



House Select Committee on Child Protection

Interim Charge Presentation

Judge John Specia, DFPS Commissioner

September 10, 2014

Part One

***Monitor the Ongoing Efforts of any Relevant
Sunset Commission Recommendations***

To implement recommendations from Sunset, the Department of Family and Protective Services (DFPS):

- Has developed a work plan that aligns recommendations from the Child Protective Services (CPS) Operational Review with the recommendations from Sunset; and
 - Will report on the detailed implementation plans and progress of Transformation to the Sunset Commission by October 2014.
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Issue 1: Efforts to Reduce Turnover of CPS Caseworkers Fail to Address Key Reasons Many Staff Leave.

Over the next 90 days, DFPS will:

- Enhance mentoring, training, and recruitment efforts to reduce turnover and improve retention; and
- Reduce administrative tasks that do not relate to child safety to allow caseworkers more time to work with families.

Issue 2: A Crisis Culture Affects CPS' Ability to Focus on Day-to-Day Management Activities Needed to Successfully Perform Its Difficult Work.

Over the next 90 days, DFPS will:

- Develop solutions for capturing caseworker time with families;
 - Implement technology and other changes to casework processes; and
 - Streamline Investigation and Family Based Safety Services (FBSS) policy and practice.
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Issue 3: DFPS Faces Significant Challenges and Risks in Its Efforts to Reform the State's Foster Care System.

- DFPS is finalizing a long-range foster care redesign implementation plan.

Issue 5: CPS Does Not Capture Comprehensive Information to Adequately Assess How Well It Is Protecting Children.

Over the next 90 days, DFPS will:

- Identify the appropriate structured decision making tool for assessing child safety; and
- Pull recidivism data for alleged perpetrators to review and analyze.

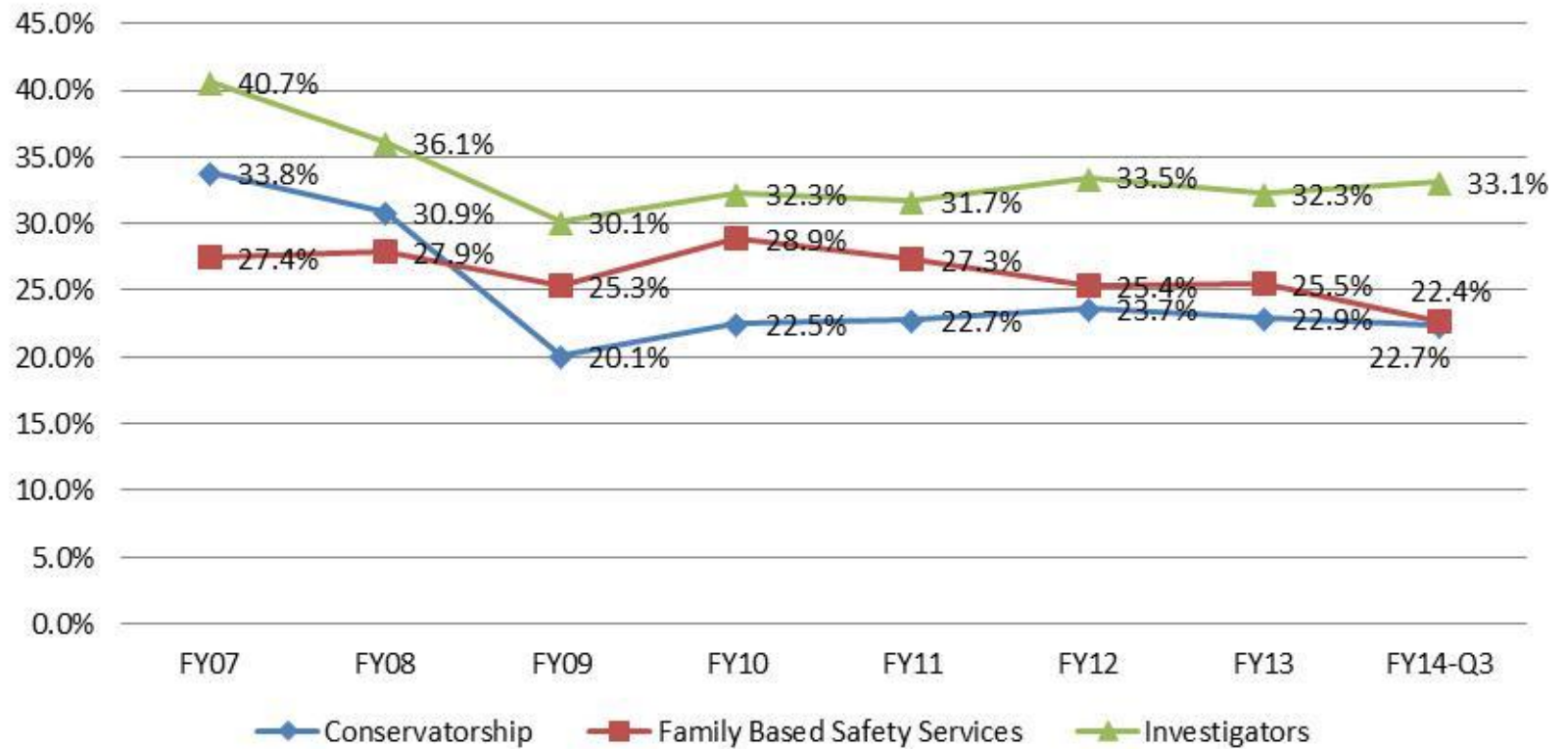
Issue 6: DFPS Should Elevate the Importance of Its Prevention and Early Intervention Efforts and Better Use Existing Data to Evaluate Program Effectiveness.

