

DCYF

Healthy Children and Youth, Strong
Families, Diverse Caring Communities

Senate Committee on Finance
Senate Committee on Health & Human Services
June 3, 2015



What we know

DCYF has had a deficit in five of the previous six years. Despite our growing investments, no one is satisfied with the results.

It is unacceptable that an agency charged with caring for Rhode Island's children has so many significant challenges.

Our top priority is creating a stronger Rhode Island for our children and families to be safe and healthy.

What we have begun

Thorough analysis of the agency to understand the various issues that have hindered our progress

Engagement with stakeholders as we design a new path forward

Engagement with staff to understand their needs to protect our children and families

Incorporation of national best practices to build on the many achievements to date

Agenda

Outcomes

Senate Task
Force
Update



National Trends

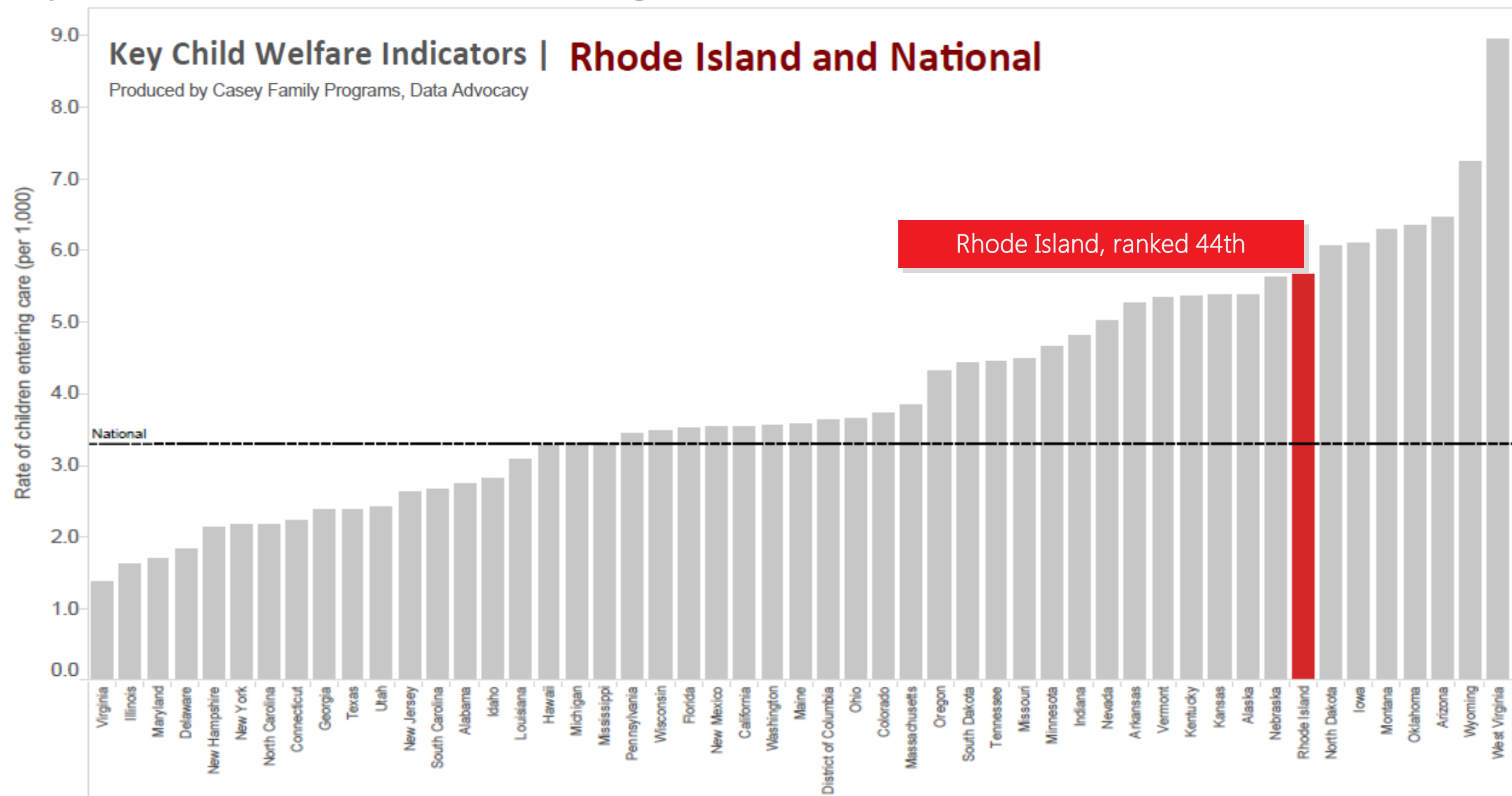
- Entries/Removal by State
- Congregate Care by State
- Kinship Care by State
- % of Reentry to care within 12 months of reunification

