



CHILD WELFARE WORKLOAD MODEL

Report to the Legislature – December 2020



Washington State Department of
CHILDREN, YOUTH & FAMILIES



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Executive Summary

Senate Bill 5955 Sec. 28(5) requires the Department of Children, Youth, and Families (DCYF) to submit a report to relevant committees of the Legislature in compliance with RCW 43.01.036, by Dec. 1, 2019, and annually thereafter. The 2019 report provided a description of current DCYF child welfare workload reporting. The 2020 report includes recommendations for caseload modeling.

Introduction

Child welfare caseloads are calculated using a workload methodology that applies different weighting based on the type of case. The method also accounts for workers who carry a mix of different case types. This report includes:

- Summary trends in workload for Child Protective Services (CPS) and Child and Family Welfare Services (CFWS).
- The Sept. 18, 2020, Workload Report for the state and all regions.
- An explanation of the methodology for calculating the weighted caseload.

Case Weighting

Child welfare cases are weighted to account for the difference in the workload associated with different case types. An example of differently weighted cases includes Indian Child Welfare (ICW). For ICW cases under state jurisdiction, DCYF gives a weight of 1.3, as these cases require an average of 30% more time to complete the additional requirements needed to comply with the federal Indian Child Welfare Act (1974) and the Washington State Indian Child Welfare Act (2011). Whereas tribal jurisdiction cases¹ open for payment only have no active case management requirements with DCYF, and therefore are only counted as .36 of a case. Case weighting is detailed in Appendix A.

Workload Report Elements

The Workload Report provides DCYF with official counts of weighted caseloads for each child welfare program area. The report displays five elements:

1. **Program Area** represents a general category of case assignments counted by the report. Sections include all workers and counts in the following program areas:
 - CFWS.
 - CPS Investigation.
 - CPS Family Assessment Response (CPS-FAR).
 - Family Reconciliation Services (FRS).
 - Family Voluntary Services (FVS).
 - Home Study.
2. **Cases** represent weighted counts of intakes, children, cases, or providers as shown in Appendix A.

¹ Those cases where a Washington state federally-recognized tribe provides case management.

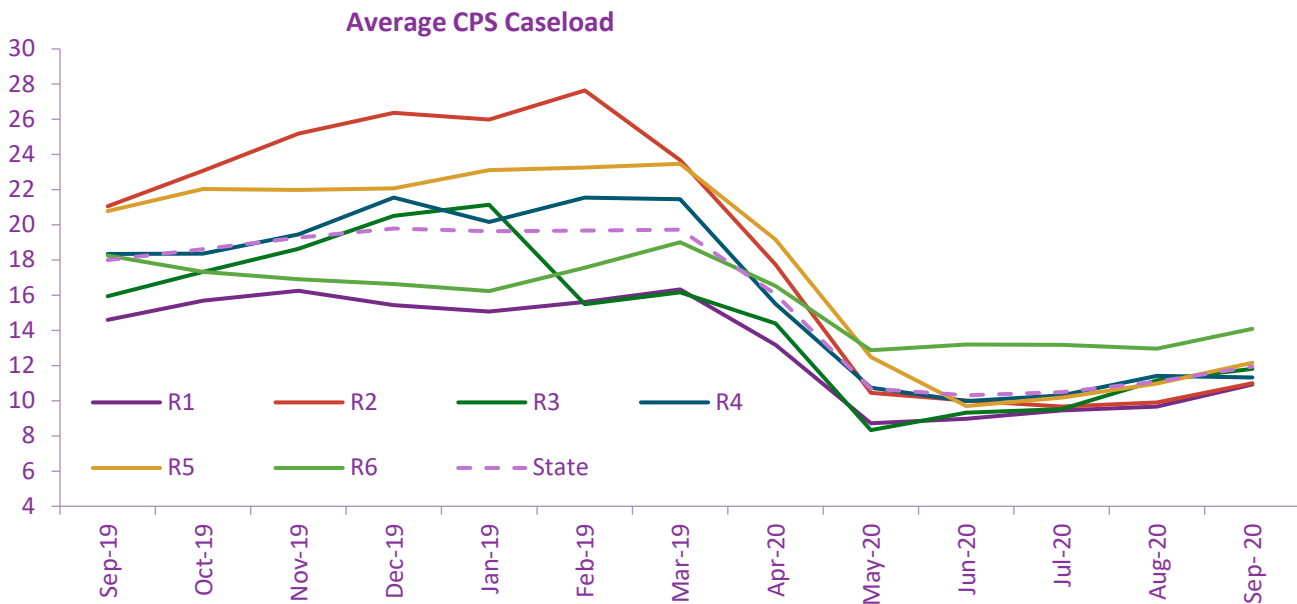
3. **Worker %** represents the sum of all the portions of case-carrying caseworkers with assignments in each program area.
 - This allows DCYF to account for mixed caseloads without inflating the number of workers available in a program area.
 - For example, if 25% of a worker’s cases are CPS and 75% are CFWS, then .25 of the worker counts as a CPS worker % and .75 of the worker counts as a CFWS worker %.
4. **Worker Detail** represents the count of caseworkers (i.e., people) with some portion of their work being counted in each program area.
 - This is the number of actual people with case assignments in the program area.
 - This number will always be larger than the Worker % in each program area.
5. **Ratio** represents the average number of weighted cases assigned to a worker in that program. DCYF divides case by worker % within each program area to determine the ratio.

Additional business rules for calculating child welfare workload are detailed in Appendix B.

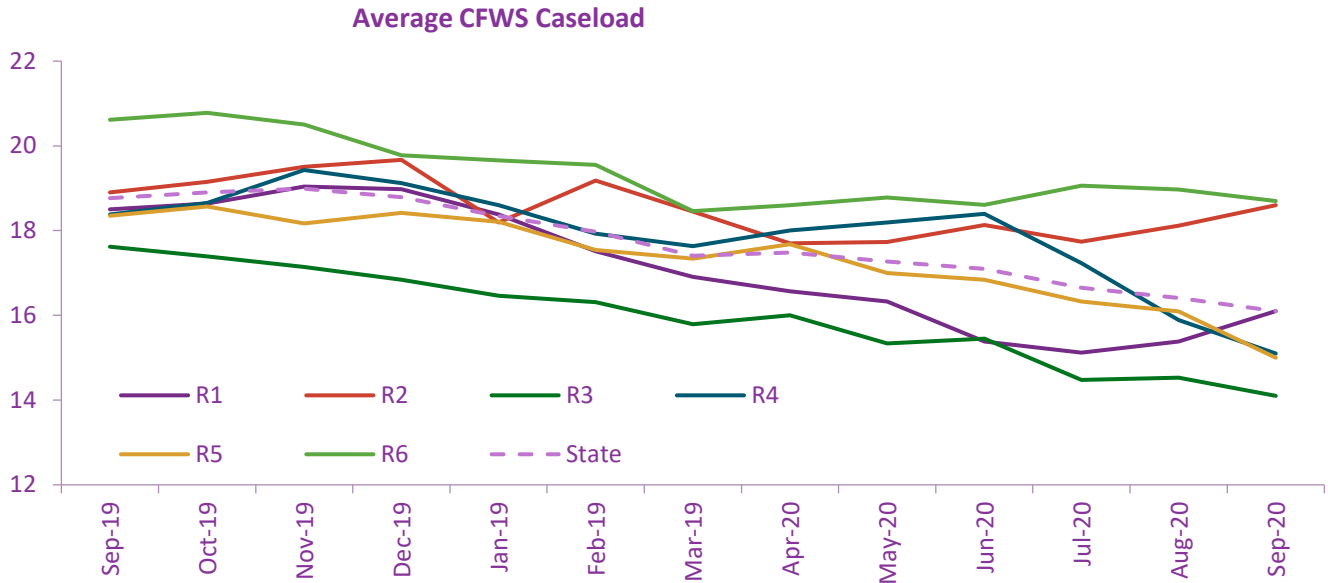
Average Caseload and Regional Summary

DCYF calculates child welfare caseloads using the workload weighting methodology described in Appendix A. DCYF administrators and leadership monitor state and regional trends to address workload distribution across and within programs. DCYF uses this information to identify staffing needs.

