



***City of Philadelphia***  
***Department of Human Services***

***Improving Outcomes for Children***

Commissioner Anne Marie Ambrose  
Three Branch Institute on  
Child Social and Emotional Well-Being  
July 26, 2013

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# The DHS Mission

To provide and promote **safety**, **permanency**, and **well-being** for children and youth at risk of abuse, neglect and delinquency.



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# The DHS Vision

To become the nation's leading child welfare agency that employs caring, committed professionals who use innovative and collaborative practices to strengthen families and communities.

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# Why Improving Outcomes for Children (IOC)?

We believe that a community – neighborhood approach with clearly defined roles between county and provider staff will positively impact safety, permanency and well-being.



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# Reuniting families



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# What are we working to achieve with IOC?

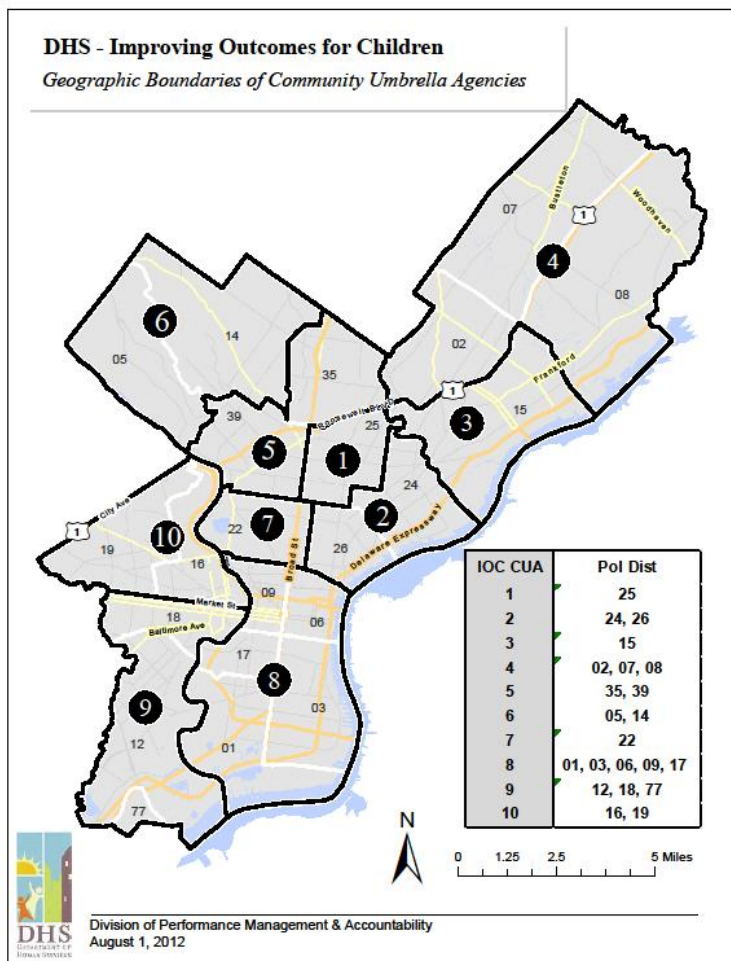
1. More children and youth maintained safely in their own homes and communities
2. More children and youth achieving timely reunification or other permanence
3. A reduction in the use of congregate care
4. Improved child, youth, and family functioning

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# Community Umbrella Agency Areas



- A CUA is an agency, collaboration, or affiliation of agencies that provides a continuum of services to children and youth at risk of abuse, neglect and delinquency. Services and agencies are located in a defined geographic area and are accountable to DHS and local community stakeholders.

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# Roles & responsibilities

## DHS

- Hotline, investigations & intake
- Financing/contract mgmt
- Data, performance mgmt & accountability
- Professional development, training & system capacity
- Support Centers

## Community Umbrella Agency

- Family Team Conferencing
- Community partnership & engagement
- Case transition
- Full case management responsibility
  - ~ Safety assessment
  - ~ Service plans
- Court Participation
- Coordination of all services

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# Mayor Michael Nutter



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# City Leadership

## Michael Nutter

### Mayor of Philadelphia

“We have a chance as public servants and local government to change, to transform or save people’s lives. For me in public service, it just doesn’t get any better than that.”

