



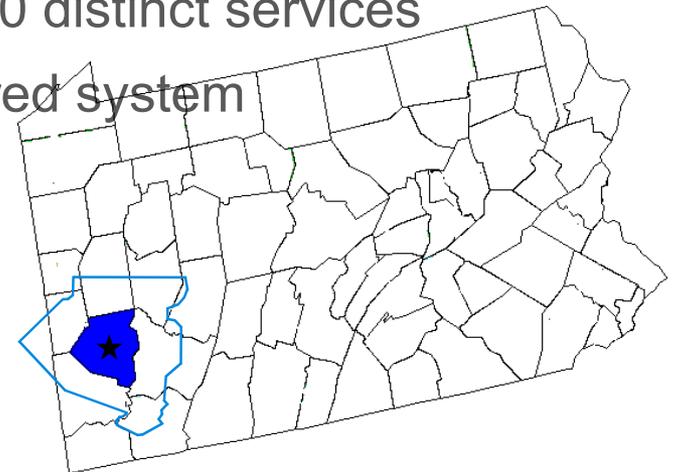
ALLEGHENY COUNTY DEPARTMENT OF HUMAN
SERVICES

The Allegheny County Experience



Allegheny County Population: 1,231,527

- DHS serves every 5th resident
- Largest county department
- 130 Municipalities
- Manages a budget of over \$850 million
- Employs nearly 1,000 staff
- Funds nearly 300 providers for 1,600 distinct services
- State supervised, county administered system



1995 Allegheny County

Child Welfare

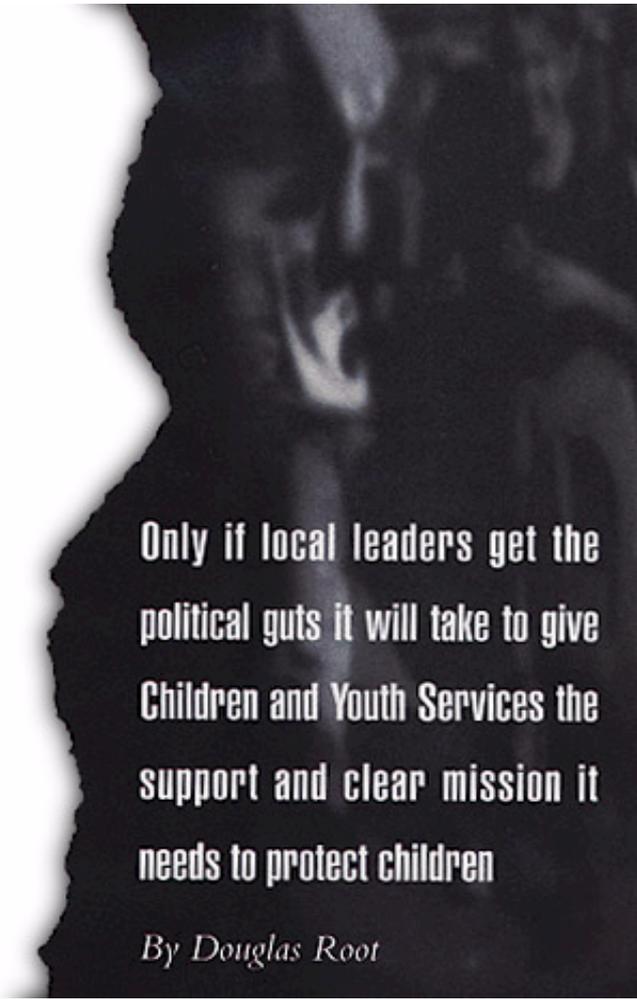
- Highly publicized child deaths
- Provisional licenses
- Commissioner-lead public hearings
- Investigative task force report
- Negative press coverage
- Community confidence at nadir

County government

- Considered “antiquated” structurally – examined by Committee to Prepare Allegheny County for the 21st Century (ComPAC 21)
- 30 departments reporting to the three Commissioners
- Change in leadership for first time in 28 years

- Excessive caseloads and huge vacancies
- Rapid growth in placements
- Adoption backlog: Children “languishing” in foster care
- Backlog in fiscal reconciliations/claims
- Lack of support/tools for direct service staff
- Lack of cooperation between agency and other entities
- Adversarial relationship between management & workers
- Ineffective communications/education efforts with publics

Can CYCS be Fixed?



Only if local leaders get the political guts it will take to give Children and Youth Services the support and clear mission it needs to protect children

By Douglas Root

“Allegheny County once was a pathetic national disgrace. Today, it is a shining national model. Allegheny County is showing the nation that child welfare systems can be fixed, and it is showing the nation how to fix them.”

- Richard Wexler, Executive Director,
National Coalition for Child Protection Reform
(Source: CNN NewsNight with Aaron Brown, Aired: August 14, 2002)

ComPAC 21 Recommendations



Charge: Provide services more effectively and more efficiently, and integrate the functions of the previously discrete human services departments.

