



*Texas*

DEPARTMENT OF FAMILY  
AND PROTECTIVE SERVICES



PROGRESS REPORT TO THE  
SUNSET ADVISORY COMMISSION:

CHILD PROTECTIVE SERVICES  
TRANSFORMATION METRICS

APRIL 2015







## TEXAS HEALTH AND HUMAN SERVICES COMMISSION

KYLE L. JANEK, M.D.  
EXECUTIVE COMMISSIONER

April 30, 2015

Mr. Ken Levine, Director  
Sunset Advisory Commission  
1501 North Congress, 6<sup>th</sup> Floor  
Austin, Texas 78701

Dear Mr. Levine:

Recommendation 2.2 of the Department of Family and Protective Services Sunset Report requires the agency to report the following Child Protective Services (CPS) performance measures statewide, and for each region, to the Sunset Advisory Commission at six-month intervals through October 2016.

- turnover rate for investigators, conservatorship caseworkers, and family based safety services caseworkers;
- average number of days to close an investigation;
- average number of placements per child;
- average number of days to achieve permanency; and
- recidivism rate of children into CPS system in all stages of service.

In October 2014, CPS presented a plan detailing the agency's priorities for implementing recommendations of the Sunset Advisory Commission and those set out by the Stephen Group as a result of the CPS Operational Review. The plan outlined a comprehensive effort to change CPS' culture – focusing on caseworker recruitment and support, and providing caseworkers with new tools to ensure child safety is the agency's first and foremost priority.

Since the last progress report submitted in February 2015, the CPS regional programs have worked to make Transformation a reality. Specifically, the agency has completed the following milestones.

- Trained investigators now use the new automated 24-hour safety assessment tool to make consistent, fair, and accurate decisions in a more structured way.
- Supervisors statewide, in every stage of service, have completed Strengths-Based Supervision training.

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- Four additional regions implemented the new training model and mentoring program, and the first protégés (new staff paired with mentors) for those regions will come on board this month.
- All regions are now using new recruitment and hiring processes aimed at attracting and hiring high quality CPS staff.
- Pilot areas concluded field-generated practice changes and efforts aimed at better case coordination among case stages, which are now being implemented in every region.

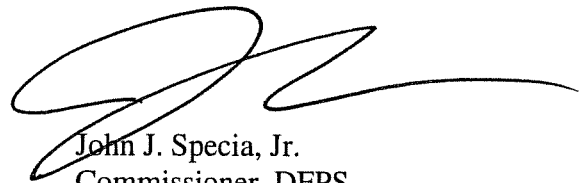
While we have made significant progress, we have far to go and this is just the beginning. During the next six months we will continue to implement the new initiatives statewide and evaluate their impact on staff, stakeholders and, most importantly, the families we serve.

As you will see in the report, Transformation is at the height of implementation and reaching staff in more regions each month. CPS is committed to bringing about positive change through Transformation. We will continue to work tirelessly to ensure that we achieve our goals of reducing turnover, improving outcomes and achieving permanency. We look forward to continuing to update you on our progress.

Sincerely,



Kyle L. Janek, M.D.  
Executive Commissioner, HHSC



John J. Specia, Jr.  
Commissioner, DFPS

## Introduction

Child Protective Services (CPS) Transformation began in August 2014 and targets three priorities: to develop a professional and stable workforce; ensure child safety, permanency, and well-being; and establish effective organization and operations. These priorities have overarching goals of increasing caseworker tenure, decreasing workload, and improving quality outcomes for children and families served by CPS.

Since Transformation began, the Department of Family and Protective Services (DFPS) has published two reports. The Transformation Plan, published in October, outlined actions planned as a result of recommendations from the Sunset Commission, an external operational review conducted by the Stephen Group, an assessment of Harris County conducted by Casey Family Programs, and the agency's own initiatives.

The first Transformation Progress Report, published in February 2015, detailed ongoing work and accomplishments since October. The report marked a critical juncture for DFPS as Transformation moved from the planning stage to implementation. Regional rollout of Transformation efforts began in January and will continue through 2015. As such, the metrics presented in both the February report and this report are considered preliminary.

This report provides initial data gathered from the regions, but not enough time has passed to fully evaluate the effects of such monumental change. Transformation is underway, but training and adoption of new practices takes time. Even more time is needed to see change in long-term outcomes for children and families, such as families not returning to care.

Still, the evaluation results and metrics featured in this report show that Transformation is working. CPS has more caseworkers on the front line and is closing cases more quickly. The result is decreased workload which should ultimately increase time with families and improve client outcomes.

Transformation has moved beyond planning. As the metrics in this report demonstrate, implementation is in full effect. DFPS staff at every level are working to support the ongoing progress in order to improve outcomes for children and the families we serve.

## Summary of Major Accomplishments Since January 2015

### Develop a Professional and Stable Workforce

- Established a College Collaboration Workgroup with universities and colleges participating as IV-E partners to improve IV-E partnerships, attract new colleges and universities to the program, support practice, and increase staff and student supports – February 2015
- Rolled out new job descriptions for CPS caseworker positions – February 1, 2015
- Released a new performance evaluation tool for Investigations, FBSS, and Conservatorship caseworkers and ensured completion of outstanding performance evaluations for all staff – March 1, 2015
- Rolled out statewide enhanced CPS worker interview process – March 1, 2015
- Delivered training to Hiring Specialists on new recruitment responsibilities using a new training toolkit developed for ongoing use – March 31, 2015
- Finalized the DFPS Human Services Index (HSI), which identifies optimal candidates used for recruitment, new screening criteria, and interview questions – March 31, 2015
- Completed Strengths-Based Supervision training for all supervisors – March 31, 2015
- Released a new DFPS hiring policy outlining the responsibilities of DFPS hiring staff and CPS management, including final hiring decision by CPS – March 31, 2015
- Continued to roll out the new caseworker training model that combines mentoring, revised CPS professional development curriculum, and field-based specialty training to Regions 4, 5, 7, and 11 – April 2015

### Ensure Child Safety, Permanency, and Well-being

- Held first Permanency Summit for CPS leadership – February 20, 2015
- Completed implementation of new Structured Decision Making (SDM) safety assessment for Investigators, including automation in IMPACT – March 29, 2015
- Moved 340 children to permanency in Harris County – April 1, 2015.
- Established a new, comprehensive CPS practice model framework and trained statewide regional leadership on this new approach – April 28, 2015
- Held Permanency Summit for Conservatorship Program Directors – April 29, 2015

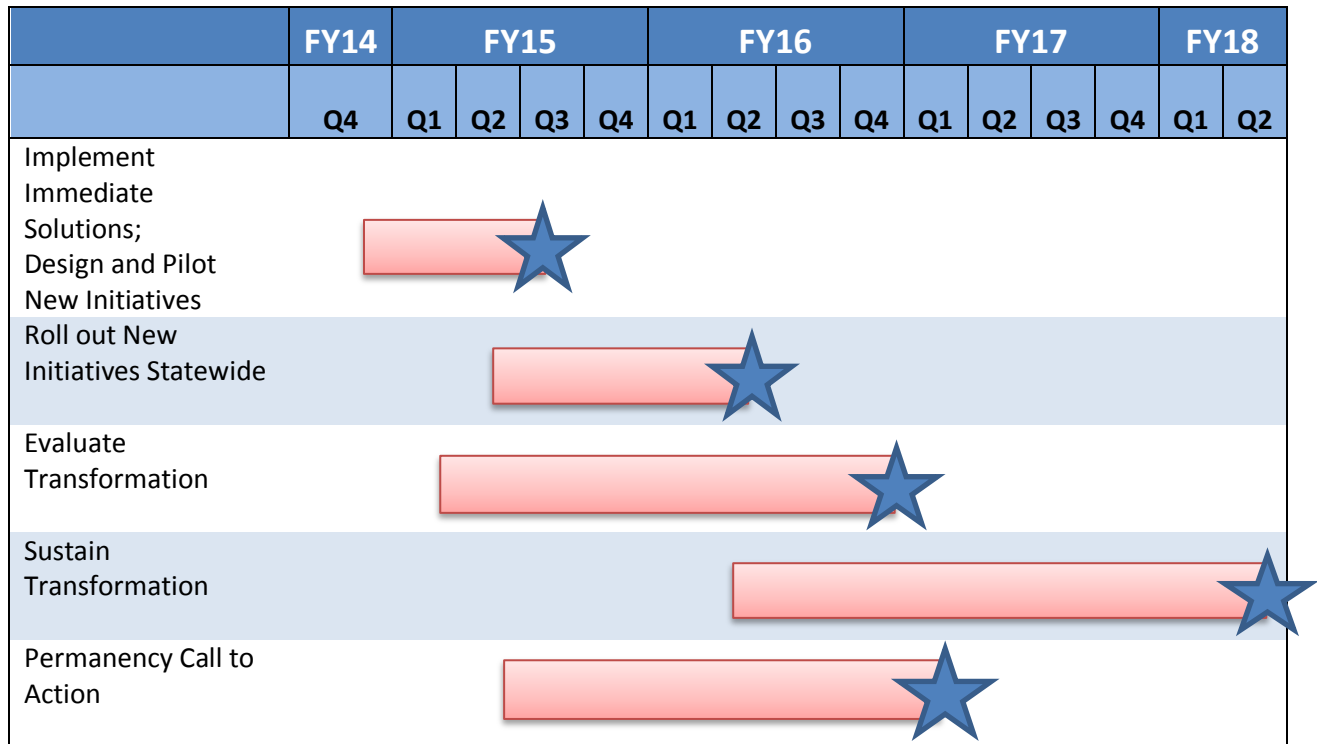
### Establish Effective Organization and Operations

