

**Department of Family and Protective Services**  
**Adult Protective Services**  
**Program Performance Report**  
**3rd Quarter FY 2008 July 1, 2008**

## **Background**

The Governor's Office issued Executive Order RP 33 on April 14, 2004, instructing the Health and Human Services Commission to oversee a systemic reform of the Adult Protective Services (APS) In-Home Investigations program. The Governor's Office published a report in November 2004 recommending 252 corrective actions intended to bring about system-wide program reform. The recommendations were comprehensive and client-focused in nature. Senate Bill 6, passed into law after the 79<sup>th</sup> Texas Legislative Session, reinforced the reform agenda set forth by Governor Rick Perry and required APS to provide a quarterly review of performance for the In-Home Investigations program. This report does not provide information on the Mental Health & Mental Retardation investigations program.

As of September 1, 2006, 100 percent of the 252 corrective actions were completed. Accomplishments took place in the following areas to improve client outcomes by ensuring client safety and well-being:

### **Client Outcomes**

New assessment tools, clinical expertise, and quality assurance provisions have been implemented.

### **Performance Management**

Performance Management system is used by management, policy and training to monitor case quality and improve performance.

### **Community Engagement**

Regional and statewide community engagement efforts enhance public awareness and participation through campaigns, outreach and a statewide non-profit organization, Texas Partners for Adult Protective Services.

### **Training**

Caseworkers' knowledge has improved through revised and expanded training curriculum through specialized classes and computer based learning opportunities.

### **Technological Innovation**

Mobile technology has increased caseworker efficiency and effectiveness in completing client assessments, consultation and documentation.

### **Staffing**

Additional staff resources allocated to the APS program have improved caseloads and performance measured by a reduction in the duration of investigations and service delivery.

This report provides an overview of APS In-Home performance for the first three quarters of FY 2008 based on three charts:

- Performance During This Quarter (In-Home program statewide performance indicators and benchmarks),
- Employee Centered Performance Measures (Employee performance measures and benchmarks), and
- Staffing (Current staffing).

APS is conducting an evaluation of reform to examine how programmatic changes have impacted the quality of services to the clients and communities we serve. The evaluation report should be completed during the second quarter of FY 2009.

## APS Performance This Quarter

The following chart provides an overview of the APS In-Home program statewide performance indicators and benchmarks for the first, second and third quarters of FY 2008. In FY 2008, the number of intakes has increased over the previous year, but is not likely to meet LBB projections. It appears that the drop in intakes and investigations in 2007 may have been an anomaly and that In-Home investigations have resumed the steady growth rate of prior years, although not at the level used to make LBB projections. So far, the increase in investigations has not negatively affected caseloads, because of focused efforts to reduce case durations, particularly in the service delivery stage.

Performance Indicators	FY 2007 Actual	FY 2008 * Benchmarks	FY 2008				
			1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	YTD
Average Hold Time Statewide Intake Phone Calls**	9.6	7.8	12.7	10.8	12.0		11.9
Number of APS Reports of adult abuse/neglect/exploitation	77,225	91,924**	19,338	20,260	20,848		60,446
Number of Completed APS Investigations	62,477	76,467	16,482	16,802	17,496		50,780
Number of Confirmed APS Investigations	45,939 (73.5%)	56,203 (73.5%)	11,731 (71.2%)	11,771 (70.1%)	12,227 (69.9%)		35,729 (70.4%)
Average Days per Investigation Stage	52	50	52.1	54.5	50.1		52.2
Average Days per Service Delivery Stage	69.7	60	55.7	60.8	50.6		55.7
Average Daily Caseload per Worker ***	38.5	37.5	31.9	30.9	28.1		30.3

\* Number based on projected forecast submitted in the 08-09 LAR.

\*\* LBB Measure calculated on 7th day of the first month following the end of the quarter.

\*\*\* FY 2007 daily caseloads have been recalculated based on the FY 08-09 Caseload Performance Measure Methodology.

