



## DCFS Advisory Board Dashboard Q4 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 10<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 1, 2023 meeting.*

### **1. Continuous Quality Improvement (CQI) 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 2022. CQI staff work in the Performance Evaluation and Innovation Department (PEI) as cited in this section, this dept. encompasses CQI and practice evaluation and innovation.*

#### **October 2022**

- Departmental Support Pilot (DSP)
  - Completed quarterly review of DSP goals and objectives for each department.
  - Adjusted and refined Q4 goals for each DSP plan.
  - Short-Term Services Targeted Intervention Plan implemented on 10/1/22 to improve case initiations. Baseline data was provided to both the pilot departments and the comparison departments not receiving CQI support. Pilot scheduled to run through Dec 2022.
  - Extended Services Targeted Intervention Plan implemented on 10/1/22 to improve both the quality and frequency of supervisor case conference and quality of face-to-face contact documentation in case activity logs by use of the Supervisor Conference Template. Supervisors to begin template use 10/1 while CQI collects baseline data by review of a minimum of three face-to-face contacts per worker. Baseline data will be shared in Nov 22 and the targeted intervention will be measured through January 2023.
  - CQI providing direct assistance to staff in efforts to improve performance for AFCARS (federal required data). Goal is to significantly reduce outstanding AFCARS to ensure compliance with Federal standards.
  - A New Worker Support Model in process of development to provide a more structured approach to coaching activities for new staff. Target goal of implementation is Nov 1, 2022.
  - PEI compiling data for timeliness of legal motions in efforts to improve outcomes related to child permanency and well-being
  - PEI collaborating with internal IT staff to develop an automated stats process in efforts to improve efficiency in reporting and alleviate direct services monthly tasks.
- Families First Prevention Services Act (FFPSA)/Qualified Residential Treatment Programs (QRTP)
  - Working with the project team to expand QI capacity by training and certifying case review facilitators as Qualified Individuals for CANS assessments. PEI is working to develop a case review process similar to residential reviews that supports the goals and objects of FFPSA and QRTP.

- State Plan for Practice Advancement (PPA)
  - CQI finalized the permanency review that analyzed factors impacting the length of stay for children >6 in care >24 months or more. Findings of the review were shared with leadership teams. The identified barriers found in this population include concurrent planning efforts, case plan services to fathers, court delays, temporary custody extensions, and delays in activities related to the adoption process. A subcommittee is now convening towards targeted intervention strategies.
  - The Safety And Screening Sub-Committee continues to meet in response to CPOE12/PPA to implement strategies pertaining to screening decisions and assessment/investigations activities. Group focus is on strategies to improve initiation and documentation, clarifying expectations as it relates to priority responses, tip sheets for staff for case initiations, and increasing supervisor oversight.
  - 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. Strategies for improvement include requiring screeners to utilize embedded screening templates and referencing State screening examples and/or ORC to support screening decisions. Additionally, changes to ER priority ratings are approved and in practice. Team also recommending hotline staff review recent changes to State screening guidelines and provided training material for staff to review.
  - CPOE 12 Phase 2/9-month PPA review meeting was held on 10/27/22 with the State Technical Assistance team and DCFS leadership to discuss the agency efforts towards improving goals of the PPA.

### **November 2022**

- PEI Departmental Support Pilot (DSP)
  - The New Worker Support Model was finalized and implemented Nov 1, 2022, in which the CQI Liaisons assigned to DSP areas will partner with new staff to provide six months of learning activities. The plan is to provide three learning modules which include bridging the learning gap by putting theory into practice, learning labs, and qualitative reviews with hands on technical assistance. CQI will document activities in a Learning Plan which will be shared with managers throughout the support process.
  - CQI developed a tracking mechanism for the New Worker Support model to track trends/themes which will be used to inform decision making for new staff.
  - STS Targeted Intervention Plan in progress to improve compliance with case initiations. Review of case data continues at the unit and caseworker level. Technical assistance is provided to those not meeting standards. Performance trends/themes, and barriers being tracked and shared with department staff.
  - ES Targeted Intervention Plan in progress to improve quality/frequency of case conferences and quality of F2F documentation of engagement activities. Staff baseline data was completed and shared with department staff. Supervisor conference rates/use of template rates also shared. CQI met with dept managers to clarify expectations and will extend pilot timelines through March 2023.
  - Client Satisfaction Survey project initiated which will identify a randomized sample of cases for completion of satisfaction survey. The goal is to successfully complete 25 surveys per DSP department (100 total). Outcome data will be used to gauge areas of strengths/weakness and to target interventions if needed.
  - PEI/CQI continues to provide AFCARS support, legal events data entry, and evaluation of timely motions.
- FFSPA/Q RTP
  - CQI continues to participate in the planning for Q RTP implementation.

- PEI/CQI assisting workgroup with developing a communication plan for direct services staff; identify/creating support tools; identifying QRTP/SACWIS intersects and working to create desk aids; and collaborating with the agency's legal team to improve communication with the court on QRTP assessment tools.
- Plan for Practice Advancement (PPA)
    - Permanency & Well-being subcommittee developed; participants and group leads identified. Group will begin meeting in December 2022, to develop intervention strategies to improve timelines of permanency.
    - SASS group continues to meet to develop strategies for practice improvement for hotline processes and improving investigative practices. Recommendations presented to leadership to align current practice standards with State expectations for Family In-Need of Services cases.
    - RED Teams committee developed recommendations for group screening process and will present to leadership upon identification of new Hotline Administrator. Consulted with State TA team for assistance in identifying areas of screening that deviate from other counties within the State. The group is gathering examples of screening throughout the state for comparison.
  - PEI/CQI Data/Reporting and other Initiatives
    - PEI is collaborating with the Placement department to create a MAPS system that more efficiently matches child needs to potential placement options with embedded communication functionality to track and monitor requests and responses.
    - Child Care Room application developed to track childcare room activities, length of stay, and child characteristics to better coordinate and plan for child needs. This application is in the beginning implementation phase and enhancements continue.
    - Ongoing improvements in progress to enhance HHS data reporting for staff use and to promote ongoing use of data to evaluate staff performance, improve practice, and encourage data driven decision making.

