



## DCFS Advisory Board Dashboard Q3 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 9<sup>th</sup> 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 December 5, 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 Q3 2022.*

#### **July 2022**

- PEI Departmental Support Pilot (DSP)
  - Completed quarterly review of DSP goals and objectives for each department.
  - Adjusted and refined Q3 goals for each DSP plan.
  - Provided departments with baseline data of performance measures based on individualized goals.
- FFPSA/QRTP **Families First Prevention Services Act/ Qualified Residential Treatment Program**
  - Participated in project planning for QRTP implementation.
- Child Stat
  - Completed a comprehensive review of a case with children in care >12 months with a second temporary custody extension. The case was reviewed from a Team Decision Making perspective and analyzed the critical decision-making points throughout the life of the case to identify the impact of decisions on the timeliness of permanency.
- Plan for Practice Advancement (PPA)
  - CQI finalized Extended Services Supervisory Conference Template which summarizes themes from the Supervisory Conference Guide developed by the PPA to improve agency performance on initiating and documenting client engagement activities.
  - CQI initiated a permanency review to identify and analyze factors impacting the length of stay for children <6 in care >24 months or more. A sample size of 142 children will be reviewed.
  - Safety and Screening Support (SASS) Subcommittee meeting in response to CPOE12/PPA to focus on improvement strategies pertaining to screening decisions and assessment/investigations activities.
  - Red Teams committee continues to meet to evaluate findings from facilitated group discussions regarding priority response ratings and to identify Hotline goals for the creation of a department support plan.

#### **August 2022**

- PEI Departmental Support Pilot (DSP)
  - A quantitative/qualitative review of Safety Assessments in progress for Short-Term-Services (STS) Dept. #6.
  - An analysis is in progress of supervisory approval processes for STS 3.

- A Case Plan review is underway for Extended Services (ES) Dept. #2.
  - A review is in progress to identify factors impacting timeliness of permanency in progress for ES 3.
  - Monthly AFCARS reports distributed to DSP groups to increase compliance with state/federal requirements.
  - Monthly review of case conference rates being tracked to establish baseline data for an upcoming pilot.
  - PEI/CQI assumed responsibility for legal events data entry to improve data integrity.
  - PEI is working to develop an automated stats process.
- FFSPA/QRTP
    - CQI continues to participate in the planning for QRTP implementation.
    - CQI completed CANS assessments for QRTP placements and provided process feedback for the planning of the Qualified Individual role within the organization.
    - Workgroup coordinated a Q & A session between the leadership team and the State TAS to discuss agency implementation and State/Federal requirements.
  - Plan for Practice Advancement (PPA)
    - CQI developed a Targeted Intervention Plan for improving accuracy and timeliness of initiations. Plan includes improvement strategies to be tested with two pilot STS departments Oct 1 to Dec 31, 2022.
    - SASS group reviewing new State recommended changes to Screening Guidelines to identify potential changes to internal screening decisions.
    - Red Teams committee developed recommendations to leadership to modify response times for three intake screening categories which will be presented for consideration.
  - PEI/CQI Data/Reporting Initiative
    - *Improving Leadership and Supervision Through the Use of Data* training was provided to the senior leadership team on 8/16/2022 as an attempt to increase staff knowledge of use of tools to assist in evaluating performance.
    - PEI/CQI continues to collaborate with the training department to identify key learning opportunities for agency staff that focus on data informed decision making to improve practice.

## **September 2022**

- Department Support Plan (DSP)
  - Overview of Case Initiation pilot presented to STS DSPs along with baseline data which is set to begin Oct 1, 2022.
  - Overview of Supervisor Conference Template pilot presented to ES DSPs which is set to begin Oct 1, 2022.
  - Review of Q3 Department Support Plan goals completed and updated for Q4.
  - CQI is co-locating within designated departments up to two days per week.
  - CQI continues to provide one-on-one new worker support to assist with Practice Experience activities.
- FFSPA/QRTP
  - CQI continues to provide support for QRTP implementation and is assisting with the development of an initial communication plan and support tools.
  - CQI completing additional CANS assessments and assisting with recommendations for court summaries, case plan requirements, and data entry.
- Plan for Practice Advancement (PPA)
  - Outcome data finalized for the Permanency Review of Children <6 in custody >24 months. Final report in progress.
  - State meeting held with the leadership team for a 6-month review of the PPA. The State presented data on several key indicators of safety, permanency, and well-being.

