70 DCFS caseworkers who left their positions so far in 2022	
Years of Service	# Caseworkers
Less than 6 months	13
6 to 12 months	16
1 to 2 years	9
More than 2 years	32

70 Caseworkers who left their positions so far in 2022	
Reason	#
voluntary separation no reason	53
voluntary separation other employment	3
voluntary separation personal family	6
Voluntary separation retirement	1
involuntary separation probationary failure	3
involuntary separation No Call/No Show	3
Deceased	1

- Training classes
 - 4 training classes held so far in 2022 to fill vacancies – total of 41 caseworkers

- Planning for 8 training classes in 2022

3. Strengthen DCFS Staff Training and Retention

- # Open Houses so far in 2022: 5
- Supervisor Ambassadors & the Director's Joint Supervisor & Senior Manager Advisory Group continue to work through issues and solutions from the Fall 2021 supervisor focus groups, resulting in multiple changes in practice that both increase support for caseworkers & supervisors and strengthen teaming.
 - Currently a sub-group of ambassadors are working on identifying their next priority after completing work on the agency intranet. Another sub-group is developing a proposal to increase supports to expedite adoption finalizations
 - The advisory group has just begun working on increasing independent living supports starting with the oldest young people. Prior to that they worked on centralizing kinship approvals and recommending an Ask Leadership platform for all staff.

4. Community Involvement/Geographic Staff Assignment

- January 2019: DCFS began assigning cases again by geographic location
- There are 9 geo areas in the County designated by research done at the CWRU Poverty Center based on:
 - Race & Ethnicity
 - Socio Economic Status
 - Child Maltreatment Data
 - CWRU looked at address data for: hotline calls, investigations, child removals & reunifications
 - Each geo area has a part of the inner city
 - Natural neighborhood borders, neighborhood collaboratives, and worker travel
- Geo Area Labels:
 1. Ohio City NW
 2. Glenville NE
 3. East Cleveland NE
 4. Hough/Heights
 5. Mt. Pleasant SE
 6. Fairfax/Union-Miles SW
 7. Broadway/Parma
 8. Brook/Clark/West
 9. Central/Downtown/West
- 13 Contracted Neighborhood Collaboratives
 1. Mt. Pleasant (Lead Agency: Murtis Taylor)
 2. Catholic Charities - Fatima Center
 3. Catholic Charities – St. Martin De Porres
 4. City of Lakewood
 5. CMHA Resident Services Dept.
 6. East End Neighborhood House
 7. Harvard Community Services Center
 8. Heights Suburban Collaborative
 9. Northeast Community Based Services (E Cleveland & Euclid) (Lead Agency – Murtis Taylor)
 10. Southwest Community Based Services Parma
 11. Southeast Community Based Services Garfield (Lead Agency – Murtis Taylor)
 12. University Settlement

13. West Side Community House

- Map - The maps for Short-Term and Extended Services were attached to the last dashboard re: case assignments & how each of the departments are divided across the County.
- Monthly Collaborative Meetings - Extended Services Senior Managers are assigned to multiple neighborhood collaboratives (3 each) within their geo area. They determine who will go to each collaborative meeting every month. At least 1 Senior Mgr. attends each of the 13 collaborative meetings each month.
- Overflow Cases - Due to high levels of vacancies and caseloads the agency can't always assign cases by geo area. If numbers are extremely high in one "geo" the next case in that area is assigned to the adjacent geo.

DCFS does not currently have the ability to create a report that measures the % of cases assigned for investigation and extended monitoring outside of assigned geographic areas. We estimate that 30% investigations/short-term services cases are assigned outside geo area & 10 – 15% court-involved cases.

