

# **PART III: Five Year Child and Family Services Plan 2005-2009**

## **(2) Training, Technical Assistance, Research, Evaluation, Management Information System**

**Children's Administration  
Department of Social and Health Services**

## **05-09 Child and Family Services Plan: Training, Technical Assistance, Research, Evaluation, Management Information System**

### *Management Information System*

For 05-09, immediate priorities of the Children's Administration Technology Services (CATS) team will be to address requirements resulting from the federal Child and Family Services Review Program Improvement Plan as well as the federally approved and "in progress" AFCARS Program Improvement Plan. CATS is also currently engaged in an assessment of their architecture to determine technical alternatives that will best serve the CA in the future.

### *Research and Evaluation*

CA is committed to using data as a foundation for organizational and program change. CA will continue to conduct research on the identification of child abuse and neglect, effective intervention strategies, reoccurrence and placement re-entry rates for child welfare services.

Existing projects that continue into 2005 and beyond are

- Evaluation of Family Reunification: 2003-2006.
- Placement Re-entry: 2003 – 2005.
- Longitudinal Study of the Long Term Effect of Child Abuse and Neglect for Children Referred to Child Protective Services (LONGSCAN): 1994 – 2014.

These projects are described in our Final Report for FY 00-04: Training, Technical Assistance, Research, Evaluation, Management Information System, part II (2) of this Child and Family Services Plan.

### *Technical Assistance*

CA anticipates seeking technical assistance July 04 - June 05 on the following topics:

- how to manage change,
- featured speakers at supervisory conferences,
- safety, transition and reunification planning, and
- social worker academy curriculum.

## *Training: Children's Administration*

Our cost allocation methodology for training is outlined in our Cost Allocation Plan as approved by the Division of Cost Allocation (DCA) within the Department of Health and Human Services.

Staff Development and Academy Training: The Office of Staff Development and Training (OSDT) provides training for all levels of CA staff. All new CA social workers, licensors and investigators are required to attend Academy. Administrative costs associated with staff development and training are allocated through Staff Training (Base 608), which uses Children's Random Moment Time Sample for staff needed to train social workers.

Higher Education Program/T4E Training: This program supports the education of the current and potential child welfare workforce. Administrative costs associated with the higher education program are allocated as follows: direct charged to the Foster Care Grant (Title IVE) ( CFDA 93.658) and for the stipend program, allocation is calculated at the point of payment and the resulting allowable amount is direct charged to Title IV-E training.

Foster Parent Training: Training and activities associated with the training (including trainer travel expense) of current providers of foster care and potential providers of foster care (pre-service training) are allocated through Foster Parent Training (Base 595), which uses Participant Days.

While the organizational structure will shift with our scheduled July 2004 realignment, Children's Administration (CA) anticipates training will continue to be primarily conducted through three avenues: the Office of Staff Development and Training (OSDT) within the Division of Practice Improvement, the Resource Family Training Institute also within the Division of Practice Improvement, and regional training through the Division of Field Operations.

### ➤ Office of Staff Development and Training (OSDT)

OSDT plans to continue the Academy, post Academy workshops, statewide conferences, Supervising for Excellence, and Supervisory Forums in 05-09. A three phase model for Supervisory Academy is under construction. Phase I includes a mentor for new supervisors for the first four months of supervising; phase II is specific training for new supervisors within four months of becoming a supervisor (to be

implemented fall 2004), and phase III is advanced training for new and existing supervisors.

Our university partnerships within the Child Welfare Training and Advancement Program will also continue.

A Succession Planning model is being developed for 2004-05 that will enable current employees to gain knowledge and practical leadership experience to prepare them for career advancement. The Succession Planning model has three tiers: entry, middle, and executive level.

The Social Worker Mentoring Program was piloted in April 2004, with statewide implementation to begin in July 2004. This program will team seasoned staff with new social workers, providing opportunity for peer learning and shared expertise.

➤ Resource Family Training Institute

The Resource Family Training Institute will continue to develop working relationships with local stations for broadcasting our training videos and to expand on our website at <http://www1.dshs.wa.gov/ca/fosterparents/>. We believe such exposure will assist in the recruitment of resource families while offering useful information to the public at large.

Our productive relationship with Pierce College will lead us toward greater use of technological innovations in the form of "Blackboard" software for staff and resource family training. A series of workshops focusing on the needs of developmentally delayed children in care will use this instructional format.

Institute staff trainers will continue to partner with foster parent co-trainers to present preservice and inservice curricula. They will continue to coordinate such required classes as First Aid, CPR and Blood Borne Pathogens.

Special topic workshops will be developed as needs are identified, and refinement of our curriculum will occur as new information arises.