- Effective September 1, 2014, DFPS transferred the Prevention and Early Intervention program to report directly to the DFPS Commissioner.

Part Two

Monitor ongoing efforts to stabilize the CPS workforce, placing specific emphasis on improving work environment, enhancing the quality of supervision, and addressing the unique challenges facing different regions of the state

Turnover Percentage FY07 through FY14Q3



- **Recruitment**
 - **Skills Development**
 - Basic Skills Development
 - On-the-job training
 - Mentoring
 - Supervisor Development
 - **Retention**
 - Work Environment
 - Career Ladder
 - Safety
 - **Region Specific Initiatives**
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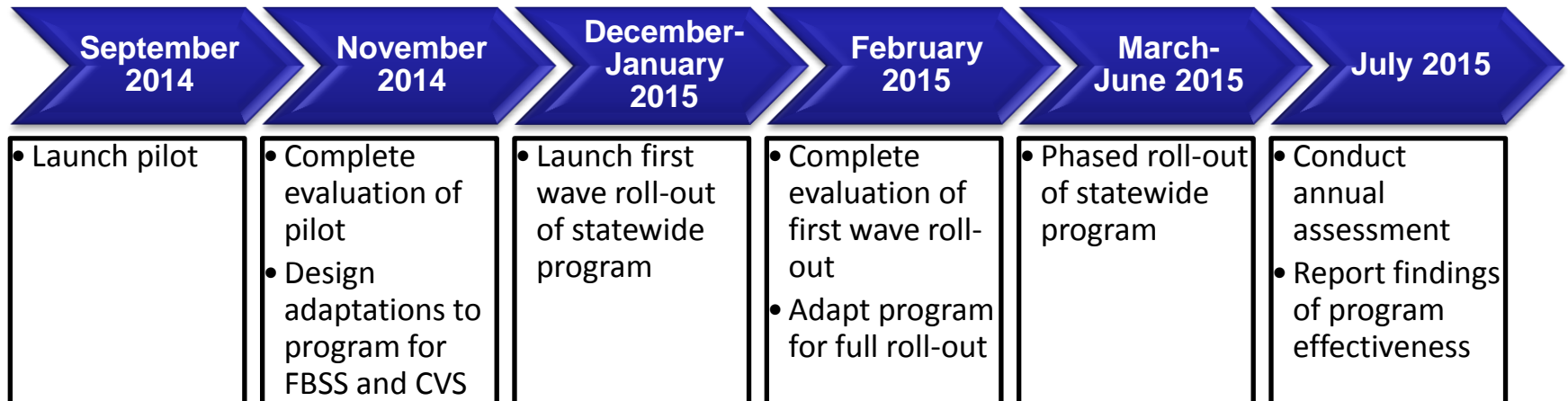
To ensure the best candidates are recruited and hired, DFPS is evaluating current recruiting initiatives and hiring processes around:

- Screening and interviewing,
- Collaborating with higher education institutions,
and
- Recruiting strategies.

- **Basic Skills Development**
 - Improve content, learning methods, and the link to the field
 - **On-the-Job Training**
 - Move from watching to doing
 - **Mentoring**
 - Improve technical skills and personal support of new caseworkers
 - **Supervisor Development**
 - Reinforce the role of the supervisor to be supportive and to develop staff
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- On September 1, 2014, CPS launched a pilot program for Investigations in four regions including an urban and a rural county. (Regions 1, 3, 5, and 8)
- Based on evaluation of the pilot, CPS will create a statewide mentoring program with staged roll-out for Investigations, FBSS, and Conservatorship.
- Effectiveness of the statewide program will then be evaluated.

Timeline



- New Workforce Management and Support Division
- Retention Specialist
- Performance Expectations

Additional funds were appropriated for FY 2014 to strengthen the caseworker career ladder program.

