

CPS Transformation Overview

Senate Finance Committee
October 26, 2016

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CPS Transformation Timeline



Evaluation ongoing



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Status of TSG Original 160 Recommendations

Complete

- 2/3 of TSG recommendations have been completed
- Many key changes have been made including new case decision-making tools, new training model, mentoring, policy streamlining, improvements to the recruitment and hiring process, and organizational improvements.

Partially Complete or Planned for Implementation

- CPS is in-process of implementing several significant recommendations.
- IMPACT-related (Note: Planned for Modernization Phase II)
- Training program for supervisors/managers
- Practice Model

Not Complete

- Small number
- IMPACT-related (reduce documentation, upload photos, link correspondence with case file)
- Time with Families
- Evaluate SDM
- Revise form letters

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Staff Impact of Transformation

- Transformation affected all CPS staff, with some groups of staff experiencing more changes in tools and practice than others.
- Major Transformation initiatives affecting all CPS staff include new training model/mentoring for new workers, performance recognition program, and performance evaluation tools.
- Major initiatives affecting Investigations:
 - Structured Decision Making Safety and Risk Tools
 - Policy streamlining
 - Triaging of cases to best target resources
 - Improvements in the case transfer process

Transformation Initiative	Total CPS Staff Affected
Continuous Learning	2,967
Strengths-based Supervision	1,161
360 Feedback	63
6-24 Month Calls	1,869
Performance Recognition Program	9,095
Performance Evaluation Tools	8,841
SDM - Safety Assessment	3,080
SDM - Risk Assessment	4,160
INV/FBSS Policy Streamlining	4,244
Triaging	3,163
Case Transfer INV to FBSS	4,954
Visitation Matters	2,874
Realignment of Kinship/ CVS staff	2,863
Accelerated Family Reunification	2,359
Family Group Conference	6,171
CVS Worker Assignment	2,358

Observations of Successes of Transformation

- Field involvement throughout key decision making.
- The standout success is the new worker training model/mentoring. An evaluation conducted by the Child and Family Research Partnership at the University of Texas has promising findings.
- CPS met aggressive implementation deadlines to rollout new decision-making tools for Investigations.
- Foster Care Redesign continues to show good outcomes
- A demonstration program is underway with residential foster care providers that applies performance-based contracting practices.
- Several of the new initiatives have embedded successfully into practice. Factors that have increased success of implementation include communication, use of an iterative approach, use of refresher trainings, and technology support.

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Analysis of Some Key Transformation Metrics

- Intakes assigned for Investigation for FY2016 were over 10,000 higher than in FY2015 and there has been a general trend of increase since FY2013.
- Since Transformation, CPS has reduced the average time to close an investigation by 14%. Time to FBSS case closure has remained constant and average time children stay in conservatorship declined slightly.
- The agency has reduced the time it takes to get staff hired through front-end process improvements. The average time to fill a vacancy decreased from 65 calendar days in FY 2015 to 43 calendar days at the end of the third quarter of FY 2016.
- Turnover across all stages has remained steady with a slight decrease in investigations overall and in FBSS over FY2015.
 - When adjusting for the turnover in Region 3, the statewide CPS turnover rate would be over 2% lower.
 - When adjusting for the Investigations turnover in Region 3, the statewide Investigations caseworker turnover in FY 2016 is 4.4% lower than in FY 2015.
- Recidivism in Investigations is down slightly, unchanged in FBSS, and slightly increased in CVS.
- Placement stability and average time to permanency improved slightly and CPS is finding permanent homes more quickly for more children.

