



Child Protective Services

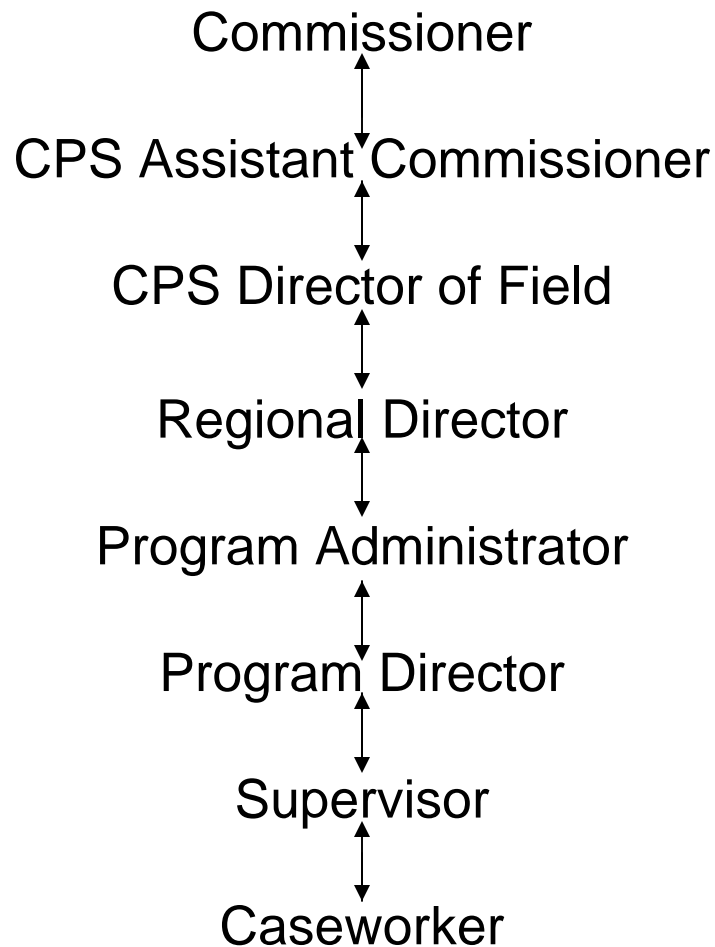
Senate Committee on Health and Human Services

March 21, 2012

Howard G. Baldwin, Jr.
Commissioner

Evaluate the management structure and supervision of CPS caseworkers with an emphasis on rural areas. Identify any legislative changes that could assist DFPS in maximizing efficiency, improving quality casework and supervision, and increasing caseworker retention. Identify any legislative changes that could improve the quality of care children receive while in Child Protective Services custody, including improving permanency outcomes.

- CPS Management Structure and Supervision in Rural Areas
- Maximizing Efficiency & Improving Casework
- Improving Supervision
- Increasing Caseworker Retention
- Quality of Care



In July of 2004, Governor Perry issued RP 35 which included a piece on Organizational Reform:

The Health and Human Services Commission shall conduct a comprehensive organizational reform of the Child Protective Services program to ensure the appropriate placement of state resources and program supervisors for proper and sufficient regional oversight and communication, the effective application of all state statutes and policy requirements, and the most appropriate outcomes for children.

The 79th Legislature responded with Senate Bill 6 which required the agency to:

- develop a plan to ensure the most efficient and effective use of child protective services staff and resources.
- develop a methodology for the equitable distribution of investigative and other staff to ensure an equitable assignment of cases in each area of the state;
- evaluate the duties of investigators and supervisors and identify and reassign functions that may be performed more efficiently by support or other paraprofessional staff;
- ensure that investigative and service units contain adequate supervisory and support staff

As a result, CPS altered their unit formation as a way to improve casework and investigations.

- **Pre-Reform**

- While most regions structured units specialized by stage of service, often Program Directors had responsibility for all stages of service in a geographic area.
- In more rural areas, caseworkers might be “generic” and provide all services.