Average CPS Caseload Over Time



Average CFWS Caseload Over Time



CHILD WELFARE WORKLOAD MODEL ANNUAL REPORT

State Summary by Region

		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	All
September 18, 2020								
All Workers	Ratio	13.8	15.3	13.3	13.6	14.1	16.2	14.4
	Cases	3169.69	1880.46	2472.50	3231.31	3038.07	3768.83	17,560.86
	Worker %	230.0	123.0	186.0	237.0	215.0	232.0	1,223.0
	Worker Detail	230	123	186	237	215	232	1223
CFWS Workers	Ratio	16.1	18.5	14.5	14.9	14.9	18.4	16.0
	Cases	1,889.59	976.86	1,313.50	1,922.31	1,784.57	2,151.13	10,037.96
	Worker %	117.0	52.9	90.3	129.3	119.7	116.6	625.8
	Worker Detail	122	61	93	133	123	128	660
CPS Investigation	Ratio	13.3	12.4	11.5	10.8	12.6	14.8	12.6
	Cases	578.60	364.50	438.60	475.70	483.50	633.30	2,974.20
	Worker %	43.6	29.3	38.2	44.0	38.4	42.8	236.3
	Worker Detail	82	44	65	71	60	81	403
CPS FAR	Ratio	9.7	10.5	10.7	10.4	11.7	12.9	11.0
	Cases	351.30	209.90	318.70	373.60	354.20	485.20	2,092.90
	Worker %	36.1	20.1	29.9	36.0	30.4	37.6	190.0
	Worker Detail	61	29	68	58	45	68	329
FRS Workers	Ratio	11.9	20.4	19.7	10.6	9.1	18.2	14.4
	Cases	53.50	44.40	72.00	34.20	46.20	83.90	334.20
	Worker %	4.5	2.2	3.7	3.2	5.1	4.6	23.3
	Worker Detail	13	6	9	6	7	14	55
FVS Workers	Ratio	6.3	10.5	9.8	7.7	13.8	11.1	9.7
	Cases	65.70	95.80	89.70	54.50	107.60	90.30	503.60
	Worker %	10.5	9.1	9.2	7.1	7.8	8.2	51.8
	Worker Detail	20	18	17	13	10	18	96
Homestudy Workers	Ratio	12.7	19.9	16.2	21.3	19.2	14.6	16.9
	Cases	231.00	189.00	240.00	371.00	262.00	325.00	1,618.00
	Worker %	18.3	9.5	14.8	17.4	13.7	22.2	95.8
	Worker Detail	23	15	18	23	20	30	129

CHILD WELFARE WORKLOAD MODEL ANNUAL REPORT

Region 1 Summary by Office

Region 1	CFWS	CPS INV	CPS FAR	FRS	FVS	Homestudy	All
Sept. 18, 2020							
Regional Ratio	16.1	13.3	9.7	12.0	6.3	127	13.8
Cases	1,889.59	578.60	351.30	53.50	65.70	231.00	3,169.69
Worker %	117	43.6	36.1	4.5	10.5	18.3	230.0
Workers	122	82	61	13	20	23	230
Clarkston Ratio	11.6	31.4	31.7	31.7	0.0	0.0	21.5
Cases	23.10	34.50	20.90	7.60	0.00	0.00	86.10
Worker %	2.0	1.1	0.7	0.2	0.0	0.0	4.0
Workers	2	2	2	2	0	0	4
Colfax Ratio	13.2	21.0	22.2	20.0	20.0	0.0	16.4
Cases	41.25	14.30	23.30	1.00	2.00	0.00	81.85
Worker %	31.1	0.7	1.1	0.1	0.1	0.0	5.0
Workers	4	2	2	1	1	0	5
Colville Ratio	11.2	6.3	5.4	4.3	3.0	0.0	8.4
Cases	67.40	15.30	15.20	2.00	1.00	0.00	100.90
Worker %	6.0	2.4	2.8	0.5	0.3	0.0	12.0
Workers	6	5	6	1	1	0	12
Lincoln County Ratio	10.8	11.9	11.9	0.0	0.0	0.0	114.4
Cases	10.80	7.60	4.30	0.00	0.00	0.00	22.70
Worker %	1.0	0.6	0.4	0.0	0.0	0.0	2.0
Workers	1	1	1	0	0	0	2
Moses Lake Ratio	18.6	11.7	6.3	13.3	9.3	17.6	14.5
Cases	295.55	74.00	30.90	4.00	13.00	3.00	420.45
Worker %	15.9	6.3	4.9	0.3	1.4	0.2	29.0
Workers	17	10	8	1	5	3	29
Newport Ratio	7.7	3.7	5.8	10.3	10.3	0.0	7.6
Cases	17.95	1.00	3.60	4.00	4.00	0.00	30.55
Worker %	2.3	0.3	0.6	0.4	0.4	0.0	4.0
Workers	3	1	2	1	1	0	4
Omak Ratio	13.0	10.6	9.6	0.0	0.0	0.0	11.8
Cases	69.89	18.10	18.20	0.00	0.00	0.00	106.19
Worker %	5.4	1.7	1.9	0.0	0.0	0.0	9.0
Workers	6	4	4	0	0	0	9

CHILD WELFARE WORKLOAD MODEL ANNUAL REPORT

Region 1	CFWS	CPS INV	CPS FAR	FRS	FVS	Homestudy	All
Sept. 18, 2020							
Out of Home Licensing Ratio	0.0	0.0	0.0	0.0	0.0	12.6	12.6
Cases	0.00	0.00	0.00	0.00	0.00	226.00	226.00
Worker %	0.0	0.0	0.0	0.0	0.0	18.0	18.0
Workers	0	0	0	0	0	18	18
Spokane Central Ratio	15.6	15.2	12.1	10.6	4.9	0.0	14.4
Cases	414.00	125.50	71.90	10.60	11.30	0.00	633.30
Worker %	26.5	8.3	5.9	1.0	2.3	0.0	44.0
Workers	27	14	8	1	5	0	44
Spokane ICW Ratio	19.9	15.0	7.6	11.9	6.5	0.0	16.3
Cases	190.63	61.40	15.10	4.30	6.50	0.00	277.93
Worker %	9.6	4.1	2.0	0.4	1.0	0.0	17.0
Workers	10	10	5	1	1	0	17
Spokane North Ratio	19.0	14.0	10.2	20.8	5.7	25.0	15.3
Cases	337.95	90.80	64.30	11.00	16.30	1.00	521.35
Worker %	17.8	6.5	6.3	0.5	2.9	0.0	34.0
Workers	18	12	8	2	3	1	34
Spokane Valley Ratio	18.7	14.2	8.2	6.0	3.8	20.0	13.8
Cases	241.10	98.80	62.30	5.00	6.30	1.00	414.50
Worker %	12.9	7.0	7.6	0.8	1.7	0.1	30.0
Workers	13	14	9	1	2	1	30
Wenatchee Ratio	12.5	7.9	10.3	12.5	11.5	0.0	113.3
Cases	179.97	37.30	21.30	4.00	5.30	0.00	247.87
Worker %	14.4	4.7	2.1	0.3	0.5	0.0	22.0
Workers	15	7	6	2	1	0	22

