



## DCFS Advisory Board Dashboard Q1 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 3<sup>rd</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 June 7, 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 Q1 2021.

#### **Initiation of Emergency Referrals Review:**

- The CQI Department reviewed 325 screened in hotline calls set up as investigations in November 2020 – January 2021. This review assessed the improvements made by the agency around timeliness and accuracy of emergency investigation initiation and documentation. This review was completed as a follow up to a similar review completed in the fall of 2019.
- 279 of the 325, or 86% of the emergency investigations were initiated according to Ohio Administrative Rule (OAC) required time frames in November 2020 – January 2021.
- DCFS reissued guidelines to staff about procedures and documentation requirements on 3/2/20, following the 2019 review. The 2019 review found that 73% of emergency investigations were initiated within OAC required timeframes. Therefore, DCFS has improved emergency investigation initiations and documentation by 13% after this intervention.

#### **Plan for Practice Advancement (PPA) Case Reviews:**

- CQI and the state jointly reviewed 12 specialized cases using applicable sections of the Child Protection Oversight & Evaluation (CPOE) Stage 11 tool in August 2020. To capture agency-wide practice in the previously identified areas needing improvement, cases were selected from a randomly generated case sample list for each supervisor in the three specialized areas: Sex Abuse, Sobriety Treatment And Recovery Teams, and the Special Investigations Unit.
- Subsequent joint case reviews were conducted in the first quarter of 2021 to discuss strengths and areas needing improvement. The 2021 reviews were held in conjunction with the assigned caseworker, supervisor, and senior manager.
- Areas of improvement include thorough documentation of interviews and assessment of historical involvement with the agency. These reviews affirmed the need for standardized tools currently in development to document work and ensure consistent and effective supervisor oversight and coaching.

- Significant improvements were noted in the areas of:
  - Timeliness in initiating investigations
  - Family Risk Assessment adherence to guidelines
  - Contact with schools, medical professionals, and other collateral contacts.
- Following the CQI PPA Case Reviews, DCFS Leadership requested a random review of Family Assessments completed by Investigations/Short-Term Services for quality, accuracy, and best practice. This review started in May 2021 and is expected to be completed in June. Results will be available for the next report out.

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

- Total Current Caseworker Vacancies as of 5/4/21: 71
- 8 training classes are scheduled for 2021 to fill vacancies
  - Typically hire 5 training classes/ year
  - Current training class #3/8
  - # staff in current training class: 11
  - # staff hired to date in 2021: 44
  - # staff left DCFS in 2021: 45
- We have hired 23 family advocates to restore the DCFS Sobriety Treatment And Recovery Teams (just 8 more to go). We had only 4 family advocates when we were able to hire more with the help of opiate settlement dollars to serve families struggling with addiction.

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

- DCFS is using virtual reality training in hiring, new worker training, and plans to use VR with existing staff as they are beginning to return to the office from remote work 3 days/ week

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

- Senior Managers are assigned to geographic areas by department. Each Senior Manager is responsible for attending monthly public neighborhood collaborative meetings and strengthening the partnerships through information sharing and team partnership.
- This quarter we have worked to perfect geographic case assignments to align with designated geographic areas in extended services cases.

## **5. Community Education**

- CCDCFS Public Newsletter is disseminated quarterly & the Advisory Board is included on the distribution list to see content of information sharing with the public. 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 is a local implementation site for the Quality Improvement Center on safe identification, providing tailored services (Kinnect is the clinical service provider), and caregiver support (kinship & foster parent training)
  - David Merriman presented to Council this month about using findings from the Pay for Success project re: African American families reunifying faster to implement a new broader study
  - 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

o Say Yes Cleveland partnership launching 25 new schools (23 CMSD + 3 charter) for a total of 68 schools in 2021-2022 school year

- DCFS staff will continue to work with other HHS divisions to join them in community forums when appropriate.

**6. DCFS & Law Enforcement Partnership**

- The County Sheriff’s Office is working with DCFS to identify additional supports to assist with investigations.
- Administration, HR, and the Union collaborated in the creation of a finalized Credible Threat Protocol to assure all known information is objectively considered when evaluating the seriousness and decision making arising from a threat by a young person or adult against a DCFS employee. The protocol has been distributed to all managers for implementation agency wide.
- DCFS managers are building 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)

**Identifying 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 |
|--|----------|------------|-----------|----------|----------|----------|-----------|------------|------------|----------|----------|------------|
| % custody cases with fathers identified                | 93%      | 92%        | 92%       | 92%      | 92%      | 91%      | 91%       | 91%        | 89%        | 88%      | 87%      | 88%        |
| % protective supervision cases with fathers identified | 90%      | 92%        | 90%       | 92%      | 91%      | 90%      | 91%       | Not avail. | Not avail. | 90%      | 93%      | 92%        |

**Fathers participating in Team Decision Making Meetings**

| % Fathers participating in Team Decision Making |         |            |
|---|---------|------------|
| 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     | 45% |

#### **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%**.

**Note: DCFS is in the process of incorporating all fatherhood data into a fatherhood dashboard with reports that can be pulled by month/quarter. This will allow us to share our data on fathers with staff and the public in a way that we can compare over time across different variables including case type, custody type, and engagement type. We are working with the Performance Evaluation and Innovation Dept. to develop further objectives and timelines for this project.**

#### **8. Balancing Safety & Parental Rights**

- DCFS is reviewing a draft standardized case conference guide template and documentation tools that include info. about decision making points in every case
- Group supervision sessions are wrapping up – 78 out of 93 units have completed this kick-off and are now using group supervision on a monthly basis.

#### **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) as of 5/24, 361 staff or about 59% of all caseworkers, supervisors, managers, and administrators have completed the training.
- Added racial equity and inclusion language to the agency's mission statement – Update: banner replaced in Jane Edna Hunter building lobby
- Director is meeting with REI Chairs to devise a plan to establish affinity groups in DCFS
- Director continues all-staff communication and check-ins about how racism and discrimination in the media and in daily life is impacting their well-being and work
- Distributing a recent child welfare bulletin for supervisors from the Children's Bureau that helps supervisors and managers use racial equity in education and coaching