- **Post-Reform - Functional Units**

- Units specialized by function are deployed in 3 stages of service: Investigation, Family Based Safety Services and Conservatorship.
- Specialized Positions created by stage of service allows caseworkers to dedicate more time to working directly with children and their families.
- Units were structured to provide a lower span of control.

- **Current Functional Unit Structure**

- Investigations units

- 1 supervisor: 6 investigators, 1 admin tech or 1 human service tech

- Family Based Safety Service units

- 1 supervisor: 7 workers, 1 admin tech and 1 human service tech

- Conservatorship units

- 1 supervisor: 7 workers, 1 admin tech and 1 human service tech

The agency reviewed the placement of each of its CPS workers to determine the number of those workers who are housed with their supervisors.

- 78% of caseworkers are housed with their supervisor
- 3 Highest
 - Region 10 (El Paso) - 91%
 - Region 6 (Houston) - 85%
 - Region 3 (Arlington) & Region 8 (San Antonio) - 84%
- 3 Lowest
 - Region 4 (Tyler) - 55%
 - Region 2 (Abilene) - 56%
 - Region 1 (Lubbock) - 65%

Caseworkers Housed with Supervisors - by Region

Region	Yes	No	Grand Total	% housed with supervisor
Region 1 – Lubbock	174	93	267	65%
Region 2 – Abilene	94	74	168	56%
Region 3 – Dallas/Forth Worth	946	182	1128	84%
Region 4 – Tyler	144	120	264	55%
Region 5 - Beaumont	109	56	165	66%
Region 6 - Houston	901	162	1063	85%
Region 7 - Austin	428	157	585	73%
Region 8 – San Antonio	589	113	702	84%
Region 9 - Midland	112	47	159	70%
Region 10 – El Paso	124	12	136	91%
Region 11 - Edinburg	405	106	511	79%
Grand Total	4026	1122	5148	78%

- **Challenges of Rural Areas**

- Distance
- Recruitment

- **Overcoming Challenges**

- Waiver
 - Regions have been given permission to request a change to unit composition
 - This flexibility allows the supervisors to either be in the same office or in closer proximity than previous structures allowed
 - Takes into account caseworker's preference in location, i.e. Prefer to office closer to home

- **GoMobile Project**

- All DFPS caseworkers are mobile workers due to the percent of time they spend in the field.
- DFPS' GoMobile project capitalizes on DFPS' current tools and explores ways to take advantage of new technological developments by constructing a business model designed to help DFPS staff work more flexibly and efficiently
- Goals
 - Casework staff will be 100 percent mobile.
 - Relevant support staff will be mobile.
 - Reduce travel costs.
 - Reduce footprint.
 - Increase retention and job satisfaction.

Maximizing Efficiency & Improving Casework

- **IMPACT Redesign project - Interstate Compact for the Placement of Children**

Goal of this project is for IMPACT – the DFPS Casework Database – to create and process ICPC requests to ***eliminate duplicate data entry and improve data integrity*** by pulling IMPACT information directly onto request forms.