CHILD WELFARE WORKLOAD MODEL ANNUAL REPORT

Region 2 Summary by Office

Region 2	CFWS	CPS INV	CPS FAR	FRS	FVS	Homestudy	All
Sept. 18, 2020							
Regional Ratio	18.5	12.4	10.5	20.4	10.5	19.9	15.3
Cases	976.86	364.50	209.90	44.40	95.80	189.00	1,880.46
Worker %	52.9	29.3	20.1	2.2	9.1	9.5	123.0
Workers	61	44	29	6	18	15	123
Ellensburg Ratio	16.7	15.5	14.5	15.1	14.3	0.0	16.0
Cases	54.75	21.50	13.30	5.30	1.00	0.00	95.85
Worker %	3.3	1.4	0.9	0.4	0.1	0.0	6.0
Workers	5	3	3	1	1	0	6
Goldendale Ratio	10.7	14.0	8.7	0.0	0.0	0.0	10.8
Cases	32.85	12.00	9.30	0.00	0.00	0.00	54.15
Worker %	3.1	0.9	1.1	0.0	0.0	0.0	5.0
Workers	4	1	2	0	0	0	5
Out of Home Licensing Ratio	0.0	0.0	0.0	0.0	0.0	20.1	20.1
Cases	0.00	0.00	0.00	0.00	0.00	181.00	181.00
Worker %	0.0	0.0	0.0	0.0	0.0	9.0	9.0
Workers	0	0	0	0	0	9	9
Sunnyside Ratio	18.3	10.5	10.8	0.0	10.0	20.0	13.2
Cases	35.75	26.90	11.00	0.00	4.30	1.00	78.95
Worker %	2.0	2.6	1.0	0.0	0.4	0.1	6.0
Workers	2	4	3	0	1	1	6
Toppenish Ratio	18.8	7.7	8.2	12.9	16.7	14.3	13.0
Cases	90.33	28.00	19.70	5.30	11.50	1.00	155.83
Worker %	4.8	3.6	2.4	0.4	0.7	0.1	12.0
Workers	6	6	3	1	2	1	12
Tri-Cities Ratio	24.1	14.7	10.1	28.5	10.7	20.0	18.1
Cases	383.77	120.20	69.50	24.20	32.60	2.00	632.27
Worker %	16.0	8.2	6.9	0.9	3.1	0.1	35.0
Workers	18	10	7	2	7	2	35
Walla Walla Ratio	18.6	15.9	16.5	16.7	7.0	18.2	16.7
Cases	119.70	43.10	21.30	7.00	7.30	2.00	200.40
Worker %	6.4	2.7	1.3	0.4	1.1	0.1	12.0
Workers	7	4	3	1	1	1	12

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Region 2	CFWS	CPS INV	CPS FAR	FRS	FVS	Homestudy	All
Sept. 18, 2020							
White Salmon Ratio	12.7	13.0	12.8	0.0	0.0	0.0	12.80
Cases	7.50	3.00	2.30	0.00	0.00	0.00	12.80
Worker %	0.6	0.2	0.2	0.0	0.0	0.0	1.0
Workers	1	1	1	0	0	0	1
Yakima Ratio	15.0	11.2	10.1	16.3	10.2	13.3	12.7
Cases	252.21	109.80	63.50	2.60	39.10	2.00	469.21
Worker %	16.8	9.8	6.3	0.2	3.8	0.2	37.0
Workers	18	15	7	1	5	1	37

CHILD WELFARE WORKLOAD MODEL ANNUAL REPORT

Region 3 Summary by Office

Region 3	CFWS	CPS INV	CPS FAR	FRS	FVS	Homestudy	All
Sept. 18, 2020							
Regional Ratio	14.5	11.5	10.7	19.7	9.8	16.2	13.3
Cases	1,313.50	438.60	318.70	72.00	89.70	240.00	2,472.50
Worker %	90.3	38.2	29.9	3.7	9.2	14.8	186.0
Workers	93	65	68	9	17	18	186
Bellingham Ratio	14.3	9.0	8.7	28.4	7.8	9.1	12.1
Cases	250.35	99.30	55.30	36.10	14.50	2.00	446.55
Worker %	17.5	9.8	6.4	1.3	1.9	0.2	37.0
Workers	18	18	16	2	2	2	37
Everett Ratio	13.4	10.5	7.6	6.5	7.0	0.0	11.0
Cases	174.45	64.60	37.20	7.00	13.30	0.00	296.55
Worker %	13.0	6.1	4.9	1.1	1.9	0.30	27.0
Workers	13	8	11	3	4	0	27
Friday Harbor Ratio	9.0	17.3	21.0	0.0	0.0	0.0	15.0
Cases	7.00	12.60	10.30	0.00	0.00	0.00	29.90
Worker %	0.8	0.7	0.5	0.0	0.0	0.0	2.0
Workers	1	2	1	0	0	0	2
Lynwood Ratio	12.5	10.5	8.0	24.0	6.00	14.3	10.8
Cases	106.40	53.50	39.20	10.30	6.00	1.00	216.40
Worker %	8.5	5.1	4.9	0.4	1.0	0.1	20
Workers	9	6	8	1	1	1	20
Mount Vernon Ratio	16.5	10.9	11.6	24.7	13.6	0.0	14.3
Cases	131.20	42.10	41.50	13.60	14.50	0.00	242.90
Worker %	7.9	3.9	3.6	0.6	1.1	0.0	17.0
Workers	8	9	9	1	2	0	17
Oak Harbor Ratio	15.9	12.4	12.5	15.0	15.0	0.0	14.4
Cases	47.70	18.90	13.60	3.00	3.00	0.00	86.20
Worker %	3.0	1.5	1.1	0.2	0.2	0.0	6.0
Workers	3	3	3	1	1	0	6
Adoptions Ratio	13.6	0.0	0.0	0.0	0.0	0.0	13.6
Cases	271.65	0.00	0.00	0.00	0.00	0.00	271.65
Worker %	20.0	0.0	0.0	0.0	0.0	0.0	20.0
Workers	20	0	0	0	0	0	20

CHILD WELFARE WORKLOAD MODEL ANNUAL REPORT

Region 3	CFWS	CPS INV	CPS FAR	FRS	FVS	Homestudy	All
Sept. 18, 2020							
Out of Home Licensing Ratio	0.0	0.0	0.0	0.0	0.0	16.9	16.9
Cases	0.00	0.00	0.00	0.00	0.00	236.00	236.00
Worker %	0.0	0.0	0.0	0.0	0.0	14.0	14.0
Workers	0	0	0	0	0	14	14
Sky Valley Ratio	18.9	14.5	13.8	0.0	12.4	0.0	16.0
Cases	113.30	74.90	37.90	0.00	13.30	0.00	239.40
Worker %	6.0	5.2	2.8	0.0	1.1	0.0	15.0
Workers	6	8	8	0	2	0	15
Smokey Point Ratio	15.6	14.2	14.3	14.3	12.0	2.0	14.5
Cases	211.45	83.70	83.70	2.00	25.10	1.00	406.95
Worker %	13.6	5.9	5.9	0.1	2.0	0.5	28.0
Workers	15	11	12	1	5	1	28

