



## DCFS Advisory Board Dashboard Q4 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 6<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 February 7, 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 Q4 2021.*

- In Q4, CQI completed case reviews for Investigations & Assessments as well as Extended Services. CQI staff met with assigned staff and management in these areas to review findings and discuss any plans for improvement. Reviews included a sample size in each area of over 100 cases and focused on quality assessments, timely investigation initiation, family engagement, and documentation.

### 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 12/31/21: 98

DCFS Caseworker Vacancies						
2018	2019	2020	2021 Q1	2021 Q2	2021 Q3	2021 Q4
70	91	79	71 ( on 5/4/21)	69 (on 7/15/21)	67 (on 9/14)	103 (12/31/21)

DCFS Caseworkers Hired						
2018	2019	2020	2021 as of 5/4	2021 as of 7/15	2021 as of 9/14	2021 total
93	108	64	44	74	84	88

Years of service for 69 DCFS caseworkers who left their positions in 2021	
Years of Service	# Caseworkers
Less than 6 months	26
6 to 12 months	18
1 to 2 years	16
More than 2 years	41

- Training classes
  - 8 training classes held in 2021 to fill vacancies

- Typically hire 5 training classes/ year
- Current training class #8/8
- # Staff in current training class: 12

### **3. Strengthen DCFS Staff Training and Retention**

- In the 14 supervisor focus groups the Director held in the 2<sup>nd</sup> & 3<sup>rd</sup> quarter, supervisors agreed that if they had increased involvement with decision making and offering insight to leadership before change is implemented, it would improve retention. A supervisor proposed the idea of supervisor ambassadors, and this concept was voted in by the 86 supervisors in attendance.
- A supervisor ambassador is voted in by their peers and represents their department composed of 5 – 8 units. Their charge is to get feedback from their peers about how practice is working and on specific issues raised by leadership. The ambassadors have met twice and are currently working through the chart of prioritized concerns and solutions raised by their peers.

### **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.

**\*3<sup>rd</sup> Q 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:
  - 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 contract in development
  - Say Yes Cleveland partnership 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. Planning for year 4 when all CMSD schools will have a Family Support Specialist (approx. 106 including some breakthrough & charter schools)
  - 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 launched the Extended County Kinship Support program to pay kin caregivers ongoing at the same rate 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 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 '19	April '19	July '19	Oct '19	Jan '20	Apr '20	July '20	Aug '20	Sept '20	Oct '20	Jan '21	April '21	June '21	Sep '21	Feb '22
% custody cases with fathers identified	93%	92%	92%	92%	92%	91%	91%	91%	89%	88%	87%	88%	87%	88%	89%
% protective supervision cases with fathers identified	90%	92%	90%	92%	91%	90%	91%	Not avail.	Not avail.	90%	93%	92%	93%	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)
	4	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	Feb 2022
53%	51%	51%	Not avail.

**8. Balancing Safety & Parental Rights**

- A new version of the standardized case conference guide template for Short-Term Services and Extended Services is being reviewed by supervisors and senior managers. 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.
- DCFS and the state participated in the entrance conference for the Child Protection Oversight and Evaluation Year 12. The Plan for Practice Advancement will be revised to update areas needing improvement.

**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 April 2022 board meeting*
- Implicit Bias training is still being conducted for new 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.