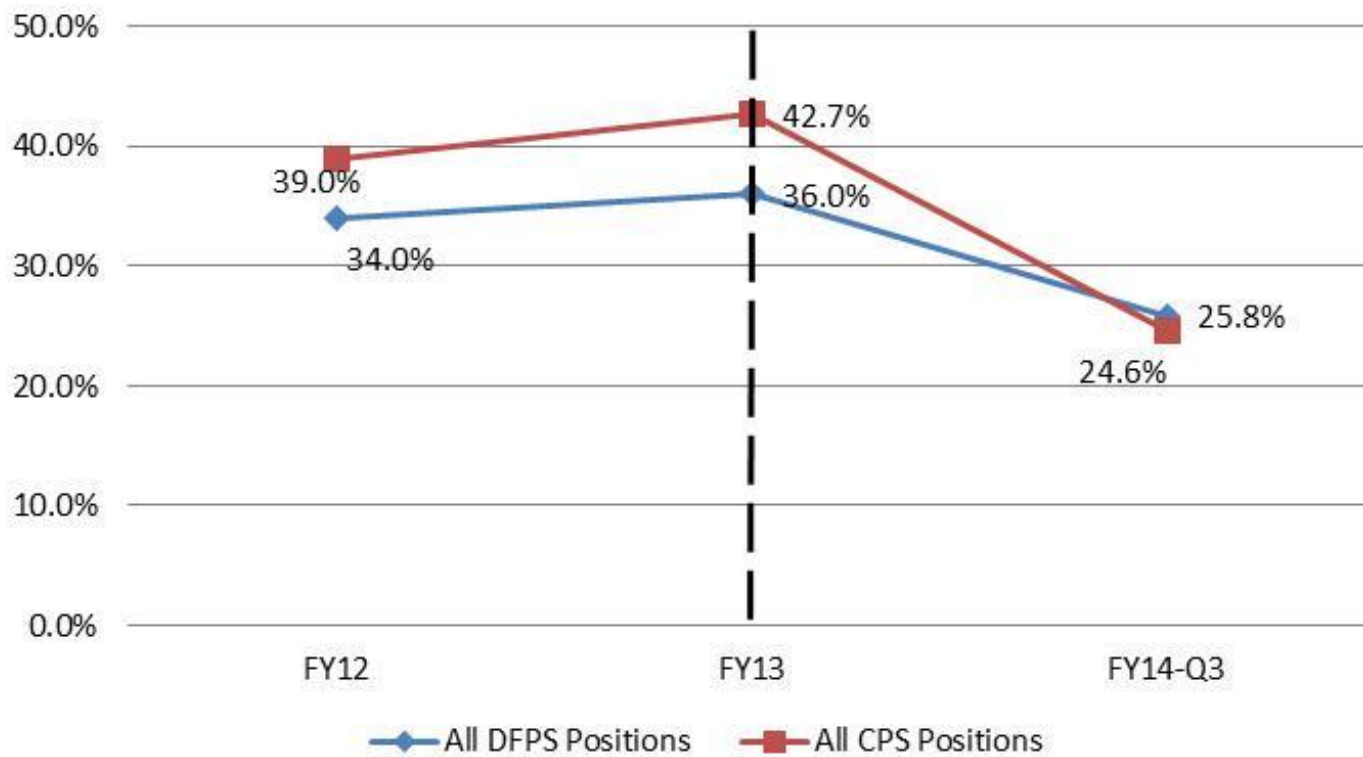
The new program:

- Provides the opportunity for a 10 percent pay increase sooner in the caseworker's tenure; and
- Addressed salary compression by reclassifying supervisory positions.

Aggressive Safety Action Project (ASAP)

- Currently piloting an employee incident support process.
- Piloted proposed changes to the worker safety policy.
- Researching technology options to assist caseworkers in contacting emergency personnel.
- Enhancing a dedicated staff safety education campaign.

Turnover Percentage In Counties With Locality Pay



Part Three

Monitor ongoing efforts to enhance the use of data to improve outcomes

- Effectively using data to improve outcomes requires:
 - Capturing needed data elements in IMPACT, the DFPS case management system;
 - Extracting raw information from IMPACT and transforming it into usable data and reports; and
 - Analyzing and translating data and reports into actionable information that can be used to make better decisions.

- IMPACT infrastructure is 18 years old
 - Can result in manual tracking of data elements.
 - Difficult to update and change when new data elements are needed.
 - Reduces effectiveness of predictive analytics.
- IMPACT modernization will allow data elements to be added or modified more quickly and with fewer resources.
 - Ability to respond more quickly when new or changing data needs are identified.

- Business Intelligence tool will be part of IMPACT modernization.
 - Provide more interactive, customizable, and user friendly interface for internal and external reports.
 - Reports to help caseworkers better manage workload and data reports for the public begin rolling out in December 2014, starting with most requested reports.

Using Data to Make Better Decisions

- **CPS created a Strategic Decision Support Division:**
 - Consolidates data analysis, predictive analytics, program evaluation, quality assurance case reads and project management (includes Transformation) into an integrated function.
 - **Strategic Decision Support Division will:**
 - Expand use of data analysis, predictive analytics and quality assurance case reads to identify emerging problems and mine current and historical data to improve outcomes;
 - Evaluate the effectiveness of Transformation;
 - Help implement a Structured Decision Making safety assessment to be completed within 24 hours of initial contact on an investigation; and
 - Better support field and state office in using data, predictive analytics and other information to make needed improvements and changes.
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