- **Performance Management Evaluation Tool**

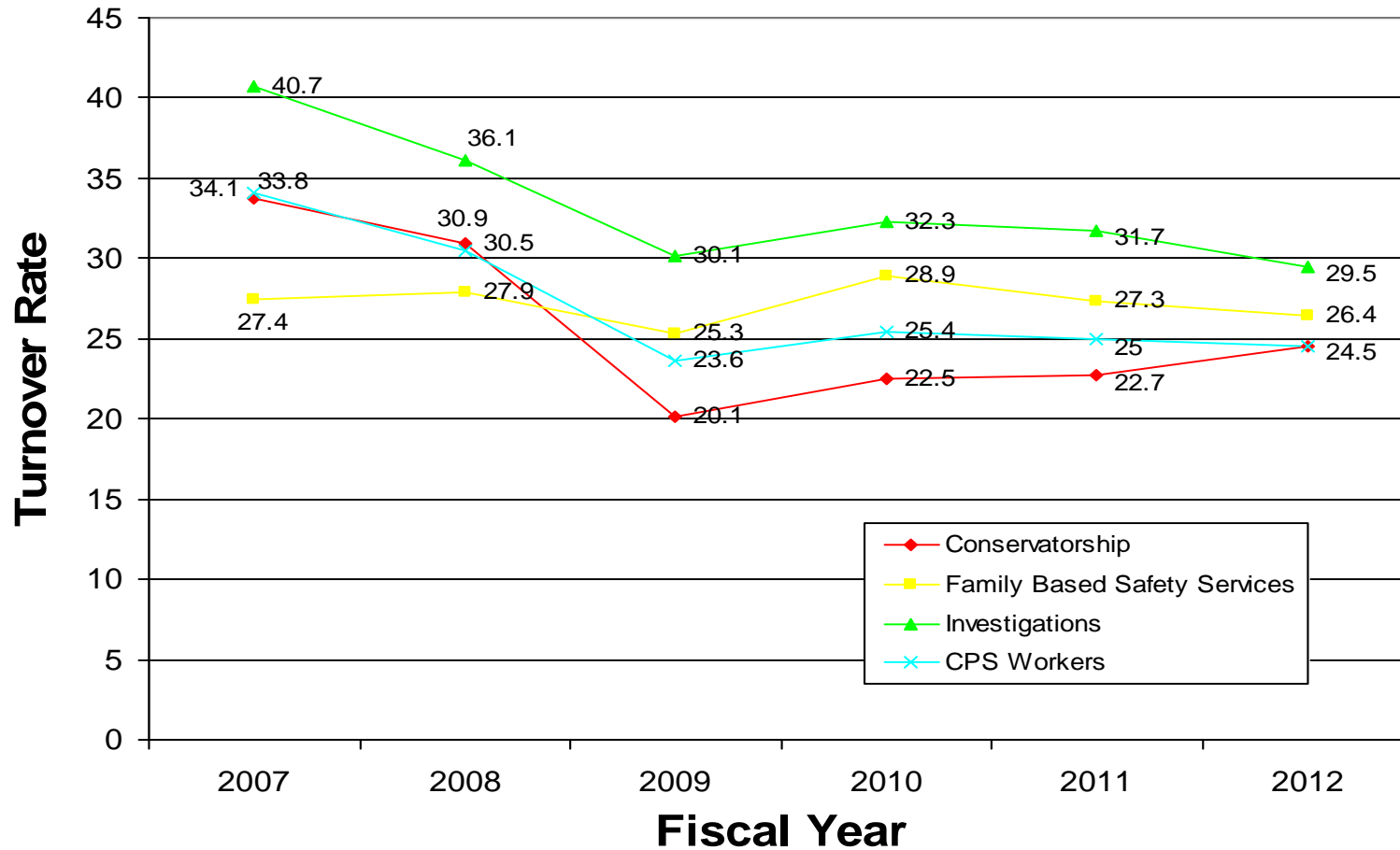
Implemented in fiscal year 2011, new system is used by client service contractors that are required to self-report performance measure data to DFPS that were previously emailed to DFPS for ***manual data entry and tracking***.

- **Contact Documentation Project**

- Recording contacts with persons involved in each case is a primary function and responsibility of the case worker.
- The number and types of contact documentation has grown since the creation of IMPACT in 1995 through changes in federal and state law and DFPS policy
- An assessment is being conducted to identify policies, procedures, and statute that can be changed to **increase efficiencies.**
- Recommendations anticipated in Summer 2012

Retention

Caseworker Turnover by Fiscal Year



*FY12 is annualized based on the first quarter data.

- Working conditions/environment (e.g. safety, work related stress and/or workload issues)
 - 24.8% of staff said that they left the agency because of working conditions.
- Issues with my supervisor / Issues with employees I supervise
 - 18.1% of staff said they left issues with their supervisor
- Retirement
 - 12.8% of staff said they left because of retirement
- Better pay/benefits
 - 10.9% of staff who left said that they secured positions that had better pay or benefits.

Source: State Auditor's Office Exit Survey

- **Employee Assistance Program**

Staff experiencing stress, anxiety, depression or other issues may receive services from the Employee Assistance Program which includes short-term assessments, counseling, prevention/education, crisis intervention, and referrals to long term services as needed.

