



Section D: Collaborations

(1) Practice Model

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

Child and Family Services Plan FY 2010 - FY 2014 Practice Model

The Children's Administration implemented Structured Decision Making (SDM) as the agency's risk assessment model in child protection investigations in October 2007 and began the process of implementing Solution Based Casework (SBC) as the clinical model for practice throughout the agency in February 2008. The introduction of a clinical model of practice is a major and fundamental change to the way that Children's Administration approaches case work. Practice changes were incorporated into the design of the Children's Administration new SACWIS system which came on line in February 2009.

The DSHS Children's Administration (CA) continues to manage a large externally-driven agenda which focuses on changes which are limited in scope and respond to specific gaps in Washington's child welfare system.

- Legislative initiatives (i.e., changing CA/N findings categories, funded pilots)
- Braam foster care lawsuit settlement agreement (focusing on children in out-of-home care)
- Child fatality review recommendations

While these initiatives set forward plans to improve outcomes for children and families, they do not provide a method to accomplish comprehensive improvements in the day to day case practice. These initiatives do not support the engagement of clients in assessment and case planning nor do they focus on incorporating evidenced-based practices into the work of Children's Administration's social workers. The practice model's goal is to improve outcomes by introducing evidenced-based practices. The implementation approach includes provision of training to supervisors first. The supervisor training began in February 2008 and was completed in October 2008. Initial classroom training was followed by two individual coaching sessions for each supervisor. These coaching sessions were provided by Practice Model coaches, who had received extensive training in the practice model.

Solution Based Casework (SBC) is a clinical model that sets out the philosophy and theory for case practice and directs the policies and procedures of the agency toward family centered practice. It combines three theoretical models: family life cycle development, solution focused interventions and relapse prevention/cognitive behavioral theory. All three approaches have evidence of effectiveness in mental health, family counseling, domestic violence and/or substance abuse treatment.

SBC was developed in Kentucky and has been shown there to have positive affects on outcomes concerning more thorough assessments, goal attainment, and families' perceptions of safety. Preliminary data from Kentucky continue to indicate reductions in re-referral, re-occurrence and re-entry outcome measures where SBC has been effectively implemented.

CA trained managers on Solution Focused Management so that managers can create the parallel process necessary to permit staff to practice effectively with clients. The introduction of SBC supports a culture shift for the organization both in casework services to families and in management. It will take several years to provide initial training and coaching supports to all staff within CA, and will take additional time to become rooted as the practice model for the organization.

Development and implementation of a comprehensive Practice Model is a three to five year process. Beginning in the summer of 2005, CA staff and management identified what had to be done to build a strong and sound foundation to support and sustain improved outcomes for children and families. Focus groups began the summer 2006 to review, discuss, and provide their

perspective on the issues. Accomplishments in FY 08 and FY 09 and the goals for FY 2010 to FY 2015 are outlined below:

Accomplishments in FY 08 and FY 09

- Publishing of a Practice Model newsletter called the "SBC Chronicle" which was well-received by staff. (ongoing)
- Hiring and training of SBC coaches. There are now 10 within the regions statewide.
- Training of statewide staff in the Introduction to Solution-Based Casework. More than 1600 staff attended one of the 80 sessions provided throughout the state.
- Statewide training on Intensive SBC training sessions for supervisors, area administrators, and key program managers. Two individual coaching sessions are provided to supervisors of case-carrying staff following this training.
- CA Academy will introduce a redesigned curriculum that includes SBC beginning July 2008.
- Training of statewide managers in Solution-Focused Management, with follow-up sessions to integrate these practices into their daily routine.
- Three SBC pilots completed training and began implementing practice changes in their offices. CA offices involved in the pilots were Omak, Tumwater, and Sky Valley. Debriefing meetings with all staff yielded feedback on their suggestions for improvement and supports needed.
- Informational presentations to key stakeholders and contracted providers (September 2008 - February 2009).
- The curriculum and implementation approach for the practice model were revised and updated to reflect the feedback, input, and lessons learned from the supervisor training and pilot site trainings. The new implementation approach was finalized in February 2009. Revisions to the training curriculum were completed in March 2009.
- Both supervisors and staff participated in a survey to establish a baseline of current practice that can be used to establish the degree of practice change that occurs with the implementation of the practice model.
- Statewide training for social workers began in April 2009 and is planned to be complete by October 2009.
- Follow up support in the form of group case consultation has begun in the pilot offices and has also begun in several other offices where training has been offered.

Goals for FY 2010 to 2014

- Review and revision as needed of all policies and procedures in support of the clinical model (Began 4/07 & ongoing).
- Complete initial training of social workers in October 2009 and provide ongoing support to social workers in their offices as they apply the clinical practice in real cases.
- Training, consultation, and coaching of staff to increase clinical skills which incorporate family life cycle development and relapse prevention into practice to support decision making about child safety (ongoing).
- Establish regular case consultation in local offices that supports social workers as they apply the clinical practices to their cases (Begin 10/09 & ongoing).
- Continuation of training of statewide managers in Solution-Focused Management and follow-up sessions to integrate these practices into their daily routine.
- Partners for Our Children evaluation survey activities will continue and include follow up surveys of supervisors/managers, social workers, focus groups, and in-person interviews with clients (parents).
- Partners for Our Children will examine the impact of the clinical model on outcomes including reunification, recurrence, and permanency for children.
- Implement an updated Quality Assurance & Improvement Plan and tools to support the use of Solution Based Casework in daily practice. (Began 3/2009 & ongoing).