CA also anticipates continued sponsorship of an annual foster parent conference.

➤ Regional Training Coordinators

Regional training coordinators will continue to coordinate and facilitate a variety of activities including mandatory training, special topic training, advanced training and symposia. They will maintain tracking systems for staff completion of training requirements as well as for other staff development activities through the new Aspen tracking system. They may conduct region specific new employee training.

CA's training plan for 05-09 is under construction and will be submitted as an amendment.

*Training: IVE Tribal Agreement Partners Training Plans*

As required, CA includes the training plans of our IVE Tribal Agreement partners.

**Quinault Indian Nation**

Topic presented in FFY 04	05 plan	06-09 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
WA State Caseworker Academy	X	X	DCFS Caseworker Academy inc. ICW, Case Planning, Adoption planning	Agency	20	Short	WA State CA	Social Workers	7699 per year
Indian Child Welfare Act	X	X	Indian Child Welfare Act	Agency	2	Short	NICWA	Social Workers	257
Customary Adoption	X	X	Culturally Relevant Adoption Models	Agency	2	Short	NICWA	Social Workers	701
Case Management Data Base System	X		Case Documentation and File system	Agency	3	Short	Eagle Sun	All Family Service Staff	3000
WA State Academy		X	Supervisor's Academy	Agency	20	Short	WA State CA	Case Work Supervisor	1500
Case Planning	X	X	Culturally appropriate Individual Service Plan Development	Agency	3	Short	NICWA	Social Workers	3000

**Quinault Indian Nation** continued

Topic projected	05 plan	06-09 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
Foster Parent Skills	X	X	Providing culturally relevant foster parenting	Agency	2	Short	NICWA	Foster Parents	1500
Case Work Skills	X	X	Referral to Services	Agency	2	Short	NICWA	Social Workers	2000
Case Work skills	X	X	Permanency planning skills	Agency	1	Short	NICWA	Social Workers	1500
Strength Based Case Work	X		Strength Based Case Management	Agency	2	Short	To be determined	Social Workers	2000
Permanent placements	X		Developing and Supporting Effective Relative Placement	Agency	2	Short	NICWA	Social Workers	2500
ICW Act	X	X	Indian Child Welfare Advanced	Agency	2	Short	NICWA	Social Workers	3000
Support foster parents	X	X	Recruiting, licensing, training and supporting foster parents	Agency	3	Short	NICWA	Social Workers	1500
Court preparation		X	Preparation for and participation in judicial determination	Agency	2	Short	To be determined	Social Workers	2000

Quinault Tribal Family Services is in the process of revising its approach to Child Family Services and will be initiating a competency based framework. As the system is put in place and competency reviews are completed, individualized and agency-wide training plans will be developed. This plan will be revised accordingly.

## Lummi Indian Nation

Topic presented in FFY 04	05 plan	06-09 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
DCFS	X	X	Program improvement	Agency	1 day	Short	DCFS	Social workers	0
ICW	X	X	Placement issues	Agency	2 days	Short	NICWA	Social workers	150
Tribal planning	X	X	Child welfare improvement	Agency	1 day	Short	DCFS	Social workers	0
Child welfare	X	X	Justice conference	Agency	3 days	Short	DCFS	Social workers	150
Tribal mental health	X	X	Mental health for tribes	Agency	2 days	Short	Tribes	Mental health	0
Gov. to Gov	X	X	Tribal summit	Agency	2 days	Short	Tribes	Tribal members	0

Topic projected	05 plan	06-09 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated cost
ICW raining	X	X	Cross cultural skills	Agency	5 days	Short	NICWA	Social workers	345.00
Model program training	X	X	Good choices	Agency	3 days	Short	CAPT	Social workers	250.00
Model program training	X	X	Strengthening families	Agency	2 days	Short	CAPT	Social workers	250.00
Pathways to healing	X	X	Role of attachment	Agency	4 days	Short	Attach	Social workers	350.00
Protecting children	X	X	Tribal state relations	Agency	4 days	Short	NICWA	Social workers	200.00

## Makah Indian Nation

Topic presented in FFY 04	05 plan	06-09 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
WA State Caseworker Academy	X	X	DCFS Caseworker Academy Inc., ICW, Case Planning, Adoption Planning	Agency	20	Short	WA State CA	Social Workers	7600 Per year
ICW	X	X	Indian Child Welfare Act	Agency	2	Short	NICWA	Social Workers	257 Per year
Customary Adoption	X	X	Culturally Relevant Adoption Models	Agency	2	Short	NICWA	Social Workers	701 Per year
WA State Academy	X	X	Supervisor's Academy	Agency	20	Short	WA State CA	Caseworker Supervisor	1500/Year
Case Planning	X	X	Culturally Appropriate Individual Service Plan Development	Agency	3	Short	WA State CA	Social Workers	3000
Case Management Database System	X		Case Documentation and File System	Agency	3	Short	WA State CA	Social Workers	2000