- **Safety Awareness**

Internal workgroup produced a list of frequently-encountered worker dangers for which workers desire ongoing support and information. The agency is implementing a *Get Out Guide*, location notification protocols, and enhancing our internal safety information website.

- **Rookie Year On-boarding**

Supervisors welcome employees before their first day on the job and provide targeted support throughout the first year.

- **Basic Skills Development Program**

DFPS has programmatically-focused training programs that ensure that caseworkers are prepared to perform all their assigned tasks.

- **Certification Program**

Direct delivery staff and their supervisors earn pay increases by achieving specific amounts of tenure, completing approved training programs, and maintaining satisfactory performance.

- **Recruitment Efforts**

The agency is implementing efforts to increase the number of new hires:

- Internet Presence
- Pre-employment Testing
- Stipends for CPS Investigators and Investigative Supervisors
- Targeted Recruitment for Certain Degrees
- Higher pay for MSW/BSW
- Targeted Recruitment Bonuses

Average Annual CPS Salary Comparisons in Contiguous States*

Texas	Oklahoma	New Mexico	Arkansas	Louisiana
\$34,950	\$35,050	\$36,510	\$37,250	\$45,860

*Department of Labor's Bureau of Labor Statistics for comparable jobs for 2010-2011 as reported by HHSC Human Resources on 2/29/2012.

Note: Entry level salaries for CPS staff in FY 2011 were \$32,273 for non-investigative staff and \$36,728 for Investigative staff.

Improving Supervision

- **DFPS LEADS**

(Leadership Excellence, Advancement, Distinction, Support)

- Goal: To produce managers who have the tactical knowledge to manage their day-to-day duties and can act strategically with broad goals in mind. Managers gain programmatic knowledge and develop in the eight competencies that DFPS has identified as essential for managing in the DFPS environment.

- **Eight Competencies for Supervisors**
 - Communication
 - Decision Making
 - Managing Change
 - Professional Development of Self & Others
 - Strategic Thinking
 - Integrity
 - Collaboration
 - Cultural Competence

DFPS LEADS Timeline

First Day to Six Months	6 Months to 2 Years	Beyond 2 Years
Beginning Manager	Intermediate Manager	Advanced Manager
Making the transition from peer to manager, or managers newly hired by DFPS	Elevating from new manager to functioning manager	Becoming a Strategic/Visionary Leader
80% Tactical - 20% Strategic	70% Tactical - 30% Strategic	20% Tactical – 20% Strategic
<ul style="list-style-type: none"> • Guide to Unit Supervision • Revised Core Supervisor Basic Skills Development • Programmatic Basic Skills Development • Divisional Basic Skills Development 	<ul style="list-style-type: none"> • Covey 7 Habits • Intensive Training Forums • Program Certification 	<ul style="list-style-type: none"> • Covey 7 Habits • Intensive Training Forums • Program Certification* • 360 Assessment* • Mentoring* <p><i>*Under Construction</i></p>

- **Core Training for Supervisors**

Every promoted or newly hired supervisor is required to attend this core training within 60 days from the date of hire or promotion and prior to taking program-specific training

- **Program-Specific Training for Supervisors**

Each DFPS program offers basic skills development courses and specialty courses that are tailored to the specific requirements of the supervisor's program area of operation, the position, and the function. This training must be completed within six-months of the date the supervisor was hired or promoted.

- **Certification**

A voluntary process designed to recognize DFPS caseworkers and supervisors who participate in professional development that goes beyond what is required in Texas.

- **Intensive Training Forums**

Series of one-day workshops, offered statewide, aimed primarily at developing the skills of those who manage others. All courses provided at the workshops meet requirements for the Certification program.