Outcomes

Entry Rates: An indicator associated with front end reduction strategies.

Key Child Welfare Indicators | Rhode Island and National

Produced by Casey Family Programs, Data Advocacy

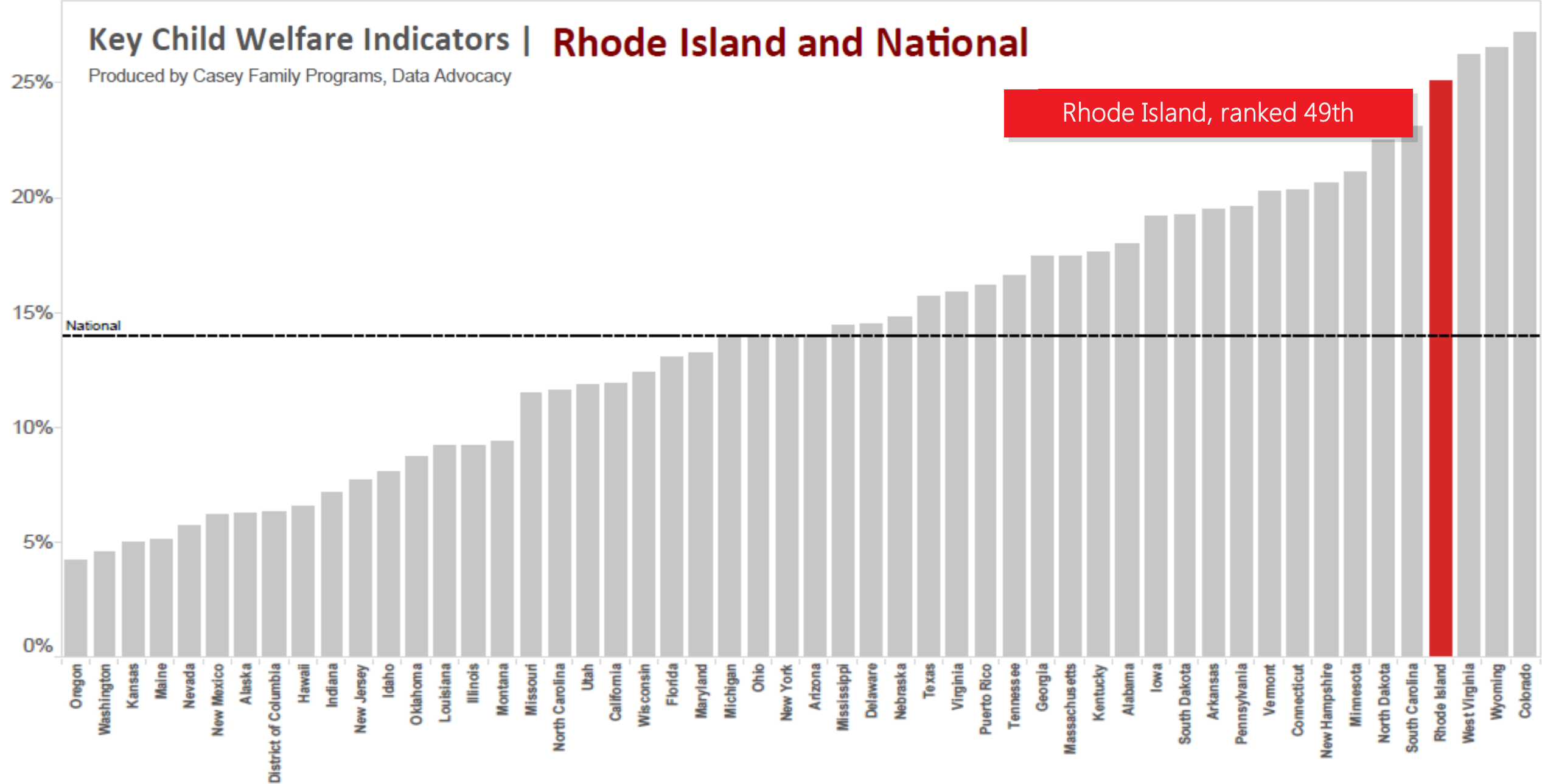


Congregate Care by State (2013)

Of all the children (ages 0-17) in care on the last day of the fiscal year, what percent were placed in congregate care setting?

