



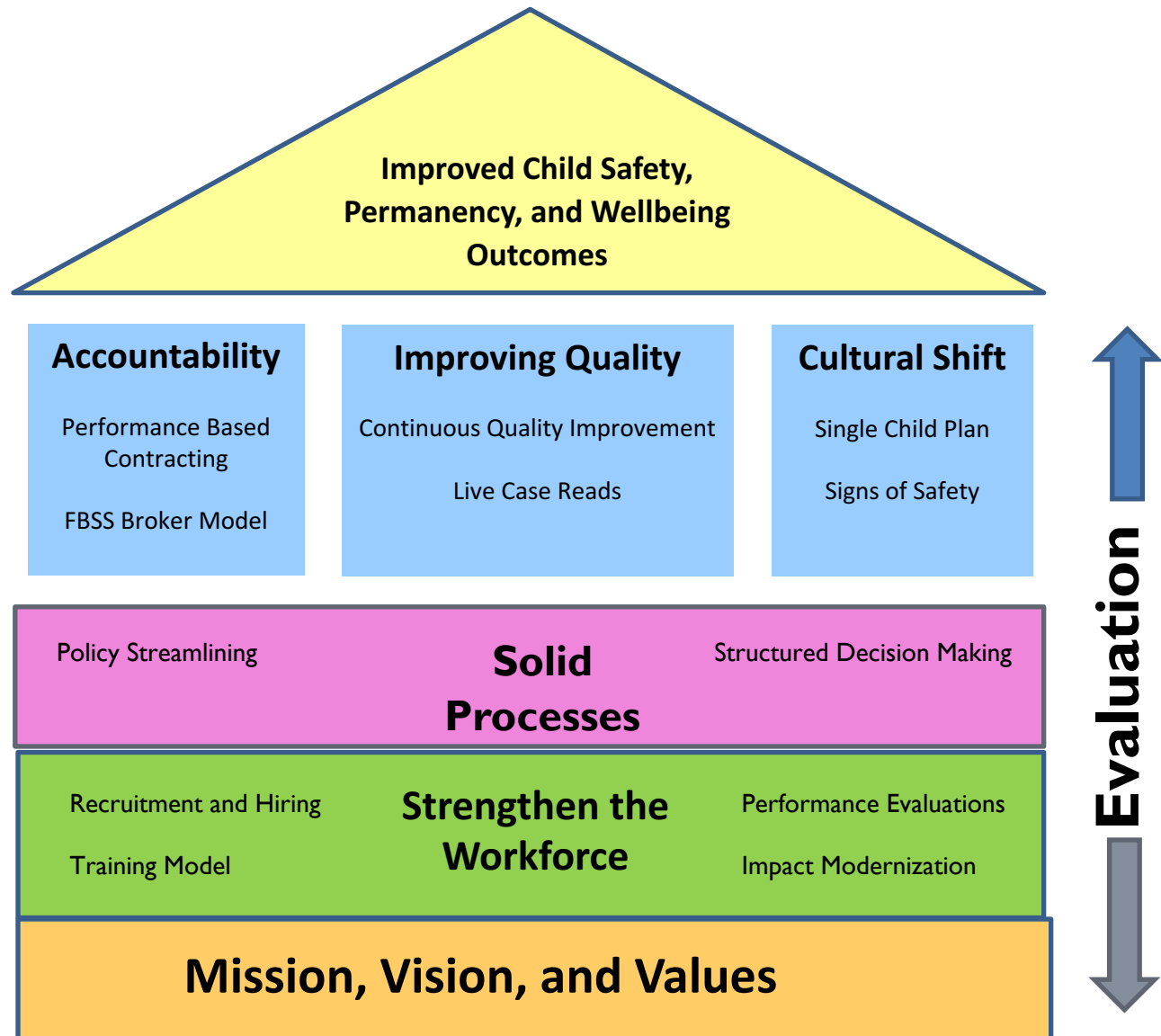
# CPS UPDATE

Texas Network of Youth Services

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# Foundation of Transformation



# How is Transformation Different?

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Several factors distinguish transformation from past reforms:

- Transformation is a field-driven effort
- Transformation activities are guided by feedback from frontline employee surveys
- Field staff in collaboration with DFPS state office are implementing the recommendations

# Why Transform CPS?

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A transformed CPS creates an environment where workers look forward to coming to work and want to stay.

We are accomplishing this by:

- Hiring the best candidates
- Providing quality training
- Developing great mentors, supervisors and leaders
- Streamlining processes so workers can spend more time with children and families.

# Improve Recruitment, Hiring, Retention

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- Recruit candidates with knowledge, skills, and dedication to provide high-quality services to children and families while coping with the difficult, and often emotional, nature of providing protective services.
- Redesigned the recruitment and hiring process to ensure recruiting efforts target qualified candidates and selected candidates become part of the team.