- Rolled out a new streamlined Investigations and Family Based Safety Services (FBSS) policy – February 15, 2015
- Began process for streamlining Conservatorship policy – February 2015
- Used predictive analytics to identify high risk FBSS cases and began implementation of a structured live case read system that provides feedback to address safety issues – March 19, 2015

# Transformation Timeline

Figure 1 below depicts the general timeline for Transformation. Detailed timelines for initiatives can be found in the Transformation Plan and Progress reports on the DFPS website: [www.dfps.state.tx.us](http://www.dfps.state.tx.us).

**Figure 1: Transformation Timeline**



## *Implement Immediate Solutions*

After completion of the Sunset Commission and the Stephen Group reviews, the agency began implementation of immediate solutions to address the issues cited. For example, both reviews cited that field staff were overwhelmed with policy changes and updates. CPS immediately halted all new policy changes, streamlined the policy manual, and established a monthly distribution cycle for policy updates to staff.

## *Design and Pilot New Initiatives*

For Transformation to be effective, field staff must participate in the development and implementation of changes. Recognizing that each region is unique, CPS created workgroups led by regional management, with participants from across the state and support from state office. The workgroups identified priorities for new initiatives and piloted their ideas. Other statewide initiatives, such as the new CPS training model and development of Structured Decision-Making tools were designed with input from field staff and tested by early adopters.

## *Roll Out New Initiatives Statewide*

Moving beyond the Transformation pilot phase, all regions have begun to implement Transformation initiatives. Statewide roll out will continue through Fall 2015. Figure 2 shows the status of each initiative's progress. Appendix B describes all initiatives in more detail.

A cornerstone of Transformation is the new continuous learning model, which transforms how CPS trains and develops its workforce. DFPS launched the new CPS professional development training and mentoring program in Region 8 during January. Four additional regions began implementation in April, and the remaining regions will be using the new model by Fall 2015, concluding with Region 3 in October.

Statewide training of CPS supervisors using the Strengths-Based Supervision training curriculum concluded in March, and monthly group coaching sessions led by program directors reinforce training concepts and help supervisors apply them to their work. CPS incorporated the new, 24-hour safety assessment into the case automation system, IMPACT, and all CPS investigators began using the new tool at the end of March. CPS worked to develop the Structured Decision Making risk assessment tool, which will be used by early adopters starting in May and fully implemented this summer.

CPS is moving fast to implement pilots initiated by the field-based teams statewide. Local champions in each region help steer and implement change on the ground. An example is the improvement of case transfers between the Investigations and Family-Based Safety Services (FBSS). The goal of this effort, which pairs Investigations and FBSS units, is to engage families when they are in crisis and start long-term service provision earlier in a case. Similar efforts exist for Conservatorship (CVS) cases, including having the Conservatorship worker assigned within 72 hours of a removal, pairing kinship workers with CVS units, and holding a facilitated team meeting with the family within 30 days. These initiatives seek to expedite engagement of families and improve CPS system efficiency as a means of reducing children's time to permanency.

Five of the 12 regions are currently engaged in an effort to educate workers on how to prioritize or "triage" cases. These cases are lower risk cases that may be more quickly closed without the need to assign an investigator. This assessment focuses on the risks associated with an intake and allows CPS to use resources on higher risk investigations and quickly close cases where further investigation is not needed.

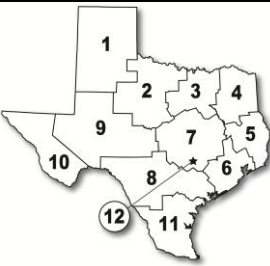
Other initiatives seek to reduce the time to permanency. In addition to the changes in the beginning of a case, as detailed above, three regions implemented an accelerated family reunification initiative, where workers identify cases that might be eligible for fast-tracked family reunification using set criteria. Other regions have begun training on this initiative and roll out is scheduled to be complete in all regions by September. The effort is experiencing great success, as will be detailed further in this report.

Some of the efforts underway bring in agency partners to meet the goals of CPS Transformation. For example, the agency will continue to increase coordination with partner child placing agencies (CPAs) to develop one, single-child plan of service rather than multiple plans that do not always align. Doing so will decrease duplication of efforts and better coordinate services provided. As of now, Regions 2 and 9 have fully implemented this new model, with several other regions engaging the CPAs in their area.

Figure 2 highlights where key Transformation initiatives have been implemented region-wide.



**Figure 2: Transformation Implementation in the Regions, April 2015**



Initiative	REGION											
	1	2	3	4	5	6A	6B	7	8	9	10	11
Continuous Learning Model (including Mentoring)				★	★			★	★			★
Management Training	★	★	★	★	★	★	★	★	★	★	★	★
Recognition Program (eRewards)	★	★	★	★	★	★	★	★	★	★	★	★
Performance Evaluation Tools (caseworkers)	★	★	★	★	★	★	★	★	★	★	★	★
SDM Safety Assessment	★	★	★	★	★	★	★	★	★	★	★	★
Policy Streamlining (INV and FBSS)	★	★	★	★	★	★	★	★	★	★	★	★
Case Transfer between INV and FBSS									★			
Triaging - Closing cases prior to assignment	★						★		★	★	★	★
Pair Kinship Workers with CVS Units	★	★	★	★	★	★	★	★	★	★	★	★
CVS worker assignment within 72 hours	★	★	★	★	★	★	★	★	★	★	★	★
Family Group Conference within 30 Days of Removal		★		★	★			★	★		★	★
Accelerated Family Reunification							★		★			★
Single Child Plan (Facility Review)		★								★		

Note: A star indicates implementation has occurred region-wide, as of April 30, 2015.

## *Evaluate Transformation*

In addition to the analysis of long-term, statewide data metrics that are the subject of this report, the CPS Research and Analytics team is gathering quantitative and qualitative process data during the course of implementation of all key efforts. This “real time” process analysis allowed CPS to move forward quickly to implement change, while testing whether solutions were working as intended. Where they were not, CPS made adjustments.

Early on, this analysis allowed for improvements to a proposed model. For example, in the mentoring pilot, CPS determined a benefit to matching mentors and protégés (new workers assigned to mentors) by personality traits when possible, and identified a tool to support this effort. Other times, the analysis supported fidelity to a model, i.e. that CPS was implementing the model as intended. For example, the analysis of Strengths-Based Supervision training in Region 8 found that CPS trainers were effectively training staff on the curriculum with an average pre-test score of 70 and an average post test score of 81, a 14 percent improvement for the group.