## Philadelphia

- Population 1.5 million
- Fifth-largest city in the United States
- Highest poverty rate among the 10 largest cities
  - Some neighborhoods the poverty rate is as high as 56%
  - 48% of the population earns less than \$35,000.

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# IOC Steering Committee



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# Steering and Oversight

## IOC Steering Committee

- Advisory committee made up of high level outside stakeholders for the purpose of providing input and guidance on the planning and implementation of IOC.

## Community Oversight Board

- Monitors the implementation of system improvement recommendations designed to improve the services.



# IOC Partners





# IOC Steering Committee

## Representation

- Social workers' and supervisors' union
- Provider Association
- Family Court
- Advocates
- Community Leaders
- Academics
- Mayor's Office
- State Partners
- Department of Behavioral Health

## Six Planning Workgroups

- Practice Model
- Community and Systems Engagement
- Data and Performance Management
- Policy and Legislation
- Financing and Contracts
- Staff Development and Capacity Building

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# IOC Steering Committee Partners

- Kevin Dougherty, Administrative Judge, Family Court Division
  - Partnering to plan and communicate changes to Family Court stakeholders
- Katherine Gomez, Managing Attorney, Family Advocacy Unit, Community Legal Services
  - Partnering to ensure that safe reunification with caregivers is the primary permanency goal
- Frank Cervone, Director of the Support Center for Child Advocate
  - Partnering to ensure that the perspective of the child is not lost in the planning and implementation process

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# State Leadership

## **Beverly Mackereth, Secretary, PA Department of Public Welfare**

“We believe very few children should have to be in congregate living or institutional care. IOC will assess family needs and identify the appropriate interventions that we hope will keep children safe in their own communities.”

## **Pennsylvania’s Child Welfare Demonstration Project Goals:**

- 30 percent reduction in congregate care over five years
- 30 percent reduction in re-entry over five years
- 30 percent reduction in days spent in care over five years

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# Reinvesting Funds

## Parent Café's



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# Child Welfare Demonstration Project

Title IV-E Waiver: flexible allocation of funds

- Block grant funding
- Incentive to safely reunify children/youth
- Ability to reinvest funds for prevention

“Funded by the Children's Bureau and provides States with opportunities to use Federal funds to test innovative approaches to child welfare service delivery and financing” (ACF)

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# Pennsylvania CWDP Theory of Change

If families are

- Engaged as part of a team (FTC)
- Receive comprehensive screening and assessment (FAST, CANS, A&S)
  - identify underlying causes and needs
  - used to develop an individualized service plan
- Plan that connects to evidence-based services

“Then, children, youth and families are more likely to remain engaged in and benefit from treatment, so that they can remain safely in their homes, experience fewer placement changes, experience less trauma, and experience improved functioning.”

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# Foundation Partners

- William Penn Foundation
  - Planning Grant
- Annie E. Casey Foundation
  - Family Team Conferencing
  - Support with data development
  - Fiscal Model Development
  - Congregate Care Rightsizing
- Casey Family Programs
  - Exploration of National Best Practices in Child Welfare
  - Strengthening Families Framework
  - Fiscal Model Development
  - Peer Matching
  - IOC Communications
    - Internal
    - External
    - *Chronicling*



# Learning from Other Jurisdictions

- Wisconsin
  - The importance of appropriate funding for the lead agency
- Illinois
  - Strengthening Families Framework\*
- Kansas
  - Focus on data driven outcomes\*\*
- Florida
  - Lead Agency Model\*
- New York City
  - Transitioning case management to community based providers
  - Family Team Conferencing \*

•\*Included peer to peer technical assistance sponsored by CFP

•\*\*Included peer to peer technical assistance sponsored by AECF

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# Communicating with Stakeholders



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# Ongoing Information Sessions

- City Council Members
- State Legislators
- Family Court Judges
- City Solicitors
- Child Advocates
- Parent Advocates
- Provider Agency and Board Leadership
- Academic Institutions
- City Departments
- Faith Based Groups
- Provider Partners
  - Child Welfare
  - Behavioral Health
  - Juvenile Justice

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# CUA's



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# IOC Work Streams

- Strengthening Hotline and Investigations
- Single Case Plan
- Family Team Conferencing
- Standardized Well-being Assessments
- Strengthening Families Framework
- Child Welfare Demonstration Project
- Congregate Care Rightsizing
- Enhance Performance Management
- Performance Based Fiscal Model
- CUA Selection and Capacity Building

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# Implementation Teams

## IOC Executive Leadership

- Weekly internal meetings aimed at ensuring goals and objectives on the IOC Project Plan are being met.

