

WASHINGTON STATE TITLE
IV-E DEMONSTRATION
PROJECT

*FOURTH QUARTERLY PROGRESS REPORT:
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Overview

This is Washington State's fourth quarterly report to the federal Administration on Children, Youth, and Families (ACYF) for the Title IV-E Waiver demonstration project. This report serves two purposes:

1. To answer ACYF's questions about our Initial Design and Implementation Report (IDIR) and 3rd quarterly Report, which summarized the activities Children's Administration (CA) must complete to implement our demonstration project—Family Assessment Response (FAR). The ACYF asked CA to provide more detail about:
 - a. FAR is time limited by Washington State law
The time limit will make FAR families ineligible to participate in some EBPs. ACYF is interested in Washington's approach to those time limits.
 - b. Information about Washington's intended populations for identified EBPs:
 - Triple P
 - Promoting First Relations
 - Incredible Years
 - SafeCare
 - c. FAR's anticipated impact on child wellbeing
 - d. Washington's criteria for assessing readiness in office selection
 - e. Additional information about Washington's plan for structured supervision, coaching, and mentoring of FAR workers.
2. To provide an update of CA's progress implementing our demonstration project over the preceding quarter (June - September 2013).

The IDIR and the quarterly reports are key deliverables identified in the Terms and Conditions for the Title IV-E Waiver.

I. Theory of change

Washington State will train caseworkers in the Family Assessment Response pathway as an alternative to the traditional investigative pathway for families with low-moderate allegations of abuse and neglect

So that Caseworkers have a more effective way to engage families

So that Families feel like partners in a less adversarial process

So that Caseworkers and families work together to assess the family's strengths and needs

And Caseworkers and families develop a case plan that meets those needs

So that Caseworkers and families are able to identify culturally appropriate community-based services and concrete supports to help reduce child safety concerns

And Families are linked to an expanded array of evidence-based programs

So that Families engage in appropriate services to meet their needs

So that Families learn to meet needs using sustainable, community help

So that Families are able to keep children safely at home

Changes to the model:

After spending time with differential response staff in Franklin County, Ohio and several counties in Minnesota, Washington State is taking a different approach to community engagement than we anticipated in our initial implementation plan. We are changing our plan to develop community resource teams in every community, to focus on a more sustainable approach to engaging communities.

We no longer intend to create and lead new community resource teams. Instead of developing teams led by Children's Administration, we have begun developing partnerships with existing community organizations to:

- Increase caseworkers' awareness of community resources.
- Develop more and better relationships with the communities where families live.
- Work with these communities to identify strengths and gaps in services/resources available to help families struggling with poverty.

We hope that changing our relationships with the community mirrors the changes we want to see in our relationships with the families we serve. As partners in community, CA will begin to change the existing power structures we have with our community partners.

Increasing true partnerships with the community will help us refocus the responsibility for child welfare. Currently, many in Washington State believe that child safety is solely the responsibility

FAR THEORY OF CHANGE

Caseworkers
Trained to FAR

Families feel
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Families learn to
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of the child welfare system. We want to change the culture to reflect our belief that child safety is the primary responsibility of parents and families. Communities are responsible for helping families keep their children safe. When families and communities struggle to keep children safe, it is the responsibility of the child welfare system to intervene.

In a rural area, where there is no garbage service, the local dump has volunteered to serve as a community communications center to post resources.

Our conversations with community partners have been very encouraging. Recent outreach in offices that will soon implement FAR has introduced us to partners we have never engaged before—for example, in rural areas where there is no garbage service, the local dump has volunteered to serve as a community communications center because everyone in that community goes to the dump at least once a month.

II & III. Clearly Defined Target Population(s) & Demonstration Components and Interventions

FAR is time limited by Washington State law

As mentioned in the 3rd Quarterly Report, Washington statute limits FAR interventions to 45- 90 days. We have worked with model developers for Project SafeCare®, Incredible Years, and Triple P to shorten their intervention to meet the shorter time frames. We also plan to introduce Promoting First Relationships, an evidence-based program that supports parents with children aged 0-3, to CA staff in early 2014. CA and our evaluator, TriWest, will monitor service usage for FAR families to determine whether a longer intervention would be helpful. If we determine that families need more time to complete services paid for by the Children's Administration to meet our goals for FAR, we may ask the legislature to reconsider the statutory time-limit.

Cases that will receive a FAR response

In previous quarterly reports, CA provided information about the screening criteria for CPS interventions. The structure of the decision tree better describes cases that require an Investigation (screened in cases that do not meet the criteria for an investigation will be assigned to a FAR response). FAR cases are:

- Low to moderate risk allegations of child neglect and physical abuse that do not indicate that the child's safety is in immediate danger.
- Non-emergent: initial face to face contact with the children must occur within 72 hours. Emergent cases will all be assigned to an investigative response.
- Involve families with minimal recent CPS involvement (if a family has had more than 3 CPS investigations or FAR interventions in the previous year, they will be assigned for an investigation).

The following is an example of a neglect case that would screen in for a FAR intervention:

Referrer expressed concerns about third grade student Jane. Jane lives with her father, John, and John's partner, Julie. Jane's 4-year-old brother Jack also lives in the home. The referrer reported that Jane told her that she woke up that morning with a rat in her bed. Jane reported that she picked up the rat by the tail and threw it outside. Jane stated that there are "lots" of rats in the house and that John is "putting up traps to catch the rats." During the conversation, Jane also disclosed a month ago, four year old Jack had discovered a bottle of Tequila in the house. Jane showed the referrer with her fingers that Jack drank approximately 2/3 of the bottle. Jane stated that after drinking the Tequila, Jack was acting "funny," "knocking into furniture" and "falling down." Jane reported that John did not seek medical attention for Jack.

The following is an example of a physical abuse case that would screen in for a FAR intervention:

Today 12 year-old Pam came to school with a large bruise on the top of her right arm about 3 inches across. She told the referrer that her father hit her with a broom handle yesterday. He told her that if she continued to engage in a certain behavior (referrer believes he was concerned about her hanging out with boys, or with certain boys), that he will hit her. Pam then said to her father. "You might as well hit me now." So he hit her twice in the arm. Mother was in the home and may have witnessed the incident, but she did not say or do anything because she is afraid of father.¹

¹ Names in these scenarios have been changed to protect the confidentiality of our clients.

Evidence-Based Programs

Washington is developing an evidence informed service guide to help FAR workers and families identify which services best match the needs of the families and children on their caseload. We plan to implement the tool in February, 2014.