CPS gathered feedback from staff and leadership as a significant part of informing course adjustment. Through its process evaluation, CPS conducted surveys, held conference calls with regional participants, and facilitated formal focus groups.

A sample of results includes:

- *New learning model/mentoring* – In a survey of caseworkers, mentors, and supervisors participating in the new learning model in Region 8, CPS evaluation staff found that caseworkers, mentors, and supervisors rated all aspects of the new learning model highly. Notable findings include casework preparedness as a result of the training, and increased satisfaction of mentors and supervisors in the competency-based field model as opposed to the current model. On weekly calls with Region 8 staff participating in the new professional development training model and mentoring, anecdotal feedback included a number of encouraging findings. One supervisor said a protégé coming out of the new model had a better knowledge base after three weeks than someone else in the unit that had recently graduated from 12 weeks of basic skills development training (the former training model). Some of the new workers with prior job experience said the training received at CPS was the best training they had received on any job.
- *Performance evaluation tools* – Focus groups found that supervisors from all stages of service unanimously agreed the redesigned evaluation tool was far superior to the current evaluation; especially for developing and training caseworkers. Supervisors liked that the redesigned evaluations had less emphasis on numbers and more on critical thinking, decision-making, outcomes and quality.
- *e-Rewards/Staff recognition* – A survey of staff receiving an e-reward (the CPS new statewide recognition program) found that the recognition generally made staff feel valued and like their efforts counted.

In addition to these evaluations, CPS is concluding the analysis of regional pilots looking at outcomes for six months before the pilot and six months afterwards. CPS expects to have data in early May and will include the results in its next report.

Some preliminary findings from early adopter regions include:

- *Triaging initiative* – Data from Region 10 showed that during a three-month pilot period, workers were able to identify cases that did not need full investigations and this initiative provided them with tools to manage the workload. As a result of the increase in cases not needing full investigations, the region’s average length of an investigation decreased by 7.8 days and the region did not experience an increase in recidivism, suggesting that workers made sound decisions in closing cases. As new regions roll out this initiative, evaluation will be data-driven; regions will use the data to gauge progress and provide ongoing training where needed.
- *Accelerated family reunification* – Early evidence from Region 8 found that in February and March, workers identified 44 cases where early reunification may be appropriate; of these cases, 13 were approved for early reunification, and the result has been that 25 children have been returned home safely. In March 2015, 69 cases were identified in Region 6B, and of these cases, 24 were approved for early reunification, with 11 children returned home safely.
- *The Family Group Conference initiative* – This initiative seeks to hold the Family Group Conference within 30 days. As a result of holding the conference within 30 days, Region 8 has found that they have been able to complete the Family Plan of Service and begin service delivery more quickly. Since March, Region 8 has held 39 Family Group Conferences. In 90 percent of these cases, the family plan of service has been completed within 21 days with the remaining 10 percent completed within 45 days according to policy.

In addition to ongoing internal evaluation efforts, CPS plans to procure an external evaluator for the Continuous Learning initiative, which includes the redesigned CPS professional development, the mentoring program, and new supervisor training.

### *Sustain Transformation*

DFPS is nine months into Transformation. With detailed plans developed, improvements in effect and evaluations underway, we recognize that we are still in the beginning stages of long-term, ongoing Transformation. In accordance with Sunset recommendation 2.1, CPS is developing a business plan. The business plan will guide the work of CPS for the upcoming year and will include goals, priority projects, expectations and timeframes for completion of projects, as well as performance measures to gauge progress and effectiveness. Sustaining and evolving Transformation will be a significant portion of the business plan.

In addition to planning, DFPS is developing internal controls and infrastructure to support sustaining and expanding Transformation. The first year of Transformation has largely been focused on internal improvements so that we can better serve the community. Ongoing, CPS cannot sustain Transformation without the support and involvement of the larger child welfare community.

### *Permanency Call to Action*

The Permanency Call to Action is a critical part of Transformation that merits being featured in this report. Permanency simply means minimizing CPS intervention so that children and families are not further traumatized by long-term removals and months or even years of foster care. When CPS intervenes with a family and the court makes the decision to remove a child from their home, DFPS must expeditiously work to ensure that child is with a safe and loving forever family.

The Permanency Call to Action is supported by Casey Family Programs and will result in fewer children and youth remaining in foster care any longer than necessary. Admittedly, DFPS Commissioner John Specia has asked that CPS set very high goals, and he is asking providers, judges, and other community partners to join us as we host summits in every region over the next seven months.

## Transformation Performance Metrics as of April 2015

DFPS tracks and reports a significant number of measures and has volumes of reports available to staff and the public. The agency must select key metrics, consistently tracking and reporting on such measures to demonstrate progress. Provided below are selected key metrics, along with additional metrics to help provide context.

DFPS is continuously monitoring the impact of Transformation. Field staff must see and feel the effects of Transformation as soon as possible. The chart below shows how many staff are impacted by key initiatives. The goal is that 100 percent of intended staff will be affected by each initiative by the end of 2015.

### *Regional Staff Impact*

Figure 3 illustrates the intended staff impact and timeline for implementation for each transformation initiative. This figure is an update to Appendix E of the February 2015 CPS Transformation Progress Report. At the time of the February report, the figure was an estimate of the future staff impact for each initiative based on the positions impacted, the January CPS staff work force, and the timelines found in each region's transformation implementation plans. Since January, regions have worked in earnest to implement these initiatives. In some cases (i.e., realignment of kinship and CVS staff), regions rolled out the initiatives more quickly than originally planned. In other cases, due to the degree of culture change required for staff to adopt and sustain the practice change, a revised timeline for implementation was identified (i.e., Investigations and FBSS case transfer and triaging). Figure 3 reflects any schedule changes as of April 28, 2015, and unlike the February version, includes the agency's estimate of actual staff affected since March, as well as an estimate of the remaining staff impact through December 2015.

**Figure 3: CPS Staff Impact of Transformation Initiatives, Over Time**

		CPS Staff Using New Approach, by:				
		Actual		Estimate		
Transformation Initiative	Number of CPS staff affected	1/31/2015	3/31/2015	6/30/2015	9/30/2015	12/31/2015
New Learning Model (includes mentoring)	3,352	10%	12%	39%	62%	100%
Strengths-based Supervision	1,005	48%	100%	-	-	-

Transformation Initiative	CPS staff affected	1/31/2015	3/31/2015	6/30/2015	9/30/2015	12/31/2015
360 Feedback for regional management	63	0%	100%	-	-	-
6-24 Month Calls to new workers	1,959	83%	86%	91%	95%	100%
Performance Recognition Program	8,434	3%	100%	-	-	-
Performance Evaluation Tools	8,053	0%	60%	97%	100%	-
Structured Decision Making - Safety Assessment	2,644	7%	100%	-	-	-
Structured Decision Making - Risk Assessment	3,817	0%	0%	33%	100%	-
INV/FBSS Policy Streamlining	3,876	0%	100%	-	-	-
Triaging	2,804	18%	24%	73%	100%	-
Investigations to FBSS Case Transfer	4,613	1%	1%	13%	46%	100%
Visitation Matters	2,679	29%	76%	100%	-	-
Realignment of Kinship/ CVS staff	2,789	9%	69%	100%	-	-
Accelerated Family Reunification	2,209	17%	24%	65%	100%	-
Family Group Conference improvements	5,834	6%	50%	81%	100%	-
CVS Worker – Assignment	2,209	24%	92%	100%	-	-

All of the data discussed below for fiscal year 2015 represents the period from September 2014 to March 2015. As a comparison point, the same data was pulled for September 2013 to March 2014.

### *New Cases*

Since Transformation started in FY 2014<sup>1</sup>, Child Protective Services (CPS) has had an influx of new cases in investigations and family based safety services (FBSS) while the number of new cases in conservatorship has remained steady.<sup>2</sup>

**Figure 4: Case volume, by Stage of Service**

New stages	FY 14	FY 15	Change
New investigations	123,851	133,139	7%
New FBSS stages	10,338	11,090	7%
New removals	9,468	9,444	0%

### *Caseloads*

Despite the increased volume, caseloads have declined across all stages of service.<sup>3</sup> With lower daily average, staff have more time to spend with families-an important goal of Transformation.