## CUA Implementation Teams

- Weekly meetings with CUAs to ensure that goals and objectives on the CUA Implementation Plans are being met.



# Family Team Conferencing

- Teamings occur throughout the life of a case at key decision making points.
- Teamings are intended to strengthen relationships and build supports to ensure child and youth safety, permanency, and well being.
- Teamings are child centered, family focused gatherings of family members, friends, community resources, the CUA, other child, youth, and family serving agencies, and other professionals involved.

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# Family Team Conferencing

- Child Safety Conferences
  - *Create a viable Safety Plan to ensure children and youth are protected from identified safety threats.*
- Family Support Conferences
  - *Develop, review, and modify the goals, objectives, and action steps for the Single Case Plan for families receiving in home services.*
- Permanency Conferences
  - *Develop, review, and modify the goals, objectives, and action steps for the Single Case Plan for families receiving out of home services.*
- Placement Stability Conferences
  - *Increase placement stability and prevent moves.*



# Strengthening Families Framework

## 5 Protective Factors

- Parent Resilience
- Social Connections
- Knowledge of Parenting and Child Development
- Concrete Support
- Social and Emotional Competence of Children

## Parent Café

Through a café experience parents can:

- Internalize and utilize the protective factors (outlined above)
- Have real conversations about how to keep their families strong in a supportive, nonjudgmental setting
- Develop new relationships
- Create a network of support

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# Voices of Older Youth



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# Congregate Care Rightsizing

## Key Data

- 22.6 percent of children in placement are in congregate care settings.
- 50 percent of children in placement are 13 or older
- 13 percent of children in placement are ages 18 to 21

## Key Strategies

- Expedited Permanency Teamings
- Development of resources in Philadelphia
  - Supportive In-home services
  - Resource Home
- Phase out the use of emergency shelters
- Moving youth into the five county area

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# Youth Violence in Philadelphia Has Reached a Crisis

- In 2012, 331 people were victims of homicide
- Of these victims:
  - 2.2% were between the ages of 0 and 10
  - 6.7% were between the ages of 11 and 17
  - 24.5% were between the ages of 18-24
- From January to March of 2012, 40% of murder offenders were between ages 18 and 24

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# Youth Violence in the 22<sup>nd</sup> Police District

- In 2012, in the 22<sup>nd</sup> Police District there were 21,921 youth between the ages of 15 and 24
- Of those, over 85 were victims of shootings
- Between 10 and 15 youth were victims of homicides
- Approximately 150 youth were arrested for gun crimes

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# National Forum on Youth Violence Prevention

- In September of 2012, Philadelphia was selected as a National Forum City
- Focus on Cross System Collaboration to Address Youth Violence Problem in Philadelphia
- Selection of the 22<sup>nd</sup> Police District as a focus due to highest number of shootings and homicides under age 26

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# Cross System Collaboration is the Key to Success

- Department of Human Services
- Family Court
- Juvenile Probation
- School District
- Police Department
- Public Health Department
- District Attorney
- Public Defender
- U.S. Attorney's Office
- Philanthropic Foundations
- Academic Institutions
- Youth
- Community Leaders



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# For more information

For more information about IOC:

- Visit: [www.phila.gov/dhs](http://www.phila.gov/dhs) and click on the IOC link.

With additional questions about IOC:

- [IOC.Implementation@phila.gov](mailto:IOC.Implementation@phila.gov)

Please contact:

- Anne Marie Ambrose, Department of Human Services Commissioner at [AnneMarie.Ambrose@phila.gov](mailto:AnneMarie.Ambrose@phila.gov)
- Brian Clapier, Deputy Commissioner for Performance Management and Accountability at [Brian.Clapier@phila.gov](mailto:Brian.Clapier@phila.gov)