Washington provided information in its second quarterly report outlining the geographic locations where these services are available. The attached map (Appendix A) shows where these evidence-based programs are available across the state. Evidence-based programs are offered in all but 4 counties of the 39 counties in Washington State. The evidence-based programs we identified in the IDIR are available as follows:

- Project SafeCare – 31 counties
- Incredible Years - 30 counties
- Positive Parenting Program (Triple P) Enhanced - 21 counties

CA has developed a website for our staff to help them select the right service for the families they serve:

<http://ca.dshs.wa.gov/intranet/ebp/index.asp>

In addition, CA has developed a website for our staff to help them select the right service for the families they serve:

<http://ca.dshs.wa.gov/intranet/ebp/index.asp>. Our staff have

told us that this website is very helpful for them to select appropriate services for families.

The following 3 pages illustrates some of the information available about Triple P, Incredible Years, and SafeCare. CA has not begun offering Promoting First Relations. When that service is available, information about that program will be posted on the website. In addition to the information pulled out below, the website provides parent handouts with information about each service, links to the developer website referral forms, videos showing the service in action, and additional information about the services to help social workers and families select the service that best meets their needs.

These services were selected based on the following key deliverables of the service:

- **SafeCare** is for families with newborns up to 5 years of age. This service is able to address family situations where caregivers have very little or no experience and understanding of basic child care and safety. This service can be beneficial for families with more neglect related issues and first time parents.
- **Incredible Years** is for families with newborns to 3 years of age. This service focuses on parents learning safe and healthy ways to foster their children's social, emotional and academic development. IY has been shown through research to reduce child behavior problems.
- **Positive Parenting Program** is for families with children ages 2 to 16 years old. This service is targeted towards families where there is unsafe parenting techniques used to manage child behavior. This service is typically for families with older children where there are unsafe parenting techniques used. Triple P also focuses on helping parents learn coping strategies in order to effectively deal with parenting challenges.

Positive Parenting Program (Triple P)

Age of Child	Reasons to Refer	Venue of Care	Frequency & Duration of Care	Expected Outcomes	General Capacity to Support a Safety Plan
<ul style="list-style-type: none"> • 2 - 16 years 	<ul style="list-style-type: none"> • <u>Family Needs</u> ☐ <ul style="list-style-type: none"> ▪ Needs individualized support managing typical developmental transitions and/or dealing with significant behavioral challenges. ▪ May need improvements in the parent-child relationship. • <u>Family Discipline</u> ☐ <ul style="list-style-type: none"> ▪ Caregiver(s) frustrated, may occasionally lose self-control, discipline may be inconsistent, and lacks effective management. ▪ May use violence or threats to control behavior. • <u>Child Functioning</u> ☐ <ul style="list-style-type: none"> ▪ Range from typical developmental challenges to behavioral problems. ▪ Provokes dangerous reactions in caregivers. 	<p>Primarily in the home, also can be done in the community or office-based</p>	<p>Weekly sessions lasting 1 to 15 weeks</p>	<ul style="list-style-type: none"> • Increase appropriate parenting skills • Increase appropriate parental discipline and behavior management • Improve parent-child relationship • Decrease in child behavior problems 	<p>Low (Office-based) Medium (Home-based)</p>

Incredible Years

Age of Child	Reasons to Refer	Venue of Care	Frequency & Duration of Care	Expected Outcomes	General Capacity to Support a Safety Plan
<ul style="list-style-type: none"> • Birth to 8 months for baby group • 9 months to 2 years for BASIC toddler group • 2 to 8 years for the preschool BASIC group 	<ul style="list-style-type: none"> • <u>Family Needs</u> ☐ <ul style="list-style-type: none"> ▪ Parents in need of positive, nurturing, non-violent parenting strategies. ▪ Needs support managing difficult child behaviors. • <u>Family Discipline</u> ☐ <ul style="list-style-type: none"> ▪ Concerns about parent-child relationships. ▪ Caregiver(s) frustrated but uses self-control, discipline may be inconsistent, lacks effective management. • <u>Child Functioning</u> ☐ <ul style="list-style-type: none"> ▪ Child has behavior problems. Child provokes dangerous reactions in caregivers. 	Office-based	Weekly sessions lasting 10-18 weeks	<ul style="list-style-type: none"> • Increase appropriate parenting skills • Increase appropriate parental discipline • Improve parent-child relationship • Decrease in child behavior problems 	Low - No contact with family in the home, No afterhours support for the family

SafeCare®					
Age of Child	Reasons to Refer	Venue of Care	Frequency & Duration of Care	Expected Outcomes	General Capacity to Support a Safety Plan
Birth to 5	<ul style="list-style-type: none"> • <u>Family Needs</u> ☐ <ul style="list-style-type: none"> ▪ Parents need help creating and maintaining a safe home environment. ▪ Needs to learn how to care for the children when sick or injured. ▪ Parents in need of basic parenting skills/support • <u>Family Discipline</u> ☐ <ul style="list-style-type: none"> • Families experiencing neglect related issues such as medical neglect or environmental neglect. • Parents learn basic parent-child interaction skills and providing children with rules and consequences • <u>Child Functioning</u> ☐ <ul style="list-style-type: none"> ▪ Targets typically developing children exhibiting none or mild behavior problems. 	Home-based	Weekly sessions lasting 18 to 20 weeks	<ul style="list-style-type: none"> • Increase parents' understanding and management of child illness and injuries. • Increase home safety. • Improve and enhance safe parenting skills. 	Medium - provided in the home, provider reviews safety plan each week, no after hours support for the family

As mentioned in previous reports, CA has limited ability to track what services are currently used by families in Washington by program. In February 2014, we will have enhanced tracking capabilities in our FamLink system to help us determine which families use which services. Based on the information in the preceding pages that outlines the reasons to refer families to these services, we believe that these services are well matched to the families we intend to serve with FAR--primarily reported to CPS for concerns about neglect and minor physical abuse.

Additional activities undertaken in the current reporting period

Washington State has reviewed available data from FamLink (our SACWIS system) to gather additional information about the target population. However, our current data does not provide clear information about which families need which interventions, nor which services specific families receive. An update in our FamLink service referral form, which is scheduled to go live in February 2014, will give us the ability to make correlations between the services offered to families and the CA program with which they are involved. This future data will help us as we implement FAR in subsequent roll outs.

We have worked with the University of Washington and the developers of SafeCare© to develop a modified SafeCare© program that can be completed within FAR timeframes while still meeting fidelity requirements.

We have identified Providing First Relationships (PFR) as another service that will help FAR families with very young children.

FAR anticipated impacts on child well-being

FAR is an approach to child safety that integrates assessment and treatment of children and families' behavioral, social, and emotional well-being. Because of the focus on family and community engagement in differential response, we anticipate that it will improve child well-being in the families involved. TriWest will evaluate our progress in making changes to child well-being in the domains of behavioral and emotional functioning, social functioning, cognitive and academic functioning and physical health and development. TriWest and DSHS are collaborating to identify data sources to measure these domains.

Reconnecting families to their natural supports and communities is at the heart of FAR. In January 2012, the Foundation for Child Development did a study: [Analyzing State Differences in Child Well-Being](#). The study looked at how children in each of the 50 states fare in the following seven domains:

1. Family economic well-being
2. Health
3. Safe/risky behavior
4. Education attainment
5. Community engagement
6. Social relationships
7. Emotional/spiritual well-being

Reconnecting families to their natural supports and communities is at the heart of FAR.