**Figure 5: Caseloads, by Stage of Service**

Average Daily Caseload	FY 14	FY 15
Investigation	19.5	17.0
Family Based Safety Services	15.6	15.0
Conservatorship	31.1	28.4

One contributing factor is that there are more caseworkers on the job. CPS is getting vacancies filled much faster, which has reduced the overall vacancy rate across all stages of service. But changes to the DFPS recruitment and hiring program are also ensuring we hire the right people for the job. Increased recruitment efforts target disciplines beyond social work, such as criminal justice, and workers with more job experience. A new personal statement requires applicants to describe why they want to work for CPS. CPS developed interview questions based on a better understanding of the characteristics of quality staff and questions are behaviorally-based.

### *Vacancies*

A vacancy is defined as a position that is not filled. The vacancy rate is measured by looking at all vacancies divided by all positions that could be filled. In other words, the vacancy rate reflects the average percentage of all positions that were available to be filled but were not.

**Figure 6: Vacancy Data**

Vacancies	FY 14	FY 15
Average Time to Fill Vacancies (in Days)		
Investigations	85	56
FBSS	70	48
Conservatorship	91	56
Vacancy Rate		
Investigations	15%	8%
FBSS	9%	7%
Conservatorship	14%	6%

Another factor is that caseworkers are able to safely close cases more quickly. Average time to case closure has declined across all stages of service. Transformation initiatives focus on more quickly transitioning families from an Investigator to the caseworker who will provide services to the child and family. Focus on the right data metrics is also helping supervisors work toward timely closure in investigations.

### *Average Time to Case Closure*

**Figure 7: Average Time to Case Closure, by State of Service**

Time to Closure	FY 14	FY 15
Average time to investigation closure (in days)	53.3	49.9
Average time to FBSS closure (in months)	7.2	7.0
Average time to conservatorship closure (in months)	21.4	20.7

As a result, it appears that the collective efforts of transformation may be having a positive impact.

### *Turnover*

Getting vacancies filled faster has resulted in an influx of new caseworkers. In FY 2014, the number of newly hired caseworkers across all stages of service in FY 2014 doubled – from 814 in FY 2013 to 1,627 in FY 14. New hires leave the agency<sup>4</sup> at a higher rate than tenured caseworkers. As a result, with a 50 percent increase in the number of new workers in FY 2014 and with the increase in cases, absent Transformation, one might expect to see a spike in turnover in FY 2015.

DFPS calculates turnover according to the State Auditor's Office methodology. In a general sense, turnover reflects the percentage of staff who leave the agency in a given period.<sup>5</sup>

Although the statewide overall caseworker turnover has increased slightly across all stages of service, it has not spiked. There are areas in the state that have seen improvement in turnover. Most regions showed some improvement in turnover in at least one stage of service. Five regions saw a decrease in investigations turnover, eight regions saw a decrease in FBSS turnover and six regions saw an overall turnover decrease.



**Figure 8: Turnover by Stage of Service**

Turnover	FY 14	FY 15
Overall	23%	25%
Investigation	31%	32%
Family Based Safety Services	24%	26%
Conservatorship	20%	22%

**Figure 9: Turnover by Tenure and Stage of Service**

Turnover	0-9 Months	10-18 Months	19-24 Months	25-36 Months	Over 36 Months
Investigation	39.4%	30.5%	5.8%	10.8%	5.6%
Family Based Safety Services	35.2%	26.2%	9.0%	12.3%	17.2%
Conservatorship	30.2%	24.4%	7.6%	15.6%	22.2%

With Transformation still in its early stages, and initiatives now being rolled out to the field, you would expect to see the impact in Turnover in the next 12 to 24 months.

### *Recidivism & Permanency*

With respect to outcomes such as recidivism (children having a subsequent confirmed incident or case opened for services with 12 months) and permanency (reunification, exit to relative or adoption), it is more difficult to determine the impact of Transformation, based on data alone, because the outcomes take a significant period of time to develop. For example, recidivism is examined over a 12-month period and, as a result, recidivism rates for the current year reflect how the system was operating last year. As Transformation work has only been underway for a few months, one would not expect to see significantly improved outcomes until the latter part of FY 2015 or even early FY 2016.

Transformation Outcome Metrics	FY 14	FY 15
Recidivism from Investigation	7.5%	7.7%
Recidivism from Family Based Safety Services	7.9%	7.6%
Recidivism from Reunification	12.4%	12.3%
Average Number of Placements	3.2	3.2
Exits to Permanency	91.6%	92.8%
Average Time to Exit to Permanency (in months)	18.7	18.6

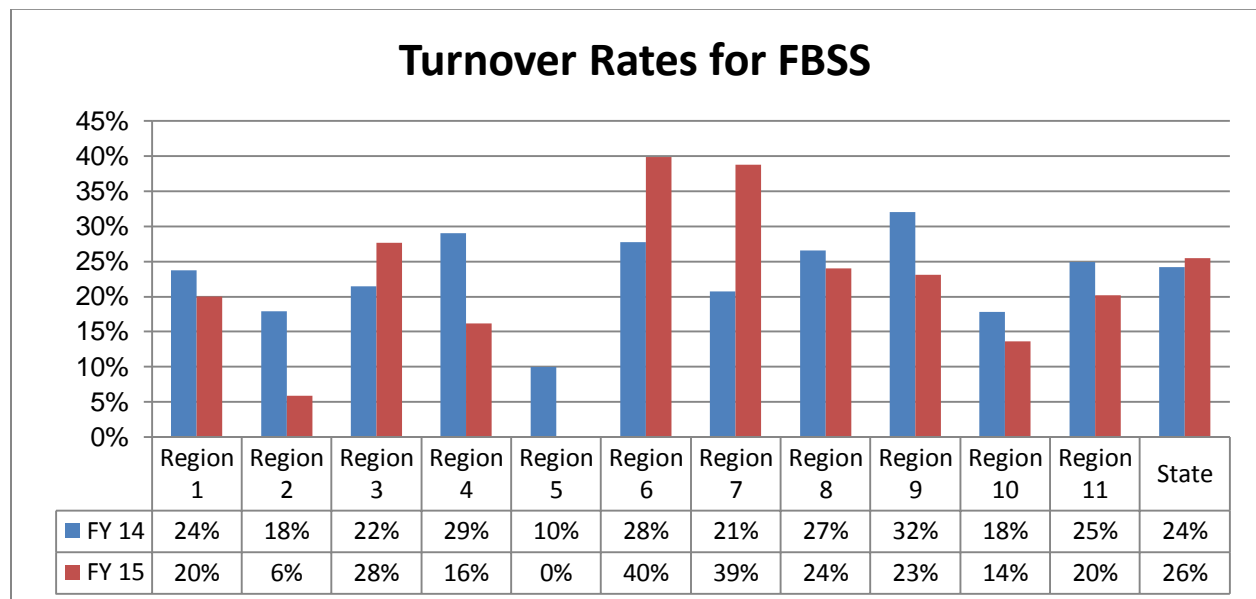
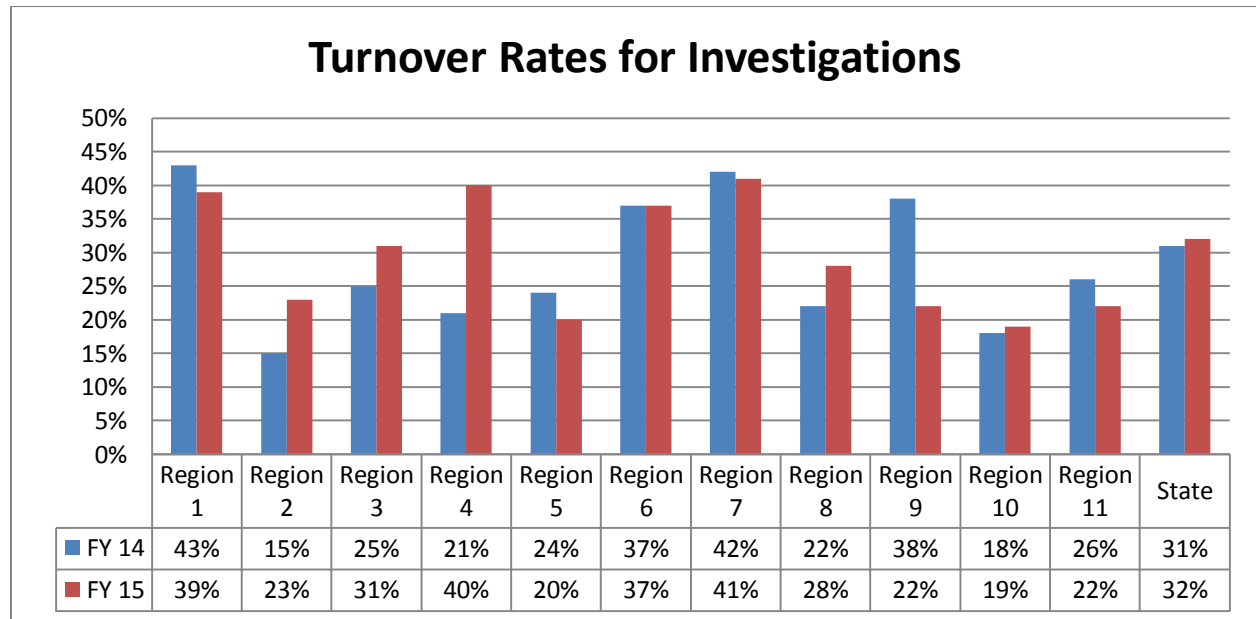
Data on turnover, caseloads and outcomes for each region are in Appendix A.

