



DCFS Advisory Board Dashboard Q3 2021

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 5th 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 October 15, 2021 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 Q3 2021.

- **Children Awaiting Placement:** Quick review of 173 children ages 13 and up from January to July 2021. These children were awaiting an initial or change in placement. The mean age was 15. Information was gathered from the SACWIS Level of Care tool, spreadsheet documenting time in the childcare room, and SACWIS. We set out to determine if, in our urgency to place kids who are waiting in the building, are the placements we find meeting their true needs? Also we wanted to know more about kids placed with relatives and multi-system kids. Specifically, we looked at the wraparound services provided and involvement of other child-serving systems.
 - The summary below represents the number of experiences each youth had awaiting placement in the childcare room during the review period.
 - **1 experience awaiting placement: 80% youth reviewed**
 - **2 experiences awaiting placement: 10%**
 - **3 experiences: 5%**
 - **4 experiences: 4%**
 - **5 or more experiences: 1%**
 - Analysis of each youth’s level of care is helpful to determine the type of placement that meets their individual needs. The mean LOC score indicates a need for treatment foster care bordering on residential treatment.
 - Upon review, 74% of placements secured were determined to meet the youth’s individual needs; however, that leaves 40 youth placed in an environment that did not fully meet their needs (either more or less restrictive).
 - Example, 29 youth or 17% were placed with kin who could not meet their needs and required an additional placement move.
 - We looked at whether each child is multi-system involved and did the other systems collaborate with us to help find placement and/or share the cost of placement.

Type	Number	%
ADAHMS Board	2	1%
Developmental Disabilities Board	8	4%
Juvenile Court	53	27%
None	107	54%

- 15 youth were suspected or known to be a victim of human trafficking. CQI reviewed,

documented, and sent to staff and Administration any red flags for human trafficking for other youth not included in the 15.

- Themes noted:
 - Extensive history with the agency with significant trauma
 - Youth was the only child removed from the family due to behavior/parent-teen conflict
 - Repeated AWOL episodes
 - Documented mental health for the youth
 - Most youth entered the building as an emergency placement need

2. Progress in hiring and retaining DCFS staff

- 520 Full Time DCFS Case Worker Employee Positions Available
- Starting Salary: \$20.00/hr.
- # DCFS Caseworkers who have left their positions in 2021 as of 9/14/21: 69

DCFS Caseworker Vacancies					
2018	2019	2020	2021 Q1	2021 Q2	2021 Q3
70	91	79	71 (on 5/4/21)	69 (on 7/15/21)	67 (on 9/14)

DCFS Caseworkers Hired					
2018	2019	2020	2021 as of 5/4	2021 as of 7/15	2021 as of 9/14
93	108	64	44	74	84

Years of service for 69 DCFS caseworkers who left their positions in 2021	
Years of Service	# Caseworkers
Less than 6 months	20
6 to 12 months	7
1 to 2 years	14
More than 2 years	28

- Training classes
 - 8 training classes are scheduled for 2021 to fill vacancies
 - Typically hire 5 training classes/ year
 - Current training class #7/8
 - # staff in current training class: 15
- START Family Advocates
 - We have hired 31 Family Advocates to fully restore the 35 DCFS Sobriety Treatment And Recovery Teams (START Department - teams a Child Protection Specialist with a Family Advocate who has lived experience).
 - Due to funding cuts, we were down to 4 Advocates for several years. We were able to hire the new Advocates with opiate settlement dollars.

3. Strengthen DCFS Staff Training and Retention

- This quarter, the Director held 13 supervisor focus groups with 81 supervisors (86% of all supervisors participated) centered around staff retention and support. The conversation included the following questions:

- What is working in your day-to-day practice, what could be expanded/more consistent/supported?
- How do we maximize the supervisor voice in leadership?
- What are your ideas about how we can work more efficiently & effectively?
- What would help new & existing supervisors feel more competent and confident?
- What is the one thing that would be the most helpful right now? What would your staff say?
- What does success look like to you?

A chart was created including all responses and was sent out to all supervisors for review. *Summary report out to Advisory Board on 10/15 & moving forward

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.

***Request for data: % of cases assigned outside of the geographic area. We will look at creating a report. Current anecdotal estimate is 30% investigations/short-term services cases assigned outside geo area & 10 – 15% court-involved cases assigned outside of the geo area.**

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:
 - LGBTQ Youth – DCFS continues to work on a sustainability plan post-grant
 - Chosen Affirming Family Finding services will be integrated into everyday practice
 - Youth Acceptance Project Services will be contracted with a community partner
 - AFFIRM curriculum for caregivers will continue to be offered
 - Safe Identification of LGBTQ+ youth procedures to be finalized post-grant
- 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 Request for Proposals posted & pre-bid conference held 10/8/21
- Say Yes Cleveland partnership launched 26 new schools (23 CMSD + 3 charter) for a total of 68 schools in 2021-2022 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.
- Pay For Success project in planning phase
- DCFS is assisting kinship caregivers in navigating the state Kinship Support Program that provides a \$10.20 per diem for the first 6 – 9 months of placement. DCFS is planning and working on setting up a County kinship payment program to provide funding for kin caregivers once their state funding expires. This is an example of collaboration between DCFS and local Job & Family Services towards integrating HHS services.
- DCFS is working with Legal Aid about families who are facing relocation when a child tests high for lead
- 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 managers continue to build relationships with law enforcement aligned with their designated geographic areas.

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)

Identified Fathers

Fathers identified	Jan 2019	April 2019	July 2019	Oct 2019	Jan 2020	Apr 2020	July 2020	Aug 2020	Sept 2020	Oct 2020	Jan 2021	April 2021	June 2021	Sep 2021
% custody cases with fathers identified	93%	92%	92%	92%	92%	91%	91%	91%	89%	88%	87%	88%	87%	88%
% protective supervision cases with fathers identified	90%	92%	90%	92%	91%	90%	91%	Not avail.	Not avail.	90%	93%	92%	93%	93%

% Identified Fathers participating in 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)

***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
53%	51%	51%

8. Balancing Safety & Parental Rights

- The standardized case conference guide template for Short-Term Services was approved and a similar guide for Extended Services is ready for review. An activity log guide is also in development. These are part of the strategies to increase oversight and skill building included in the state-driven Cuyahoga Plan for Practice Advancement.
- Group supervision sessions are wrapping up – 90 out of 93 units have completed this kick-off and are now using group supervision on a minimum monthly basis.
- Shadow Box resumed recently, and we can look to schedule sit-in observations with Advisory Board members moving forward.

9. Disproportionality Data

- Full data set to be reviewed on an annual basis, last review February 2021 for 2020 data
- Implicit Bias training is still being conducted for all staff (addresses disproportionality, assessing and engaging families in different cultures, and father engagement)
- DHHS REI efforts led to a County-Wide RFP for all-staff training. Proposals have been accepted and reviewed. A decision re: a vendor is forthcoming.