- Oversight Committee guided development
- Public process to develop vision, guiding principles & strategies
- Efficient reorganization of programs/services
- Expanded strategies successful to child welfare reform
- Garnered support from foundations, universities and corporations
 - ✓ Human Services Integration Fund
 - ✓ Graduate School projects
 - ✓ Chamber of Commerce



Integrated Human Services Model

- Assistance for older persons with/without disabilities
- Child protective services
- Mental health services (including 24-hour crisis counseling)
- Drug and alcohol services
- Services for individuals with a diagnosis of intellectual disability
- Hunger services
- Emergency shelters and housing for the homeless
- Non-emergency medical transportation
- Job training/placement for older adults and adults on TANF/SNAP.
- Family support
- After school and summer programs for children
- At-risk child development and early education
- Centralized financial, human resources, and communications functions



EXECUTIVE OFFICE

Integrated Program Offices

Area Agency on Aging

Office of Children, Youth & Families

Office of Intellectual Disabilities

Office of Behavioral Health

Office of Community Services

Support Offices

Office of Administrative and Information Management Services

Office of Data Analysis, Research and Evaluation

Office of Community Relations



Partnerships



Strengthen families – create safe environment for children:

- Build network of family supports/assistance
- Correlation between neglect/abuse and parental stressors
- Remove children only if absolutely necessary – removal is traumatic
- Strong legal representation for all parties

- Director's Action Line
- Community Supports
- Family Support Centers
- After-School & Summer Programs
- Resource Connection/LINK
- Home Visiting Network



Family Unification Efforts

- Tangible Goods
- On-Site
 - Housing specialists
 - Addiction counselors & mentors
 - Mental health specialists
 - Resource specialists
 - Transportation specialists
 - Nurses
- In-home services on demand
- Family & Youth Engagement Strategies
 - Conferencing & Teaming
 - Youth & Parent Support Partners

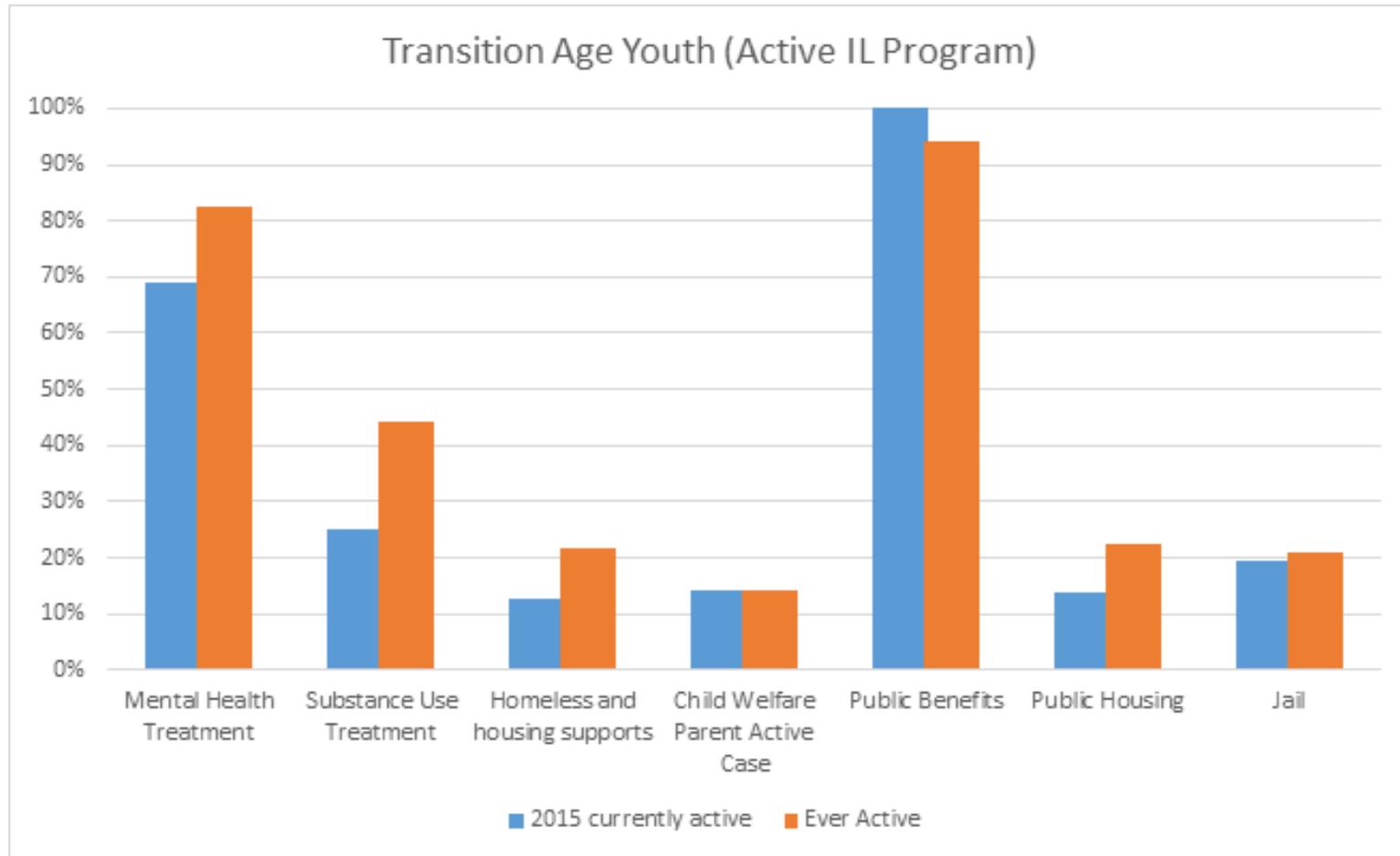


Key Features of Conferencing & Teaming

- Facilitator-led meeting (2 hours or less)
- Private family time
- Family decides who participates, including the system partners
- Participants sign a confidentiality agreement
- Focus on needs and solutions (not service driven)
- Strength-based approach based on past successes
- Decisions are made jointly by the team

- Serve 1,000 youth 16-24 years old annually
- 412 Youth Zone
- Educational Liaisons
- Housing Assistance
- Employment
- Life Skills

Transition Age Youth Service Involvement



- Kinship
- Siblings placed together
- Electronic Placement System
- Rapid Response Team: Multi-systems kids
- Frequent visitation
- 3-month reviews