## Makah Indian Nation continued

Topic projected	05	06-09	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated cost
Case Work Skills	X	X	Referral to Services	Agency	2	Short	NICWA	Social Workers	2000
Case Work Skills	X	X	Permanency Planning Skills	Agency	1	Short	NICWA	Social Workers	1500
Permanent Placements	X		Developing and Supporting Effective Relating Placement	Agency	2	Short	NICWA	Social Workers	2500
ICW Act	X	X	Indian Child Welfare Advanced	Agency	2	Short	NICWA	Social Workers	3000
Foster Parent Skills	X	X	Providing Culturally Relevant Foster Parenting	Agency	2	Short	NICWA	Foster Parents	2000
Support Foster Parents	X	X	Recruiting, Licensing, Training and Supporting Foster Parents	Agency	2	Short	NICWA	Social Workers	2000

**Children's Administration  
Child and Family Services Plan  
05-09 Training, Technical Assistance, Research, Evaluation,  
Management Information Amendment  
January 2005**

Children's Administration's cost allocation methodology for training is outlined in our Cost Allocation Plan as approved by the Division of Cost Allocation (DCA) within the Department of Health and Human Services. There are three components to the training cost allocation methodology:

The Office of Training and Development, formerly known as the Office of Staff Development and Training, provides training for all levels of CA staff. All new CA social workers, licensors, and investigators are required to attend Academy. All CA staff training costs are allocated based on the results of the Random Moment Time Sample with the exception of the Higher Education Program and Foster Parent Training. The allocation methodologies for these programs appear below.

The Child Welfare Training and Advancement Program supports the education of the current and potential child welfare workforce through a two part budget: training program and student financial assistance. Costs for the training program are direct charged to the Foster Care Grant (Title IVE) (CFDA 93.658) at 50% for administrative support costs and at 75% for the training program costs. Allocation for the student financial assistance budget is calculated at the point of payment and the resulting allowable amount is direct charged to Title IV-E training after the IVE penetration rate is applied. Federal match is dependent upon the state match from the Higher Education Coordinating Board's published taxpayer support to the participating universities and the state's IVE penetration rate. This is calculated annually.

Training and activities associated with the training (including trainer travel expense) of current providers of foster care and potential providers of foster care (pre-service training) are allocated through Foster Parent Training (Base 595), which uses Participant Days. Child care costs for foster parent co-trainers and licensed foster parent participants are coded through Base

599. Elements within Base 599 for IV-E are allocated at 50% federal reimbursement. The Resource Family Training Institute within the Office of Training and Development is the primary conduit for foster parent training.

Currently, costs for training incurred by Tribes with Title IV-E Agreements are charged to IV-E at 75% times the state IVE penetration rate. The Tribal Federally Established Indirect Rate is factored in the total claim with 50% federal financial participation. The penetration rate percentage is scheduled to change from the state rate to a Tribal rate effective January 2005 following Tribal, CA and ACF Region X negotiations.

CA anticipates Regional Special Topics training, allocated as The Office of Training and Development, will focus on the 10 major areas of reform identified in our Kids Come First, Phase II plan:

Safety	Permanency
Engaging Families	Well Being
Adolescents	Kinship Care
Resource Families	Consultation and Collaboration
Service Array	Quality Assurance

Nevertheless, we seek to respond to training needs as they are identified, and consequently may modify our training plan via additional amendments to this plan.

<b>Academy</b>	<b>Total Days: 385*</b>	<b>Total estimated cost: \$805,132</b>
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Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Basic Academy	CA structure, mission and values; special topics commonly needed by social workers to provide competent social work practice, e.g. cultural responsiveness, mental health, ICW, chemical dependency, etc. Applicable for non CPS/CWS social workers.	agency-academy	10	short/full	agency	CA staff	statewide
CPS/CWS Academy	Six week training course social workers must complete prior to carrying a CPS/CWS case; includes a two week field experience. The initial 2 weeks essentially mirrors Basic Academy. The two week field experience is a monitored 'hands on' practice as well as observation of field activities. Weeks 5 and 6 focus on using safety and assessment tools, relationship building with families, children and caregivers, as well as an introduction to legal processes.	agency-academy/field	30	short/full	agency	CA staff	statewide
Specialized Tracks	Prepares staff hired to specialty units i.e. CPS/CWS Intake, Licensed facilities CPS, Family Reconciliation Services, Adoptions or foster care licensing. Focus is on providing social workers with specialized information need to provide these unique services.	agency-academy	5	short/full	agency	CA staff	statewide

\*Basic may be offered quarterly, depending upon need. CPS/CWS may be offered 11 times/yr, each session running six weeks. Each specialized track is offered annually.