## Conclusion

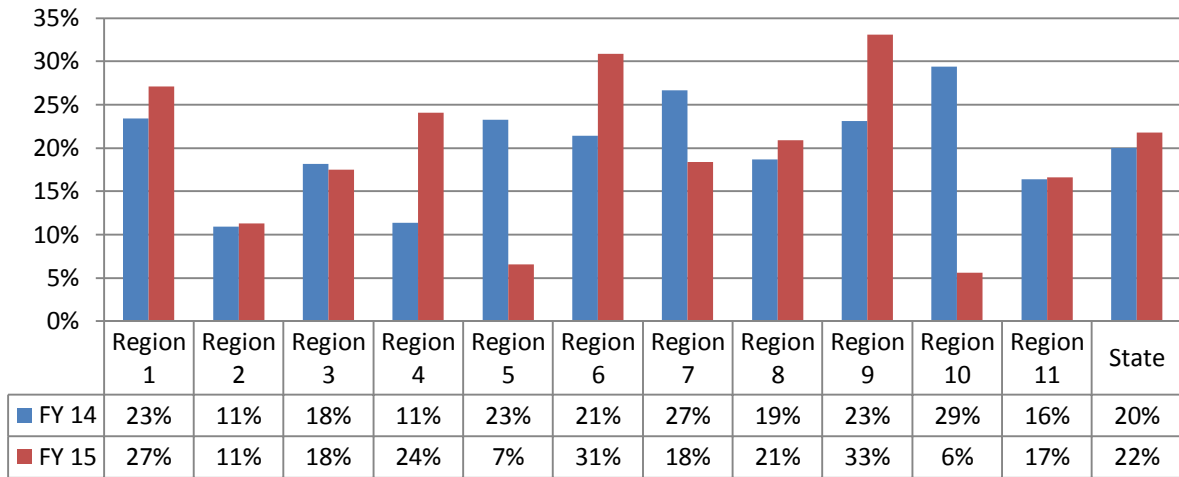
The work of implementing transformation will continue through the summer and into next fall. During this time we expect to continue to align the work so that workers understand the big picture of transformation and field leadership are supported in sustaining the work. While much of the work has been internal, we expect to see more efforts to engage our stakeholders. Sustained, positive change takes time and requires strong leadership. Transformation is no longer just a plan. It is a culture we are developing at all levels within the agency. The feedback from staff is overwhelmingly positive and we are encouraged by their commitment to create safety and permanency for our children.

### APPENDIX A - REGIONAL DATA

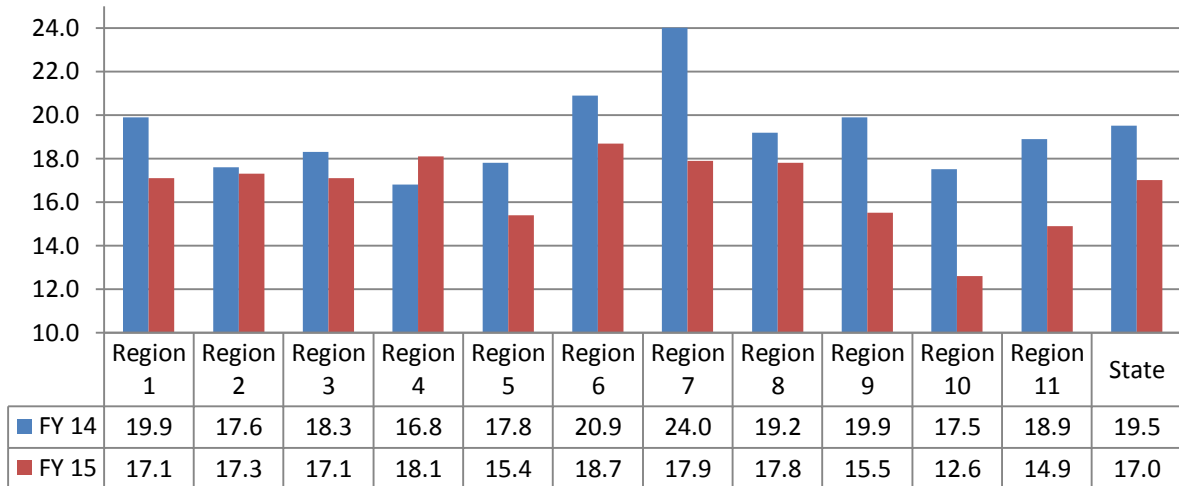
There are no specific regional trends or patterns as to overall performance. All regions improved in some areas and declined or remained stable in others. Every region, however, made some type of improvement in at least one stage of service for caseloads. Most regions, except for Region 4 and 9, made some modest improvements in average time to permanency and all but Region 8 made improvements in average time to investigation closure.