CHILD WELFARE WORKLOAD MODEL ANNUAL REPORT

Region 4 Summary by Office

Region 4	CFWS	CPS INV	CPS FAR	FRS	FVS	Homestudy	All
Sept.18, 2020							
Regional Ratio	14.9	10.8	10.4	10.6	7.7	21.3	13.6
Cases	1,922.31	475.70	373.60	34.20	54.50	371.00	3,231.31
Worker %	129.3	44.0	36.0	3.2	7.0	17.4	237.0
Workers	133	71	58	6	13	23	237
King Central Services Ratio	.4	0.0	0.0	0.0	0.0	0.0	0.4
Cases	0.36	0.00	0.00	0.00	0.00	0.00	0.36
Worker %	1.0	0.0	0.0	0.0	0.0	0.0	1.0
Workers	1	0	0	0	0	0	1
King East Ratio	16.5	10.1	9.3	8.3	7.0	0.0	12.5
Cases	279.55	115.40	89.30	8.30	7.00	0.00	499.55
Worker %	16.9	11.5	9.6	1.0	1.0	0.0	40.0
Workers	17	20	15	1	1	0	40
King South-East Ratio	11.0	10.5	13.2	11.1	5.0	14.3	11.1
Cases	220.55	58.50	57.30	2.00	4.00	1.00	343.35
Worker %	20.0	5.6	4.3	0.2	0.8	0.1	31.0
Workers	21	8	5	1	1	1	31
King South-West Ratio	17.7	5.5	8.3	10.2	4.9	20.0	11.8
Cases	351.75	64.90	58.90	8.30	11.00	1.00	494.85
Worker %	19.9	11.9	7.1	0.8	2.3	0.1	42.0
Workers	20	16	9	1	4	1	42
King West Ratio	12.6	14.3	13.4	9.3	6.0	0.0	12.7
Cases	181.65	64.90	59.80	5.30	6.00	0.00	317.65
Worker %	14.4	4.6	4.5	0.6	1.0	0.0	25.0
Workers	15	9	9	1	1	0	25
Martin Luther King Jr. Ratio	17.1	18.7	8.34	15.4	11.5	25.0	15.0
Cases	318.90	96.10	67.90	10.30	16.00	1.00	510.20
Worker %	18.7	5.1	8.1	0.7	1.4	0.0	34.0
Workers	20	10	13	2	2	1	34
Office of Indian Child Welfare Ratio	16.8	14.3	19.2	0.0	17.9	16.7	16.5
Cases	193.75	51.60	27.10	0.00	7.50	1.00	280.95
Worker %	11.5	3.6	1.4	0.0	0.4	0.1	17.0
Worker	12	5	4	0	2	1	17

CHILD WELFARE WORKLOAD MODEL ANNUAL REPORT

Region 4	CFWS	CPS INV	CPS FAR	FRS	FVS	Homestudy	All
Sept. 18, 2020							
Adoptions Ratio	13.7	0.0	0.0	0.0	0.0	14.3	13.7
Cases	233.25	0.00	0.00	0.00	0.00	3.00	233.25
Worker %	16.8	0.0	0.0	0.0	0.0	0.2	17.0
Workers	17	0	0	0	0	2	17
Family Treatment Court Ratio	12.8	0.0	0.0	0.0	0.0	0.0	12.8
Cases	76.90	0.00	0.00	0.00	0.00	0.00	76.90
Worker %	6.0	0.0	0.0	0.0	0.0	0.0	6.0
Workers	6	0	0	0	0	0	6
Out of Home Licensing Ratio	0.0	0.0	0.0	0.0	0.0	21.4	21.4
Cases	0.00	0.00	0.00	0.00	0.00	364.00	364.00
Worker %	0.0	0.0	0.0	0.0	0.0	17.0	17.0
Workers	0	0	0	0	0	17	17
West Seattle Ratio	17.2	13.5	13.6	0.0	13.6	0.0	15.6
Cases	68.65	24.30	13.30	0.00	3.00	0.00	109.25
Worker %	4.0	1.8	1.0	0.0	0.2	0.0	7.0
Workers	4	3	3	0	2	0	7

CHILD WELFARE WORKLOAD MODEL ANNUAL REPORT

Region 5 Summary by Office

Region 5	CFWS	CPS INV	CPS FAR	FRS	FVS	Homestudy	All
Sept. 18, 2020							
Regional Ratio	14.9	12.6	11.7	9.1	13.8	19.2	14.1
Cases	1,784.57	483.50	354.20	46.20	107.60	262.00	3,088.07
Worker %	119.7	38.4	30.4	5.1	7.8	13.7	215.0
Workers	123	60	45	7	10	20	215
Bremerton Ratio	12.0	14.8	9.4	16.6	13.9	0.0	12.0
Cases	240.50	65.30	72.80	15.60	26.20	0.00	420.40
Worker %	20.0	4.4	7.8	0.9	1.9	0.0	35.0
Workers	21	10	11	1	3	0	35
Lakewood Ratio	12.6	10.7	12.2	9.7	14.7	0.0	12.1
Cases	237.40	67.40	59.80	11.30	12.60	0.00	388.50
Worker %	18.8	6.3	4.9	1.2	0.9	0.0	32.0
Workers	20	9	7	3	1	0	32
Parkland (Satellite) Ratio	15.0	14.6	9.6	7.0	8.6	12.5	13.5
Cases	236.47	137.00	45.80	7.00	17.20	1.00	444.47
Worker %	15.8	9.4	4.8	1.0	2.0	0.1	33.0
Workers	16	11	7	1	2	1	33
Puyallup Ratio	13.8	8.2	11.4	8.0	16.6	20.0	12.0
Cases	288.66	68.70	86.50	8.11	16.60	1.00	469.46
Worker %	21.0	8.4	7.6	1.0	1.0	0.1	39.0
Workers	21	12	8	1	1	1	39
Adoptions Ratio	8.9	0.0	0.0	0.0	0.0	8.5	8.9
Cases	120.00	0.00	0.00	0.00	0.00	4.00	124.00
Worker %	13.5	0.0	0.0	0.0	0.0	.5	14.0
Workers	14	0	0	0	0	3	14
Region 5 Office Ratio	29.2	17.1	33.3	0.0	0.0	25.0	27.5
Cases	348.45	34.20	1.00	0.00	0.00	1.00	384.65
Worker %	11.9	2.0	0.2	0.0	0.0	0.0	14.0
Workers	12	2	1	0	0	1	14

CHILD WELFARE WORKLOAD MODEL ANNUAL REPORT

Region 5	CFWS	CPS INV	CPS FAR	FRS	FVS	Homestudy	All
Sept. 18, 2020							
Out of Home Licensing Ratio	0.0	0.0	0.0	0.0	0.0	19.5	19.5
Cases	0.00	0.00	0.00	0.00	0.00	254.00	254.00
Worker %	0.0	0.0	0.0	0.0	0.0	13.0	13.0
Workers	0	0	0	0	0	13	13
Tacoma Ratio	16.7	14.1	16.7	4.3	17.3	50.0	15.8
Cases	313.09	110.90	88.30	4.30	35.00	1.00	552.59
Worker %	18.8	7.9	5.3	1.0	2.0	0.0	35.0
Workers	19	16	11	1	3	1	35