<b>Post Academy</b>	<b>Total Days: 29.5</b>	<b>Total Estimated Costs: \$403,508</b>
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<b>Title</b>	<b>Syllabus</b>	<b>Venue</b>	<b>Length (days)</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Location</b>
Advanced Mental Health	Key mental health symptoms and disorders in children and adolescents on CA caseloads.	univ - based	1	short/full	contractor	CA staff	statewide
Advanced Substance Abuse	The physiological and psychological impact of alcohol and other drugs on the brain; impact of drug/alcohol addiction on parenting skills; strengths based strategies to work with clients using drugs/alcohol.	univ - based	1	short/full	contractor	CA staff	statewide
Child Development and Neglect	Brain development and normal child development; the effects of trauma on the brain and child development; practical strategies to reduce the effects of trauma on children.	univ - based	1	short/full	contractor	CA staff	statewide
Advanced Domestic Violence	Best practices in serving families experiencing domestic violence and strategies on how to communicate, coordinate and collaborate to provide effective and safe services to families.	univ - based	1	short/full	contractor	CA staff	statewide
Collaboration	How to form a team; developing a team plan (vision, purpose, team goals and operating norms); practice using their team styles; operating norms and values to guide their team through a series of simulations.	univ - based	1	short/full	contractor	CA staff	statewide

<b>New Employee Training</b>	<b>Total Days: 17.5*</b>	<b>Total estimated cost: \$19,350*</b>
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Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Engaging Families	Tools to empower families to engage in changing behavior; strategies to effectively handle conflict and resistance; principles of motivational interviewing and solution focused therapy.	univ - based	1	short/full	contract or	CA staff	statewide
Indian Child Welfare	Provisions of the Indian Child Welfare Act of 1978 presented in the order in which a child welfare worker might encounter them in an ICWA case; recommended performance steps associated with effective social work practice.	agency	2	short/full	contract or	CA staff	statewide
Harborview Investigative Training	Principles and application of research-based child interviewing; interviewing skills; cultural considerations and effective testimony.	univ - based	3	short/full	contract or	CA staff	statewide
Investigative Training-4th day	Intensive interview skill building with focus on individualized feedback, attending to complex situations, and children who are reluctant to talk.	agency	1	short/full	contract or	CA staff	statewide
Audio Recording	How to record CPS child interviews using a digital audio recorder	agency	1	short/full	contract or	CA staff	statewide
Basic Substance Abuse	Signs and symptoms of drug abuse and dependency; the progressive nature of addiction and compulsion.	agency	1	short/full	contract or	CA staff	statewide
Supervising for Excellence	Supervision of CPS, CWS, FRS, adoption; placement issues; dependency; data management from the supervisor perspective; leadership	agency	2	short/full	agency	CA staff	statewide
Supervisory Forums	Kids Come First agenda	agency	9	short/full	agency	CA staff	statewide

Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
New Employee Training	Overview of regional structure, policy and procedures for new social workers including HIPPA, HIV/AIDS, BBP, LEPA, Violence in the Workplace, Sexual Harassment, Diversity, LEP, Deaf, Deaf-Blind and Hard of Hearing	agency	1	short/part	agency	CA staff	regions

\*Amount of training days can vary depending on influx of new employees. \*\*Costs are estimated at \$90 per new hire, average annual new hire of 215 FTE's

<b>Regional Special Topics</b>	<b>Total Days: 101.5*</b>	<b>Total estimated cost: \$42,000*</b>
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Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Best Practice Training	Kids Come First agenda	agency	1	short/part	agency	CA staff	regions

\*Estimates are based on trainer, facility, travel and per diem. R1=\$5,000; R2=\$5,000; R3=\$5000; R4=\$10,000; R5=\$10,000; R6=\$7,000.

<b>Conferences</b>	<b>Total Days: 24</b>	<b>Total estimated costs: \$175,000</b>
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<b>Title</b>	<b>Syllabus</b>	<b>Venue</b>	<b>Length (days)</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Location</b>
CA Conferences	Workshops to promote best practice in child, youth, and family services, and to guide agency administrators, program managers and field staff as they build and strengthen services to children, youth, and families. Topics for 2005 include Indian Child Welfare, Domestic Violence, Permanency, Leadership, and Adolescents.	agency conf	1, 2 or 3	short/full	agency	CA staff	statewide