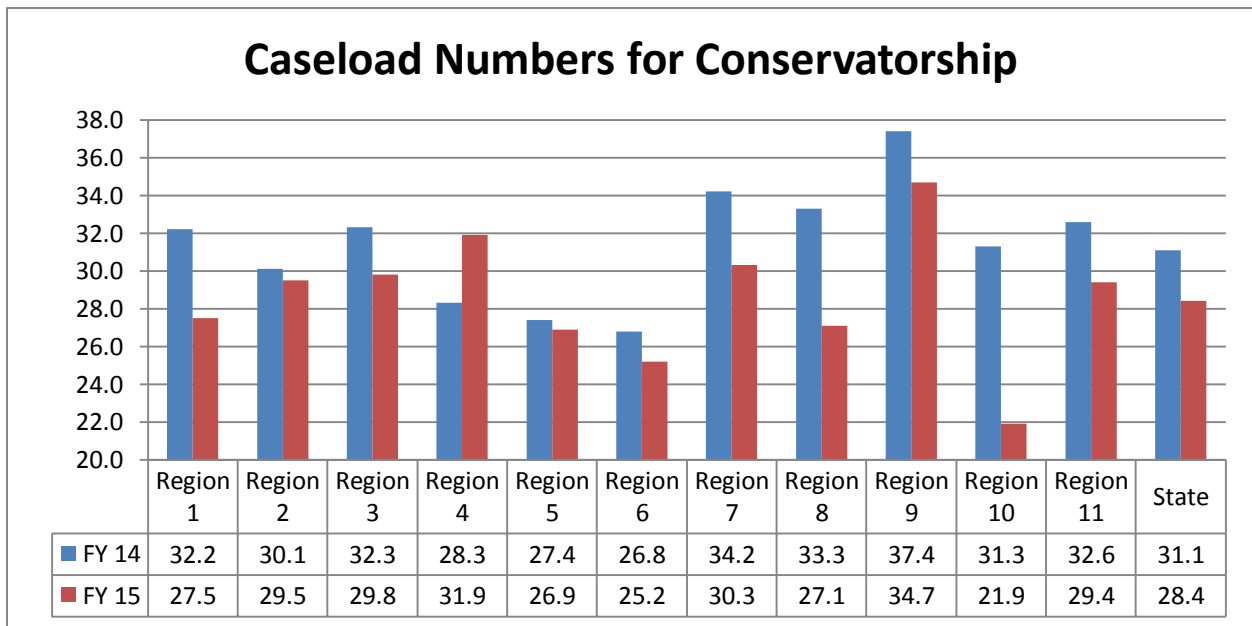
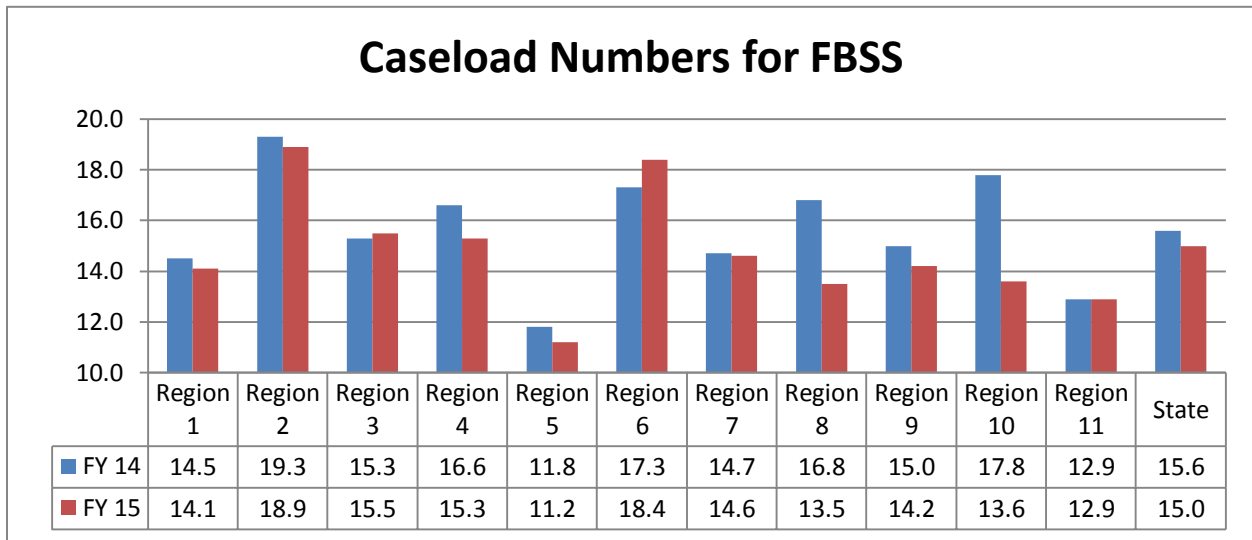


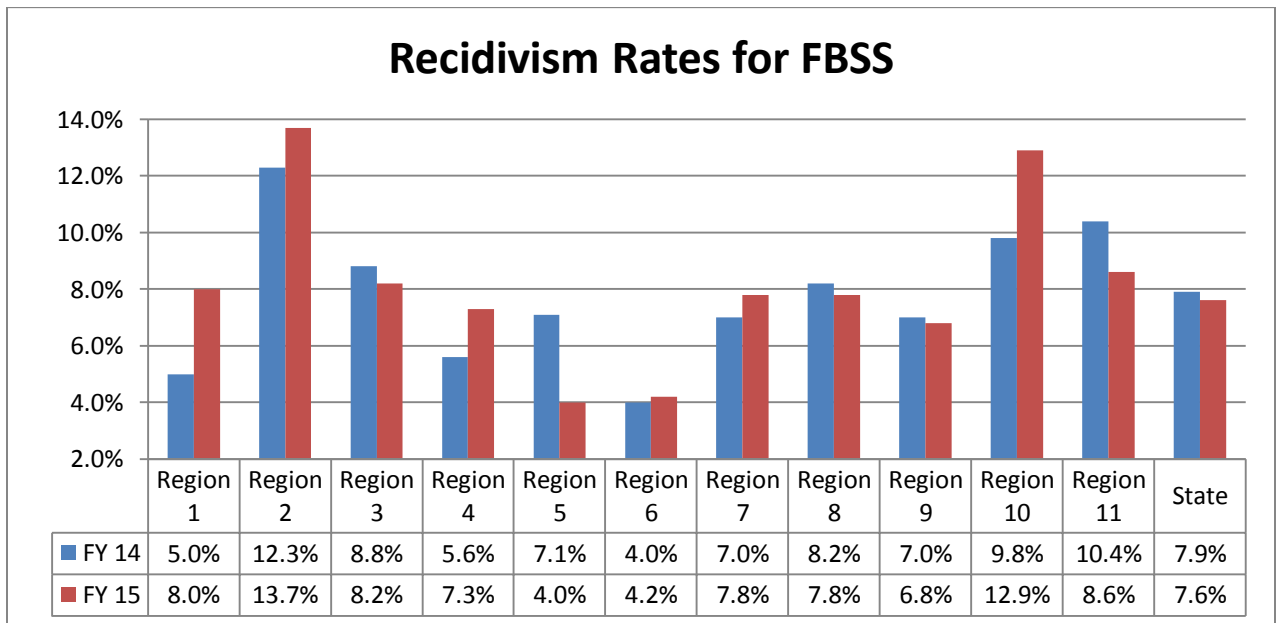
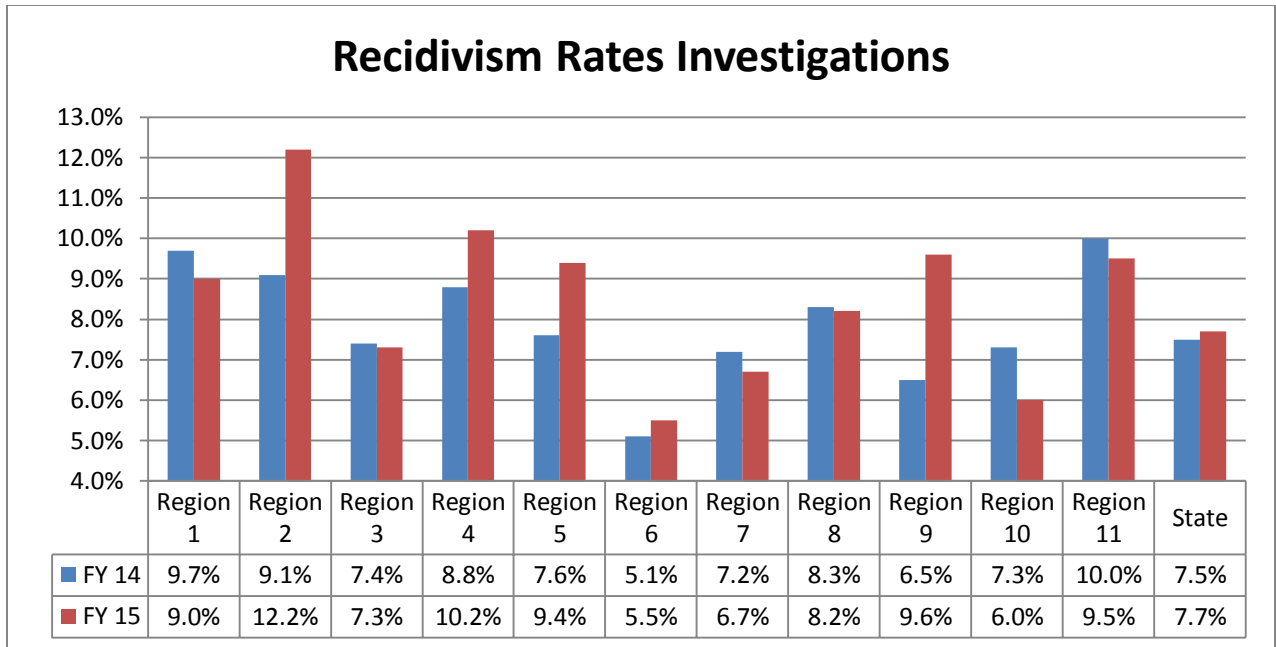
### Turnover Rate for Conservatorship