- Plan for Practice Advancement (PPA) cont.
  - Baseline data sent to all STS departments for timely initiation outcomes from Jan 2022 – Aug 2022 along with documentation guidance, rules, and practice expectations. Three-month goal established for 10% improvement by Jan 2023.
  - Draft Activity log reports distributed to all staff with goal of improving agency outcome data as a follow up to State review.
- PEI/CQI Data/Reporting Initiative
  - PEI/CQI coordinated with State SACWIS support to host a learning session for SACWIS/ROM reporting.
  - PEI/CQI working to increase reporting system access for leadership with a target date of completion by Q4.
  - PEI/CQI coordinating departmental reporting needs with IT.

**2. Progress in hiring and retaining DCFS staff**

- 516 Full Time DCFS Case Worker Employee Positions Available
- Starting Salary: \$26.00/hr.
- Current # of total Caseworker Vacancies: **133**

<b># Caseworkers Left Their Position</b>						
2018	2019	2020	2021	2022 Q1	2022 Q2	2022 Q3
70	91	79	103	43 (5/10/22)	70 (7/19/22)	103 (11/2/22)

<b># Caseworkers Hired</b>						
2018	2019	2020	2021	2022 Q1 as of 5/10	2022 Q2 (as of 7/19)	2022 Q3 (11/2/22)
93	108	64	88	25	31	68

<b>103 DCFS caseworkers who left their positions so far in 2022</b>	
Years of Service	# Caseworkers
Less than 6 months	4
6 to 12 months	13
1 to 2 years	30
More than 2 years	56

<b>103 Caseworkers who left their positions so far in 2022</b>	
Reason	#
voluntary separation no reason	80
voluntary separation other employment	3
voluntary separation personal family	6
Voluntary separation retirement	1
Involuntary separation (Attendance)	2
involuntary separation probationary failure	4
involuntary separation No Call/No Show	6
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: 8
- 27 caseworkers have been hired since the wage increase became effective 9/30/22
- 75 caseworkers hired from open houses includes 17 currently in training (not counted yet as part of the 68 caseworkers hired YTD)
- Leadership continues to review and implement suggestions from frontline supervisors and caseworkers to increase efficiency & effectiveness in practice.
- Performance Evaluation & Innovation Dept. activities strive to assist caseworkers and their supervisors in becoming increasingly competent and confident (see item #1). TDM refreshers are also underway.

### **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
- 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 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 in Oct 2021 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 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)
- The revised 2022 DCFS & Law Enforcement MOU was distributed for review to all County law enforcement agencies/entities on 10/18/22 as well as a visor/electronic resource card and invitation to the signing event.
- DCFS held a signing event on 11/1/22 in Council Chambers, inviting all law enforcement agencies to attend, discuss our partnership, questions, present new info. from HB4, and address any concerns. About 15 agencies were represented. Armond Budish, David Merriman, Councilman Pernell Jones, Director Fletcher, and her leadership team all presented information and took questions. Signatures are due back to DCFS by COB 11/14/22 with the plan to submit for County Council approval and resolution potentially at the 12/6/22 Council meeting.
- At the signing event, DCFS offered to participate in roll call, meetings, or presentations designed to better inform and improve our working relationship. Partners such as the Jennifer Johnson

from the CAC and Larry Henderhan of the County Human Trafficking Task Force.

- 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)
- 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	Nov '22
% custody cases with fathers identified	93	92	92	92	92	91	91	91	89	88	87	88	87	88	89	89	89	90
% 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	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%
2022	3 <sup>rd</sup> Quarter	40%

**\*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%**.

Feb 2021	June 2021	Sep 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*
- 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. The Town Hall 4-part DEI training provided by Tri-C to all DCFS staff at all levels is underway and currently participants are taking part 3.