

CHILD PROTECTIVE SERVICES  
STANDARDS FOR EFFECTIVE PRACTICE

**STANDARDS FOR ADMINISTRATION**

**10.1 MANAGEMENT OF THE CFSA**

**Council on Accreditation Standards**

The Council on Accreditation Standards G1 (Ethical Practice, Rights, and Responsibilities); G2 (Continuous Quality Improvement); G3 (Organizational Integrity); G4 (Management of Human Resources); G5 (Quality of the Service Environment); and G6 (Financial Management) link to and support Standard 10.1 *Management of the CFSA*.

**Administrative Code**

The Ohio Administrative Code Rules 5101:2-3-56 (Inservice Training Requirements for PCSA Caseworkers); 5101:2-33-50 (CFSA Staffing); and 5101:2-44-03 (Administration of the PCSA); address Standard 10.1 *Management of the CFSA*.

**I. Philosophy**

CFSAs must provide leadership in child protection, family stability, and in educating the community on the shared responsibility of protecting children from abuse and neglect. CFASAs have a responsibility to manage agency operations effectively and efficiently, focusing all available resources and efforts on activities that are critical to its mission.

**II. Outcome**

Resources are efficiently used and are maximized toward child safety and permanency.

**III. Evaluation**

FACSIS events, CPOE and the Federal Health and Human Services outcomes may be considered when evaluating this standard. In addition, the CFSA may consider the following:

- tracking and evaluating all of the Standards that comprise the Standards for Effective Practice.

**IV. Standards for Implementation**

The operational and functional responsibilities of a CFSA include service delivery, planning, managing human resources, managing financial resources, creating public awareness, evaluation and reporting. These areas should all be driven by the agency's mission.

### **A. Service Delivery**

The CFSA should strive to assure that their services are strength-based, community focused, culturally responsive, flexible, and accessible. Services should be delivered compassionately, without bias and be as least intrusive as possible. Administrators have a responsibility to hold staff accountable to delivering services within this context. See Standards for Effective Practice 1.0 - 9.0 for direct service standards.

### **B. Planning**

- 1) Planning, both short and long term, should be based on the CFSA's mission and values.
- 2) The CFSA should participate in a continuous strategic planning process.
- 3) The CFSA should develop written annual goals and outcomes for each operational and functional area that are explicitly linked to the agency's mission and values.
- 4) The CFSA should formally articulate and integrate the agency's mission and values in its daily work.
- 5) The CFSA's planning process should include a satisfaction survey that involves a diverse population of stakeholders as identified by the management staff and Board of Directors and/or County Commissioners. Stakeholders may include, but not be limited to, the following:
  - a. adoptive parents, kinship and foster caregivers;
  - b. board members;
  - c. business and professional community;
  - d. citizens who are not directly involved with the agency;
  - e. consumers;
  - f. governmental officials;
  - g. providers;
  - h. staff;
  - i. CFSA volunteers.

### **C. Managing Human Resources**

- 1) The CFSA should be guided by national and state standards regarding effective staff-to-consumer ratios and staff-to-supervisor ratios when planning for staff to meet children and family service needs.
- 2) CFSA should staff the agency with professionals who have the credentials, experience and expertise necessary to effectively fulfill job roles and responsibilities.
- 3) When staffing the agency, the CFSA should seek individuals with the following minimum education levels:
  - a. Master's Degree for Management and Supervision;
  - b. Bachelor's Degree for Caseworkers;
  - c. Associate's Degree for Direct Service and Support Staff.
- 4) The CFSA should encourage staff in attaining appropriate professional licenses.

- 5) The CFSA should provide opportunities for professional growth and development of its staff and support staff in their desire to acquire positions of greater responsibility.
- 6) The CFSA should strive to maintain a racially, culturally, and ethnically diverse work force which reflects the community it serves.
- 7) The CFSA should effectively manage and supervise staff for optimal service provision to children and families (see Standard 10.6, *Supervision of Staff*).

**D. Managing Financial Resources**

- 1) The CFSA should develop an annual agency operating budget and departmental budgets (as appropriate to CFSA size) that is monitored on a continuous basis.
- 2) The CFSA budget process should use utilization and cost analyses for forecasting and budget development.
- 3) The CFSA should have an automated Financial Accounting system and seek to implement an activity-based system that captures unit cost.
- 4) The CFSA should make every effort to maximize financial resources for agency operations and service delivery.
- 5) The CFSA should maximize its access to current funding sources as made available through state and federal government.
- 6) The CFSA should diversify the number, scope and types of its income sources.
- 7) The CFSA should create inter-system collaborative efforts to maximize resources.