Washington ranked 22nd in the nation for child well-being. We hope that implementing FAR will help move Washington's national ranking in this area. However, FAR will only impact children whose families have been reported for allegations of child maltreatment that meet the statutory definition of child abuse and neglect—less than 2.5% of the overall population of children in Washington.

Our plan to implement FAR will address a minimum of 5 of the child well-being domains above:

1. Family economic well-being: CA is building its relationships with the local TANF offices to help FAR families who are eligible for assistance to receive it.
2. Health: We anticipate that the majority of FAR families will be eligible for Medicaid via the Affordable Care Act, and we have begun teaming with the Medicaid eligibility staff in Spokane, Aberdeen, and Lynnwood to help connect families to medical care.
3. Safe/risky behavior: The FAR Family Assessment will include safety and risk assessment tools to help families identify how to keep their children safe and reduce trauma.
4. Community engagement: Washington State is reaching out to our non-traditional partners to increase community involvement with families who are engaged in child welfare. We have learned from other states that this community engagement is key to the success of FAR. In 2012 Kristin Abner and Rachel Gordon from the University of Illinois at Chicago, published "Differential Response: A Family Impact Analysis." They found that the use of informal supports in differential response:

“Can help to reduce the social isolation of vulnerable families. The neighborhood context and local community where families reside are important in providing necessary supports in ‘their infrastructure, their capacity to provide resources, their level of safety, and their ability to instill a sense of collective identity and build social capital.’”

5. Social Relationships: Abner and Gordon found:

“From family impact perspective, family stability includes keeping intact parental, marital, and other familial relationships where children are involved. Promoting family stability includes helping families manage their problems before they escalate into serious crises (Bogenschneider et al., 2012). The philosophical roots of differential response are consistent with family stability, allowing for children to remain in the home. As discussed above, family stability is a clear goal of differential response as differential response programs economically stabilize families through support services and linking the families to employment and counseling programs, which may indirectly decrease changes in family structure. Not only do differential response interventions provide economic support, but workers also can refer families to other social service programs to help provide economic stability. For example, families receiving differential response in New York reported receiving more help from workers in accessing services to meet their basic needs through other public assistance programs than similar families who experienced the investigative track (Ruppel, Huan, & Haulenbeek, 2011).”

Planned activities for the upcoming reporting period

CA plans to pay close attention to the services needed by families as we implement the FAR pathway, using input from our outside evaluator, TriWest, to define and refine the interventions that will be most successful for these families. Washington will work with the Praed Foundation to develop a CANS tool that will help staff identify which services will be most helpful to the families they serve.

Statewide Implementation Training & Readiness Activities

To implement FAR, Washington State identified 3 regional leads to coordinate office readiness activities. The Regional Administrators in each of the 3 regions identified the 4 offices most ready to implement FAR to conduct FAR Readiness Assessments. The Readiness Assessments include a description of staff, office, and community readiness, and the activities each office will need to complete to be ready to implement FAR. Each of those 12 offices has a delegated office lead to work on the Readiness Assessment and develop community relationships related to FAR activities. The Readiness Assessment template completed by the initial 12 offices in May 2013 is Appendix B.

The template for the Readiness Assessments was developed in December 2012. While we were conducting them, we took the opportunity to learn some lessons for future Readiness Assessments. For example, in selecting the offices for initial implementation, our primary concerns were office stability, community relationships, and challenges to implementation. Many of the other sections regarding training and continuous quality improvement would have to be lead by the State team with input from the regions and offices, so that they would be consistent statewide. We also failed to ask important questions about approaches to disproportionality in the offices. After the initial implementation sites go live, we anticipate learning about other important readiness features. We plan to use the initial Readiness Assessment as a starting point for future Readiness Assessments, but have already begun to edit it.

Tables 1-9 describe the implementation training, and readiness activities that Children’s Administration conducted at the State, Regional, and Office levels in the 4th quarter of the development year.

Table 1: Statewide Activities

Date	Activity	Audience
July 3, 2013 (ongoing)	Weekly meetings to discuss readiness activities with Regional Leads	Headquarters and Regional Leads
July 3, 2013 (ongoing)	Bi-weekly FAR Steering Committee	Children’s Administration Leadership and Directors
July 10, 2013 (ongoing)	Weekly discussion for training FamLink changes related to FAR	The Alliance and CA leads
July 10, 2013 (ongoing)	Monthly Indian Policy Advisory Committee	Washington Indian Tribal partners
July 10, 2013	FAR Curriculum Development Planning	Children’s Administration Staff and Alliance
July 16, 2013 (ongoing)	Monthly meeting with FAR leads statewide to discuss progress	Children’s Administration FAR leads
July 17, 2013	Second Quarterly Newsletter Released	Children’s Administration staff and community partners
July 24, 2013	CPS E-learning for new FamLink	Children’s Administration staff
July 25, 2013	FAR Business Brochure printed	Businesses, Stakeholders
July 29 – August 2	Pre-UAT – testing and training of the new Famlink tools	CA staff - statewide
August 8, 2013	Kemp Center Consultation	CA leadership, FAR leads, philanthropic partners
August 18, 2013	Monthly FAR FAQ’s posted on the Children’s Administration website	Children’s Administration staff and community partners
August 26-29, 2013	User Acceptance Testing	Children’s Administration FAR Leads and Alliance Coaches
August 27, 2013	Title IV-E Advisory Committee meeting	Stakeholders & community partners
September 9-11, 2013	NCAC Title IV-E Waiver Meeting	Four Children’s Administration staff
September 10, 2013	TriWest signed the Title IV-E waiver evaluation contract and is drafting the evaluation plan in coordination with CA, and DSHS Research and Data Analysis	Children’s Administration, TriWest, DSHS Research and Data Analysis
September 17-18-2013	Video conference / webinar training: Overview of all practice tools and changes	Area Administrators and Supervisors
September 19, 24, 25, 26, 2013	Video conference / webinar training: Overview of CPS tools with additional focus on intake and investigative assessment	Children’s Administration CPS staff
September 26, 2013	Meeting with veteran parents	Veteran parents
September 23, 2013	FamLink Coaching sessions begin	Children’s Administration CPS staff
September 23-25, 2013	Site visit to Minnesota to learn about differential response	Children’s Administration FAR leads
September 30, 2013	Quality Assurance meeting	TriWest, CA and DSHS Research and Data Analysis

