

### Senate Health and Human Services Committee

# **Child Protective Services Reform**

Anne Heiligenstein Deputy Executive Commissioner February 3, 2005



**CPS Reform** 

- Executive Order RP 35 was issued on July 2, 2004 requiring HHSC to perform a statewide investigation into the practices and procedures of Child Protective Services
  - Serious deficiencies noted that hinder the fulfillment of CPS' mandate to protect children:
    - Caseload and staff turnover are too high
    - CPS needs to strengthen its focus on its core function investigating allegations of abuse and neglect
    - CPS' relations with law enforcement and the judiciary are not adequate to protect children
    - CPS does not have sufficient management controls
    - CPS does not effectively support caseworkers



- CPS requires significant change in nearly all aspects of program operations.
  - Staff unable to focus on clear mission and goals
  - Inadequate accountability to ensure safety of children



- Two national organizations used to provide an external review:
  - National Research Center for Child Protective Serviceswhich review how states address issues in the federally required Children and Family Services Review Initiative.
  - Maximus, Inc.-which examined the Texas child welfare system in relation to other comparable states.
- Input of stakeholders across Texas incorporated; and
- Case reviews conducted by the Office of Inspector General



- Refer families unwilling to protect their child to local prosecutors
- Perform an independent review prior to closing any investigation involving younger children, (3 and under), when abuse and neglect cannot be ruled out
- Obtaining the services of medical professionals for oncall consultation to help determine when children need immediate medical care
- Use digital cameras for forensic photography
- Accelerated hiring 123 CPS staff authorized by the 78th Legislature
- Developed an incentive program to attract and retain experienced investigative staff



#### •CPS Reform Components include:

- Strengthen Investigations
  - Create Office of Investigations
  - 72 hour response time on Priority 2
  - Screeners to reduce investigations assigned
  - Co-location with community partners
  - Alter the workweek
  - Establish functional units
  - Embed Senior Investigator in units



# Support Quality Casework

- Reduce caseloads
  - Monthly 74 in FY05 to 45 in FY 07
  - Daily 44 in FY05 to 33 in FY07
- Deploy Mobile Technology
- Reduce staff turnover
- Expand and improve training
- Focus recruitment efforts
- Salary increases for direct delivery staff



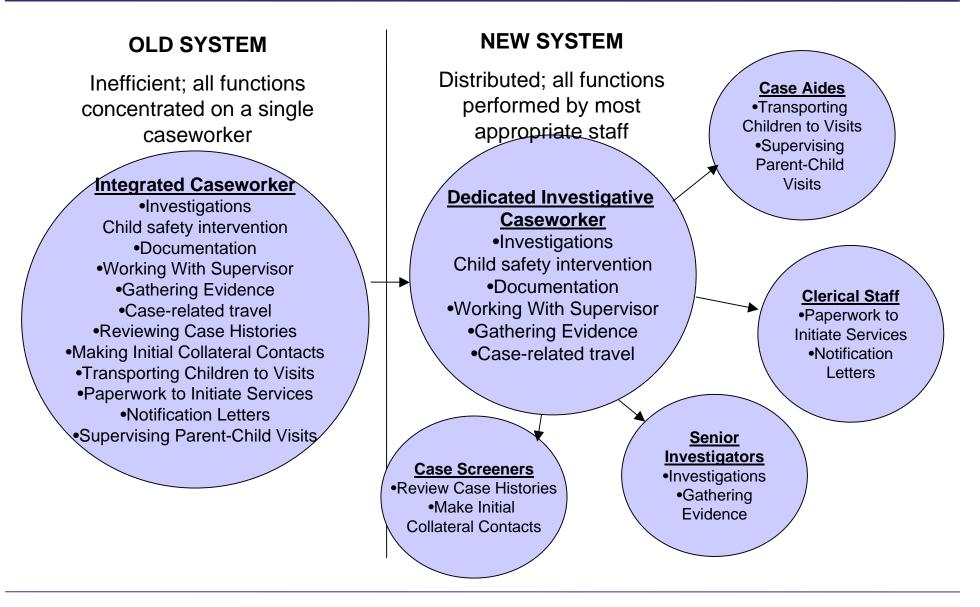
- Improve Services to Families and Children
  - Medical home
  - Medical and educational passports
  - Improve management of psychotropic medication
  - Expand kinship care initiative statewide
  - Provide sufficient purchased services
- Build Community Partnerships
  - Co-locate staff in communities
  - Reinstate joint first responder training
  - Build multidisciplinary partnerships



- Rebuild CPS management structure
  - Real time quality measures
  - Nine regions structure
  - Same day documentation
- Prevent Maltreatment
  - Evidence based prevention programs
  - Extended support services through age 21
    - Medicaid
    - Structured living
  - Expand transition centers



## **CPS Reform**





#### CPS Reform Staffing and Caseload

	Old System	New System
Investigators	1305	1723
Senior Investigators	0	430
Investigation Screeners	6	47
Case Aides	118	430
Clerical Staff	213	454
Caseloads (Monthly/Daily)	74/44	45/33



#### CPS Reform Staffing and Caseload

	Old System	Annual Salary Cost	New System	Annual Salary Cost
Investigators	1,305	\$37,740,600	1,723	\$49,829,200
Senior Investigators	0	0	430	\$14,184,800
Investigation Screeners	6	\$210,600	47	\$1,649,700
Case Aides	118	\$2,763,600	430	\$10,070,600
Clerical Staff	213	\$4,795,100	454	\$10,220,500
Caseloads (Monthly/Daily)	74/44		45/33	



### **CPS Reform Costs**

- FY 05 Immediate Costs
  - ≽\$5.3 million General Revenue
  - ≽\$8.3 million All Funds
- Biennium Costs \$253 million General Revenue
  Fiscal Year FY 2006 \$97.6 million
  Fiscal Year FY 2007 \$155.4 million
- Biennium Costs \$327 million All Funds
  ➢ Fiscal Year FY 2006 \$127.7 million
  ➢ Fiscal Year FY 2007 \$199.4 million