Kinship Benefits

- Reduces trauma to children
- Maintains family ties
- Less abuse than in non-related homes
- Creates larger pool of foster homes
- Reduces burden in foster care resources

Placement Trends

	As of 1/1/96	As of 11/4/16
Shelter	214	43
All foster care (total)	2,557	1143
With kin	643	715
With non-kin	1,914	428
Group home	119	58
Residential	310	26
Supervised I.L.	118	31
Total	3,318	1,301

Internal Sources

- Aging
- Child Welfare
- Community Service Block Grant
- Drug & Alcohol
- Early Intervention (partial)
- Family Support Centers
- HeadStart (partial)
- Homeless
- Housing Support
- Mental Health
- Intellectual Disabilities

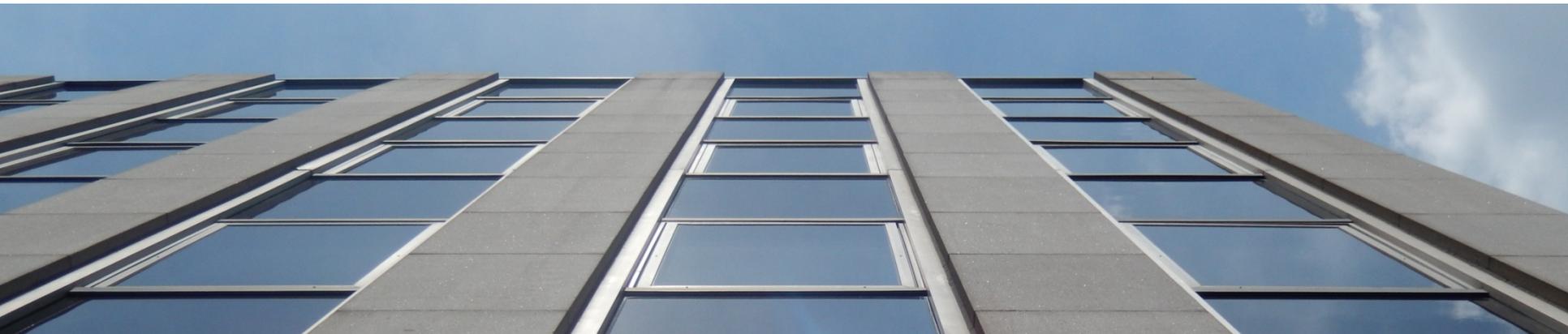
Potential Data Sources

- Early Childhood
- Post Secondary Education
- Labor & Industry

External Sources

- Allegheny County Housing Authority
- Allegheny County Jail
- Birth Records
- Allegheny County Medical Examiner's Office
- Public Benefits (State DHS)
- Housing Authority City of Pittsburgh
- Physical Health Claims (Medicaid)
- Juvenile Probation
- Pittsburgh Public Schools + 17 additional County School Districts
- Pre-trial Services
- Adult/family court

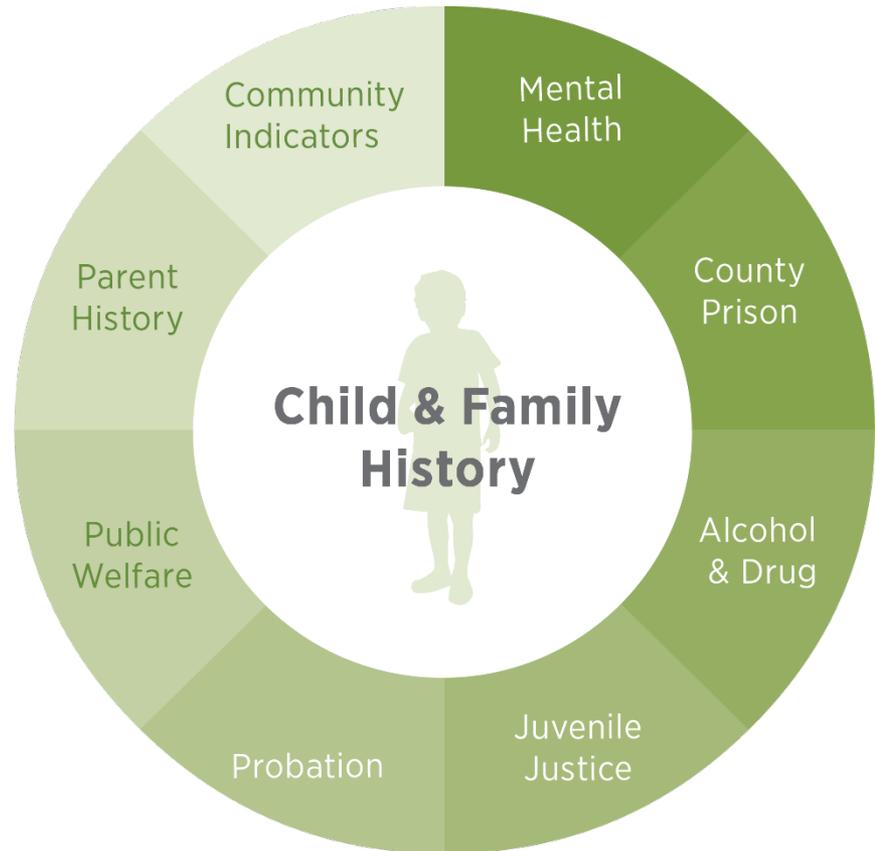
- DHS provides an integrated set of services
- Clients are “Clients of DHS”
- DHS data
- Get data where it needs to be
- Community resource: It’s our job to share & democratize data



- DHS believes that sharing protected information is important, and at times critical, for care.
- DHS has a right to client protected information in its role as contracting entity.
- From a feasibility perspective, it is not possible to obtain consent for re-disclosure of client information in a way that will facilitate expedient treatment and coordination of care.
- As a government service coordination and oversight entity, DHS may re-disclose protected information for the purposes of treatment and treatment coordination

In Allegheny County, rich data are available to:

- DHS Staff (for 10+ years)
- Provider network
- Clients themselves



Client Search



New Search

Recent Clients

Follow Up List **0**

Other Resources

KDTEST50 DHS Admin ▾

Client Search

Last Name **or** Social Security Number is required to search.

