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If you have any questions, send them by using the chat feature to the left. Simply type your questions and click Send. A Q&A session will be conducted at the end of the presentation to answer all questions.

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What is Transformation?
Transformation is the rigorous improvement process that Child Protective Services (CPS) began in 2014 to transform itself into the most effective program possible.

Transformation is the process of putting into practice combined recommendations from the:

• CPS Operational Review
• Sunset Commission
• Casey Family Programs’ Harris County Report
How is Transformation Different?

Several factors distinguish transformation from past reforms.

- Transformation is a field-driven effort
- Transformative actions are guided by employee input from the Survey of Employee Engagement (SEE)
- Field staff in collaboration with DFPS state office are implementing the recommendations

Why Transform CPS?

A transformed DFPS will create an environment where workers look forward to coming to work and want to stay.

Transformation focuses on three goals:

- Child Safety, Permanency and Well-being
- Building a More Effective and Stable Workforce
- Establishing a More Effective Organizational Structure that Better Supports Our Field Staff

CPS Transformation In Action

Ensure Child Safety, Permanency, and Well-being

- Prevention and Early Intervention
- Office of Child Safety
- Structured Decision Making
- Practice Model
- Harris County Investigations
- Harris County Permanency
CPS Transformation In Action

Develop a Professional and Stable Workforce

• Enhanced Retention Efforts
• Mentoring Program
• Professional Development
• Strengths-based Training

CPS Transformation In Action

Establish Effective Organizations and Operations

• Halted Protective Services Action, aka PSAs
• Launched Meeting-in-a-Box
• Streamlined Policy
• Piloted New Initiatives Proposed by Field Staff (Currently Rolling Out Statewide)

Stay Connected!

How to get the latest information and news about Transformation and IMPACT Modernization:

• DFPS Public Website
• Sign up for email updates on the website
• Send feedback, suggestions, or questions to our mailbox: CPSTransformation@dfps.state.tx.us
Visitation Matters

Problem Statement
- Family visits with children should focus on positive parenting.

New Practice
- Train staff on how to help parents be better parents by coaching them during child visits.
- Updated visitation plans that include:
  - Expectations for parents
  - Desired behaviors
  - Defined roles of permanency resources

Pilot Sites / Early Adopters
All Regions to complete training by March 31. CVS, ISeeYou, FAD and Kinship trained.

Pilot Results / Outcome
NA

Resources
- “Visitation Matters” training
- Train the trainer has occurred for PDs
- Best Practice Guide
- Visitation Observation Tool

Single Child Plan of Service

Problem Statement
- Duplicate plans of service for children by CPS and residential providers.

New Practice
- CPS outreach collaboration with child placement agencies (CPAs) in developing the Child Plan to reduce duplication and improve collaboration between CPS and CPAs.
- Coordinated service planning meetings between Residential Providers and CPS.
- One service planning meeting attended by both parties and parents.
- Attach the provider’s plan to the IMPACT CPOS.

Pilot Sites / Early Adopters
- Pairs Regions 1, 2, 7, 9 (All CVS units) with some CPAs.

Pilot Results / Outcome
- Better coordination of services to children.

Implementation Resources
- Requires outreach to CPAs to establish interest and capacity to partner.
- Shortterm no new service established with just a few CPAs.
### Pairing Kinship and CVS Staff

<table>
<thead>
<tr>
<th>Problem Statement</th>
<th>New Practice</th>
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| Kinship placements are often not referred in a timely manner. The Kinship placement is often struggling to make ends meet by assuming responsibility for their relative children. | Assign one CVS worker at time of removal. CVS worker begins working with the family by: 
- Attending the adversary court hearing to meet the family. 
- Attending the initial parent/child visit. |

**Pilot Sites / Early Adopters**
- Regions 5 (4 CVS units), 6B (All CVS units), and Region 11 (All CVS units)

**Pilot Results / Outcome**
- Region 11 has been using this model previously. Focus group feedback from CVS workers and region leadership was that they could not imagine handling cases another way. One CVS worker said that even though the process requires more time in court on the front end, workers can better assist families long-term with this model.
ACCELERATED FAMILY REUNIFICATION INITIATIVE

• An initiative developed in support of CPS Transformation to assist with the early case identification of which concerns may be addressed quickly to achieve family reunification at an accelerated pace.

• All cases will be evaluated for A-FRE eligibility at 60 days from the date TMC was granted, with the goal of the children being returned home within 45 days.

ACCELERATED FAMILY REUNIFICATION INITIATIVE (cont’d)

• Accelerated Family Reunification (A-FRE) Tools were developed as part of the initiative to aid case exploration and a ‘thinking outside the box’ approach to promptly identify supports and eliminate barriers preventing family reunification.

CASE SELECTION CRITERIA

Child has been in Temporary Managing Conservatorship of DFPS for at least 60 days. This includes both TMC and PMC cases.

• Cases of which an absent parent has been identified

• Children of all ages are eligible

Neglect cases (NSUP, PHNG, MDNG, RAPR) that meet the following criteria should be considered for A-FRE. This initiative does not include allegations of Abandonment (ABAN).

<table>
<thead>
<tr>
<th>Allegation</th>
<th>Criteria</th>
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<tbody>
<tr>
<td>Neglectful Supervision (NSUP)</td>
<td>Safety issues have been addressed; parents have demonstrated protective capacity</td>
</tr>
<tr>
<td>Physical Neglect (PHNG)</td>
<td>Primary concerns have been resolved</td>
</tr>
<tr>
<td>Refusal to Accept Parental Responsibility (RAPR)</td>
<td>Primary concerns have been resolved; parent is willing and able to care for the child</td>
</tr>
<tr>
<td>Medical Neglect (MDNG)</td>
<td>Primary medical concerns have been resolved</td>
</tr>
</tbody>
</table>
A-FRE PROCEDURE RECAP

1. Supervisor evaluates all cases that have been at TMC at least 60 days to determine which meet initial A-FRE criteria.
2. Supervisor will utilize Case Selection Guide to assess if cases are ready for reunification, and determine which are in need of FRE.
3. Supervisor and caseworker meet with Program Director to staff all cases identified based on the initial criteria.
4. Program Director will decide which cases are ready for A-FRE using the Case Selection Guide and Judge’s Questions. Additional references are also provided.
5. For all A-FRE cases, caseworker will complete a risk assessment and develop a plan to return child(ren) home within 45 days from initial staffing with Program Director.
6. Program Director will receive bi-monthly case status updates from supervisor until the child is returned home. Staffings should occur once per month until the case is dismissed or removal occurs.

RELATED CONTENT
CPS Policy: 6412.4 Initiate the Reunification Process
If the issues that placed the child at risk appear to be sufficiently resolved for the child to return home, the worker:
• considers transferring the child to a worker in regular, moderate, or intensive reunification if appropriate (see 3500 Family Reunification Services (FRS) and subitems);
• conducts a discharge planning meeting (see 3521 Discharge Planning Meeting and Home Visits and 6491, Services Preceding Discharge);
• initiates services to support the child and the family during the child’s transition from living in substitute care to living at home;
• recommends that the court authorize the child to return; and
• updates the family service plan no later than 45 days after the child returns home.

Region 08- Family Outcomes

Overall Feedback:
- Positive feedback from Judges – 4 cases were court-ordered into pilot (not reflected in data)
- Staff felt Case Selection Guide provided helpful suggestions and aided with brainstorming solutions
- Gave a sense of urgency to address concerns quickly and safely to achieve reunification
- Despite pilot ending, programs continued to use Case Selection Guide and as a result identified more families for Accelerated Family Reunification

Reunified
Pending FRE
Excluded