## Employee-Centered Performance Measures

The following chart provides an overview of employee performance indicators and benchmarks. APS performance remained at or above benchmarks for all performance indicators. The quality assurance scales, Investigation and Client Intervention, are used to measure worker performance and represent scores for ten standards assessed during case reading analysis.

Performance Indicators	FY 2007 Actual	FY 2008 Benchmarks	FY 2008				
			1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	YTD
<b>STATEWIDE INTAKE*</b>							
Appropriately obtains and documents detailed information from reporters	94.0%	90-92%	91.9%	90.2%	89.9%		90.7%
Assesses and prioritizes reports of abuse/neglect accurately	96.0%	90-92%	97.0%	96.3%	97.7%		97.0%
Accurately distributes reports, information and inquiries within timeframes	94.1%	92-94%	99.3%	98.7%	98.3%		98.8%
<b>INVESTIGATION</b>							
Percentage of cases initiated within 24 hours	94.4%	94-95%	93.9%	94.7%	94.4%		94.3%
Percentage of cases in which the initial client face-to-face visit occurred within the appropriate timeframe	87.0%	89-91%	89.4%	89.4%	90.3%		89.7%
Investigation Rating Scale	91.4%	80-86%	92.1%	93.1%	93.2%		92.8%
<b>RISK ASSESSMENT</b>							
Thoroughness of problem identification	79.9%	80-86%	85.5%	86.2%	86.6%		86.1%
Adequacy of supporting documentation	94.7%	80-86%	94.5%	95.9%	97.0%		95.8%
<b>DELIVERY OF PROTECTIVE SERVICES</b>							
Client Intervention Scale	88.8%	80-86%	90.7%	90.7%	91.7%		91.1%

## Staffing

The following chart provides current information on the average number of filled FTEs, vacancy rates and turnover rates. These indicators provided regional and state office management with additional information to be used to explain variations in performance. It is important to note that vacancy rate calculations and turnover calculations were cumulative for FY 2007. DFPS has recently restructured and refocused its efforts to improve recruitment and retention across all programs. Areas of focus are: improving hiring practices, managing workloads, valuing employees, promoting employee communication, strengthening supervision and enhancing the work environment.

Some of the most significant accomplishments of the Workforce Support and Retention Initiative (WSRI) to date include:

- contracting with CareerBuilder.com to enhance recruitment efforts;
- enhancing the tool kit and structure for the Regional Supporting, Training and Retaining Staff (STARS) groups;
- launching a pilot exit survey to gain more specific information about DFPS Employee departures; and
- expanding the information on the "Come Work for Us" Web page.

Performance Indicators	FY 2007 Actual	FY 2008				
		1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	YTD
<b>In-Home Caseworkers</b>						
Year-to-Date Average Filled FTEs	529.5	572.1	569.7	575.6		572.5
Turnover*	24.5%	4.9%	5.6%	3.9%		14.0%
<b>In-Home Supervisors</b>						
Year-to-Date Average Filled FTEs	79.1	84.0	84.4	86.2		84.8
Turnover*	2.5%	0.0%	2.4%	1.2%		3.5%
<b>All In-Home Program</b>						
Total FTEs Appropriated**	884.3	890.0	890.0	890		890
YTD Average FTEs Filled	810.9	865.6	864.1	864.2		864.6
Turnover*	19.2%	3.6%	4.8%	3.1%		11.2%
Vacancy Rate	3.0%	2.7%	2.9%	2.9%		2.9%
<p>* Turnover for the quarter indicates the results for that quarter only, whereas YTD turnover indicates the cumulative status for all completed quarters. The average of active employees changes very little from quarter to quarter but the number of terminated employees cumulates.</p> <p>** Total FTEs reflect positions included in the fiscal year 2008-09 biennium appropriation. In response to a significant increase in intakes and to reduce case loads, emergency funding for additional 202.7 APS positions was made available in FY 2007 and those positions are included for FY 2008.</p>						