5. Community Education

- CCDCFS Public Newsletter is disseminated quarterly. DCFS also does mail outs to caregivers, service providers, and neighborhood collaboratives. There is a wealth of information on the DCFS website and social media.
- DCFS is involved in several public-private partnership projects serving the community:
 - Partnership with Juvenile Court on Safe Babies Court Teams
 - Partnership to implement Youth Drop-In Center
 - Partnership with RTA and community organizations to provide bus passes for COVID-19 vaccine clinics
 - Child Protection Teams
 - Say Yes Cleveland partnership expands to 104 schools in 2022-2023 school year – County assists with funding a Family Support Specialist in each school to provide prevention services and collaborate with DCFS when a family is already involved and needs assistance. This is year 4 and includes 100% of all CMSD schools + some breakthrough & charter schools.
 - Summer convening in early planning stages to bring together family support specialists, DCFS staff, Community collaborative staff, & neighborhood rec center trauma coaches for the purpose of relationship building & coordination.
 - DCFS is assisting kinship caregivers in navigating the state Kinship Support Program that provides a \$10.80 per diem for the first 6 – 9 months of placement.
 - DCFS launched the Extended County Kinship Support program to pay kin caregivers ongoing at \$10.20/day/child as long as the child is in DCFS custody and placed there as a kinship placement. Caregivers do not need to be blood related.
 - DCFS is working with A Place For Me and an independent consultant on a call to action about placement resources in collaboration with child and young adult-serving systems
 - DCFS staff will continue to work with other HHS divisions to join them in community forums when appropriate.

6. DCFS & Law Enforcement Partnership

- The 2018 Law Enforcement & DCFS MOU includes 52 signatures out of a list of 93 possible partners (includes state and federal partners)
- DCFS is in the planning stages to revise the MOU and invite law enforcement to a signing event where we can participate in relationship building & coordination.

- DCFS managers continue to build relationships with law enforcement aligned with their designated geographic areas.
- Created a kit for law enforcement with prevention resources for young people and their families including a visitor card and other information
- DCFS requested that the CDP policy on interacting with youth be added to the MOU. Convening & signing postponed from 8/3/22 due to the number of changes in code currently under review by the law dept.

7. Engaging Fathers

The categories of children served by DCFS include:

- In-home supportive services (no juvenile court involvement for abuse, neglect, or dependency)
- Court-ordered protective supervision (juvenile ct. orders engagement in case plan services but child is home in parent’s custody)
- DCFS custody (could be a form of emergency, temporary, planned permanent living arrangement, or permanent custody)
- Fatherhood Engagement Specialist via 2 yr. pilot MOU with Passages funded by the OH Commission on Fatherhood under ODJFS started in June 2022. Specialist embedded at DCFS to help dads navigate systems, increase father-child relationships, and engagement between DCFS, fathers, and their relatives.

Identified Fathers

Fathers identified	Jan '19	Apr '19	Jul '19	Oct '19	Jan '20	Apr '20	Jul '20	Aug '20	Sep '20	Oct '20	Jan '21	Apr '21	Jun '21	Sep '21	Feb '22	Mar '22	July '22
% custody cases with fathers identified	93	92	92	92	92	91	91	91	89	88	87	88	87	88	89	89	89
% protective supervision cases with fathers identified	90	92	90	92	91	90	91	N/A	N/A	90	93	92	93	93	93	89	88

% Identified Fathers participating in Initial Team Decision Making Meetings		
Year	Quarter	Percentage
2018	1	37%
	2	38%
	3	37%
	4	40%
	Total	39%
2019	1	44%
	2	44%
	3	46%
	4	41%
	Total	44%
2020	1	41%
	2	41%
	3	46%
	4	49%
	Total	45%

2021	1	42%
	2	52%
	3	45% (as of 9/29/21)
	4	48%
2022	1	45%
	2	48%

***Request for data of fathers by race who attend TDMs**

Fathers participating in case plans:

- In March 2020 the % of fathers participating in a DCFS case plan included only those children in court-ordered protective supervision, emergency, temporary, or planned permanent living arrangement custody status. That was **56%**.
- As of Feb. 1, 2021, the percentage of father's participating in case plan services includes all children being served by DCFS with the exception of kids in permanent custody, as their goal is adoption. That % is **53%**.

Fathers Participating in Case Plans				
Feb 2021	June 2021	Sept 2021	May '22	July '22
53%	51%	51%	46%	59%

8. Balancing Safety & Parental Rights

- Covered in CQI section

9. Disproportionality Data

- Full data set to be reviewed on an annual basis, last review February 2021 for 2020 data
 - *Full data set for 2021 not yet available and will be reviewed in Oct 2022 board meeting*
- DHHS REI efforts led to a County-Wide RFP for all-staff training. Proposals have been accepted and reviewed. Tri-C is the selected vendor and training for all County staff supervisors and management started in June 2022. Training was moved to virtual platform after a COVID surge. At this point there are less than 10 DCFS supervisors/managers who have not received the training.