Table 2: Region 1 Implementation & Readiness Activities

Date	Activity	Audience
July 3, 2013	Community collaboration and training	15 participants from ACES Initiative Collective Impact Group
July 8, 2013	Community engagement and training	4 participants from Children's Home Society
July 8, 2013	Community collaboration and program planning	8 participants from Empire Health
July 9, 2013	Community engagement and training	4 participants from Morning Star Community Services
July 10, 2013	Information sharing with legislators	13 state representatives and staffers
July 12, 2013	Tribal planning for FAR	Tribal liaison and ICW Administrator
July 12, 2013	Community engagement and training	2 participants from North East Community Center
July 15, 2013	Community engagement and training	7 participants from Community Summit Group
July 18, 2013	Community engagement and training	10 participants from Partners for Our Children
July 22, 2013	Collaboration building between FAR and Family to Family staff in Richland office	10 Children's Administration staff
July 24, 2013	Planning for FAR training opportunities	3 participants from Casey Family and Empire Health
July 25, 2013	Planning for program collaboration in Spokane community	8 participants from Community Summit committee
August 9, 2013	Planning for program collaboration in Spokane community	8 participants form Community Summit Meeting
August 15, 2013	Tribal FAR training and program planning with Kalispel Tribe	10 Kalispel Tribal representatives
August 29, 2013	Community FAR training	45 representatives from 30 community agencies
September 4, 2013	Community meeting regarding Adverse Childhood Experiences, collaboration around agency response to childhood trauma	20 participants form ACES Collective Impact Meeting
September 5, 2013	Collaboration with local veteran parents group around FAR involvement	15 participants from veteran parents group
September 6, 2013	Orient new office leads for Spokane and Moses Lake offices	4 participants from New office lead orientation
September 9, 2013	Planning for FAR services in the Spokane office	8 participants from Spokane FAR planning group
September 10, 2013	Testing of the proposed racial disproportionality tool as it relates to policy and program options	20 participants from the Racial Disproportionality statewide group and community representatives
September 11, 2013	Report to IPAC committee on FAR implementation plans for Region 1	40 participants from IPAC meeting

Table 2 continued: Region 1 Implementation & Readiness Activities

Date	Activity	Audience
September 11, 2013	Learn new intake tool and how it relates to FAR implementation	30 Children’s Administration staff
September 12, 2013	Present information about FAR to Spokane community group – childhood trauma focused	10 participants from SafeT Advisory Board
September 13, 2013	Planning for FAR implementation in Region 1	Children’s Administration Regional Administrator and Deputy Regional Administrator
September 17, 2013	Provide information about upcoming changes to intake and FAR	75 participants from Head Start
September 10, 2013	Testing of the proposed racial disproportionality tool as it relates to policy and program options	20 participants from the Racial Disproportionality statewide group and community representatives
September 11, 2013	Report to IPAC committee on FAR implementation plans for Region 1	40 participants from IPAC meeting
September 11, 2013	Learn new intake tool and how it relates to FAR implementation	30 Children’s Administration staff
September 12, 2013	Present information about FAR to Spokane community group – childhood trauma focused	10 participants from SafeT Advisory Board
September 13, 2013	Planning for FAR implementation in Region 1	Children’s Administration Regional Administrator and Deputy Regional Administrator
September 17, 2013	Provide information about upcoming changes to intake and FAR	75 participants from Head Start

Table 3: Region 1- Spokane Implementation & Readiness Activities

Date	Activity	Audience
July 10, 2013	Share information related to FAR to neighborhood included in 1 st phase and assess neighborhood residents view of neighborhood needs	25 participants from West Central Neighborhood Council
July 10, 2013	Share plans for FAR and discuss ways to partner with students to meet needs of clients	2 participants from WSU Center for Civic Engagement
July 18, 2013	Maintaining community relationships and collaboration	10 participants from Spokane Parent Advocacy Network
August 14, 2013	Maintaining community relationships and collaboration	25 participants from Spokane Regional DV Task Force
September 3, 2013	A council member requested I meet with him and the prevention coordinator for Spokane county to talk about FAR.	4 participants from West Central Neighborhood Council
September 5, 2013	Meeting between FAR staff and SPAN to discuss ways Veteran Parents can be involved in FAR	15 participants from Spokane Parent Advocacy Network
September 11, 2013	Maintaining community relationships and collaboration.	25 participants from Spokane Regional DV Task Force
September 19, 2013	Maintaining community relationships and collaboration.	10 participants from Spokane Parent Advocacy Network

Table 4: Region 1—Ellensburg Implementation & Readiness Activities

Date	Activity	Audience
August 6, 2013	Overview of FAR, local implementation plans, CRT development/recruitment, Q&A	20 participants from Kittitas County Family Coalition
August 7, 2013	Update on FAR development, upcoming FAR trainings	12 Children’s Administration staff
August 12, 2013	Overview of FAR, local implementation plans, CRT development/recruitment, Q&A	15 CASA and Board of Directors (Kiwanis Park)
August 19-23, 2013	User Acceptance Training (UAT)	11 Children’s Administration staff
September 10, 2013	Updates on FAR, CRT recruitment, collaboration, Q&A	25 participants from Kittitas County Family Coalition
September 11, 2013	Updates on FAR, trainings, Q&A	13 Children’s Administration staff
September 18, 2013	Updates on FAR, trainings, Q&A	13 Children’s Administration staff

Table 5: Region 2--Lynwood Implementation & Readiness Activities

Date	Activity	Audience
July 30, 2013	FAR discussion around ICW and FAR	2 Smokey Point ICW staff
July 31, 2013	Community connection / FAR	Reverend Brian Wright
July 31, 2013	FAR discussion	Melanie Pilkenton HASCO - Everett
August 6, 2013	FAR and ICW discussion	4 Smokey Point Children’s Administration staff
August 6, 2013	FAR discussion around services	One participant from Children’s Home Society
August 7, 2013	FAR presentation	6 Children’s Administration staff
August 7, 2013	FAR presentation	9 Children’s Administration staff
August 7, 2013	Discussion around veteran parents and FAR	3 veteran parents
August 9, 2013	Housing Coordinated Services and FAR	4 participants from the Division of Housing and Community Services
August 28, 2013	FAR presentation, community collaboration	6 participants from Community Church
August 28, 2013	ACES/FAR presentation	1 participant from Children’s Administration
September 16, 2013	Interviews held for FAR workers	6 Children’s Administration staff
September 19, 2013	FAR information exchange	18 community members, medical professionals
September 24, 2013	FAR discussion around potential resources	2 participants from Verdant Health Commission