## **December 2022**

- Department Support Plan (DSP)
  - New Worker Support Plan continues to be a top priority for the DSP departments. Clarification of roles and expectations completed and will increase communication with management teams every other month to share experiences.
  - PEI/CQI engaged DCFS training department and requested monthly collaboration meetings to identify program strengths/barriers in training model.
  - PEI/CQI providing SACWIS/Traverse booster sessions to new staff as a supplement to training program and to reinforce new skills.
  - STS Targeted Intervention Plan will extend through Q1 2023. Outcome data shows inconsistent improvements with performance outcomes and identified new barriers which include timely assignment of cases, clear understanding of practice expectations, and timely documentation of activities.
  - ES Targeted Intervention Plan will extend through Q1 2023. Template was expanded to include case plan guidance for permanent custody cases specifically as it relates to child's adjustment to placement setting, physical/emotional needs, and discussion of service participation. Outcome data to be reviewed with departments in Jan 2023.
  - PEI/CQI will create a new Dept Support Plan specifically for Hotline in 2023 which will focus on developing standard operating procedures, group screening process, qualitative review of screening, and expansion of the Hotline concern/review process to capture trends/themes. Plan will also incorporate ongoing collaboration with major metro counties and internal learning opportunities for alignment of hotline screening practices.
  - PEI continues to provide support to improve AFCARS, legal events, timely motions, and

SACWIS support.

- FFSPA/Q RTP
  - CQI continues to provide support for Q RTP implementation.
  - CQI completing additional CANS assessments and assisting with recommendations for court summaries, case plan requirements, and data entry.
- Plan for Practice Advancement (PPA)
  - Permanency & Well-being Subcommittee (PAWS) met 12/7 to established meeting schedule and shared data from the permanency review and PPA.
  - PEI/CQI and PPA Steering met to clarify SASS and RED Team goals/objectives. Decision made to reconfigure groups, clarity roles, and adjust membership.
  - SASS group adjusted group goals to focus on timeliness and quality of investigations and case initiations. Leadership approved group recommendations to align FINS practice with State/ORC guidelines.
  - RED teams will expand in 2023 and work will be incorporated into a DSP with PEI/CQI support and oversight.
  - PEI/CQI revised the Hotline Review/Concern Form and expanded opportunities for review of screening referrals and priority ratings. PEI/CQI also expanded data points for tracking purposes and will implement a monthly review process to identify trends/themes to share with leadership and to guide Hotline practice changes.
- PEI/CQI Data/Reporting and other Initiative
  - PEI/CQI communicated Concurrent Planning requirements to staff and provided State Policy & Guidelines, desk aids, and training opportunities.
  - PEI/CQI coordinating additional training opportunities for Sr. Managers and supervisors for ROM/SACWIS reporting.
  - PEI/CQI coordinating with State Technical Assistants to provide all staff case initiation training for STS Sr. Managers, Supervisors, and case workers.
  - PEI/CQI met with Case Review to discuss need to clarify state expectations for case review/SAR documentation and to improve quality/consistency of facilitator documentation.

**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	2022 Q4
70	91	79	103	43 (5/10/22)	70 (7/19/22)	103 (11/2/22)	121 (12/21/22)

<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)	2022 Q4 (12/21/22)
93	108	64	88	25	31	68	95

<b>121 DCFS caseworkers who left their positions in 2022</b>	
Years of Service	# Caseworkers
Less than 6 months	8
6 to 12 months	20
1 to 2 years	33

More than 2 years	60
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<b>121 Caseworkers who left their positions in 2022</b>	
Reason	#
voluntary separation no reason	83
voluntary separation other employment	3
voluntary separation personal family	9
Voluntary separation retirement	4
Involuntary separation (Attendance)	2
involuntary separation probationary failure	7
involuntary separation No Call/No Show	12
Deceased	1

- Training classes
  - 4 training classes held so far in 2022 to fill vacancies – total of 41 caseworkers – 24 workers in process of hiring in Dec 2022
  - 8 training classes completed in 2022

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

- # Open Houses so far in 2022: 9
- 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).

### **4. Community Involvement/Geographic Staff Assignment** **Eliminate #4**

- 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**

### **Eliminate #5 – foster parent recruitment,**

- 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 with Sisters of Charity & AP4M
  - 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.
  - 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 approved by County Council on 1/24/23. So far, 57 of 103 law enforcement entities have signed the MOU. Of the remaining unsigned, several agencies have reached out indicating that they are awaiting their own council/board approval process before signing. Once we receive Council signature and resolution, we will post the approved MOU on the CCDCFS and County websites as required by HB4.
- 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	Dec '22
% custody cases with fathers identified	93	92	92	92	92	91	91	91	89	88	87	88	87	88	89	89	89	90	88
% 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	90

% 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%
	4	39%

**\*Request for data of fathers by race who attend TDMs, request submitted, and data not yet available at the time this dashboard was posted.**

**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	Jan '23
53%	51%	51%	46%	59%	69%

**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*
- All County Department of Health and Human Services employees were provided with at least 3 sessions (additional series for leadership) of REI/DEI training facilitated by Tri-C in 2022.