**E. Creating Public Awareness**

- 1) The agency should have a public information program and develop a continuous and ongoing set of strategies to create public value and an authorizing community that supports local child welfare services and efforts.
- 2) Administrators should have regular face-to-face contact with key political stakeholders, board members and community agencies.
- 3) The CFSA should continuously participate on, and be involved with local boards and community activities.
- 4) The CFSA should provide opportunities for community feedback of agency services and input when developing new services.
- 5) The CFSA should make available written information, annual reports and newsletters, etc., to educate the community on services and service delivery efforts.

## F. Evaluation and Reporting

The CFSA should develop a data collection and internal service evaluation review system that supports measurement of progress toward achieving desired outcomes.

## V. Financial Implications

Ohio's Needs Assessment, conducted by PCSAO for the Ohio Department of Job and Family Services in 1995, indicated that, in order for the 88 counties to

implement the PCSAO Maximum Workload Standards (12 investigations per intake worker/month and 13 ongoing cases per worker at any given time), an additional 6,838 social workers would be required (155 investigators and 6,683 ongoing/ adoptive workers). Additionally, this standard calls for CFSA's to engage in regular planning, monitoring, and evaluation activities. Estimates on an annual statewide basis for workload standards are as follows:

### Planning

This standard calls for the development of strategic plans from which annual tactical plans can be drawn to guide the activities of the CFSA. Assuming that the development of a 36 month strategic plan takes 4 days to initially complete and then two days annually thereafter to formally monitor and evaluate, the following cost estimates have been developed.

10 days of facilitation @ \$895/day = **\$8,950.** per 36 month planning cycle.

### Intake Investigative Assessments

111,000 Investigative Assessments of C/AN and Dependency Annually  
 180 reports/worker/year (current statewide average) = 616 workers  
 616 investigators currently in system @ \$22,000/worker = \$13,552,000.  
 Salary: \$ 2,039,576. PERS/WC  
       \$ 2,956,800. Health Ins.  
       \$ 2,796,024. Supplies, etc.  
**\$21,344,400. Total**

771 FTEs Needed(based on 144 reports/worker/year)  
 (-) 616 FTEs Currently in System  
 155 Staff Needed to Implement standard  
 155 staff needed @ \$22,000 annual salary = \$3,410,000. annual salary  
 \$ 596,400. PERS/ W.C.  
 \$ 446,400. Health Ins.  
 \$ 703,630. supplies, travel, etc.  
**\$5,156,780. Total Additional\***

### **RECAP:**

\$26,501,180. Total Cost of Investigators Needed  
\$21,344,400. Total Cost of Supervisors Currently in System  
 \$ 5,156,780. Total additional needed to implement standard\*

\* Average cost per worker is \$33,270.

**Ongoing Services**

4,545 Ongoing workers\* currently in system @ \$22,000/worker = \$99,990,000.

Salary: \$ 15,048,495. PERS/WC

\$ 21,816,000. Health Ins.

\$ 6,526,620. Supplies, etc.

**\$143,381,115. Total**

10,612 FTEs Needed\*\*

(-) 4,545 FTEs Currently in System

6,683 FTEs Needed

6,683 workers needed @ \$22,000. annual salary = \$147,026,000. annual salary

\$ 22,127,413. PERS/W.C.

\$ 32,078,400. Health Ins.

\$ 9,601,167. Supplies, etc.

**\$210,832,980. Total**

\* Based on average statewide caseloads per worker

\* \*Based on 17,940 children in foster care on any given day and 120,000 receiving ongoing protective services at any given point in time, the average life of a case being one year, and workload standards of no more than 13 cases per worker at any given time.

**RECAP:**

**\$354,214,095. Total Cost of Ongoing Workers Needed**

**(-) \$143,381,115. Total Cost of Workers Currently in System**

**\$210,832,115. Total Additional Needed to Implement Standard**

**TOTAL FUNDS NECESSARY TO IMPLEMENT PCSAO WORKLOAD AND SUPERVISORY STANDARDS:**

\$210,832,980. Ongoing Services

\$ 51,253,045. Supervision

\$ 5,156,780 Investigation/Assessment Services

**\$267,242,805. Total to implement PCSAO Workload and Supervision standards**