# Improve Training Program

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- Overhauled the training program for new workers to include mentoring, reduced CPS Professional Development classroom training, and expanded field-based basic and specialty training
- Training is individualized, provides workers with professional and personal support through mentoring, enables workers to bond more quickly with their units, and serves as a realistic job preview
- The University of Texas providing external evaluation of the new model, including recommendations for improvement and sustaining the new program

# Strengthen Supervision

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- CPS has trained all supervisors and managers in “Strengths-based Supervision” and will continue to use the model for all newly hired or advancing leaders.
- Specific to child welfare and adapted for Texas, the model strengthens supervision in promoting critical thinking and analysis and providing guidance and support.
- Training is reinforced through monthly group coaching led by CPS Program Directors or Supervisor peers that also model group supervision practice.
- Currently CPS is revising (classroom) training for supervisors.

# Strengthen Supervision Cont.

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- CPS and the DFPS Office of Child Safety are holding Safety Summits across the state to strengthen CPS supervisors' focus on safety, improve their practice, and help them foster relationships with their peers.
- Next up is work with Casey Family Programs on middle and upper regional management leadership development.



# New Decision Support Tools

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- CPS developed and deployed state-of-the-art, Structured Decision Making (SDM) tools to support investigative caseworkers in assessing safety and risk.
- The 24-hour safety assessment helps workers assess child safety and document decisions within 24 hours and was implemented statewide in March 2015.
- The risk assessment tool is an objective, actuarially-sound tool to assess risk of future abuse and neglect has been implemented statewide.

# New Decision Support Tools Cont.

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- SDM Tool for FBSS is the Risk Reassessment Tool.
- SDM Tool for CVS is the Family Strengths and Needs Assessment and the Family Reunification Tool. The FSNA tool is rolling out with the Child and Adolescent Needs and Strengths assessment on September 1, 2016.

# Practice Model Framework

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- CPS created a Practice Model, which defines our organization, what we believe in, what we work to accomplish, and what we do to help families keep children protected and connected.
- Practice model gives us a common and consistent framework for developing and continually improving our practice.
- Key competencies in CPS practice include: Engaging, Assessing, Teaming, Planning, Intervening, and Evaluating.
- Practice model engages the family and their support network so child safety remains the primary focus even after CPS is no longer working with the family.

# Signs of Safety

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- Provides strategies for creating effective working relationships among child, youth, family, worker, supervisor, extended community, etc. and establishes a shared focus that guides casework.
- Two regions were chosen as initial implementation sites for Signs of Safety – regions 8 and 11.
- Signs of Safety is currently being practiced in early adopter units of Family Based Safety Services and Investigation in these regions.

# Permanency Work

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- Faith-based Collaboration
- Permanency Summits held in all regions to establish statewide goals and outcomes, invite collaboration among CPS and stakeholders, and instill urgency.
- Published Permanency Strategic Plan (November 2015).

# Continuous Quality Improvement

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- Combines data, quality assurance case reads, evaluation, and predictive analytics work to support ongoing systems improvement.
- Funding and hiring of Regional Systems Improvement Specialists
- CPS Business Plan with outcomes and targets

- Case reads are critical to evaluating the quality of work being done and the safety of children.
- Generally two types of case reads:
  - A traditional quality assurance case read focuses on a random sample of cases that have been open longer or have been closed and reviewed primarily for compliance with policy.
  - A real-time case read focuses on cases shortly after they are open, targeting high-risk cases using factors identified through predictive analytics.

# Case Reads Cont.

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- In January 2016, CPS also implemented a real-time read as part of its Residential Contract Monitoring pilot. CPS used predictive analytics to identify children at a higher risk of abuse or neglect in foster care.
- In the pilot, for each identified child, specialized staff use a structured case review tool to examine the files from the Child Placing Agency (CPA) responsible for overseeing the home or facility where the child is placed.



# Increased Accountability for Service Providers

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- Residential Contracts Provider Demonstration
  - Performance based contracting
  - Use of predictive analytic
  - Enhanced monitoring activities began February 2016.

# Cultural Shift

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- As CPS works through Transformation initiatives, there is a cultural shift toward increased involvement with a child's family to achieve outcomes that focus on the safety, permanency, and wellbeing of children.
- Engaging families is paramount to the mission of CPS and it is crucial toward better outcomes for children and families.

# Get More Information

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- DFPS Website ([www.dfps.state.tx.us](http://www.dfps.state.tx.us))
- Sign up for email updates on the website
- Send feedback, suggestions, or questions to:

[CPSTransformation@dfps.state.tx.us](mailto:CPSTransformation@dfps.state.tx.us)

# *Questions?*