Quality of Care

- **Advisory Committee for Promoting Adoption of Minority Children**
 - Legislatively established to advise DFPS on policies and practices that affect the licensing and recruitment of families for children of color who are awaiting adoption.
 - Currently has 9 members, representing 8 of the 11 CPS regions.
 - Since FY 2011 the Advisory Committee has held quarterly meetings around the state
 - The committee currently is outreaching to a number of pastors and church members around Texas to engage them in "recruiting a church" to wraparound support for the children and families that are involved in the child welfare system.

- **Texas Trio Project**

- The Texas Trio Project is a 17-month grant-funded collaboration grant provided to the Texas Education Agency to improve education outcomes for youth in foster care by connecting and involving the courts, child welfare, and education.
- Collaborators: Texas Education Agency, Houston ISD, Supreme Court Commission, DFPS
- Houston I.S.D. will be the initial site, targeting youth in foster care, ages 10-17
- The project workgroup will facilitate policy and practice changes and produce online resources that are able to be replicated in different school environments.

- **Supreme Court Children's Commission**

- **Beyond the Bench Conferences**

Conferences bring together stakeholders in the child protection system from a particular region for a multi-disciplinary training that includes collaboration, brainstorming, and problem solving as well as discussion of best practices.

- **Children's Commission Education Committee**

Charged with looking at challenges, identifying judicial practices and training needs, improving collaboration, and making recommendations regarding educational data/information sharing to improve educational outcomes of children and youth in foster care.

- **Texas Appleseed Project**

- Collaborators: Texas Appleseed, Casey Family Programs, Supreme Court Commission, Texas CASA, and other foster care experts
- Goal: Design strategies that improve timely permanency for children and youth in foster care
- Major recommendations:
 - A new Benchmark Hearing Pilot Program to expand opportunities for children Texas foster care to participate in their placement review hearings
 - Providing an advocate for all children in Permanent Managing Conservatorship (PMC) of the state
 - One child:one judge, for the duration a child is in PMC

- **CASA - Diligent Recruitment Grant**
 - Collaborators: DFPS and CASA
 - Goal: To find adoptive homes for children eligible for adoption, and permanent homes for children in PMC without termination of parental rights.
 - Focus on Tarrant, Collin, Gregg, Angelina, and Nacogdoches counties
 - National Resource Center for Recruitment and Retention for Foster/Adopt Families provided technical assistance to the grant participants
 - Developing proposal for customer service standards
 - Next step: conduct "Listening Tours" to gather further input from stakeholders

- **Casey Family Programs**

- **Enhanced Family Centered Safety Decision Making**

- Focus on both child safety and a family-centered approach in delivering services to identify when children are safe or unsafe
 - Understand what family changes must occur to keep children safe and match them with the right services
 - CPS currently training staff

- **Permanency Round Tables**

- Process to brainstorm and create child specific action plans to achieve positive permanency for the child
 - Implemented in Austin and San Antonio
 - Planned implementation statewide, starting with Houston

- **DFPS Trauma-Informed Practice Workgroup**
 - Collaborators: Internal and external stakeholders, including well-known trauma informed care experts serving as advisors.
 - Goal: to develop and implement a comprehensive, consolidated approach to trauma-informed care that maximizes agency resources and improves outcomes for the children and families served by CPS.
 - A trauma-informed child and family-serving system recognizes and responds to the impact of traumatic stress on children, youth, family, caregivers, and service providers.

- **Permanency Care Assistance (PCA) Program (Fostering Connections):**
 - Established by HB 1151 and SB 2080 in the 81st Session
 - Makes additional permanent placement options possible for children in the managing conservatorship of CPS by providing assistance to relatives and other designated caregivers who meet certain criteria.
 - Goal: To have children placed in a permanent home with relatives and end CPS involvement with the family.
 - The PCA Program began in September 1, 2010.
 - As of March 3, 2012, 449 children have achieved PMC with the support of PCA.

- **Foster Care Redesign**

- Authorized by Senate Bill 218 and House Bill 1, Rider 25, 82nd Legislative Session
- Through Foster Care Redesign, DFPS seeks to:
 - Promote positive outcomes for children, youth and families
 - Improve the overall process and quality of care
 - Align incentives with process and quality indicators in a manner that encourages the development of services in locations where they are needed