CHILD WELFARE WORKLOAD MODEL ANNUAL REPORT

Region 6 Summary by Office

Region 6	CFWS	CPS INV	CPS FAR	FRS	FVS	Homestudy	All
Sept. 18, 2020							
Regional Ratio	18.4	14.8	12.9	18.2	11.1	14.6	16.2
Cases	2,151.13	633.30	485.20	83.90	90.30	325.00	3,768.83
Worker %	116.6	42.8	37.6	4.6	8.2	22.2	232.0
Workers	128	81	68	14	18	30	232
Aberdeen Ratio	17.4	11.1	9.4	0.0	13.8	0.0	14.3
Cases	174.37	43.10	34.10	0.00	6.60	0.00	258.17
Worker %	10.0	3.9	3.6	0.0	0.5	0.0	18.0
Workers	10	7	5	0	3	0	18
Centralia Ratio	20.6	20.0	19.2	18.1	17.0	3.8	19.2
Cases	177.72	53.30	46.20	19.20	8.00	3.00	307.42
Worker %	8.6	2.7	2.4	1.1	0.5	0.8	16.0
Workers	11	5	5	2	1	3	16
Forks Ratio	15.5	15.9	5.8	25.0	0.0	0.0	13.9
Cases	32.65	4.60	3.30	1.00	0.00	0.00	41.55
Worker %	2.1	0.3	0.6	0.0	0.0	0.0	3.0
Workers	3	2	1	1	0	0	3
Kelso Ratio	20.8	18.8	19.3	35.2	13.9	0.0	19.9
Cases	244.05	125.90	101.70	10.90	14.30	0.00	496.85
Worker %	11.7	6.7	5.3	0.3	1.0	0.0	25.0
Workers	13	14	12	1	2	0	25
Long Beach Ratio	7.4	5.3	5.3	0.0	0.0	7.7	6.7
Cases	13.80	3.30	2.00	0.00	0.00	1.00	20.10
Worker %	1.9	0.6	0.4	0.0	0.0	0.1	3.0
Workers	2	1	1	0	0	1	3
Olympia (Tumwater) Ratio	24.2	11.9	8.2	15.4	10.2	0.0	16.3
Cases	359.44	105.10	67.00	17.30	20.30	0.00	569.14
Worker %	14.9	8.8	8.2	1.1	2.0	0.0	35.0
Workers	16	13	12	2	2	0	35
Port Angeles Ratio	20.2	20.1	21.3	20.0	19.6	0.0	20.2
Cases	136.75	38.50	20.90	1.00	5.30	0.00	202.45
Worker %	6.8	1.9	1.0	0.1	0.3	0.0	10.0
Workers	8	3	3	1	2	0	10

CHILD WELFARE WORKLOAD MODEL ANNUAL REPORT

Region 6	CFWS	CPS INV	CPS FAR	FRS	FVS	Homestudy	All
Sept. 18, 2020							
Port Townsend Ratio	18.9	15.5	15.5	15.3	17.4	0.0	17.5
Cases	31.37	5.90	9.60	2.30	3.30	0.00	52.47
Worker %	1.7	0.4	0.6	0.2	0.2	0.0	3.0
Workers	3	1	2	2	2	0	3
Adoptions Ratio	13.1	0.0	0.0	0.0	0.0	13.3	13.1
Cases	142.30	0.00	0.00	0.00	0.00	2.00	144.30
Worker %	10.9	0.0	0.0	0.0	0.0	.2	11.0
Workers	11	0	0	0	0	2	11
Region 6 Out of Home Licensing Ratio	0.0	0.0	0.0	0.0	0.0	15.7	15.7
Cases	0.00	0.00	0.00	0.00	0.00	314.00	314.00
Worker %	0.0	0.0	0.0	0.0	0.0	20.0	20.0
Workers	0	0	0	0	0	20	20
Shelton Ratio	21.3	12.2	15.0	18.6	10.9	0.0	17.7
Cases	169.23	40.50	29.80	1.30	7.60	0.00	248.43
Worker %	7.9	3.3	2.0	0.1	0.7	00.0	14.0
Workers	8	6	4	1	1	0	14
South Bend Ratio	10.2	10.3	10.5	8.8	0.0	0.0	10.2
Cases	22.85	3.30	2.00	2.30	0.00	0.00	30.45
Worker %	2.2	0.3	0.2	0.3	0.0	0.0	3.0
Workers	3	1	1	2	0	0	3
Stevenson Ratio	17.7	15.6	14.7	0.0	0.0	0.0	16.7
Cases	21.20	5.60	6.60	0.00	0.00	0.00	33.40
Worker %	1.2	0.4	0.5	0.0	0.0	0.0	2.0
Workers	2	2	2	0	0	0	2
Vancouver - Cascade Ratio	16.1	16.0	10.7	14.3	6.2	16.7	14.5
Cases	289.65	84.80	62.70	14.30	11.30	1.00	463.75
Worker %	17.9	5.3	5.9	1.0	1.8	0.1	32.0
Workers	18	10	9	1	3	1	32
Vancouver – Columbia Ratio	17.8	14.5	14.1	26.0	11.3	20.0	16.2
Cases	335.75	119.40	99.30	14.30	13.60	2.00	584.35
Worker %	148.9	8.3	7.0	0.6	1.2	0.1	36.0
Workers	20	16	11	1	2	2	36

Current Caseloads

Current caseloads are significantly lower than the previous year. Overall, child welfare caseloads across program areas have dropped by 21% when compared to the end of calendar year 2019. Some metrics were affected by the COVID-19 pandemic. Teachers and other school personnel play an important role in reporting suspected child abuse and neglect. Other service providers were also not seeing children or were serving them virtually. Because children no longer had direct access to these mandatory reporters, intakes received by DCYF decreased by 40-50% during the spring of 2020. This was also a trend in other states. DCYF has responded by developing community messaging to remind individuals who come into contact with children who may be victims of abuse or neglect, that the agency continues to perform these essential functions, and the child welfare system relies on people to continue to call in concerns. DCYF also developed similar messaging for the beginning of the academic year. DCYF anticipates that the number of intakes will increase with this messaging and the onset of the academic year. Over the summer of 2020, the number of intakes received was comparable to typical summer lows from other years, and DCYF monitors volume on a daily basis.

The number of children in foster care is trending down, and this trend preceded the onset of the pandemic. As of Sept. 15, 2020, there were 7,545 children in out-of-home care, including both licensed and unlicensed care. This is a 7.7% decrease from the end of calendar year 2019, and a 16.7% decrease from the end of calendar year 2018. There is a trend toward a lower number of entries into foster care when compared to exits. In 2018, entries into care and exits from care were nearly identical (5,835 entries versus 5,831 exits). In 2019, there were 11.2% more exits from care than entries (5,535 entries and 6,155 exits). Overall, both entries and exits are lower in the first eight months of 2020 than in the same period in 2019; it can be assumed that the pandemic affects this. However, even during a time when court availability was limited, there were 29% more exits from care than entries from January through August 2020 (2,850 entries and 3,677 exits), and this trend toward having more exits than entries preceded the current COVID-19 crisis.

Regional and local management staff monitor caseload sizes and may re-allocate existing FTE resources internal to the region, either by re-allocating vacancies based on program need or re-allocating existing staff. The caseload models defined in this report will serve as indicators to regional management when adjustment based on business needs is required. Allocations of FTEs to the regions are also adjusted on a regular basis, based on a formula that takes into account the number of screened-in intakes, open cases, and children in care as a proxy for regional FTE needs.

Caseload Recommendations

Caseload size is known to affect a number of important factors in the delivery of public child welfare services. The Child Welfare League of America reflects:

“The opportunities and benefits of striving for reasonable workloads...can produce better outcomes for children and families. Reducing workloads supports efforts to engage a reasonable

number of families and deliver quality services, achieve positive outcomes for children and families, retain workers, and support positive workforce attitudes and well-being.”²

A technical workgroup convened to develop caseload modeling across child welfare program areas and job class. The technical workgroup included representatives from each region, as well as headquarters management and program staff. Staff were represented in the following roles, Social Service Specialist 3, Social Service Specialist 5, Area Administrator, Regional Administrator, Director of Field Operations, Assistant Secretary for Field Operations, HQ program staff, as well as fiscal and HR management. Staff were represented from the east side and the west side of the state and staff were represented from front end programs (CPS) and back end programs (CFWS). Members of the workgroup also consulted with various subject matter experts for technical assistance in deriving the workgroup’s caseload recommendations.

