



Georgia's Division of Family and Children Services (DFCS) has made major improvements in recent years to stabilize the state's child welfare system, reach more children and families, and support its workforce. Through new practice models and statewide initiatives, DFCS has increased retention of its staff, improved the efficiency of case management, and enhanced its ability to gather feedback from constituents and staff. Most of all, such improvements support strides the agency has made to improve child safety and well-being.

## IMPROVING CHILD SAFETY

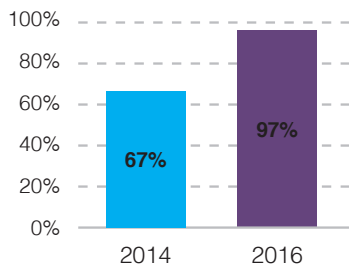
The DFCS Strategic Plan lays out 6 indicators for measuring improvements to child safety. Comparing baseline data from July 2017, improvements have been made for all 6 indicators.

Objective	Indicator	July 2017 Baseline	FY 17 Actual	July 2019 Goal
Reduce recurrence of maltreatment	Number of times a child suffers a confirmed case of abuse or neglect with 12 months of a previous incident	8%	6.3%	5%
Reduce reentries into foster care	Percentage of youth in foster care who were in care for a different reason 12 months prior	7.5%	5.59%	5%
Reduce maltreatment of children in foster care	Number of substantiated reports of maltreatment received in a 10,000 day period	1,084	.28	.75
Increase the timely processing of child care applications	Number of child care applications for children in foster care finalized in a 30-day period	85%	88.2%	90%
Train and educate OFI staff annually on mandated reporter requirements	Number of OFI staff who have completed the mandated reporter training	100%	82.5%	100%
Reduce sleep-related deaths for children who are currently receiving or previously received from services from DFCS	Number of sleep-related deaths for children who are currently receiving or previously received from services from DFCS	63	49	56

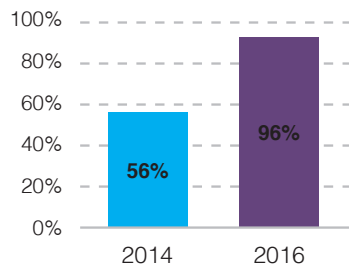
## SERVICE PROVISION IMPROVEMENTS

Implementation of new service delivery and practice models, like Solution-Based Casework (SBC), resulted in major improvements to the efficiency and accuracy of case processing. For example, between 2014 and 2016 the on-time completion of cases improved for both food stamp cases and child welfare investigations.

**Food Stamp Cases On-Time Completions**



**Child Welfare Investigations On-Time Completions**



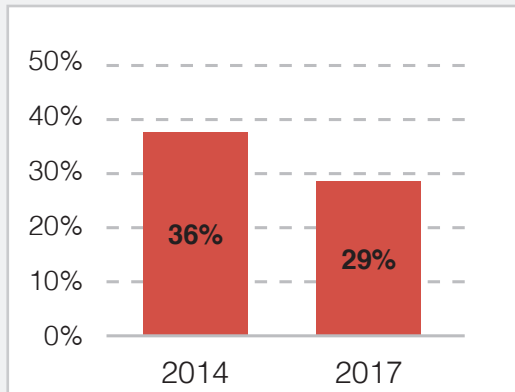
Other improvements include:

- Increased percentage of children in foster care placed with relatives from 19 to 29 percent in FY 2017
- Decreased rate of error in food stamp determinations
- Decreased number of overdue child welfare investigations

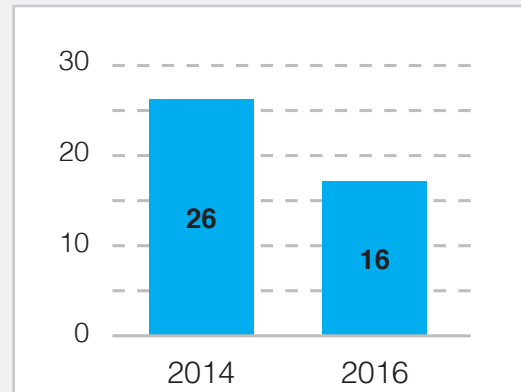
## WORKFORCE DEVELOPMENT AND SUPPORT

In 2015 and 2016 DFCS renewed its focus on employee safety, the development of career paths, and providing enhanced training for staff. Coupled with the hiring of 180 eligibility workers and over 700 Child Protective Services staff, these efforts led to a decrease in workforce turnover rates and average caseloads.

### Turnover Rates

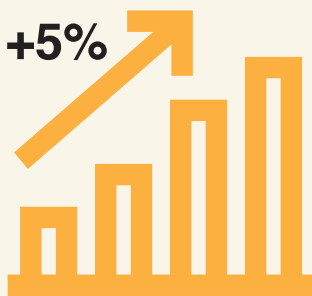


### Average Caseloads



## OTHER WORKFORCE IMPROVEMENTS

### Employee Satisfaction



5% increase in DFCS employee satisfaction between 2015 and 2017

### Salaries



11% increase in entry level salary for **economic assistance case managers**



19% increase in salary for **child welfare case workers**