

Testimony for City Council Budget Hearing  
Anne Marie Ambrose  
April 30, 2012

Good Afternoon, President Clarke and members of City Council. I am Anne Marie Ambrose, Commissioner of the Department of Human Services (DHS), the largest child welfare agency in the Commonwealth. Our mission at DHS is to provide and promote safety, permanency, and well-being for children and youth at risk of abuse, neglect and delinquency.

I am pleased to share with you our FY 13 budget request, our staff diversity, our equal opportunity participation, as well as a few of our many accomplishments. In addition, I would like to update you on our plans for improving the delivery of services to the children and families that we serve through an initiative that we call Improving Outcomes for Children (IOC).

Our DHS' FY13 General/Grants Fund budget request is for \$655,811,840. DHS' FY13 General Fund budget request is \$111,037,535. This is \$929,439 above the FY12 Estimated Obligation Level of \$110,108,096. This increase is due largely to debt service on the new Youth Study Center, which is scheduled to open in the Fall of 2012. Our FY13 General Fund request by class is as follows: Class 100, \$40,492,544; Class 200, \$69,343,226; Class 300, \$906,908; and Class 400, \$294,857.

We currently have 1649 employees; 73.7 % are female, 78% are black, 16% are white, 3.5% are Latino, and approximately 1.5% are Asian. Approximately, 120 employees are bilingual (Spanish, Malay, Arabic, Hindi, French, Korean, Creole, Dutch, Vietnamese, Cantonese, Italian, German, Hebrew, Philippine, Polish, and Japanese). Our management team is very diverse. 41% of our management team are black women, 5% are women of Asian descent, 18% are white women, 21% are black men, and 15% are white men.

With regard to its equal employment opportunity goals, DHS is committed to supporting the Administration's goal of 25% minority, women, and disabled-owned business participation in City Contracting.

We currently have 197 providers under contract, and 68% (149) of them are non-profit providers and 32% (48) are for-profit providers.

Most of the services DHS contracts for are with non-profit providers and therefore not able to be OEO certified. Despite the fact that our non-profit providers are not OEO certified, we are pleased to report that 29% of the 149 non-profit providers have boards whose members are primarily minority, women or disabled. Females comprise 40% of non-profit board membership.

We do require our non-profit providers to have diversity plans and subcontract with minority, women and/or disabled businesses. In FY 12, 89% of DHS contractors submitted Supplier Diversity Plans. Our goal in FY 13 is 100%. Of dollars subcontracted to for-profit vendors in FY12, approximately 38% (\$8,801,021.00) was spent amongst minority, women and/or disabled businesses.

The majority of our for profit contracts are non-discretionary and are for the daily care of children in specialized delinquent placements. DHS, however, does spend \$6,433,351 on discretionary for profit contracts, most of which are for administrative services. Of this amount, 53% is spent in the minority, women or disabled business sector.

In an effort to increase minority participation, we partnered with a local non-profit advocacy group (Pennsylvania Council for Children and Families) and the Office of Economic Opportunity to develop webinar training for DHS providers in the development and monitoring of agency Supplier Diversity Plans. The training will be held in May 2012 and annually going forward. Finally, we also met with our top 10 providers to review participation activities and recommend corrective actions to increase participation.

DHS has also greatly enhanced its internal and external accountability system and organizational efficiency as part of its efforts to improve outcomes for Philadelphia's most vulnerable children and youth. The Division of Performance Management & Accountability (PMA) was created in 2009 and works to support system improvement by monitoring, evaluating and reporting out on the effectiveness of our services (internal and external). PMA has been consistently involved with conducting case review processes aimed at improving case practice across the system. Quality Improvement Staff and Administrators review samples

of cases from each DHS section in order to examine the quality and consistency of the safety assessments and service plans. I am pleased to report that our Quality Improvement staff has conducted 4500 case file reviews since 2009.

Beginning in June 2010, DHS contracted with an independent entity to verify that documented visits were made with families. Between July 2011 and December 2012 this contractor visited 166 homes to verify whether visitation occurred and the quality of the visits by both providers and DHS staff.

One of our most successful efforts at assessing performance for our workers and our providers has been our ChildStat presentations. These meetings, which are held once a month for DHS units and once a month for Provider Agencies continues to be a forum where performance measures are reviewed and cases are presented for the purpose of improving communication, clarifying expectations, and holding staff and contracted providers accountable at each level of the system.

I am also pleased to share that our placement numbers continue to decrease. In 2011, we decreased our placement population by 5%. As of January 31, 2012, 4163 children were in dependent placement. This number is 776 children less than the number in placement on January 31, 2010. As of April 23, 2012, 46 children were placed out of state. 41 of these children or 89.1% were placed with kin and only 5 or 10% were placed in institutional care.

Finally, with the support of Casey Family Programs, DHS began an initiative we call Improving Outcomes for Children: A Community Partnership Approach to Child Welfare, to create a single case management model with distinct and well-defined roles for contracted provider agency and DHS staff. The core components include strengthening partnerships for service delivery at the neighborhood level, modifying current case management practices and accountability systems, clearly defining DHS and provider staff roles, and creating stronger quality assurance functions within DHS.

The first phase of this initiative will begin in Eastern North Philadelphia in the area comprised by the 24<sup>th</sup>, 25<sup>th</sup> and 26<sup>th</sup> police districts. Services will be implemented in phases with the first phase of in-home services to begin in January 2013. We are very excited about this innovative opportunity to deliver better, more

community-based and neighborhood services to children and families in Philadelphia.

Should any Councilmember wish to engage in further discussion of any of these matters or other DHS matters, my staff and I are happy to meet with Council members at their convenience.