The technical workgroup was presented with information related to the current caseload size. It is important to note the identification of caseloads in real-time are lower than they were pre-pandemic. As mentioned earlier, the current COVID-19 pandemic has affected the child welfare caseloads. This has been the result of a lower rate of intakes received at the beginning of the pandemic, presumably due to children being less visible to mandatory reporters due to closure of schools or other services that led to contact with mandatory reporters, and a greater number of exits from care. The workgroup was also presented with information related to recommended caseload sizes by both the Child Welfare League of America as well as the Council on Accreditation. These recommendations for maximum caseload sizes are summarized below. Because states may structure their child welfare programs differently, the language incorporated in the recommendations of the program requirements may not correspond completely with Washington State child welfare nomenclature or how DCYF calculates caseload.

Child Welfare League of America (CWLA) Caseload Standards

- CPS Investigations (Initial Assessments) – 12 active reports per month.
- CPS Ongoing Support – 17 active families, with no more than one new assigned family to six open families.
- Worker completing investigations and ongoing support – 10 active ongoing families and no more than four initial assessments.
- Family-Centered Casework – 12 families.
- Worker preparing older of special needs children for adoption – 10-12 children.
- CFWS (Family Foster Care) – 12-15 families.

Council on Accreditation Caseload Standards

- CPS investigations – 12 active investigations, including no more than eight new investigations per month.
- Families receiving in-home services – 15-17 families.

² <https://www.cwla.org/our-work/practice-excellence-center/workforce-2/caseload-workload/>

- Children in out-of-home care – 12-15.
- Children in treatment foster care – eight.
- Children for whom the worker is arranging adoption or guardianship – 12-25.
- Supervisor ratio – 1:5.

The technical workgroup reviewed the current caseload in Washington, as well as the maximum caseload recommendations by CWLA and COA, and reached the following conclusions outlined below.

CPS Investigation

Recommendation of eight (8), and no more than ten (10) new investigations per month per FTE.

Child Protective Service (CPS) investigations are intensive, short-term services focused on assessment and immediate safety concerns. The highest risk intakes are routed to CPS Investigations. In addition, families who do not consent to a Family Assessment Response pathway are assigned to a CPS investigation. CPS investigators are responsible for the initial assessment of allegations of abuse or neglect, development, and monitoring of safety plans, or removal of children who are at imminent risk and who cannot be maintained safely in their own home. CPS investigators are typically responsible for preparing 72-hour shelter care petitions for those children placed, filing petitions, redacting documents for discovery, and appearing at the shelter care hearing to provide testimony.

The team concluded if new intakes could be limited to eight and no more than ten new investigations per month, CPS investigators will have the time to assess safety, engage families on a short-term basis, determine findings, and complete the necessary tasks to close the investigation. The recommendation of eight new intakes also meets the Council on Accreditation standards. Currently, FTE allotments are forecasted at 8.6 new screened-in intakes per FTE per month, which was the baseline at the time the forecast model was developed. An additional 32 FTEs for CPS Investigators would be required to meet the standard of eight intakes per month when compared to current forecasting.

The technical workgroup reported that quality of work is higher when investigations are limited in number because it allows time for engagement of the family that is critical to appropriate safety planning. It also facilitates the timeliness of completed work, including case closure within timeframes established in statute. Outcomes for CPS investigations during the current pandemic have been greatly improved while staff had a lower number of intakes for which the investigator was responsible. In particular, safety assessments are more timely, and cases have been closed within 90-day timeframes.

Currently, the number of intakes received is within the range recommended by the technical workgroup. Because the CPS program is forecasted at 8.6 intakes per month per FTE, it is expected that intakes will continue to fall within the range recommended by the technical workgroup for front-end CPS investigation staff.

CPS-Family Assessment Response (FAR)

Recommendation of eight (8), and no more than ten (10) new FAR cases per month per FTE.

Cases assigned to FAR are lower risk than those assigned to CPS investigation, but these cases are open longer than CPS investigation cases. Currently, FAR cases may remain open for up to 120 days, and the new federal Family First Prevention Services Act (FFPSA) will allow some cases to remain open for services up to a year. FAR workers complete assessments of the family, and unlike CPS Investigations, continue to provide service in the home for some time, as they are not able to refer to Family Voluntary Services. Although the cases may be lower risk, it remains that there are allegations of abuse or neglect. And as such, an associated risk to children that requires a continual focus on safety planning.

As identified, DCYF will be implementing FFPSA, which will require longer periods of service, new assessment tools, and additional services required with an effort to prevent further harm and placement in out-of-home care. This is expected to result in additional workload for these cases, as well as higher caseload numbers. The recommendations made by the technical workgroup will need to be revisited for next year's analysis and report, as the new FFPSA considerations will require further consideration after implementation. The workgroup concluded that this is an area that DCYF will need to continue to monitor. Some FAR cases close after assessment, while others continue to be open for services. FAR cases open past 60 days require health and safety visits in the home on a monthly basis. The recommendation of 8-10 new FAR cases seems reasonable if workers are able to close cases early while maintaining other cases open much longer. If the ratio skews toward cases open longer, caseloads for FAR workers will continue to creep up to potentially become unmanageable.

There are no directly comparable national standards related to FAR, as this is a unique project formerly provided through a federal waiver. It can be assumed that the closest category for comparison is the CWLA standard of 17 families for CPS ongoing support or the COA standard of 15-17 families receiving in-home services. The caseload size in 2020 falls within the range recommended by the technical workgroup.

Family Voluntary Services

Recommendation of eight (8) and no more than ten (10) families (in-home) or children (out-of-home).

Family Voluntary Services (FVS) serves families who may be at the highest risk in the child welfare program. Children are almost always served in the family home, with intensive safety monitoring, continued assessment, and services provided to the family. If the children are being served in the home, the case "counts" as a single case, despite the number of children in the family. These are families who agree to continued case management after a CPS investigator has assessed the family and determined that there are safety threats and the family can benefit from services. Families must agree to FVS, and policy requires that the assigned worker visit the home either once or twice a month, depending upon the age of the child. Often, workers make home visits weekly in order to monitor the safety of the children. Because services are not court-ordered for these voluntary cases, there is a high reliance on engagement of the family to support the plan. FAR workers may develop a family-specific safety plan in order to mitigate safety threats in the home. Often, the worker refers for services and collaborates with community providers to monitor the situation in the home. Children may be at imminent risk of placement out of the home if safety cannot be maintained, and some families enter into temporary voluntary placement agreements. The intensive case management of FVS

cases ultimately prevents costly out-of-home placement, which is better for families, better for children, and more cost-effective.

Because it is critical that FVS workers have the time to engage potentially high-risk families, and closely monitor safety in the home, the technical workgroup made the recommendations outlined above of limiting FVS cases to 8-10 active cases per FTE. Currently, FVS cases fall within this range.

Child and Family Welfare Services

Recommendation of twelve (12) and no more than fifteen (15) children in out-of-home care.

CFWS workers provide case management for individual children and youth in the care and custody of the Department. These children are placed in licensed foster homes or group facilities or live in unlicensed relative or kinship placements. Children may also be in the care and custody of the Department, but the worker is monitoring their safety and well-being while they live with their parents in an in-home dependency or a trial return home following a return from care.

The role of the CFWS worker and the tasks performed are fairly consistent from state to state, so the adoption of nationwide standards outlined earlier in this report was determined to be the most reasonable estimation of an appropriate caseload for this program. Both the CWLA and the COA standards reflect a caseload recommendation of 12-15 children in out-of-home care. This represents case planning and services to 12-15 individual children in out-of-home care and their families. Currently, CFWS workers have an average caseload of 16.4, which has decreased over time with fewer children in care.