Observations on Key Challenges

- The frontline worker has not benefited from Transformation as fully intended. Many of the areas of relief were to come with IMPACT Modernization which has not been completed.
- The lack of flexibility in making technology changes to support change has held back some good ideas. Some changes were implemented with work arounds, with a long-term IMPACT solution.
- Sustaining Transformation has been challenging; not all changes have embedded into practice or have been sustained. There are initiatives the agency should revisit and reinforce.
- Supervisor/field management training is a key in addressing worker turnover and other challenges, but has not been completed.
- More effective and accountable contracts for purchased family services have not seen the types of changes contemplated by Sunset and TSG, although planning is in place for reform.
- Foster care capacity continues to be a challenge and faith-based communities have not been used to maximum value.
- Foster Care Contracts need to shift from focusing on minimum standards to one that is performance-oriented. Process continues to evolve and stronger controls for oversight needed with ability to reward for good outcomes.
- Use of data at the regional level in driving management decisions.
- Transformation is ongoing. Must promote a culture of Transformation.
- EPSDT compliance/behavioral health care – HHSC and CPS now working together on unified plan to enhance the delivery and accountability
- Retention strategies (flexibility/hot spots/incentivize quality regional staff performance/support career ladder)

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Summary of Initiatives

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 understand their job performance and improve behaviors and practices.
6 – 24 month calls to new workers	CPS regional leadership staff contact employees in the 6-24 month tenure range, a tenure group with historically high turnover.
Performance recognition programs – e-Rewards and Commissioner’s Stars	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).

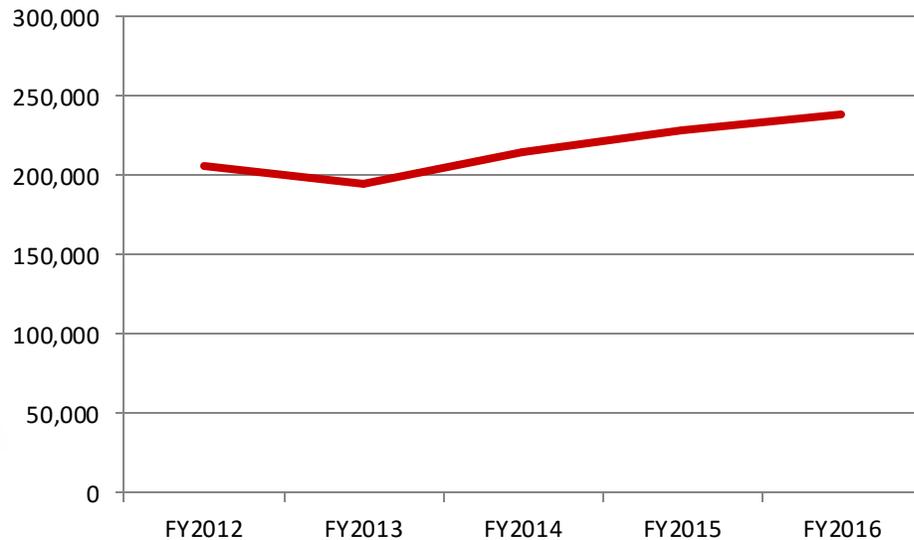
Summary of Initiatives - continued

Initiative	Description
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.
Timeliness	Implement a statewide standard that 90% of investigations be submitted to the supervisor for case closure within 45 days.
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 for 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.
Regional Permanency Summits and Plans	Regions held permanency summits and established statewide goals.

Transformation Metrics

Intakes

Statewide Intakes Assigned for Investigation, FY2012 – FY2016



Source: DFPS Data Warehouse, Intakes Assigned for Investigation.