Key Child Welfare Indicators | Rhode Island and National

Produced by Casey Family Programs, Data Advocacy

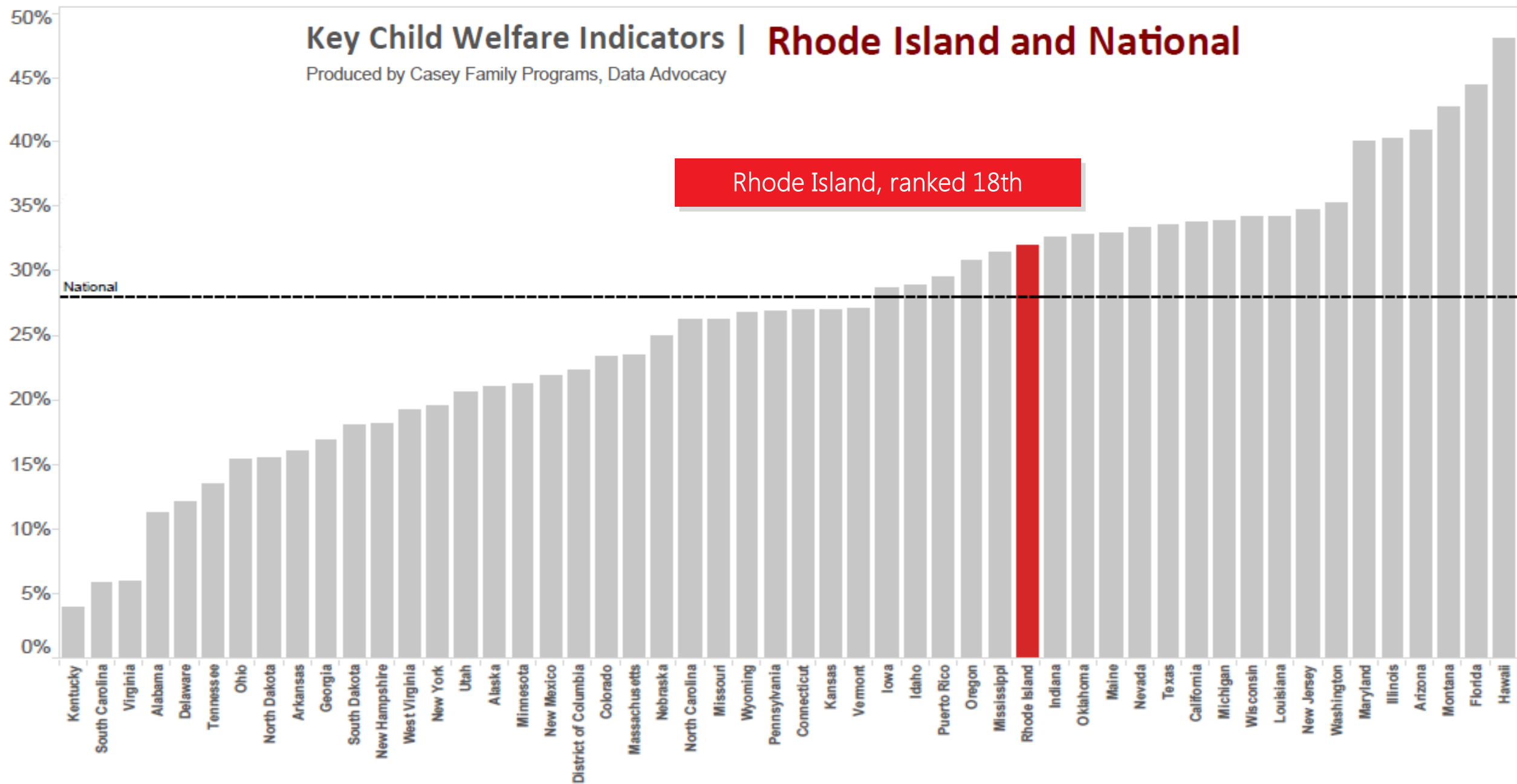


Kinship Care by State (2013)

Of all the children (ages 0-17) in care on 9/30/13, what percent were living with a relative?

Key Child Welfare Indicators | Rhode Island and National

Produced by Casey Family Programs, Data Advocacy

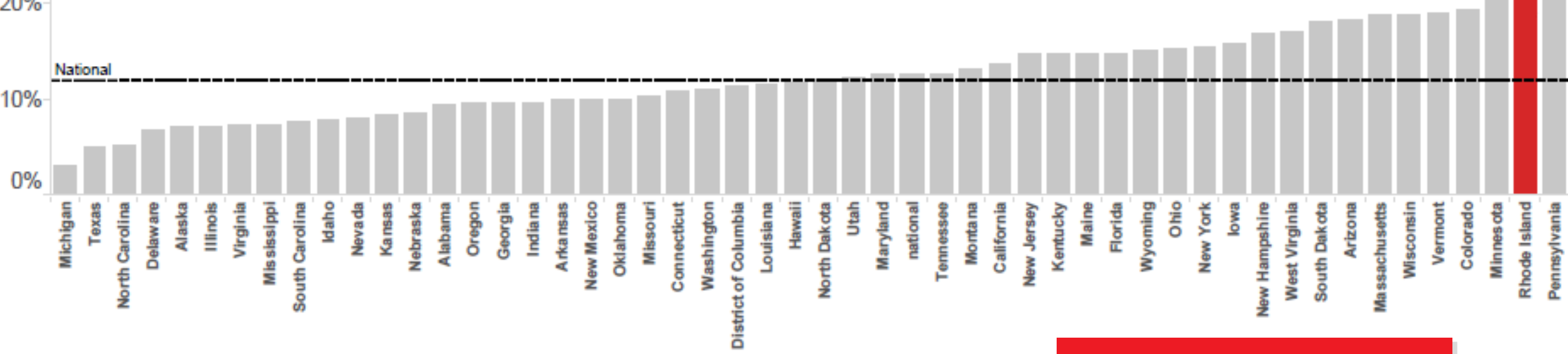


Re-Entries (2013):

CFSR Measure C1.4: Of all the children reunified, what % re-enter care within 12 months of reunification?

Key Child Welfare Indicators | Rhode Island and National

Produced by Casey Family Programs, Data Advocacy



Rhode Island, ranked 51st



Senate Task
Force Update

Senate Task Force Recommendations

Actions to Date

- Completed: 7
- In Progress: 11
- No Progress: 2

Next Steps

- Short Term (0-6 months): 6
- Mid-Term (6-18 months): 6
- Long Term (18+ months): 1

20 Recommendations

Roles and Responsibilities

Actions to Date

- On February 11, 2015, Christy Healey was designated as the DCYF manager for the Family Care Networks.
- Established weekly executive meetings to facilitate discussions and decision-making.