It is expected that CFWS workers with lowered caseloads will have better outcomes with regard to permanency. It is also expected that performance metrics will improve for required monthly visits with children, birth and adoptive families, and caregivers. Improved opportunities for engagement helps to ensure the safety and well-being needs of children and youth are being met. Most important, improved permanency outcomes maximize what is best for children and youth. Improved outcomes are also cost-effective. Effective remediation for parental deficiencies that caused children to be unsafe in the home, means children return to their parents and do not re-enter care. For other children, achievement of permanency means living with another “forever family.” In all cases, attaining permanency is what is best for children, and results in fewer children in out-of-home care.

Family Reconciliation Services

Recommendation of eighteen (18) and no more than twenty (20) families (in-home) or children (out-of-home).

Family Reconciliation Services (FRS) are voluntary services requested by a youth or their family in order to serve runaway adolescents, or families experiencing conflict, with a focus on youth age 12-17. These are short-term services, oriented toward immediate crisis management or referral to other long-term services in the community. Nearly all cases are closed within 60 days, but if the case is open past 60 days, policy does require that the FRS worker make monthly health and safety visits.

Recommendations for caseload sizes for this program area were higher than other program areas because not all families choose to follow through after the original request for services, and the cases are open for a

shorter period of time. The program is also cost-effective, as it can prevent youth from entering out-of-home care, or the worker seeks to return youth in crisis temporarily placed in out-of-home care back to their families.

Supervisor Ratios

Recommendation of five (5) social service staff for newer supervisors, and six (6) social service staff for experienced supervisors.

Quality supervision of social service staff is critical to staff development and staff retention. In staff surveys, front-line staff typically rank their relationship with their supervisor as the most important. Proper clinical supervision also affects case outcomes, with cases progressing more quickly to permanency, thereby lowering caseload sizes. Particularly given the high turnover rate amongst child welfare staff, coaching and mentoring new staff is critical to retention, staff morale, and a healthy workplace environment. Efforts to improve the supervisory workforce ultimately result in overall savings. Quality supervision also has the potential of reducing tort liability. This does not even address other well-being outcomes for both the workforce and the children and families served by the agency.

The importance of supervisors has been recognized by the Legislature as well as DCYF. The Supervisor Core Training is being modified to place a stronger emphasis on Reflective Supervision and clinical supervision principles, and additional coaching is being developed to support supervisors.

The technical workgroup recognized that newer supervisors require additional support and coaching, resulting in a recommendation of five social service staff to one supervisor. Newer supervisors were operationalized as those staff with less than two years' supervisory experience with specific program knowledge, or three years' supervisory experience with no specific program knowledge. Currently, the average number of social service staff to supervisors in field offices is 1:5.3, with the most common number of social service staff assigned to supervisors to be six social service specialists. In addition, supervisors may have clerical staff assigned to them.

Clerical Ratios

Recommendation of one clerical to one (1) and no more than two (2) social service units.

Because clerical staff who support child welfare units are not case-carrying, the importance of clerical support staff is sometimes overlooked. However, clerical support staff in the social service units often liaise with clients, provide technical assistance, and conduct functions that would otherwise fall on the social service staff. Social service staff, including supervisors, must be supported by the availability of various clerical support. Ideally, each social service unit would be assigned a clerical support staff, but FTE allotments may not allow a 1:1 ratio. In that case, one clerical staff supporting two units should be considered a minimum. It is difficult to determine the current state of clerical staff ratios, as not all offices assign clerical to a unit, but have a clerical pool, with a wide range of functions within the office, and not direct service to a particular unit. The technical workgroup will need to evaluate this in next year's report, with the possibility of making different recommendations for clerical ratios.

Program Improvement Efforts Impacting Caseload

Although the pandemic played a role in lowered caseloads, DCYF has been or plans to implement strategies that are expected to have a direct effect on caseload size.

Practice Model

DCYF is planning to re-examine the existing practice model. A practice model is a formalized set of principles, practices, and tools that guide the work. The former Children's Administration adopted Solution-Based Casework as the practice model in 2006. Since then, the agency has drifted from efforts to maintain fidelity, and DCYF is re-dedicating resources to an examination of the practice model. This may result in adoption of a new evidence-based practice model or re-introducing and resourcing the existing practice model. DCYF has committed to this work in the five-year Child and Family Services Plan approved by our federal partners. The agency now has a project manager who will be responsible for managing these efforts. It is expected that a re-dedication to the existing model or adoption of a better model will serve to decrease caseload by reducing the number of children in care, both through reducing entries and increasing exits from care, improving the experience of families involved with child welfare.

Permanency

Focusing on permanency to safely exit children from out-of-home care to reunification, adoption, guardianship, or other acceptable permanent plans serves to lower child welfare caseloads. DCYF has placed a strong focus on permanency efforts in the last two years. Management reports have been developed to gauge permanency outcomes, and supervisors and managers have received training on how to interpret and utilize the reports.

The federal Child and Family Services Review was conducted in 2018, in order to assess substantial conformity with federal outcome measures. Washington State was not in substantial conformity on either of the two permanency measures. The strategies developed as a result are outlined below.

During a root cause analysis to develop the Program Improvement Plan (PIP) that was approved by our federal partners in June 2020, there were conclusions based on stakeholder interviews that children were not experiencing timely permanency partially due to lack of early engagement. This resulted in the first strategy addressing permanency in the PIP. The agency received a five-year federal grant to launch a permanency initiative. DCYF has developed a grant project, Permanency from Day One, that will use trained Permanency Outcome Facilitators to moderate expedited permanency planning meetings every 90 days, with the goal of engagement of key stakeholders, which are expected to hasten safe permanency. The facilitators will be independent and not assigned to case responsibilities. The program begins Oct. 16, 2020, in nine offices, and Dec. 1, 2020, in five additional offices. Cases in those offices will either be assigned to a grant facilitator or will be assigned "business as usual" for research purposes to determine the efficacy of the program. Grant facilitators will pre-meet with the family, schedule and facilitate the shared planning meetings, document meeting outcomes, and provide action plans to participants. The meetings will have specialized content focused on safety threats, barriers to return home, family strengths and protective factors, child safety, permanency and well-being issues, and goal-setting. If the program demonstrates the outcomes the

Department anticipates, this will result in more timely permanency, subsequent case closures, and reduction of caseload for CFWS staff.

The second strategy related to permanency in the PIP involves DCYF working with court partners to develop, understand, and articulate consistent language regarding DCYF's Safety Framework and implement related changes in caseworker and court practice. This strategy returns to the basics of the Safety Framework and the Practice Model. It also recognizes how court collaboration hastens permanency when applying common tools, practices, and language.

The third strategy involves the Office of the Attorney General (AGO), in collaboration with DCYF, developing and implementing a statewide process for timely referral and filing of termination petitions that clearly delineate expectations, roles, and responsibilities for DCYF and AGO staff.

The fourth PIP strategy addressing permanency will increase earlier and more frequent parent engagement in the child welfare process and improve outcomes by strengthening the use of Parents for Parents (P4P). This is a program that connects parent allies (parents who have successfully navigated the public welfare system), with parents whose children are in the child welfare system, with the goal of earlier and more successful engagement.

The last permanency strategy involves improving timely referrals for, and completion of home studies, which was identified as a barrier toward permanency in the CFSR.