Last Name

First Name

Social Security Number

Advanced Search

Show

Search

Announcements

Client Profile



New Search

Recent Clients

Follow Up List **0**

Other Resources

KDTEST50 DHS Admin

[Search Results](#) / Doe, John

Doe, John

35 years old, Male

Client Profile Menu



Add to Follow Up List

Basic Information

SOCIAL SECURITY NUMBER
xxx-xx-7456

[Click here to view full SSN](#)

DATE OF BIRTH
1/1/1980

MCI ID
[REDACTED]

Address(es)

ADDRESS
[REDACTED]

MUNICIPALITY
Penn Hills Township

[6 records available](#)

Search this Address

Contact

EMERGENCY CONTACT
[REDACTED]

Other Info

RACE
White

ETHNICITY
Non-Hispanic

MARITAL STATUS
Single/Never Married

CURRENT SCHOOL
PENN HILLS HIGH SCHOOL

LIVING ARRANGEMENT
Unknown

[6 records available](#)

Service Involvement

Service Involvement

All Records

Showing 11 to 20 of 25 entries

[Export to Excel](#)

First Service	Last Activity	Program Area	Provider/SCU	Service
4/4/2013	6/12/2013	Criminal Justice Re-Entry Services	MERCY LIFE CENTER CORPORATION	Jail Collaborative: Cognitive Behavioral Treatment
4/12/2013	5/3/2013	Criminal Justice Re-Entry Services	ALLEGHENY INTERMEDIATE UNIT	Jail Collaborative: Education
11/5/2012	4/17/2013	Mental Health Services	Human Services Administrative Organization	Administrative Management
8/31/2008	10/31/2012	PA Department of Public Welfare	-	SSI Benefits
12/31/2011	7/31/2012	Children, Youth and Families (as Parent)	-	-
8/4/2011	8/4/2011	Drug and Alcohol Services	PYRAMID HEALTHCARE INC	Non Hospital Rehab 3C
7/29/2011	8/3/2011	Drug and Alcohol Services	PYRAMID HEALTHCARE INC	Non Hosp Residential Rehabilitation - Dual DX
6/28/2011	6/30/2011	Drug and Alcohol Services	MERCY HOSPITAL OF PITTSBURGH	Inpatient Detox Day
10/17/2010	10/24/2010	Drug and Alcohol Services	WHITE DEER RUN, INC.	Non-Hospital Residential Rehab (Level 3B)
6/9/2006	10/16/2010	Drug and Alcohol Services	WHITE DEER RUN, INC.	Detoxification

Show 10 entries

Previous 1 2 3 Next

Plans & Assessments

Allegheny County ClientView New Search Recent Clients Follow Up List 0 Other Resources KDTEST50 DHS Admin

[Search Results](#) / Doe, John

Doe, John
35 years old, Male

Client Profile Menu

Add to Follow Up List

Service Plans:

Service Plan Type	Plan Applies To	Service Plan Approval Date	Download
Family Plan	John Doe	9/25/2014	
Family Plan	John Doe	10/27/2014	
Family Plan	John Doe	9/25/2014	
Family Plan	John Doe	No Data	
Family Plan	John Doe	10/21/2014	
Family Plan	John Doe	10/24/2014	
Family Plan	John Doe	10/10/2014	

Show entries First Previous 1 Next Last

Assessments:

Assessment Type	Assessment Applies To	Assessment Approval Date	Download
ANSA Assessment	John Doe	6/5/2014	
ANSA Summary Detail	John Doe	6/5/2014	
ANSA Assessment	John Doe	2/10/2014	
ANSA Summary Detail	John Doe	2/10/2014	
ANSA Assessment	John Doe	12/6/2013	
ANSA Summary Detail	John Doe	12/6/2013	

Show entries First Previous 1 Next Last

Client View Update Frequency

- SafeMeasures in child welfare
- Getting data & alerts to the workforce
 - Problems in school
 - Medication management
 - New criminal justice system involvement
- Using predictive risk modeling to improve decision making

DHS Reports Portal

Department of Human Services
Allegheny County, Pennsylvania

Welcome, Sunil Pai [Help](#) [Logout](#)

Basic Needs Children and Families Disabilities Individual and Community Health Older Adults Safe Measures Administration

Adolescents After School and Summer Program Child Development/ Education **Child Welfare** Children's Mental Health Family Development

Select Report

Call Screening Investigation Family Services Placement PLC Adoption Shared Case Responsibility All

PERFORMANCE
Case Progression - Referral to Service
Referrals by Outcome
Referral Aging
Referrals by Children/Perpetrators