Table 6: Region 2—Mt. Vernon: Implementation & Readiness Activities

Date	Activity	Audience
July 3, 2013	FAR discussion, Q&A, updates	25 Children’s Administration staff
July 16, 2013	FAR training with PowerPoint, Q&A, mandated reporting	20 participants from Pioneer Center North in patient treatment
July 18, 2013	Shared information on Children’s Administration and FAR. Gathered resources	300 children, parents and Skagit County providers – Concrete Youth Day
July 25, 2013	Updated members on FAR and Children’s Administration	25 participants from the Skagit County Community Resource Coalition
July 26, 2013	Presented on FAR, Q & A	21 participants form the Community Service Office in Mt. Vernon
July 30, 2013	Met with DCFS Staff at the Oak Harbor Office to train and update them on FAR	10 Children’s Administration staff
July 31, 2013	Talked about FAR and accepted a donation of 30 emergency placement bags (pajamas etc) from the church for kids coming into care.	2 participants: Foster Parent Recruiter, and local church
August 7, 2013	FAR updates and FAR Q & A	25 Children’s Administration staff
August 7, 2013	Talked about FAR and accepted donation of 30 emergency placement bags for kids. Shirley will start doing monthly “drives” for items needed for kids and families at DCFS. Aug they will do a diaper drive.	2 participants from Calvary Baptist Church
August 13, 2013	FAR updates, Q&A, mandatory reporting discussion	15 participants from Skagit County Domestic Violence and Sexual Assault Services
August 13, 2013	Talked about FAR and accepted donation of 50 backpacks and school supplies	2 participants from Mary-Skagit Grange
August 14, 2013	FAR training, provided business brochure, Q&A	15 Participants from Skagit County Law and Justice council
September 9, 2013	FAR updates and Q & A, mandatory reporting training	30 participants from Skagit Preschool and Resource Center
September 10, 2013	FAR Lead meeting	Children’s Administration staff
September 11, 2013	FAR discussion	15 participants from Skagit County Children’s Council
September 12-13, 2013	DV Symposium	Children’s Administration staff
September 18, 2013	FAR Updates	23 participants from monthly Skagit County Family Consortium

Table 6 continued: Region 2—Mt. Vernon: Implementation & Readiness Activities

Date	Activity	Audience
September 18, 2013	FAR Updates	8 participants from Child Advocacy Center
September 19, 2013	Resource sharing, FAR updates	12 participants from Concrete Resource Group
September 25, 2013	Case Review training / critical incident review	Children’s Administration staff
September 30, 2013	FAR discussion around donations: Accepted donations of clothing and shoes	1 participant from local Baptist church

Table 7: Region 2—King South Implementation & Readiness Activities

Date	Activity	Audience
July 23, 2013	FAR update: offices chosen, Q&A, differences between FAR and FVS	5 Children’s Administration participants
July 30, 2013	FAR Overview and how it will affect Law Enforcement	20 participants form King South Community Law Enforcement
September 16, 2013	FAR Presentation with Video	9 participants from Childhaven
September 24, 2013	FAR community resources, gaps and strengths	20 Children’s Administration staff
September 25, 2013	FAR presentation	17 participants from LifeWire counselors and advocates
September 27, 2013	FAR Presentation with Video	15 CASA professionals

Table 8: Region 3—Pierce East Implementation & Readiness Activities

Date	Activity	Audience
July 1, 2013	FAR Update	12 Supervisors from Children’s Administration
July 11, 2013	CRT and FAR	1 participant from CRT
August 8, 2013	FAR update, Q&A	12 Supervisors from Children’s Administration
September 5, 2013	CRT Development	20 community partners
September 7, 2013	FAR update, Q&A	12 Supervisors from Children’s Administration
September 11, 2013	FAR training: Power Point Presentation	40 Children’s Administration staff
September 16, 2013	FAR update and CRT Development	20 Community partners

Table 9: Region 3 –Aberdeen: Implementation & Readiness Activities

Date	Activity	Audience
July 1, 2013	FAR Implementation meeting	8 Children’s Administration staff
July 3, 2013	Agency services and employment update	20 participants from Grays Harbor Worksource
July 9, 2013	FAR presentation	6 participants from Grays Harbor Chamber of Commerce
July 10, 2013	Agency services and employment update	20 participants from Grays Harbor Worksource
July 10, 2013	Regional FAR updates and planning	4 Children’s Administration staff
July 11, 2013	FAR Update	30 Children’s Administration staff
July 11, 2013	Introduction to FAR	4 CASA workers
July 15, 2013	Introduction to FAR	1 participant from Catholic Community Services
July 16, 2013	Introduction to FAR	Participants from Behavioral Health Resources
July 16, 2013	FAR presentation	12 participants from Child Policy Team
July 17, 2013	Agency services and employment update	20 participants from Grays Harbor Worksource
July 18, 2013	Introduction to FAR	12 participants from WIC/First Steps
July 19, 2013	Introduction to FAR	12 Participants from Prevent Violence Coalition
July 21, 2013	Introduction to FAR	United Way of Grays Harbor - Director
July 24, 2013	Agency services and employment update	20 participants from Grays Harbor Worksource
July 24, 2013	Regional FAR updates and planning	4 Children’s Administration staff
July 30, 2013	Introduction to FAR	Camp Victory - Director
July 31, 2013	Agency services and employment update	20 participants from Grays Harbor Worksource
August 1, 2013	FAR Statewide meeting	15 Children’s Administration staff
August 7, 2013	FAR Presentation	15 participants from Aberdeen Worksource
August 7, 2013	FAR updates, discussion, Q&A	5 Children’s Administration staff
August 8, 2013	Introduction to FAR	16 participants from East Grays Harbor Rotary
August 8, 2013	Introduction to FAR	8 participants from Grays Harbor Community Hospital
August 13, 2013	FAR Presentation	8 participants from Grays Harbor Mentoring Connections

Table 9 Continued: Region 3 –Aberdeen: Implementation & Readiness Activities

Date	Activity	Audience
August 14, 2013	FAR Presentation	15 participants from Aberdeen Worksource
August 14, 2013	FAR Presentation	12 participants from True North
August 14, 2013	FAR Presentation	20 participants from Table of Ten
August 20, 2013	FAR Presentation	1 veteran parent interview
August 21, 2013	FAR Presentation	15 participants from Aberdeen Worksource
August 21, 2013	FAR updates, discussion, Q&A	5 Children’s Administration staff
August 22, 2013	FAR Presentation	15 participants from Grays Harbor Mentoring
August 29, 2013	FAR Presentation	15 participants from Aberdeen Worksource
September 9, 2013	FAR presentation	4 Children’s Administration staff
September 10, 2013	FAR Presentation	8 participants from Grays Harbor Mentoring
September 11, 2013	FAR presentation	7 participants from Children’s Administration: South Bend and Long Beach
September 11, 2013	FAR Presentation	15 participants from Table of Ten
September 11, 2013	FAR Presentation	15 participants from Worksource Partners Meeting.
September 18, 2013	FAR discussion	10 Children’s Administration staff
September 18, 2013	FAR presentation	9 participants from Montesano Police Department
September 18, 2013	FAR Presentation	15 participants from Worksource Partners Meeting.
September 20, 2013	FAR Presentation	15 participants from Prevent Violence Coalition

IV. Readiness to Implement the Demonstration

Staff and Community Readiness to Implement FAR

In the fourth quarter of the developmental year, Washington State engaged in a number of crucial activities to prepare for the FAR initial implementation in January 2014, including:

Release second quarterly FAR Newsletter:

Children's Administration released our second quarterly newsletter on July 12. It is available on our website:

<http://www.dshs.wa.gov/ca/about/far.asp>.