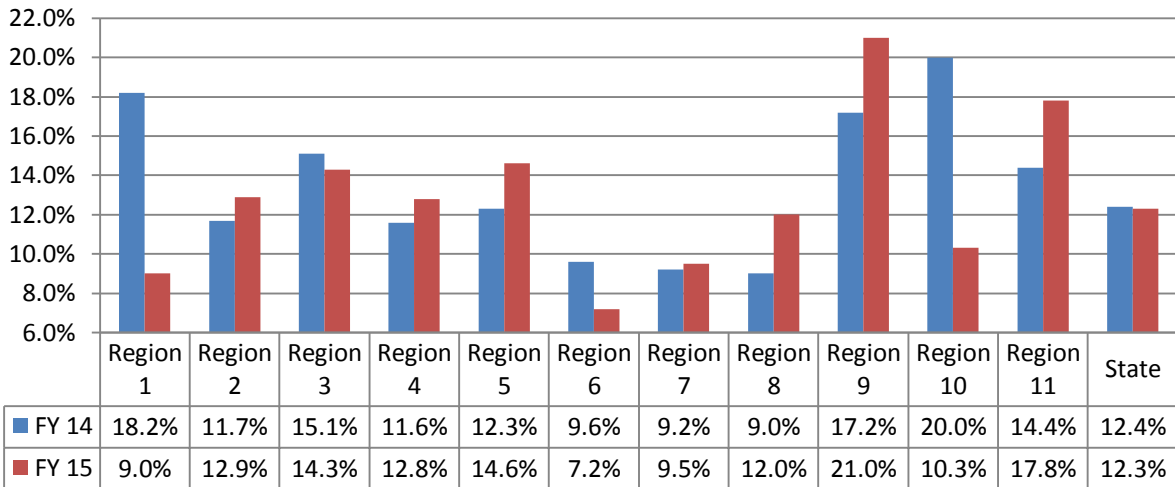
### Caseload Numbers for Investigations



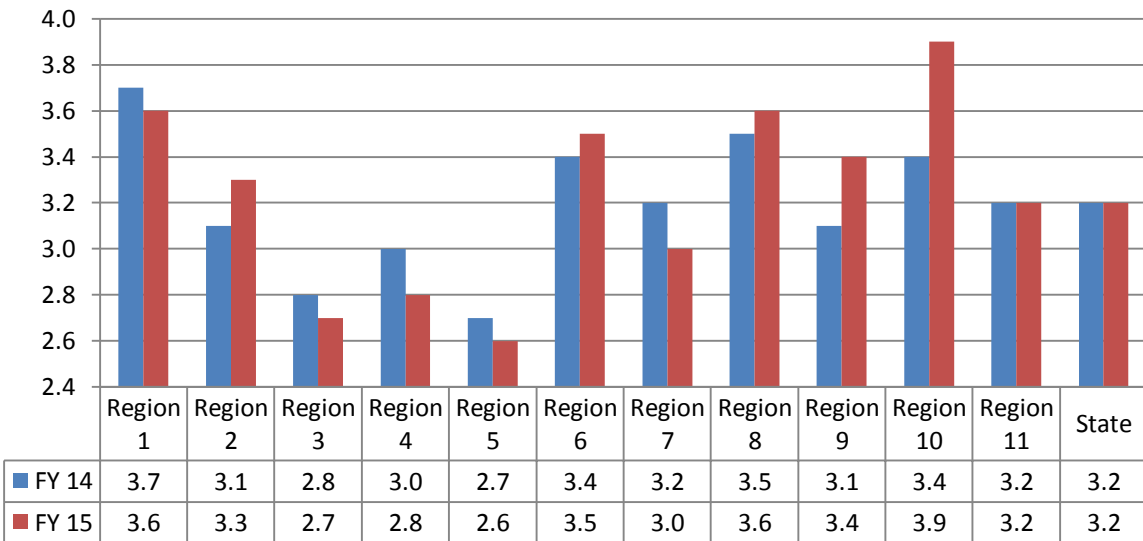


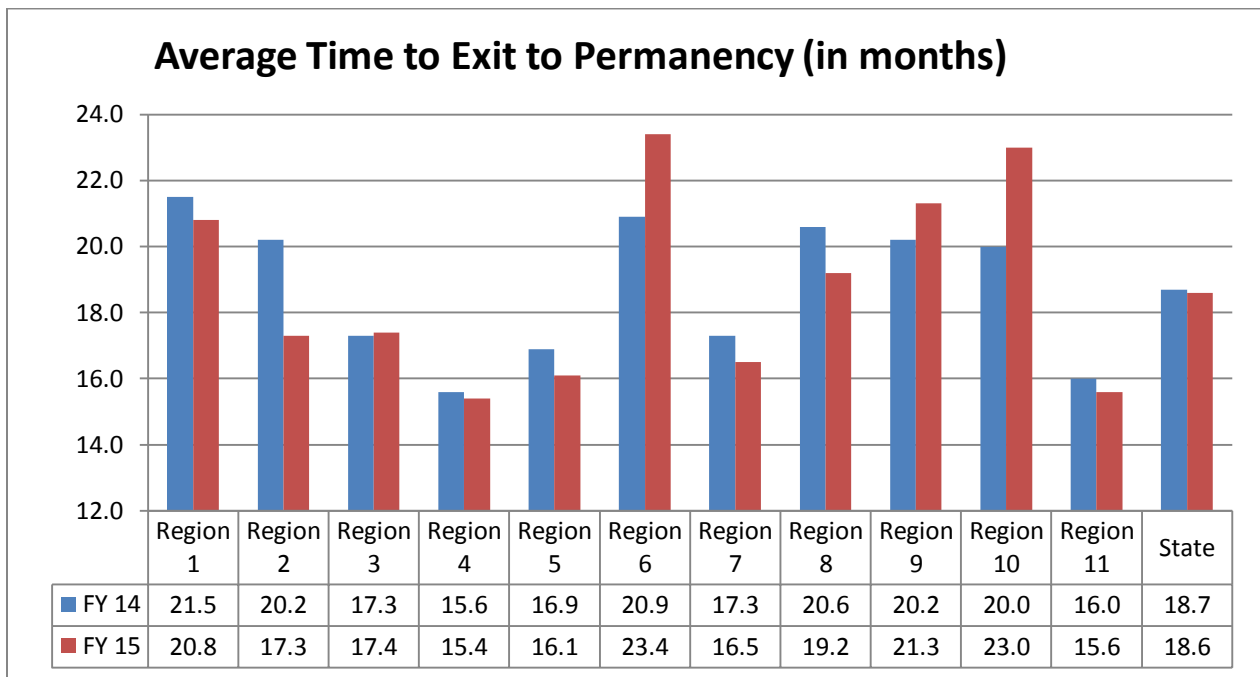
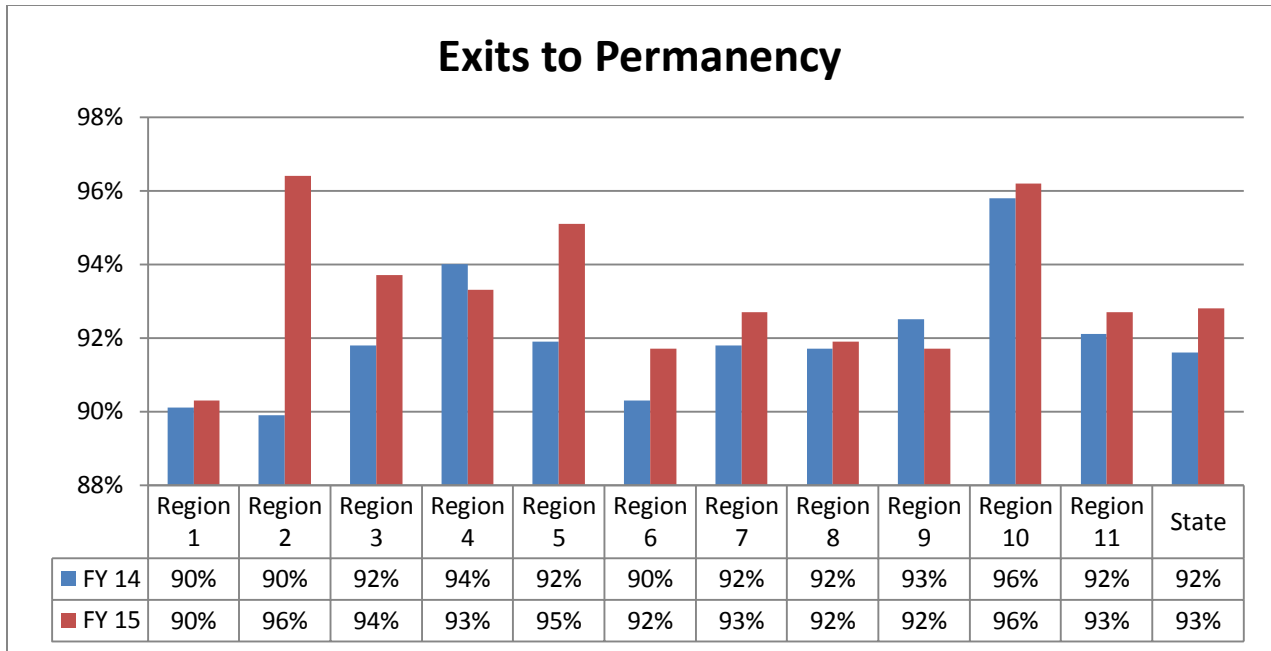