WORKLOAD
Referral by Allegation

DATA QUALITY
Referral Outcome Status Report

Q PDF

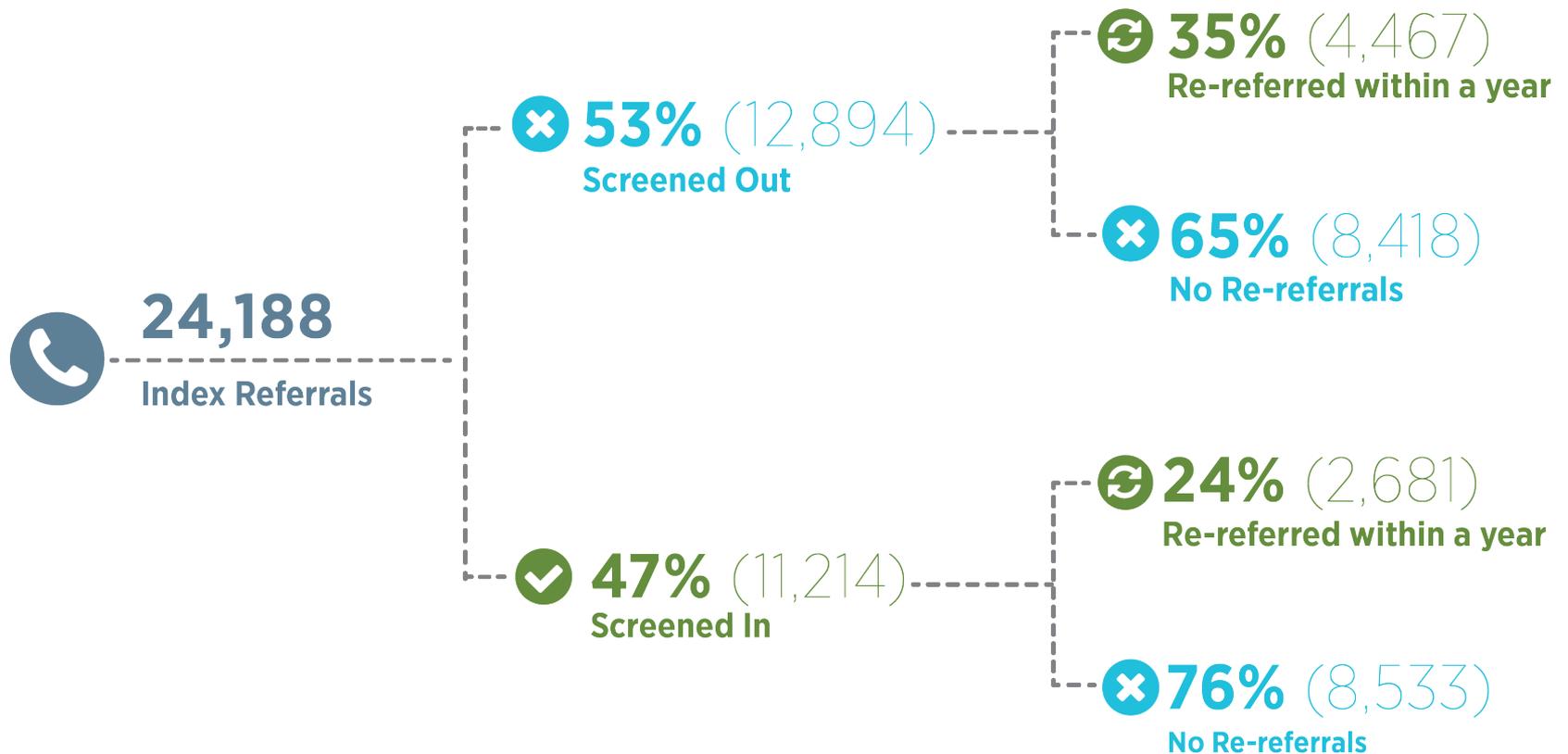
- **Coordinated Intake**
 - Child welfare, aging, involuntary commitments
 - Homeless, with expansion to all housing
 - Home visiting
 - Behavioral Health (in planning)
- **“One” Case Management IT System**
 - Limited customization – but this is getting away from us
 - Common id, assessments, service plans
 - Provider integration
- **Understanding Client Experience & Engaging Communities in Planning**
- **Advanced Analytics to Support Decision Making**



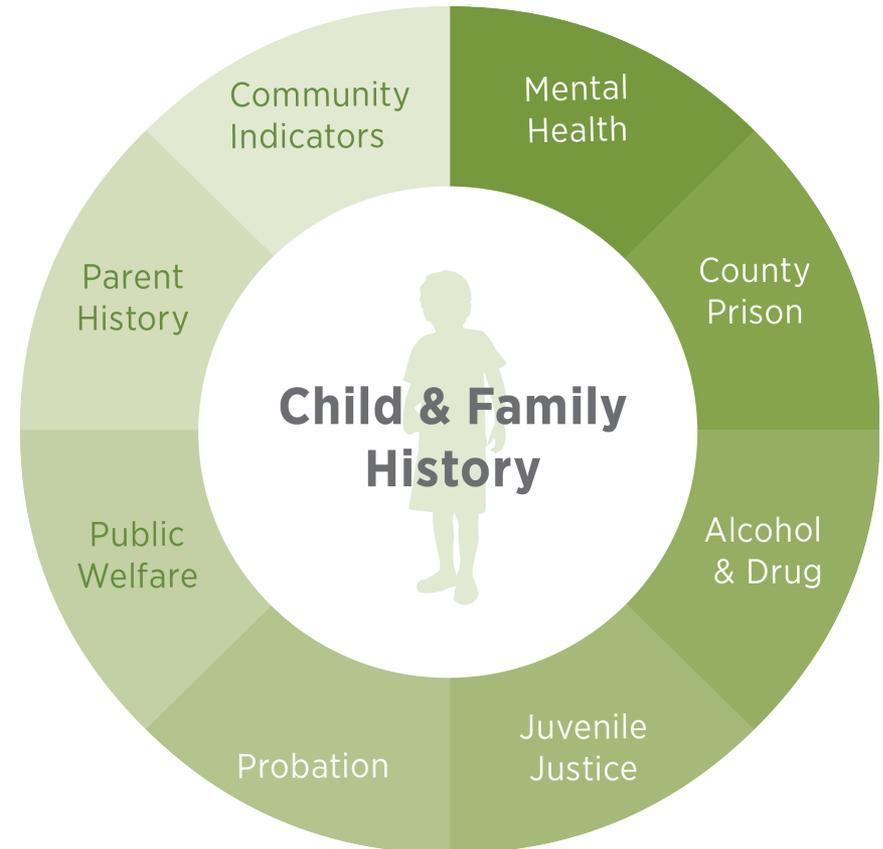
OPPORTUNITY #1:
**Improving Child Welfare
Decision Making**