Recommendation #1

DCYF should assign a manager of the contracts between DCYF and the Family Care Networks. There must be accountability to meet the contract standards and metrics, and increased monitoring and transparency of cash flow through the networks.

Status: Completed

Roles and Responsibilities

Actions to Date

- As of **April 15, 2015**, the Family Care Networks ceased performing the Network Care Coordinator function and transitioned management of those cases back to DCYF case manager.

Recommendation #2

DCYF should assume the responsibility of the Network Care Coordinator in the role of primary case manager for every family served by the department. This eliminates duplication, identifies the lead contact for cases and redirects resources currently being expended by the networks.

Status: Completed

Roles and Responsibilities

Actions to Date

- During these weekly meetings, discussions cover levels of need, areas for expansion, or transition of services.
- As we move forward, there will be a need to continue certain activities while we rebuild capacity in other areas.

Recommendation #3

DCYF should clarify other roles and responsibilities that will be in place through the end of the current contract and in any future contracts. Further, the Family Care Networks shall clarify the roles and responsibilities of the service providers in their respective networks.

Status: In Progress

ETA: Short Term

Contract Status

The initial term of the contract was July 1, 2012 to June 30, 2015 at an annual rate to each contractor of \$35,690,000 or \$107,070,000 for the full life of the contract.

Annually, the two contracts cost DCYF approximately \$71.4 million. Each contract has three 1-year renewal options. The total value of the two contracts over the initial three year term is \$214,140,000.

Actions to Date

- Currently negotiating not longer than 6 month contract extension with reduced service level, while we determine how best to procure the appropriate bundle of services.

Recommendation #4

Going forward, we recommend that the Governor-elect determine an overall course of action with respect to the contracts between DCYF and the Family Care Networks.

Status: Completed

Contract Status

Actions to Date

- Submitted an amended FY15 budget requesting an additional \$9.6M, as the primary driver has been service costs within the Family Care Network.
- Submitted an FY16 budget that includes:
 - Authority to appropriate across line items to shift realized savings;
 - Separate investments in Utilization Management;
 - Investments in Foster Board rate; and
 - Eliminates funding for administration of the current contract structure.

Recommendation #5

DCYF should develop an amended FY15 budget and a FY16 budget proposal that provide options for consideration on implementing the System of Care in the most efficient, cost-effective way; which ensures the safety and well-being of vulnerable children and families; and which anticipates any predictable shifts in population needs.

Status: Completed

DCYF Staffing

Actions to Date

- We have recently completed an analysis on how a case is managed through our child welfare division.
- Several factors contributing to high turnover:
 - Opening high number of cases;
 - Expanded use of Monitoring/Intake;
 - Non-casework tasks burden staff;
 - Lack of adequate technology prohibits flow of good and accurate data creating redundant tasks.
- Established workgroup to analyze all training needs, as we have multiple requirements/needs that are not being fully addressed.

Recommendation #6

DCYF should develop a continuous pipeline of recruitment and training of staff to address the high turnover of social workers, case managers and supervisors to ensure that caseloads remain at reasonable levels.

Status: In Progress

ETA: Mid Term

Communication

Actions to Date

- Part of the analysis conducted in our Child Welfare division indicated a significant amount of our staff time was spent in court processes.
- We are continuing our internal process analysis to understand these issues better before we initiate this task force.

Recommendation #7

A task force should be established on the interrelationship between the Family Court, DCYF and provider agencies (including health care and educational professionals) focusing on court scheduling of DCYF cases, placement decision-making and information sharing.