Time to Case Closure

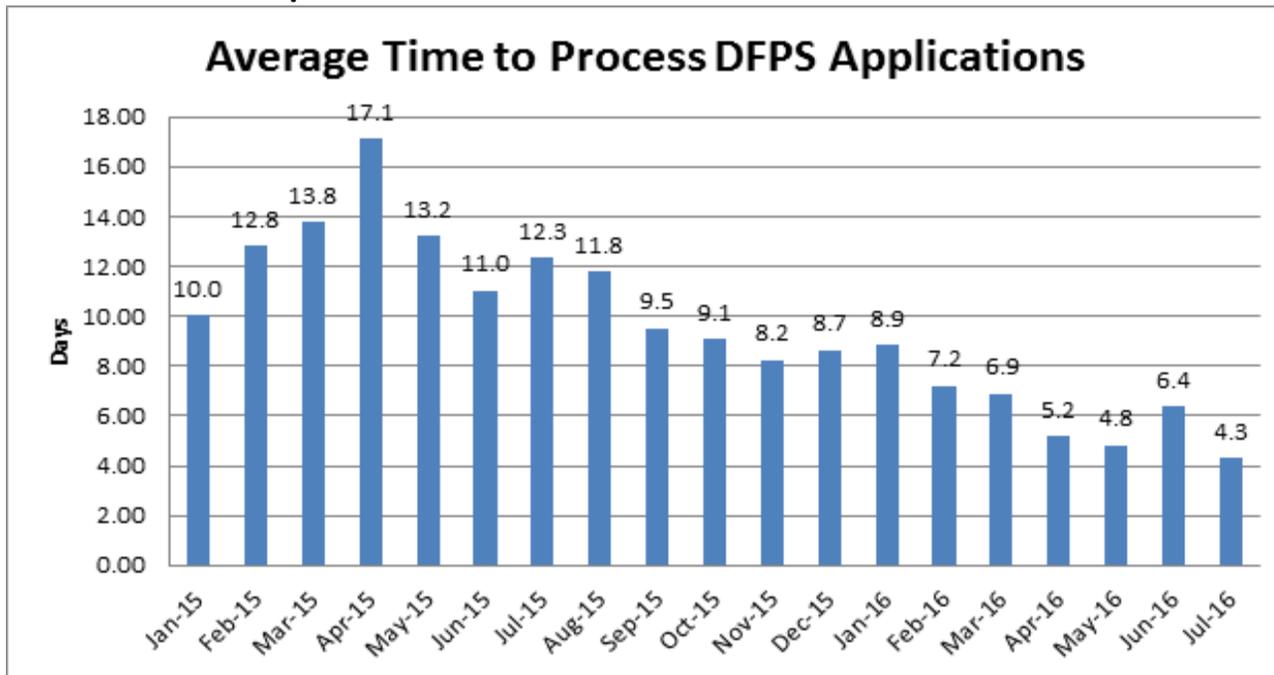
- Since Transformation, CPS has reduced the average time to close an investigation by 14%. Time to FBSS case closure has remained constant and average time children stay in conservatorship declined slightly.

	FY2014	FY2015	FY2016
Average time to investigation closure (in days)	52.9	48.2	45.6
Average time to FBSS closure (in months)	7.1	7.0	7.1
Average time to conservatorship closure (in months)	21.3	20.9	20.8

Source: DFPS, Transformation Progress Report, October 2016.

Transformation Metrics (cont.)

- The agency has reduced the time it takes to get staff hired. Since September 2015, process improvements on the front end of the application process have resulted in a 55% decrease in the time it takes from receiving the application to referring the candidate to the hiring team. This shift has allowed DFPS to improve the average time to fill a vacancy from 65 calendar days in FY 2015 to 43 calendar days at the end of the third quarter of FY 2016.



Source: DFPS, Transformation Progress Report, October 2016.

Transformation Metrics (cont.)