Worker Retention

DCYF has been struggling with child welfare worker retention, which has been an issue in other states as well. Although salary increases and other strategies have led to higher rates of retention, DCYF is still making attempts to increase the retention of social service staff, both caseworkers as well as casework supervisors. A public child welfare agency with high turnover results in poorer permanency outcomes and higher caseloads. A 2015 employee retention survey revealed that 56% of the staff indicated that stress level was a factor that did not make them want to stay. Caseload is a factor in that stress. When there is high staff turnover, cases may stall and lose momentum due to the following:

- Cases must be assigned to existing caseworkers, or the supervisor must carry the case to cover vacant positions. The result is caseworkers assigned very high caseloads, who are unable to engage clients in the most meaningful way that maximizes permanency solutions.
- New staff **must** participate in required training to carry a full caseload, while other staff are assigned the cases.
- Less experienced staff must acquire on-the-job skills to achieve positive case outcomes.
- Relationships between caseworkers and families must be rebuilt, which may hinder case progress.
- Supervisors must dedicate time to the necessary task of training, coaching, and mentoring newer staff, allowing less time to the important task of providing clinical direction to the more experienced staff.

DCYF is addressing the issue of turnover with the following strategies:

- Expanded telework opportunities. DCYF has been the recipient of a five-year federal grant researching the impacts of teleworking on the child welfare worker population.³ COVID-19 has resulted in virtually all staff teleworking at this point.
- Improved training. Improvements are being made to the eight-week Regional Core Training, required for all new Social Service Specialists, to better prepare them for the challenging work of child welfare.
- Attention to the dynamics of secondary traumatic stress and its impact on staff exposed vicariously to trauma.
- A renewed emphasis on clinical supervision. Supervisors play a critical role in the retention of staff, as well as provide needed direction on cases, focusing on safety, permanency, and well-being, using individual and unit outcome indicators to guide practice. This supervision is also expected to reflect the implications of implicit bias, and the needs of marginalized populations.

³ Additional information about this grant is located at <https://www.qic-wd.org/project-sites/washington-state-department-children-youth-and-families>.

Appendices

Appendix A: Case Weighting by Program Area

The following table provides the case weighting for different case types.

Program Area	Assignment Description	What DCYF Counts	Case Weight	Assignment Characteristics
CPS	CPS Investigation	Intake	1	Type: CPS Responsibility: Investigation Role: Primary or secondary (DCYF Licensing Division CPS is not included) Count of intakes linked to an investigative assessment opened on the first day of the month with an open CPS investigation case assignment.
	CPS FAR	Intake	1	Type: CPS Responsibility: FAR Role: Primary or secondary (DLR CPS is not included) Count of intakes linked to FAR Family Assessment opened on the first day of the month with an open CPS FAR case assignment.
CFWS	CFWS Out-of-Home	Child	1	Type: CFWS Responsibility: Placement services Role: Child assignment (includes legally free children)
	CFWS In-Home	Child	1	Type: CFWS Responsibility: In-home services Role: Child Assignment
	CFWS Guardianship	Child	.36	Type: CFWS Responsibility: Guardianship Role: Child Assignment
	ICPC Receiving	Case	.5	Type: ICPC Responsibility: Placement services Role: Primary or secondary
	CFWS Tribal Payment Only	Case	.36	Type: CFWS Responsibility: Tribal Placement (payment only) Role: Primary or secondary
	Courtesy Supervision ⁴ (sending)	Child	.5 Sending	Type: CFWS Responsibility: In-home services or placement services Role: Child assignment
	Courtesy Supervision (receiving)	Child	.5 Receiving	Type: Courtesy supervision Responsibility: In-home services or placement services Role: Child assignment
FVS	FVS Out-of-Home	Child	1	Type: FVS Responsibility: Placement services Role: Child assignment
	FVS In-Home	Case	1	Type: FVS Responsibility: In-home services Role: Primary or secondary
FRS	FRS Out-of-Home	Child	1	Type: FRS Responsibility: Placement services Role: Child Assignment

⁴ When more than one worker is assigned to a case, the caseload is adjusted so that no case counts as more than one (e.g., if there is a receiving worker associated with a courtesy supervision case, the sending CFWS worker's caseload is adjusted to only count as .5).

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Program Area	Assignment Description	What DCYF Counts	Case Weight	Assignment Characteristics
	FRS In-Home	Case	1	Type: FRS Responsibility: In-home services Role: Primary or secondary
Home Study	Provider Home Study	Provider	1	Type: DLR licensed, adoptive, or relative/kinship care Responsibility: Home study Role: Primary or secondary
Applies to all Program Areas	ICW Weighting	All ICW assignments except: <ul style="list-style-type: none"> ▪ ICPC ▪ Guardian-ship ▪ Tribal (payment only) ▪ Provider Home Study 	1.3	<p>Considered ICW when a person’s tribal status is:</p> <ul style="list-style-type: none"> ▪ Enrolled member ▪ Eligible for enrollment ▪ Eligible for membership ▪ Pending <p>Weighting whenever there is a match for:</p> <ul style="list-style-type: none"> ▪ A child qualifying as ICW ▪ A case with a participant qualifying as ICW ▪ An intake with a person qualifying as ICW <p>For example:</p> <ul style="list-style-type: none"> ▪ A CFWS out-of-home assignment for an ICW child has a count of 1.3 instead of 1 (1 X 1.3) ▪ A courtesy supervision assignment for an ICW child has a count of .65 instead of .5 (1.3/2)

Appendix B: Business Rules

The report captures all Social Service Specialist II and III workers with at least one assignment type that has the assignment characteristics described below. Social Service Specialist II and III are the only job classes included in the report. Licensors are also captured for Home Study assignments only.

1. Program Area:

- **CFWS:** Includes workers with CFWS (In-home [IH] and Out-of-Home [OH]), Guardianship, ICPC, Tribal Payment Only, and Courtesy Supervision assignments.
- **CPS - Investigation:** Includes workers with CPS-type assignments and investigation responsibility.
- **CPS - FAR:** Includes workers with CPS-type assignments and FAR responsibility.
- **FRS:** Includes workers with FRS (IH and OH) assignments.
- **FVS:** Includes workers with FVS (IH and OH) assignments.
- **Home Study:** Includes workers with Licensing, Adoption, and Relative Home Study provider assignments.

2. Cases:

- CPS (Investigation and FAR) counts represent intake counts.
- CFWS counts represent OH child counts, ICPC receiving case counts, and Tribal Payment Only case counts.
- FRS and FVS counts represent case counts for in-home and child counts for out-of-home.
- Home Study counts represent provider counts.

3. Worker %: Represents the sum of all portions of case-carrying caseworker positions with assignments in each program area:

- All case carrying workers will be counted as a full worker (count = 1) in the report, regardless of their actual full-time employment status (Famlink cannot identify part-time workers).
- When any portion of a worker's assignments falls into a program area, DCYF counts some portion of that worker's position in that category.
- If 100% of a worker's assignments fall into just one program area (e.g. CPS), DCYF counts them as 1 within that program area.
- When a portion of a worker's assignments falls into more than one program area (e.g. CPS and CFWS), DCYF counts them proportionally in each program area.
Example: If 25% of a worker's assignments fall into the CPS category and 75% fall into the CFWS category, then .25 of the worker position counts as CPS Worker % and .75 of the worker position counts as CFWS Worker %.

4. Worker Detail: Represents the count of employees with some portion of their work counted within each program area:

- Example: The report may display a Worker % of 100 – representing the sum of full and partial worker positions assigned work within the program area – while the Worker Detail count may be 125. This means that 125 case-carrying workers (a.k.a. people) had some portion of their assignments within the program area.

- Worker Detail provides a hyperlink to the first level of detail displaying each worker included in the Worker Detail count (one row per Worker Detail count), and the assignment counts calculated for each worker.
5. **Ratio:** Calculated by dividing the number of Cases by Worker % within each program area.