

**CHILD PROTECTION ACCOUNTABILITY COMMISSION
CASELOADS/WORKLOADS COMMITTEE**

FRIDAY, NOVEMBER 2, 2018

1:00 PM – 2:30 PM

Division of Family Services, Room 201
1825 Faulkland Road, Wilmington, DE 19805

MINUTES

ATTENDEES:

Christine Lemanski	Division of Family Services
Rosalie Morales	Office of the Child Advocate
Sue Murray, Co-Chair	Division of Family Services
Rachael Neff, Co-Chair	Family Court
Brittany Willard	Child Protection Accountability Commission

I. Welcome & Introductions

Sue Murray chaired the meeting welcoming everyone and facilitating introductions.

II. Minutes – 7/24/18

The minutes from July 24, 2018 were approved with no revisions.

III. Current DFS Treatment Caseloads

Brittany Willard, the CPAC Data Manager, provided an update on the DFS Treatment Caseloads as reported in the Delaware Child Welfare Dashboard. Generally, there was a decrease in treatment caseloads from the prior quarter. As of September 2018, the statewide fully functioning caseload average was 18.7. Beech and Kent had workers with caseload averages above 20. During the last quarter, both regions saw a decrease in fully functioning workers. DFS continues to see higher caseloads for permanency workers, and the trend with cases being stuck in investigations and not being transferred treatment quickly.

There was also discussion about how the caseloads are reported out to CPAC. Historically, only the caseloads for fully functioning workers are included in the charts, and fully functioning workers do not include workers on extended medical leave, new workers, or workers with restricted caseloads. Therefore, the existing charts do not include all caseloads. The group agreed to look at the raw data at the next meeting and to develop a plan to report out caseloads for fully functioning and non-fully functioning workers. The group will consider including the hotline reports received by county and the assignments to treatment and permanency.

Sue shared that DFS will also be creating a Region 5. Michelle Yingling will be the Regional Administrator, and two Assistant Regional Administrators will be hired. This region will include the Serious Injury/Sexual Abuse Units with the creation of one at Milford Riverwalk, all Report Line staff with the creation of a new shift from 12 to 8, 2nd and 3rd shift and the weekend holiday unit, the two foster care units, the two coaching units with the creation of one

in Kent County, and the Institutional Abuse Unit. Special investigators will be managed by Regional Administrators. The caseloads will also need to be updated to include this region.

IV. Updates from Prior Meeting

a. Caseloads/Workloads Study

Rachael Neff provided an update on the Caseloads/Workloads Study. Delaware State University (DSU) recently conducted a preliminary analysis of the data. An average of 11,692,974 hours was spent on activities over the month. DSU provided two graphs depicting the activities by greatest average of time spent and lowest average of time spent.

At first glance, the Committee was concerned that the information was too general. It appears that a univariate analysis (one variable) was conducted for average time spent. However, a bivariate (two variables) or multivariate (more than two variables) analysis is needed. For instance, the group identified that it would be important to look at the most common activities reported by case workers, the average time spent, and whether the cases were placement or intact cases. This would require a multivariate analysis. Since the purpose of the Caseloads/Workloads study is to determine the appropriate caseload standard for treatment workers, the group agreed it is not enough to show where case workers are or are not spending their time. Therefore, the number of cases that treatment workers spent time on over the period (only for workers with caseloads of 15 and above) is important. The caseload size should also be considered by looking at caseloads 15 under, 16-20, 21-26, etc., and then considering the average time spent for those caseload ranges. In addition, the categories should be listed in the graphs instead of the activities for each category (i.e., visitation instead of sibling visitation). These categories should also be compared for placement vs. intake family cases. Ages of children are not available, but the number of children on each caseload is available. Lastly, these graphs should be broken down by county and the cumulative time should be considered.

Next, the group reviewed the activities where case workers spent the greatest average of time. Independent living (IL) assessments and criminal court appearances were two of the most common activities, which appeared odd to the group. Upon review by the CPAC Data Analyst, it was clear that value assigned to the missing data (i.e., 888 or 999) was included in the average for both of these categories. For example, there were 3 instances of IL assessments, and the average time spent was 37.5 minutes not 300 plus. Similarly, for criminal court appearances, there were 2 instances, and the average time spent was 126 minutes not 500 plus. Based on these errors, the preliminary data will need to be re-analyzed.

Additionally, it was noted that visitation was not listed in the graph, and there were 239 instances where case workers reported participating in visitations and the average time spent was 38 minutes. The CPAC Data Analyst shared that the two most common activities were emails/letters and case notes. Again, these two activities were not included in the graphs. There were 871 occurrences where case workers reported

writing emails and letters and the average time spent was 25 minutes. The cumulative time was 20,818 minutes. For case notes, case workers reported 665 occurrences, and the average time spent was 39.7 minutes. The cumulative time was 26,301.

Rachael and Sue will send an update to DSU based on our discussion at this meeting. DSU is supposed to resubmit the date on November 16th, and the final report is due on December 1st. The template from Colorado will be used for the final report. In addition to the analysis, the final report will consider the historical information from the 2008 Final Report of the Caseloads/Workloads Committee, any available DFS data, and research on national caseload standards from Vicky Kelly at the Child Welfare League of America (CWLA). The report should also include an explanation of the activities listed under each category, and possibly required activities vs. activities where workers should be spending their time in a perfect world.

Lastly, the group discussed the timeline for presenting the report to CPAC. Since it must be presented to CPAC at the February 20th meeting, there cannot be any additional extensions for the data analysis or report. DSU may need to reevaluate the staff assigned to conduct the data analysis. Rachael and Sue will provide an update at the CPAC meeting on November 14th.

V. Next Steps

- a. Data Analysis – DSU
- b. Final Report - DSU
- c. Update DFS Caseload Charts – Committee

VI. Next Meeting Date

- a. December 13, 2018 from 10:00-12:00 - DFS, 1825 Faulkland Road, Wilmington, DE
- b. January 10, 2019 from 10:00-12:00 - DFS, 1825 Faulkland Road, Wilmington, DE