OPPORTUNITY #2:
**Rethinking Prevention of
Child Abuse & Neglect**

Screening Decisions & Outcomes



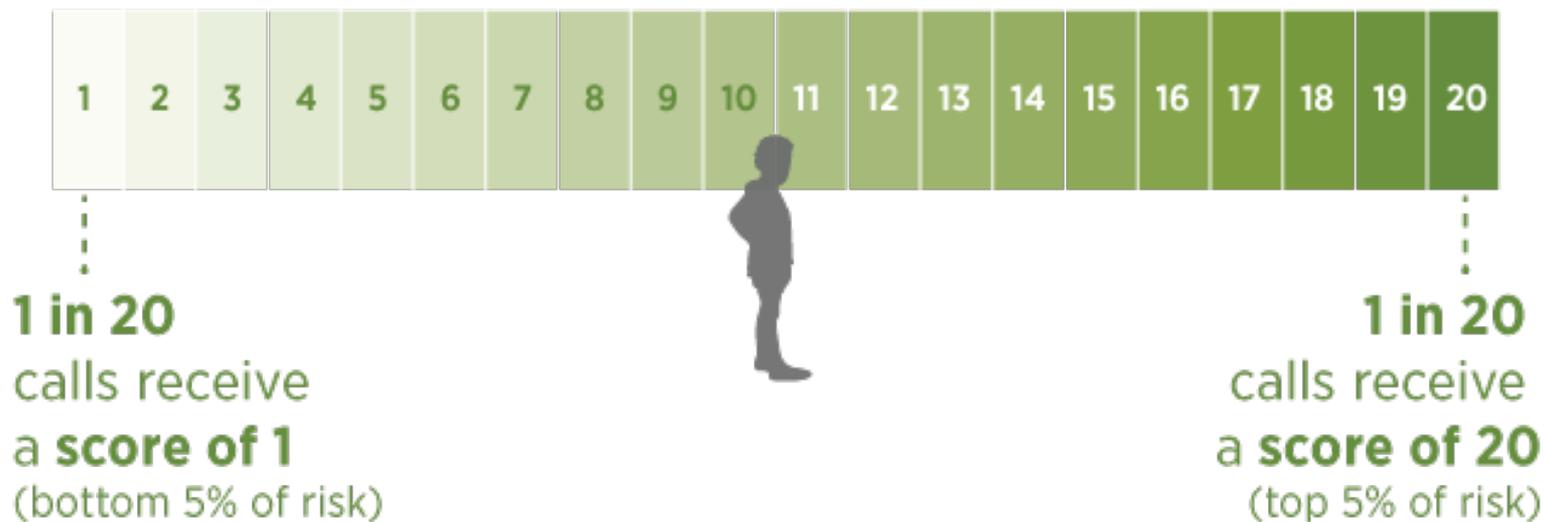
- In Allegheny County, rich data are available to case workers to help inform initial maltreatment screening decisions at the child protection hotline, but
 - No standardized protocols for using these data to make referral screening decisions
 - No method for systematically weighting this information in an equitable manner across all referrals
 - No understanding of what information is correlated / predicts future adverse outcomes for children



- The system will harvest data from the data warehouse
- At each call, a screening score will be produced for each child associated with an allegation of maltreatment
- This screening score is comprised of the risk of re-referral, given screen-out and the risk of placement in foster care, given screen-in
- More than 100 pieces of information are included in the screening model

Developing a Screening Score

- The **screening score** is from 1 to 20
- The **higher the score, the higher the chance of the future event** (e.g., abuse, placement, re-referral) according to the data



Researchers built a screening model
based on information that we already
collect

They identified more than 100 factors
that predict future referral or placement

To test if the model might improve the
accuracy of screening decisions, we
scored thousands of historical
maltreatment calls and then followed
the children in subsequent referrals to
see how often the model was correct...

The Results: Re-Referrals



1 in 10 children

with a score of 1 were re-referred
within two years of the call.



9 in 10 children

with a score of 20 were re-referred
within two years of the call.

The Results: Out-of-Home Placements



1 in 100 children

who received a score of 1 were placed
out-of-home within 2 years of the call

The Results: Out-of-Home Placements



Under current practice:

27% of highest risk cases were screened out —

of these, **1 in 3 are re-referred and placed within 2 years of the initial screened out call**

48% of lowest risk cases were screened in —

and yet only **1.4% of those are placed within 2 years.**



How the Score fits into Current Practice

Screening Score Historical Screening Scores

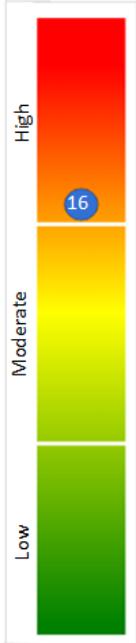
Family Screening Score

Recalculate Screening Score

The purpose of the **Family Screening Score** is to use information collected by DHS and other partners to inform screening decisions. The **Family Screening Score** is calculated by integrating and analyzing hundreds of data elements on each person related to the referral to generate an overall **Family Screening Score**. The score predicts the long-term likelihood of re-referral, if the referral is screened out without an investigation, or home removal, if the referral is screened in for investigation.