Identifying the Second Phase Implementation sites:

Twelve offices completed readiness assessments to help determine which offices would begin offering FAR in January 2014. In August, we asked the nine offices that were not selected to implement FAR in January to update their Readiness Assessments to address gaps in the initial Readiness Assessments. We believe that most of these offices will be ready to implement by July 2014. However, we do not have the capacity to begin FAR in all nine offices in July. In the selection of the second phase offices, the management team wanted to continue a statewide approach that met the same criteria as the first offices:

- Represent each region;
- Include a combination of small, medium and large offices; and
- Reflect offices in urban and rural communities.

CA leadership selected the following offices to begin implementing FAR in July 2014:

- Region 1: Additional zip codes in Spokane and Lincoln County (served by the Spokane office) and Ellensburg.
- Region 2: Mount Vernon and The Martin Luther King office in King county.
- Region 3: The Pierce East office and Stevenson.

Work to address gaps in the Readiness Assessment

In September, each of the 12 offices submitted updated readiness information, which identified what they were doing to address concerns identified in the original readiness assessment. Each office provided updated staffing projections based on state fiscal year 2013 intake data.

Kemp Center Consultation

On August 8, Casey Family Programs sponsored technical assistance from Amy Hahn with the Kemp Center. The focus of the assistance was implementing differential responses and the cultural change a differential response system has had on child welfare agencies. The technical assistance helped us to further identify the need to train all of our supervisors on FAR and staff coaching, not only FAR supervisors. We plan to bring Amy Hahn back to train supervisors in the initial implementation sites in February.

Minnesota Trip

Two philanthropic agencies from Washington, Empire Health and the Gidden's Foundation, sponsored a trip for 5 CA staff to go to three counties in Minnesota to learn about how they implemented their differential response program. It was a great opportunity for our implementation leadership to see the positive impacts of a differential response model directly from Minnesota staff.

Minnesota social workers told us that implementing the differential response system had positive impacts on their relationships with all of their clients in every program. Differential response in Minnesota has led to a 25% reduction in children in out-of-home care over a 10 year period, and a 10% reduction in repeat maltreatment. Minnesota has seen a significant improvement in caseworker satisfaction and reduced turn over for child welfare staff.

Washington staff who went to Minnesota came back excited about a different way to engage the community. They saw the Scott County Families and Individuals Sharing Hope (FISH) website. FISH is a community-run effort to meet the needs of all families in the community. According to the FISH website:

“The needs in our communities are sometimes greater than can be met by the faith community, local government, service groups, the business sector, and nonprofits working alone. Formed in 2009, FISH started with a simple challenge: How can we meet needs more effectively by working together?”

The FISH program is a collaboration between faith communities, businesses, service groups, non-profits, and the public sector. Any member can post information identifying the needs of a community member.”

Children’s Administration is exploring options with communities and philanthropic partners to develop similar community connected websites in FAR offices.

A school social worker referred a single parent family to FISH. Mom was managing to keep up with house payments and basic expenses. There was no help from dad. However, within a week’s time, the clothes washer and microwave died and a storm damaged the gutters on the house. They also needed help with food and gas. The unique thing about this situation is that help came from many different sources; gas and food cards, offers to fix the gutters, and offers of at least six washers!

<http://www.fishgroup.net/Pages/home.aspx>

Planned activities for the upcoming reporting period:

Children’s Administration will continue preparing for FAR in the 5th quarter. The planned activities are reflected in Table 10.

Table 10: Planned activities for the upcoming reporting period

Activity	Date
Meet with Veteran Parents	October 1, 2013
Minnesota Debrief with Philanthropic Community	October 7, 2013
Meet with Region 1 service providers about contract changes related to FAR	October 10, 2013
Meet with Region 2 service providers about contract changes related to FAR	October 16, 2013
Meet with Region 3 service providers about contract changes related to FAR	October 18, 2013
State-wide Judicial meeting	October 19, 2013
Meet with Passion to Action (foster care alumni) to talk about FAR	October 19, 2013
Meet with statewide Local Indian Child Welfare Advisory Committee (LICWAC)	October 22, 2013
Meet with Region 1 south service providers about contract changes related to FAR	October 25, 2013
Initial training for FAR supervisors, coaches, and Area Administrators	November 19-20, 2013
Initial training for FAR staff from Spokane, Lynnwood, and Aberdeen	December 2-6, 2013
Computer learning labs for FAR staff	December 9 – 13, 2013
CA leadership meeting to include consultation from Casey Family Programs and Allison Metz from the National Implementation Research Network	December 11, 2013
IV-E Advisory Committee meeting	December 12, 2013
FAR Go Live in Spokane, Lynnwood, and Aberdeen	January 1, 2014

V. Progress Made on Work Plan

Washington State has developed a comprehensive, detailed work plan to ensure we meet major milestones in our implementation plan. The work plan is attached as Appendix C. We have met every major milestone to date.

Developmental costs:

Washington State has established the cost allocation methodology and associated structure to claim developmental costs in accordance with the approved Title IV-E Waiver Development Cost Plan. The timekeeping requirement has been implemented and staff is tracking their efforts toward the implementation of allowable FAR developmental activities. This information is being used to distinguish the developmental costs from other eligible costs, so the claim accurately reflects Children's Administration total Title IV-E waiver costs.

We will process an adjustment to claim the allowable developmental activities retroactively based on the time sheets for work done since the preparation of the State's project proposal.

Quality Assurance:

Washington State is developing a quality assurance and continuous quality improvement (QA/CQI) plan for the FAR pathway. Our QA/CQI plan will define our internal data collection, analysis, and feedback plan to continually assess, review and improve our practice. We are considering the scope of work and deliverables of the comprehensive six-year independent program evaluation, the Alliance for Child Welfare Excellence training evaluation plan, and related Children's Administration QA/CQI plans. The FAR QA/CQI plan will include:

- Case review of intake screening decisions
- Process to measure and monitor FAR assignments and caseload ratios
- Assessment of the quality, timeliness and use of CPS Family Assessment Response practice model tools
- Other methods to assess solution-based casework model fidelity and FAR program expectations
- Feedback from CA staff
- Use of family satisfaction surveys conducted by independent contracted evaluator, Tri- West
- Peer and program FAR case reviews

In the fourth quarter, we consulted with Tri-West about and prepared a draft for CA leadership to review.

Tools:

Children's Administration has designed new FamLink (Washington State's SACWIS system) tools for intake and FAR caseworkers. CA will meet the October 20, 2014 roll-out date for these tools. CA began training all CA staff for these tools using web-based pre-release learning in August. From September – November, webinar and hands-on learning opportunities will be offered to all CA staff for the new intake tool. The training was conducted in partnership with The Alliance for Child Welfare Excellence (The Alliance). The FAR staff will be trained to use the new FAR Family Assessment in December.