Status: No Progress

ETA: Mid Term

Communication

Actions to Date

- Conducting an analysis of all federal requirements.
- Mapping current system and all functions.
- Hired an Operations Manager who now oversees Facilities, Fleet, and IT.
- Established Technology Review Board to coordinate and oversee daily needs.
- Requested \$450k in FY16 budget for technology pilot to improve efficiency.
- Initial process reviews also highlight there is a **significant lack of technology at the primary point of entry, our call floor.**

Recommendation #8

DCYF's information technology system should be updated. This system update should be designed to allow for the sharing of information between and among DCYF and service providers for children in DCYF care.

Status: In Progress

ETA: Long Term

Assessments

Actions to Date

- Created an internal review team to look at all assessments across each division.
- In addition to those conducted across Child Welfare, Family Care Networks, we conduct assessments in the FCCPs, for education, youth in transition, Juvenile Justice.

Recommendation #9

DCYF should fully implement and integrate appropriate assessments into all aspects of case decision making and data collecting. Further, DCYF must identify the parties responsible for conducting the assessments.

Status: In Progress

ETA: Mid Term

Assessments

If a child is **removed from home** between the ages of 6-18 and placed in congregate care, specialized foster care, or independent living, a Child and Adolescent Needs and Strength Assessment (CANS), or **level of care assessment**, is conducted by the Family Care Networks with **within 45 days of entry** into congregate care or specialized foster care, and at each level of care change, and at discharge.

25.4%

of youth who were removed from home and remained in that placement for 45+ days, had a CANS administered (7/1/2013 – 5/1/2014)



Assessments

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43%

of youth who were removed from home and remained in that placement for 30+ days, had a CANS administered (11/1/2014 – 5/1/2015)

- Over 17% increase with an increased standard
- Measures CANS completion on new entrants
- Reduced from 30 to 45 days



DCYF Budget

Actions to Date

- We continue to analyze, through our work with subject matter experts, how we manage and monitor our caseloads.

Recommendation #10

DCYF should develop a plan by July 1, 2015 to incorporate a method of caseload estimating into the state Revenue and Caseload Estimating conference. Beginning with the November 2015 caseload conference, DCYF shall be included in the caseload estimating, contingent upon the demonstration that their data, assumptions and methodology are reliable.

Status: No Progress

ETA: Short Term

Preventative Services

Actions to Date

- In addition to the 4 FCCP contracts, and 2 family care networks, DCYF had separately created 46 contracts for a variety of services, which we are in the process of analyzing.
- Additionally, services are being provided with no contractual relationship in place, and we must reconstruct, through line items and invoices, what services were purchased.
- We are conducting an analysis on whether those services were already procured under the Family Care Networks, FCCPs, Neighborhood Health Plan, or remain necessary and should stand alone.

Recommendation #11

The state should increase investments in proven effective preventative services and family supports to reduce DCYF caseload, improve outcomes for children and youth and reduce the need for more intensive services.

Status: In Progress

ETA: Short Term

Preventative Services

Actions to Date

- We are looking at national best practices on contract structures in child welfare and potential areas to pilot.
- In the process of prioritizing areas to initiate pilot programs.

Recommendation #12

DCYF should develop a well-managed, accountable, and transparent pilot project aimed directly at reducing residential placements through a risk-sharing or performance based contract. The pilot would utilize appropriate, best practice, community-based services to alternatively serve youth currently in residential settings – improving outcomes and saving funds.

Status: In Progress

ETA: Short Term

Foster Care

Actions to Date

- One of the primary initiatives we must undertake is the restructuring of our entire foster, adoption, and recruitment strategy.
- Through our Diligent Recruitment grant, and other current grant resources, we are creating a work plan to engage our partners in this redesign effort.

Recommendation #13

DCYF should be the primary entity responsible for continuous recruitment of foster parents through the development of a plan and system operated through various public and private partnerships.

Status: In Progress

ETA: Mid Term

Foster Care

Actions to Date

- Governor invested an additional \$1 million in her FY16 budget.
- This is the **first time in 14 years** that we have made this investment.
- We will continue to analyze opportunities to restructure our funding mechanisms to be on par regionally/nationally.