If the **Family Screening Score** meets the threshold for “mandatory screen-in,” the call must be investigated. In all other circumstances, the **Family Screening Score** provides additional information to assist the Call Screening Unit in making a call screening decision and should not replace clinical judgement.

The **Family Screening Score** is only intended to inform call screening decisions and is not intended to be used in making investigative or other child welfare decisions.



High
16
Moderate
Low

Last Run By: Jane McBeth **Last Run Date:** 4/7/2016, 10:32 AM **Algorithm Versions Used:** Re-referral v43
Placement v22

Screening Score Historical Screening Scores

Family Screening Score

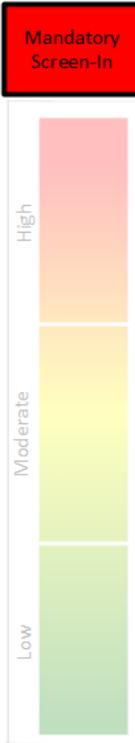
Recalculate Screening Score

Mandatory Screen-In

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High
Moderate
Low

Last Run By: Jane McBeth **Last Run Date:** 4/7/2016, 10:32 AM **Algorithm Versions Used:** Re-referral v43
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OPPORTUNITY #1:
Improving Child Welfare
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OPPORTUNITY #2:
Rethinking Prevention of
Child Abuse & Neglect

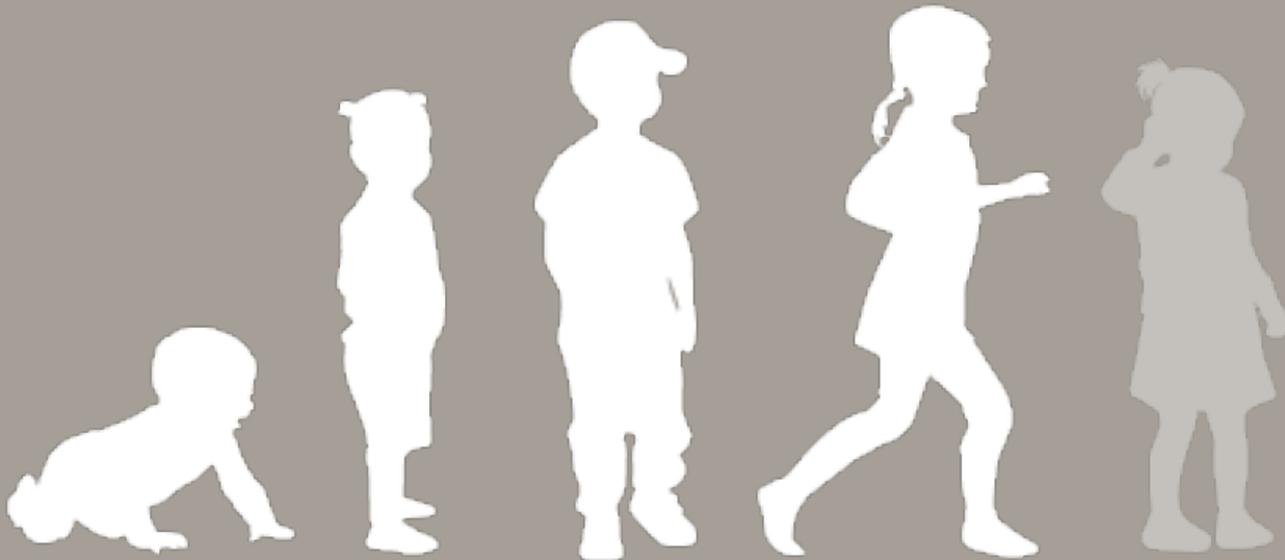


How well do our child serving systems
choose the right child at the right time?



Not very well:

Over half of children who died (or nearly died) as a result of abuse were **never referred** to child welfare before the incident.



