



DCFS Advisory Board Dashboard Q4 2020

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 2nd 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 22, 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 Q4 2020.

• CQI START Quality and Racial Equity Reviews: completed

- A sample of 40 cases in one supervisory unit of the Sobriety Treatment And Recovery Teams (START) department were examined to analyze the quality of practice. Since these cases are screened in based on a consistent, clear screening factor (substance use in the second or third trimester, or positive screening at birth), CQI also looked at the racial composition of the family and decision points in the case to see if there were indicators of disparity. Upon analysis, this review did not reveal much about systems issues impacting racial inequality. Further qualitative reviews are needed in a larger sample size.
- What we did find affirmed what we know from research and experience about family engagement and outcomes. The cases with the least number of DCFS caseworker visits in the home of the parents corresponded with the least favorable service progress category, “insufficient progress”. This rating indicates the parent is not engaged in the service. While the reasons for a lack of engagement may be different, it is imperative that the CPS attempt to engage the family in services. This can only be done with frequent, meaningful communication, including in-home visits. The findings and recommendations will be discussed with leadership to determine next steps regarding engagement and supervision.

• Plan for Practice Advancement (PPA) Case Reviews

- A review of 21 short-term services cases using applicable sections of the Child Protection Oversight & Evaluation (CPOE) Stage 11 tool occurred in August 2020. To capture agency-wide practice in the areas needing improvement, cases were selected from a randomly generated case sample list for each supervisor in the 5 short-term services departments. Our state technical assistance specialist teamed with CQI staff to lead case reviews conducted with the caseworker, supervisor, and senior manager. It is important to note that the case review process with agency staff generated positive feedback.
- Areas of improvement include thorough documentation of interviews, information discussed in home visits, and notifications of reports to non-custodial parents. These reviews affirmed the need for standardized tools currently in development for Child Protection Specialists to document their work and supervisors and senior managers to document oversight in case conferences.
- Significant improvements were noted in the areas of:

- Timeliness in initiating investigations
- Family Risk Assessment adherence to guidelines

2. Progress in hiring and retaining DCFS staff – see attached data

- Three new supervisors (all promoted from caseworker positions) were hired this quarter
- Virtual open house for Child Protection Specialists held and 8 new training classes are scheduled for 2021 to fill vacancies and meet anticipated needs forthcoming with the Families First Prevention Services Act effective in Ohio on 10/1/21
 - Open Houses include virtual panels with caseworkers and the realistic job preview video we created in 2018
- Child Protection Orientation is scheduled for the next group to begin January 2021 – the first of 8 groups for 2021

3. Strengthen DCFS Staff Training

- Caseworker training continues to be 12 weeks and follows the flow of a case through the agency focusing on safety, assessment, child well-being, and permanency
- Group supervision sessions start this month to encourage the use of this model at the unit level for those units not already using it and to increase the ability to connect virtually as a team to support one another and talk through difficult case scenarios
 - 18 facilitators, mostly at the supervisor and senior manager level, will kick off these first sessions on the topic of asking young people about their sexual orientation, gender identity, and gender expression during Q1 2021

4. Community Involvement/Geographic Staff Assignment

- The Deputy Directors are in the process of assigning each senior manager to a geo area.
 - The Senior Manager's department may serve a wider clientele than this geo area; however, they will attend monthly meetings with their assigned neighborhood collaborative and become the DCFS point of contact for the collaborative.
 - Assigned senior managers and designated representatives will attend monthly collaborative meetings open to the public. We will actively team with the lead agency staff of each neighborhood collaborative to advertise these opportunities for residents to meet with agency reps., ask questions and voice concerns.

5. Community Education

- CCDCFS Public Newsletter attached for initial feedback and questions to further refine this data
 - DCFS Child Protection Specialist Open House Hiring Event held 1/27/21
 - Introduced the state's Kinship Support Program
 - Holiday Gift Programs
 - COVID-19 testing and flu shots
 - Flash Report data
 - Resources: links to online guide, neighborhood collaboratives, mandated reporting training, just in time caregiving training videos, foster parent training schedule, adoption website, and COVID-19 parent resources
- Intervention sub-committee suggested we discuss different ways to recruit foster parents in high removal areas that lack internet access such as TV & radio advertising, targeted mailings/fliers
- DCFS staff will continue to work with other HHS divisions to join them in community forums when appropriate.