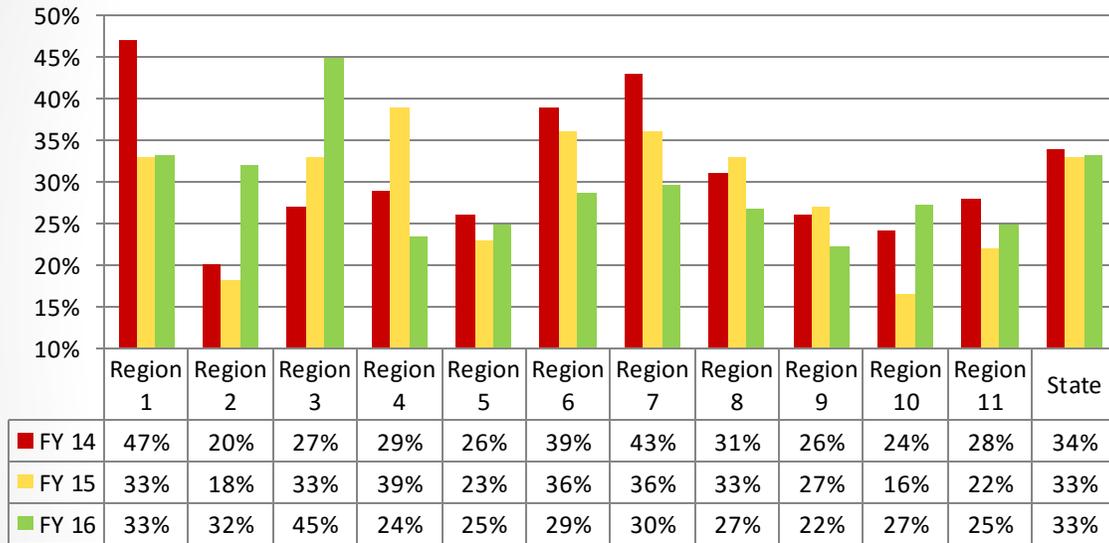
Turnover

	FY 14	FY 15	FY 16
CPS Overall	25%	26%	26%
Investigations	34%	33%	33%
Family Based Safety Services	23%	28%	25%
Conservatorship	23%	23%	23%

Source: DFPS, Transformation Progress Report, October 2016.

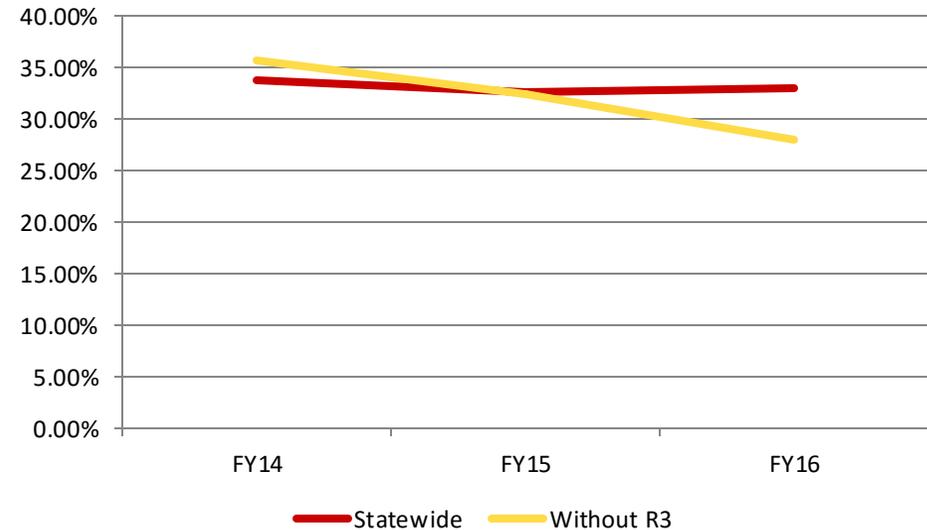
Additional Detail on Turnover

Turnover Rates for Investigation Caseworkers



Source: DFPS, Transformation Progress Report, October 2016.

Investigations Caseworker Turnover



Sources: DFPS, "Turnover and HR-related Data," FY14-16, TSG.

- **Region 3 experienced a significant increase (the impact on investigations alone is shown at left).**
- **Adjusting for the impact of Region 3, statewide turnover would have decreased more significantly.**

Transformation Metrics (cont.)

- From FY 15, recidivism is down slightly in Investigations, remained unchanged in FBSS and slightly increased in CVS. Placement stability and average time to permanency improved slightly and CPS is finding permanent homes more quickly for more children.

	FY 14	FY 15	FY 16
Recidivism			
-Investigations	7.5%	7.7%	7.5%
-FBSS	7.8%	7.6%	7.6%
-Reunification	11.9%	11.5%	11.7%
Average Number of Placements	3.2	3.2	3.1
Exits to Permanency	91.4%	92.2%	92.1%
Average Time to Exit to Permanency (in months)	18.8	18.5	18.4