### Recidivism Rates for Conservatorship

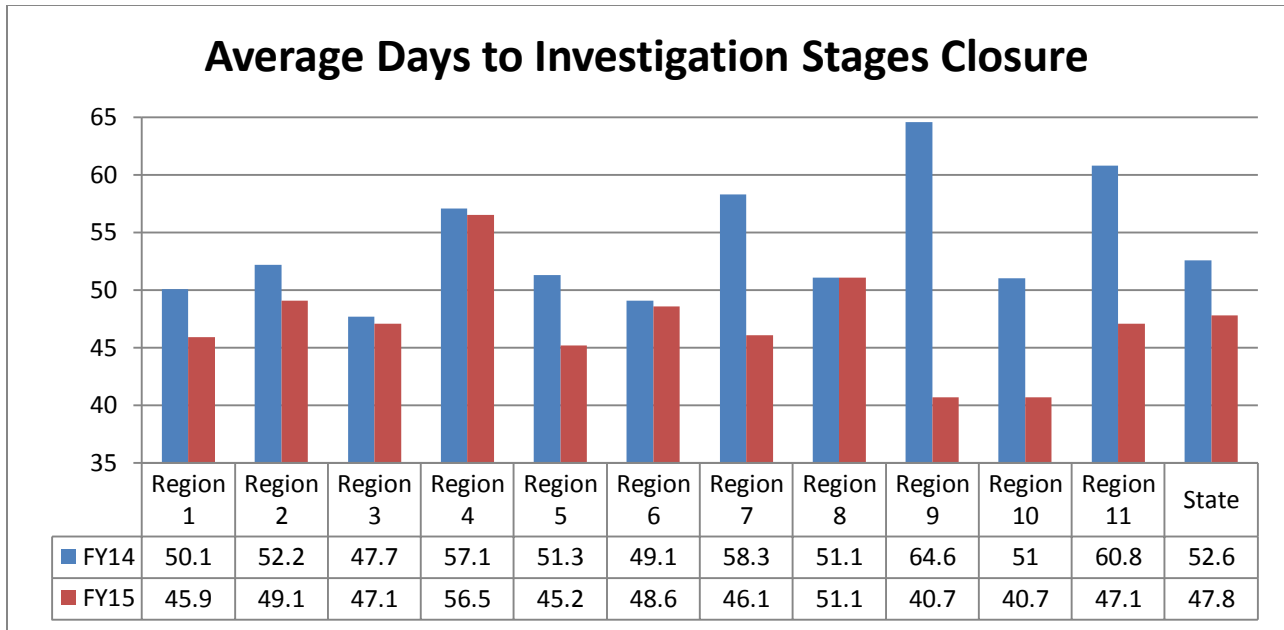


### Permanency-Average # of Placements









## Appendix B: Transformation Initiative Descriptions

Transformation Initiative	Description
New learning model (includes mentoring)	Redesign of CPS new worker training model to include mentoring, revised classroom “CPS professional development” training (formerly known as basic skills development) and expanded field-based specialty training.
Strengths-Based Supervision	Program to improve management and supervisor training and development, delivered through classroom sessions and reinforced by management-led group coaching.
360 feedback for regional management	Assessment tool to provide managers with comprehensive performance feedback from supervisors, peers, and other relevant personnel to help them better understand their job performance and improve behaviors and practices.
6-24 month calls to new workers	CPS regional leadership staff contact employees in the 6-to 24-month tenure range, a tenure group with historically high turnover.
Performance recognition programs	e-Rewards is the statewide CPS employee recognition and appreciation program, modeled after a successful Region 2 program. Commissioner’s Stars is a statewide DFPS program to recognize outstanding employees.
Performance evaluation tools	Revision of performance evaluation tools for caseworkers, supervisors, and certain specialist positions to include qualitative and quantitative indicators and correspond to new job descriptions, competencies established in the new learning model, and practice model framework.
Structured Decision Making - Safety Assessment	The safety assessment tool assists investigations caseworkers during the first contact with a child and family to evaluate all available information, identify the most important issues related to safety, and support the caseworker’s decisions to ensure the child’s safety.
Structured Decision Making - Risk Assessment	The risk assessment tool is an actuarially-sound tool used by workers to assess the likelihood of future abuse and neglect (used within first 30 days of an investigation).
Policy streamlining	Adoption of new policy development and dissemination process and revision of existing policy handbook to focus on the critical tasks for achieving safety, permanency, and well-being. Revision of Investigations and Family Based Safety Services policy is complete.
Triaging	Improves “trialoging” and assessment of cases before assignment to an investigator to allow CPS to focus on high risk cases. Helps identify situations that fit policy standards and tries to bring regional practice in line with the policy.
Investigations to FBSS Case Transfer	Pairs Investigations and FBSS units to accelerate service provision. Requires investigations to involve FBSS within 10 days of the start of the investigation and to conduct joint visits.
Visitation Matters	Training for frontline workers on how to coach parents on their parenting during visitations, correlating positive visits to reunification.

Realignment of Kinship/CVS staff	Pairs Kinship workers with conservatorship casework units to improve communication, expedite service delivery, and enhance support kinship placements.
Accelerated Family Reunification	Identifies cases appropriate for early reunification using established criteria.
CVS Worker – Timing of Assignment	Assigns the CVS worker within 72 hours of a removal, which will allow the worker to understand the case more quickly, meet family members (potential kinship placements), and expedite services for the child.
Family Group Conference improvements	Expedites service planning and provision by holding the FGC within 30 days of removal, accelerating creation of the Family Plan of Services.
Single Child Plan of Service	CPS workers collaborate with child placement agencies (CPAs) in developing the Child Plan of Service to reduce duplication and improve service provision.

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<sup>1</sup> Unless otherwise noted FY refers to the state fiscal year running from September 1 to August 31.

<sup>2</sup> Unless otherwise noted, the time periods for the data is September 1 through March 31.

<sup>3</sup> Unless otherwise noted, stages of service refer to the primary three stages of services: investigations, family preservation (also known as Family Based Safety Services) and conservatorship.

<sup>4</sup> DFPS follow the methodology used by the State Auditor's Office. Under this methodology, turnover only includes caseworkers who leave the agency. Caseworkers who leave their position but remain in the agency (e.g, transfer to another division, get promoted) are not included.

<sup>5</sup> It calculates the number of individuals who left the agency during the time period in question divided by the average number of filled positions for the time period.