Recommendation #14

The reimbursement rate for foster parents should be increased to within ten (10%) percent of the Massachusetts and Connecticut average daily rates; and in an effort to keep siblings together, the “discounted rates” for siblings shall be abandoned.

Status: In Progress

ETA: Mid Term

Foster Care

Actions to Date

- Tracking metrics that will inform whether this had an impact, which will take 6 months past contract to review:
 - Placement stability among youth in kinship - among youth whose first placement is kinship, the proportion of youth whose placement changes to a non-kinship during the foster care episode
 - Length of time in care - among youth whose first placement is kinship, the median length of time in foster care episode
 - Length of time to reunification - among youth whose first placement is kinship, the median length of time to reunification

Recommendation #15

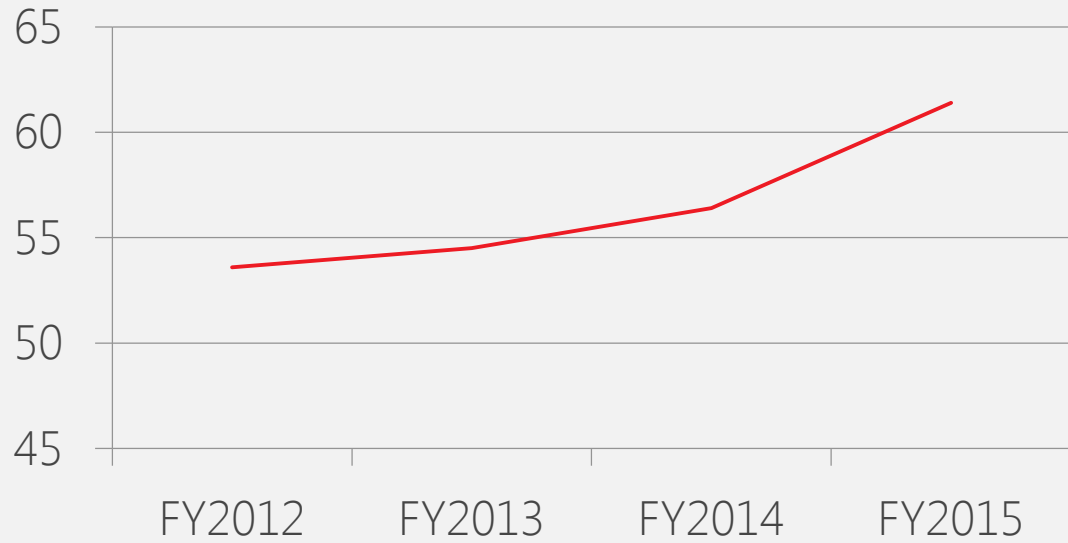
On or before April 1, 2015, DCYF should report to the Senate President, the Chairs of the Senate Committee on Finance and the Senate Committee on Health and Human Services on the permanency status, and other relevant measures of stability, of children in kinship care at points 3 months before and 3 months after the recent kinship support service contract terminations.