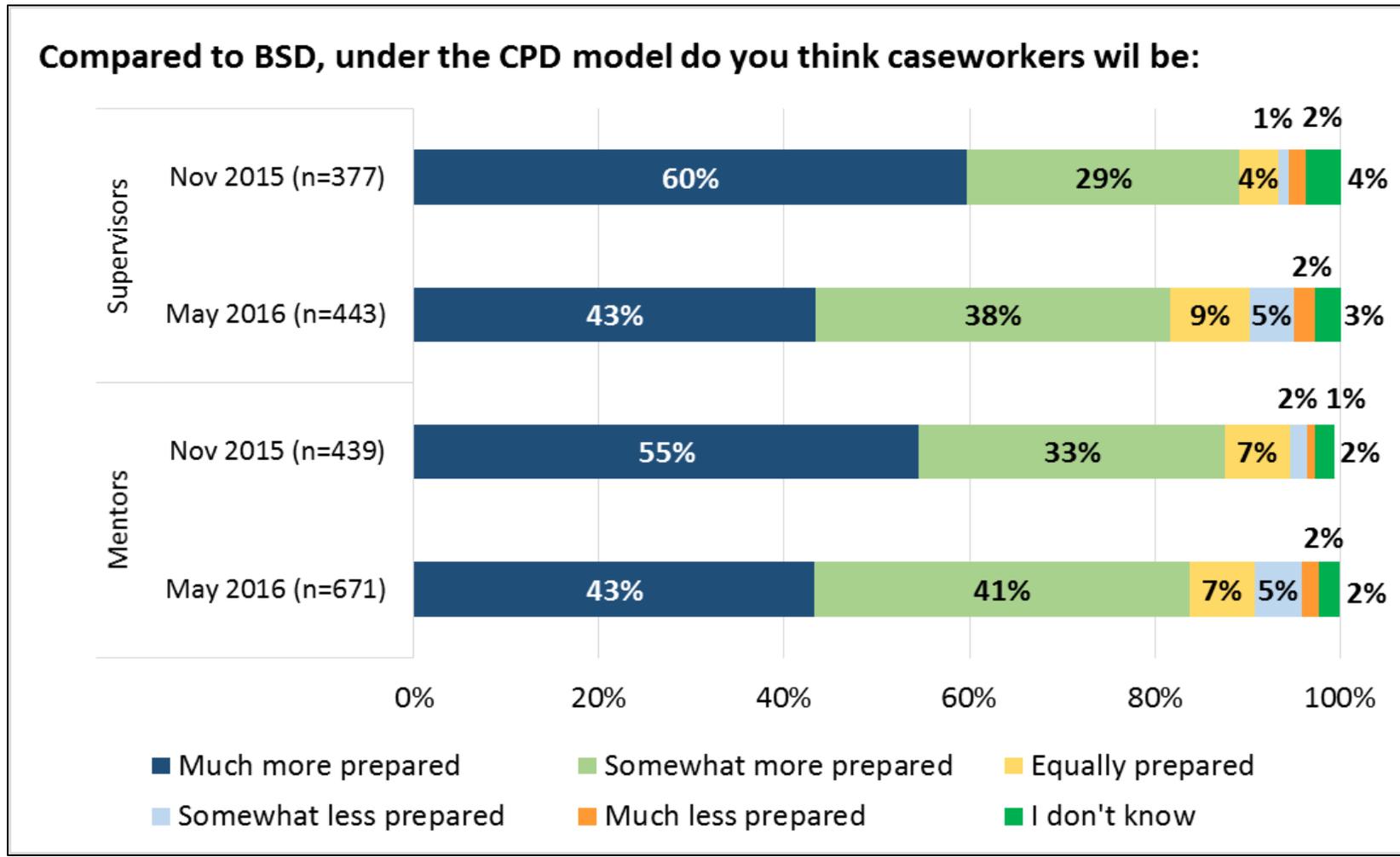
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Source: DFPS, Transformation Progress Report, October 2016.