Generating a “Needs” Score at Birth

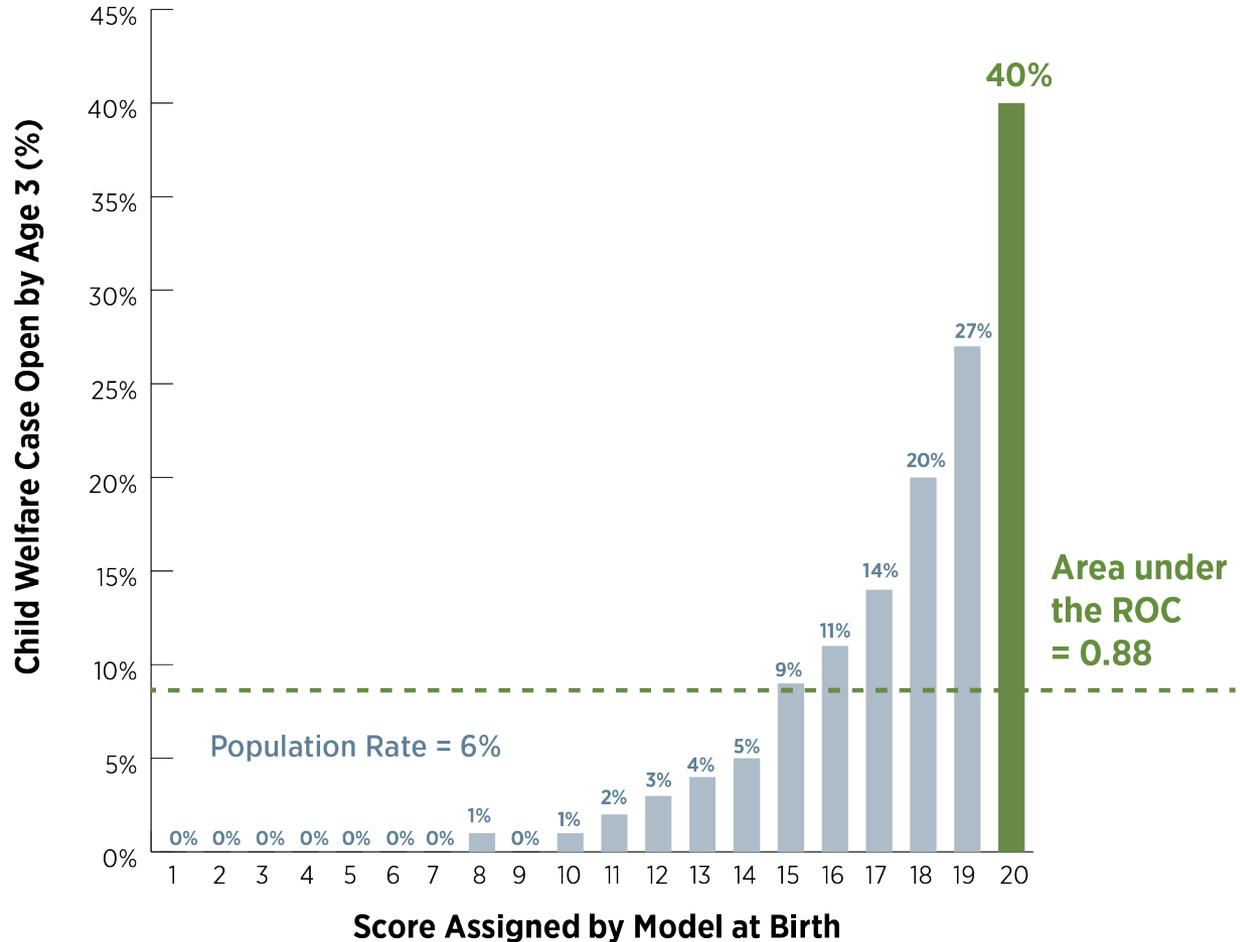
As **soon as the birth** is registered we could assign a needs score between 1 and 20

Predicting a child protection case opening **by age 3**

- Vision would be to prioritize high needs births for upstream early intervention support in the hopes of preventing the need for later child protection involvement



Of those who received a risk score of 20, 40% of them resulted in an open case by age 3



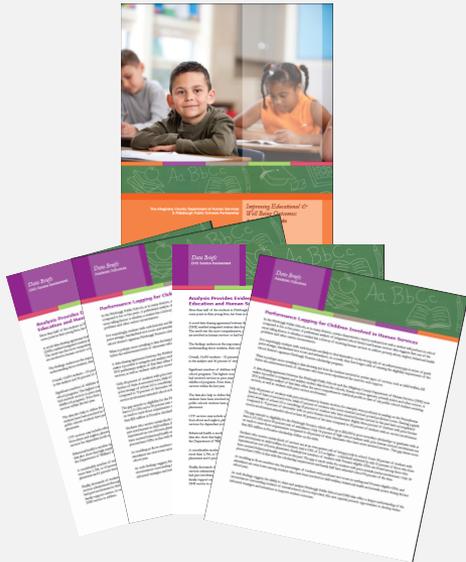
Offer voluntary services at the time of birth

- Use needs score to prioritize home visiting services through coordinated intake
- Use needs score to provide extra support to families who engage at a family support center
- Proactively reach out to high-risk families who live in a catchment area for family support centers

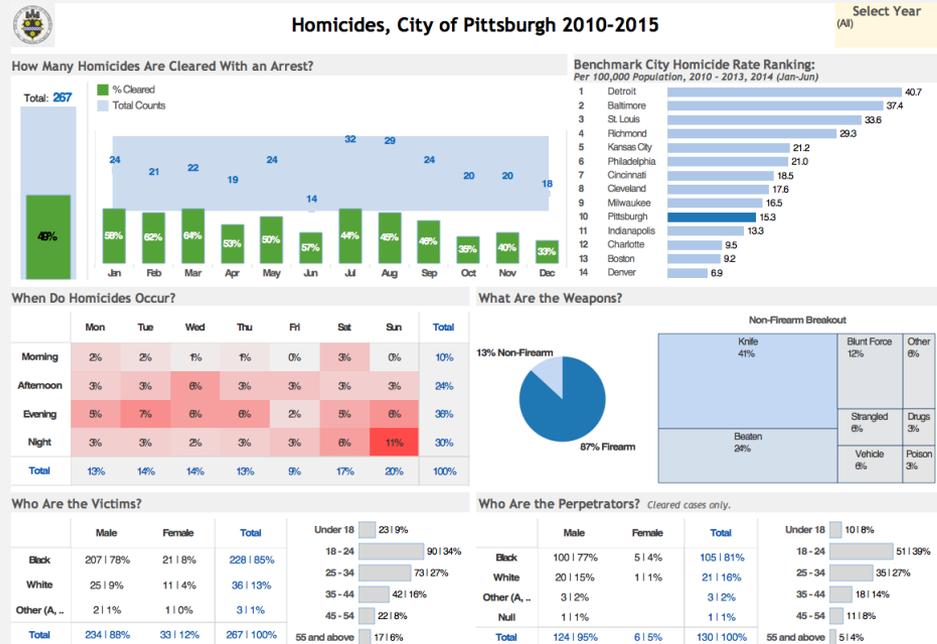
Build needs score into screening at Children's Hospital

For More Information

Analyzed Data in Reports



Interactive Visualizations & Open Data



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 Department of Human Services
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 alleghenycountyanalytics.us