Status: In Progress

ETA: Short Term

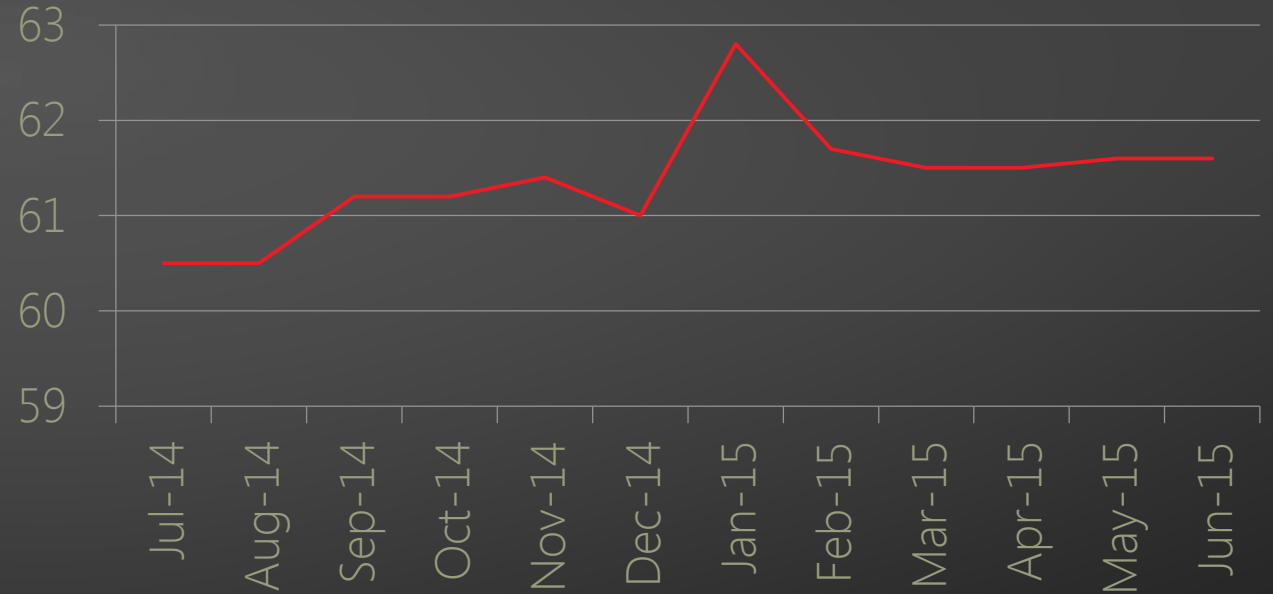
Foster Care

% of Youth in Kinship by FY



Recommendation #15, continued

% of Youth in Kinship by Month FY15



Status: In Progress

ETA: Short Term

Performance Measures

Actions to Date

- As part of our short term negotiation, we are finalizing the specific metrics that will be incorporated into our overall agency dashboard
- We are in the processing redesigning our entire website under the new state template, we anticipate a fall completion.

Recommendation #16

DCYF and the Family Care Networks should be tracking the progress of children and youth throughout the system; performance measures should be utilized to determine each program's effectiveness; and data on program and network performance should be posted on the DCYF website to provide greater transparency.

Status: In Progress

ETA: Short Term

Collaboration

Actions to Date

- The Governor will be convening the Children's cabinet in the next few weeks, we will be sending invitations shortly.
- The Governor also included a few legislative revisions updating the membership and some of its activity, but does not want to delay the convening of this important body.

Recommendation #17

The Governor-elect should convene the Children's Cabinet as set forth in the General Laws § 42-72.5-1 to improve outcomes for children and families served by multiple state programs and departments.

Status: In Progress

ETA: Short Term

Collaboration

Actions to Date

- As mentioned previously, we have been working aggressively with them on a variety of issues.
- In addition to the 6 recommendations from their report, they have agreed to take on additional initiatives to support our efforts and we are finalizing those initiatives.

Recommendation #18

DCYF should continue to collaborate with the Annie E. Casey Foundation on quality improvement, fully utilizing best practices, and implementing the Foundation's 2014 recommendations.

Status: In Progress

ETA: Short Term

Collaboration

Actions to Date

- Current work areas:
 - Front End Decision Making
 - Family Engagement (placement/permanency)
 - Group Placements
 - Teen Diversion
 - Outcomes-based Performance Management
 - Lead Agency/Public Agency Structure

Recommendation #19

On or before March 31, 2015, DCYF should report to the Senate President and the Chairs of the Senate Committees on Finance and Health and Human Services on progress made on the implementation of the recommendations of the Annie E. Casey report.

Status: In Progress

ETA: Short Term

Collaboration

Recommendation #20

The Senate Committee on Finance and the Senate Committee on Health and Human Services will continue their monitoring and oversight of the Department of Children, Youth and Families through the 2015 and subsequent General Assembly Sessions.

Status: Completed

Questions

Outcomes

Task Force
Update