



# **Senate Health and Human Services Committee**

## **Child Protective Services Reform**

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Anne Heiligenstein

Deputy Executive Commissioner

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- **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
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- 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

# Scope of CPS Review

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- **Two national organizations used to provide an external review:**
  - National Research Center for Child Protective Services- which 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**

# Immediate Corrective Actions

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- **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 on-call 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

## OLD SYSTEM

Inefficient; all functions concentrated on a single caseworker

### Integrated Caseworker

- Investigations
- Child safety intervention
- Documentation
- Working With Supervisor
- Gathering Evidence
- Case-related travel
- Reviewing Case Histories
- Making Initial Collateral Contacts
- Transporting Children to Visits
- Paperwork to Initiate Services
- Notification Letters
- Supervising Parent-Child Visits

## NEW SYSTEM

Distributed; all functions performed by most appropriate staff

### Dedicated Investigative Caseworker

- Investigations
- Child safety intervention
- Documentation
- Working With Supervisor
- Gathering Evidence
- Case-related travel

### Case Screeners

- Review Case Histories
- Make Initial Collateral Contacts

### Senior Investigators

- Investigations
- Gathering Evidence

### Case Aides

- Transporting Children to Visits
- Supervising Parent-Child Visits

### Clerical Staff

- Paperwork to Initiate Services
- Notification Letters

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

# CPS Reform Staffing and Caseload

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

- **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