6. DCFS & Law Enforcement

- The Co. Sheriff’s Office assisted DCFS with transporting 2 youth due to threats of violence against DCFS staff. This item was in the planning phase at the Oct. 2020 review.
- Administration, HR, and the Union collaborated in the creation of a draft 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. Update: this document is currently in draft and next step is to partner with law enforcement.
- Once DCFS Senior Managers are assigned to geographic areas, they will be linked with leadership at the corresponding police districts to build relationships.

7. Father Engagement

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)

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

% Father Attendance at Initial Team Decision Making Meeting		
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%

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

- 2 focus groups were held with supervisors in the short-term and extended services areas during Q4 2020.
 - Supervisors indicated that in case conferences and when reviewing assessment tools, this is a topic of regular discussion
 - Implementing group supervision monthly at the unit level beginning Feb. 2021 will involve difficult case scenarios
 - DCFS is developing standardized case conference and documentation tools that include info. about decision making in every case

9. Disproportionality Data – see 2020 data attached

- Implicit Bias training is being held with all staff (addresses disproportionality, assessing and engaging families in different cultures, and father engagement)
- Added racial equity and inclusion language to the agency's mission statement
- Supervisor and Senior Manager Advisory Groups to the Director are working together to develop a framework to launch an agency campaign.

**All staff email sent out by Director below announcing amended mission statement, senior managers leading DCFS RE work, and baseline survey:

Last year we saw people all over the world take to the streets demanding racial justice in the wake of yet more high-profile police-involved killings. Many of us have contemplated what we can do to help advance racial equity both personally and professionally. I wrote a letter to all of you committing to working on this important issue here at DCFS. Since then I've done a bit of reading and reflecting, in addition to engaging in challenging and enlightening dialogue with various members of our staff.

For many years DCFS has worked to increase racial equity and inclusion through committee work, new policy, data reports, visual displays of inclusion, and much more. Last year the County declared racism a public health crisis. The County and HHS also launched various efforts aimed at building racial equity across the county.

Ruth Bader-Ginsburg said "Generally, change in our society is incremental, I think. Real change, enduring change, happens one step at a time." There is no one thing we can do to solve this problem, but it will take a sustained and intentional effort to confront racial inequality and its impact on our employees and the children and families we serve. Part of that intentional effort comes in stating publicly that we will work to address this issue. Therefore, we have amended our mission statement:

The mission of CCDCFS is to assure that all children are protected and nurtured within a family and with the support of the community as we strive to end the over-representation of people of color in the child welfare system.

As we focus on DCFS, Senior Managers Latasha Brown and Beverly Torres are taking the lead. I will work with Latasha and Bev to engage employees from frontline staff to senior leadership and look at how we work with families with a racial equity lens. We want to be careful not to take on too much at one time, become overwhelmed, and lose our capacity to keep the work going. Instead we will take meaningful steps, monitor our progress along the way, and adjust when necessary.

In the coming weeks and months, you will hear more about efforts already underway, such as the results of a pilot we conducted with Hotline call referrals. Various members of our team will write about their own research and/or personal experience and the impact it has on our work. We'll also share resources you can read, listen to, and watch to learn and reflect.

We also want to hear from you. Please take a few minutes to [complete this brief survey](#) to provide a baseline of where we are now. The survey is anonymous. I hope you will feel comfortable sharing your thoughts with us so we can design a path forward that reflects where we are and where we want to go as an organization. The survey will be open for two weeks through February 11th.

Thank you to everyone who has had honest, brave, and uncomfortable conversations with me and our colleagues. I truly appreciate your willingness to join with me in the important work.

***Thank You!
Cindy***