Hiring Staff:

We have hired staff to fill most of the FAR positions in Spokane, Lynnwood, and Aberdeen. The supervisor selected for the Aberdeen office was promoted to Area Administrator. We hope to have the Aberdeen supervisor position and all the FAR positions filled by the end of October.

Training:

Children's Administration is working with The Alliance to develop a week long training curriculum for CA FAR staff. Supervisors and Area Administrators from the FAR offices will have two days of training in November. All FAR staff will be trained for a week in December.

In addition, CA is working with Amy Hahn from the Kempe Center, to provide leadership training for all supervisors in FAR offices in February. We have been cautioned by other states about the unintended consequence that sometimes accompanies the roll out of differential response programs: a "FAR good, Investigations bad" message. To reduce the opportunity for inter-office conflict around FAR, we have asked Amy Hahn to develop a training for all supervisors to

learn about more positive ways to mentor and coach their staff. We have invited The Alliance coaches to attend the training, so that they can use the same methods to coach CA staff.

The Alliance has hired eight new coaches to support the new model and help CA make sure we continue to build fidelity to our Solution Based Casework model.

To further support new FAR supervisors and staff, we are planning to have monthly phone staffings with all FAR staff in the initial implementation sites to build peer to peer relationships, coaching opportunities, and to build consensus about the FAR approach.

Teaming & Collaborative Governance Structure:

Children's Administration continues to meet with our community, Tribal, and inter-governmental partners in the Title IV-E Advisory Committee. This advisory committee will continue to provide insight and guidance as we implement FAR across the state. Local offices have begun engaging community partners to begin the foundation to build more established community connections.

We have developed a team of headquarters, regional, and local office staff to champion FAR in their offices and communities. The headquarters team meets weekly to gather updates on policy, quality assurance, communications, and implementation activities. The headquarters lead and project manager meet weekly with the regional leads to share updates, collaborate on Readiness Assessments, problem solve, and assess progress. The regional leads meet with the office leads weekly to discuss progress on the Readiness Assessments and local communication strategies. All of these groups meet monthly to share progress reports. The headquarters project manager monitors the teams' progress with the implementation plan and updates the Children's Administration FAR Steering committee bi-weekly on the status of the demonstration project.

All staff and CA stakeholders can access information about FAR Implementation activities at:

<http://www.dshs.wa.gov/ca/about/far.asp>

Evaluation activities:

On September 10, Children's Administration signed a contract with TriWest to complete the Title IV-E Waiver Evaluation. CA, TriWest, and the Department of Social and Health Services (DSHS) Research and Data Analysis (RDA) unit have begun developing the evaluation plan required in the Title IV-E Waiver Terms and Conditions.

VI. Child Welfare Program Improvement Policies

Children's Administration updated its policies in 2012 to reflect our commitment to ensure foster youth over the age of 16 are engaged in discussions, including during the development of the transition plans, about the child's wish to reconnect with his/her biological family. During the 2013 legislative session, the legislature passed another component of the Federal Fostering Connection Act, increasing the number of youth who are eligible for extended foster care in Washington State. It also expanded extended foster care services to include participation in a program or activity designed to promote or remove barriers to employment.

VII. Major Barriers and Risk Management Strategies

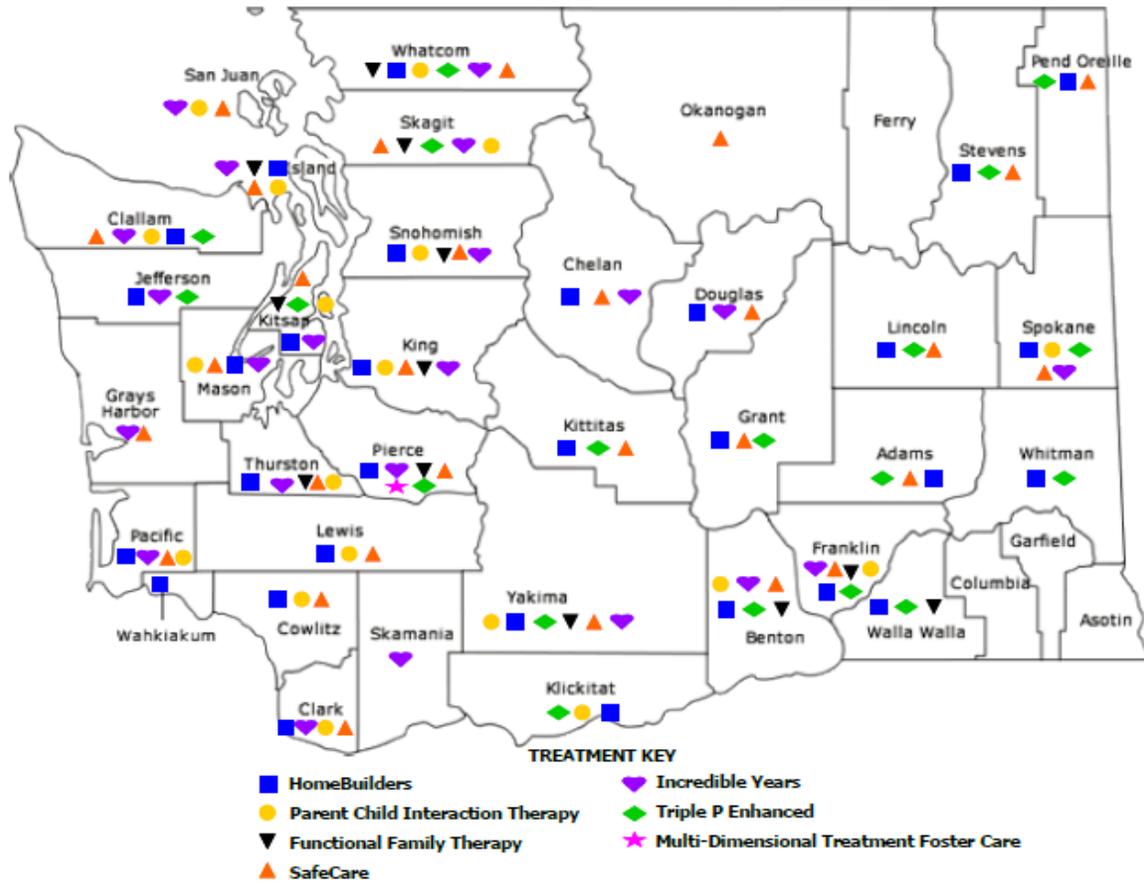
Washington State is on track to begin FAR implementation in January 2014. The following may impact FAR implementation:

1. There was a slight delay in getting the evaluation contract signed with Tri-West. We are working closely with them to have an approved evaluation plan before January 1, 2014.
 2. Children's Administration received the necessary funds to begin implementing and staffing FAR in 2014. While the fiscal outlook for Washington State is improving, state funding will continue to be an issue for successful implementation. We are fairly confident of continued support of the Governor and legislature as evidenced by the additional FAR funding provided in our budget in the last legislative session.
 3. Legislation requires CA to complete FAR interventions within 45 – 90 days of receiving a report of child abuse or maltreatment. A bill to extend that time frame did not pass the legislature last year; they were concerned that we had not yet begun the program and the expense to the state to keep cases open for a longer period. This will reduce the number of evidence-based programs we may offer to families in the FAR pathway. As described above, CA is exploring options for shorter-term evidence-based programs to serve families. Beginning in February 2014, the CA SACWIS system, FAMLINK, will have enhanced service tracking capabilities. We will use data from FamLink and TriWest to assess the need to request additional time for the FAR pathway in future legislative sessions.
 4. All research projects involving human subjects in Washington State must be approved by the Washington State Institutional Review Board (IRB). If the IRB does not approve the research proposal, the project cannot continue. TriWest has significant experience working with IRB and does not anticipate a problem getting the project approved. To mitigate the impact on the project, TriWest proposes two separate IRB proposals:
 - a. One for the de-identified data they will use in the comparison study (data provided by CA and DSHS). We believe that IRB approval for this data is not likely to be a problem.
 - b. A second for the interviews with families they will conduct to assess client satisfaction. Although we are confident that the IRB will approve this part of the evaluation, it will require more nuanced work with the IRB to satisfy human-subjects review requirements.
-

Appendix A: Evidence-Based Programs Statewide

Attachme

Washington State Availability Map of Child Welfare EBP Services — 2012



Appendix B: Readiness Assessment Template

These assessments were completed in 12 offices in May 2013.

1. Organizational alignment

- Establish an internal reorganization plan, including assignment of FAR implementation lead and other key roles.
- Determine the number of workers needed to implement FAR based on case load projections.
- Develop a plan to realign work and cases to support FAR implementation.
- Consider and determine whether/how on-call workers will be involved in the FAR process, if appropriate, to respond to IFF timeframes.
- Consider and determine any needed changes in staff work schedules to accommodate the need to meet with all family members together whenever possible.
- Make plans to complete existing work for caseworkers that will be moved to FAR, so they are ready for FAR case assignments.

2. Office and staff knowledge of FAR and readiness for implementation

- Develop an office organizational chart that reflects staff duties when FAR is implemented in the office.
- Share the organizational chart with staff.
- Review the established criteria for intakes to be assigned to the FAR pathway with FAR.
- Estimate the volume of FAR intakes anticipated for the office using the calculation provided by Headquarters.
- Identify training timelines for the office, considering training needs to occur within two to four weeks prior to FAR implementation. (*Base the training timelines on your office target date for implementation*).
- Secure a site/location and space for training.
- Notify staff of training times and set training expectations for them.
- Ensure all applicable staff have completed required trainings.
- Determine whether caseworkers understand how to use the Safety Assessment in a FAR environment.
- Determine whether caseworkers understand assessing safety and risk in a FAR environment and the safety standards for retaining a case in FAR.
- Determine whether staff understand the procedures for transferring a FAR intake to CPS.
- Develop a plan to use and access FTDM's for FAR cases.
- Develop office procedures to intakes and cases from FAR to CPS.

3. Workforce development and training

- Review training history to confirm that staff have completed the required training for FAR. If staff have not completed the required training, arrange for them to attend and complete the training prior to start date for FAR.
 - Training elements required prior to implementation:
 - FAR program and business process, including office specific plans for case transfer and internal communications
 - Family engagement training
 - Community engagement training

4. Tribal Engagement

- Work with local Tribes to develop or update MOUs and Local Tribal Agreements outlining collaboration with Tribes on FAR cases, practices and procedures.
- Arrange training for Tribes on FAR model, practice and procedures.
- Work with Tribes to arrange for FamLink training relevant to FAR (this will be dependent on final FamLink changes and only if FamLink review requires new process).

- Train staff about MOUs and Local Tribal Agreement changes relevant to collaboration on FAR cases with Tribal families.
- Educate staff about all applicable existing Tribal programs that may provide support and assistance to FAR families.

5. Community readiness

- Determine who in the community is a partner or stakeholder for the FAR pathway (consider personnel from child welfare, other DSHS agencies, schools, hospitals, foster parents, law enforcement, Domestic Violence agencies, Mental Health, other community helping agencies, home improvement stores, auto mechanics, etc.).
- Arrange meetings with partners and stakeholders to share information and secure feedback specific to establish the CRT for that community.
- Develop and implement the Community Resource Team (CRT).

6. Communication plan and outreach

- Develop office-specific notice of information for families who will be offered FAR, outlining program details and office contact information using a template created through Headquarters.
- Obtain copy of statewide FAR brochure for clients and community stakeholders and create a plan for distribution.
- Develop closing letter for FAR clients specific to each office using the statewide template provided by headquarters.
- Distribute and communicate information about FAR to key community partners and stakeholders using a template created by headquarters.
- Identify plan to train local mandated reporters on FAR.

7. Legal partners

- Meet with judicial partners, attorneys, GAL's and other court related personnel to ensure they are aware of the changes and implementation plan.

8. Information technology and data development (FAMLINK)

- Work with office and region liaison to arrange for and implement Famlink training for staff.
- Plan for applicable staff to attend the following FamLink Trainings prior to FAR implementation:
 - Famlink Intake training
 - Famlink functionality training
- Ensure regional and office leads have been trained to use data reports to monitor intake numbers, Investigation and FAR case distribution, and caseload impacts in other programs.

9. Quality assurance strategies

- Develop plans and processes for the following:
 - Regular supervisory consultation and case review
 - Regularly scheduled group supervision
 - Monitoring the percentage of cases assigned to FAR and to investigations
 - Monitoring the use of the screening tool
 - Regularly scheduled quality assurance reviews/case reviews
 - Monitoring the use of informal and formal services

10. Available services and concrete supports

- Notify staff of policies and procedures to secure concrete services for clients, making referrals, accessing emergency cash and goods.
- Educate staff about all applicable county programs that may provide support and assistance to FAR clients.

- Establish guidelines and procedures for staff to obtain wraparound goods and services for families and to authorize payment

11. Impact on fiscal, personnel, and business operations.

- Discuss challenges existing for small office implementation.
- If implementation is a challenge due to office size, discuss what has been considered/explored within the area to be able to provide FAR services to families in all areas (e.g. is it possible for a nearby office to provide FAR to families where the office is too small to support full implementation?).
- Assess the vacancies or positions available to support the implementation and establishment of FAR workers
- Determine how many additional staff you will need to implement FAR.
- Identify concrete and community supports available locally that can be accessed by families.
- Identify anticipated challenges to implement FAR in the office.

Appendix C: Work Plan--Attachment