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Supervisors and Mentors' Perceptions of Training, CPD vs. BSD

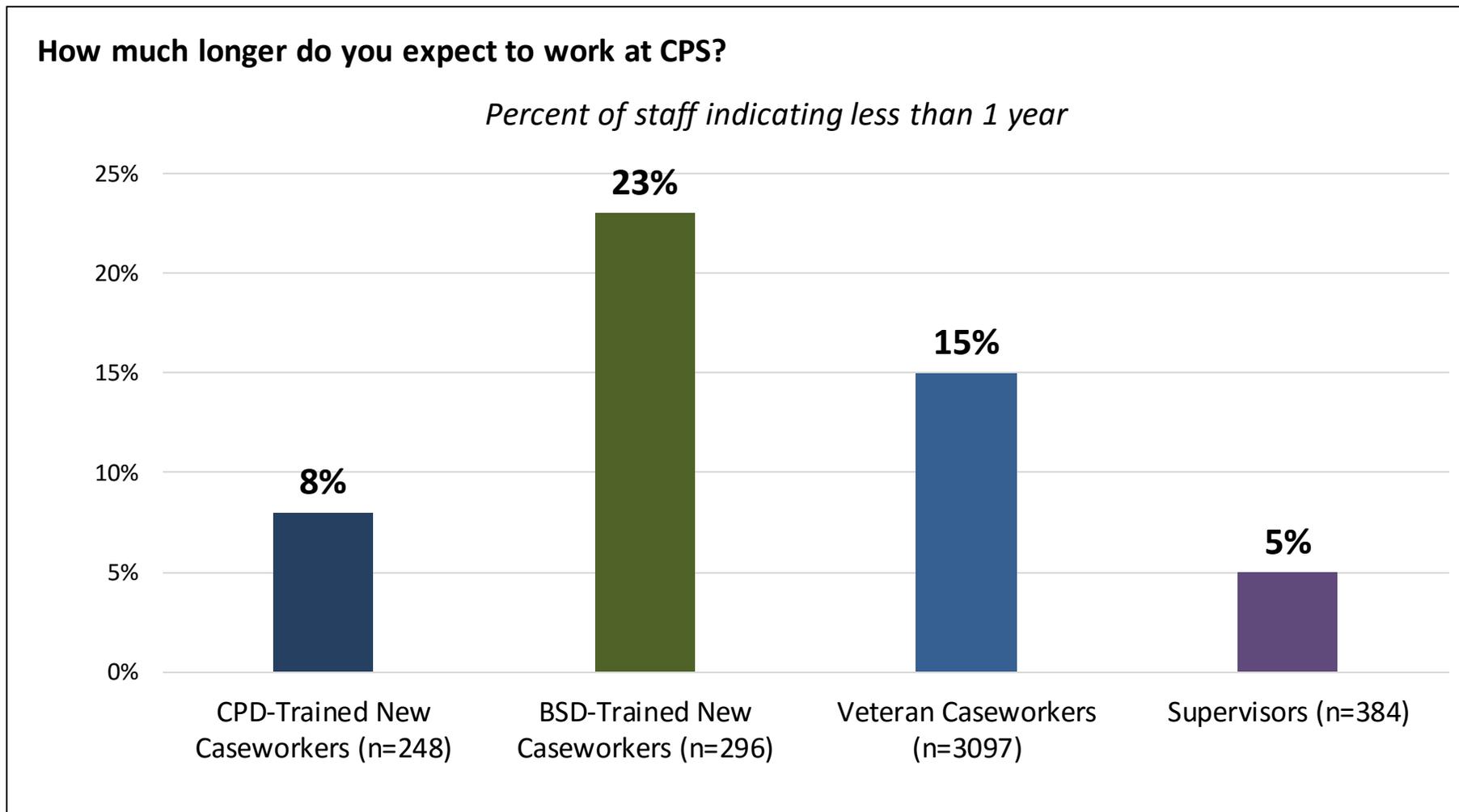


Source: Statewide Survey I (November 2015) and Statewide Survey II (May 2016).
 Notes: Supervisor sample limited to supervisors who had a new caseworker hired in their unit between January 2015 and survey administration. Mentor sample is limited to caseworkers who had mentored at least once at the time of survey administration.



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Caseworkers and Supervisors Reporting Plans to Leave CPS in the Next Year



Source: Statewide Survey, November 2015.
Notes: Limited to caseworkers who are case assignable.