Section D: Collaborations

(2) Tribal Consultation

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

Child and Family Services Plan FY 2010 - FY 2014 Tribal Consultation

Washington State's primary Indian Child Welfare goals have been to recognize a Government to Government relationship between the State and Indian Tribes/Nations through the maintenance and support of the:

- Indian Child Welfare Act
- Washington State Centennial Accord
- Washington State Basic Tribal State Agreement
- Washington State Localized Tribal State Agreements
- DSHS Administrative Policy 7.01

In addition to Federally Recognized Tribes/Nations, CA also recognizes through policy American Indian Organizations, and American Indian participants.

DSHS staff support for these goals is provided through Indian Policy and Support Services (IPSS) staff and their director who serve all the administrations of DSHS in each of the 6 regions. The IPSS promotes communications between DSHS programs and all Indian people while recognizing the unique government to government relationships. The Director of IPSS is on the DSHS Management Team and is able to bring up any issues that arise in Indian Country with the Secretary's Leadership Team.

Children's Administration (CA) has an Indian Child Welfare (ICW) Manager located at Headquarters and an Associate located in the field. The ICW Associate's major responsibilities are contract management and internal policy collaboration with CA and tribal staff for ICW matters throughout the state. The ICW Manager is part of the Assistant Secretary's Management Team and is able to convey ICW issues that arise from the Tribes/Nations or Regional CA staff. CA also has ICW liaisons located through the six identified CA's regions and several ICW units located in the larger urban offices of the State.

The ICW Manager assists in assuring communication, consultations, and relationships between CA and the Tribes/Nation are honored.

CA ICW Manager and Associate also work closely with the Indian Policy Advisory Committee (IPAC) Children's sub-committee with on-going issues and policies that affect ICW. This body meets on a monthly basis to collaborate and coordinate program issues, legislative issues, and issues specific to tribal communities and state relations.

IPAC membership is comprised of delegates appointed by resolution from the 29 Federally Recognized Tribes, and letters of appointment from the Recognized Indian Organizations Board of Directors. IPAC meets on a quarterly basis and also appoints representatives to CA workgroups, advisory committees, and ad hoc committees for the purposes of tribal representation and input in CA.

Additionally, quarterly ICW meetings are held in each of the six DSHS regions to address the 7.01 Policy. The 7.01 Policy is a DSHS policy that outlines the implementation of the government to government relationship as directed in the Washington State Centennial Accord. The outcomes of these meetings are regional plans and the development of matrixes to measure and track local accomplishments and identify barriers. IPAC also utilizes these regional plans to develop and address the two highest priorities identified on an administration wide basis.

A summary of these meetings are listed. This listing may not include all of the local and regional meetings that were also held.

- Quarterly IPAC meetings with DSHS and Tribal Delegates
- Monthly IPAC Children's sub committee meetings
- Regional quarterly 7.01 policy ICW meetings (program implementation staff)
- Monthly work group meetings addressing the ICW Manual revisions, updating policies on active efforts, Tribal/Nations notification processes, identification of Indian Children, Local Indian Child Welfare Advisory Committee (LICWAC) roles, responsibilities, and training needs in addition to issues and needs that arise

In addition to the quarterly IPAC meeting, which serve as on-going consultations through Tribal delegated authority, the Assistant Secretary meets bi-annually with the IPAC delegates to hear Tribal concerns and issues relating to policy and practice and the impacts on Tribal children and families.

Highlights of Accomplishments:

- In 2007 the Washington State Legislature passed SHB 1472, Racial Disproportionality in Washington State. A 14 member committee was appointed to address the mandates of the legislation and develop an implementation plan impacting the disproportional representation of children of color in the child welfare system. Two tribal appointees sit on this committee. The committee found that Indian children in the state child welfare system represented the highest rate of Disproportionality in all areas that were studied.

The remediation plan to address Indian Disproportionality developed strategies to reduce Disproportionality and disparity throughout the child welfare system has been developed by CA staff, the Disproportionality Committee, and the tribes. Implementation will begin 2009 through 2014 with regular monitoring and review by all parties.

- In 2004 as a result of the CFSR review, work begun to develop an ICW case review tool by tribal and state staff to measure quality assurance for state compliance to state and federal ICW requirements. The first review was conducted in 2007. The results from this review lead to the development of regional and statewide implementation plans to improve ICW practice throughout the regions.

The second ICW case review will be conducted in the fall of 2009. This will be used as a measurement to progress and also to identify areas that need remediation regionally and statewide.

This review will happen each biennium and is conducted by tribal and state teams.

- In 2008 Congress passed S. 1956 and H.R. 4688: Amendments to Provide Direct Title IV-E Funding to Tribes for Foster Care and Adoption Assistance Services.

CA and IPAC children's sub-committee convened a tribal meeting and invited HHS Region X and the National Indian Child Welfare Association in December 2008 to present and discuss Tribal direct access for IVE. This meeting was attended by 25 tribes and Indian Organizations.

- During the April 2008 IPAC Committee meeting the IPAC Children's sub committee was appointed as the third state wide Citizen's Review Panel under CAPTA requirements. The sub-committee agreed to focus their work on the disproportional representation of Indian children in the state child welfare system.

- 2008 the new SACWIS system, FAMLINK went live. Coordination and collaboration for tribal access continues.

- The ICW training curriculum for state caseworkers and tribal staff through invitation has been undergoing a major revision. Mandatory ICW and cultural competence curricula is being reviewed and updated in light of legislative changes, ICW case review findings, and Disproportionality.

- The 2009 Washington legislative session passed 2SHB 2106, An Act related to improving child welfare outcomes through the phased implementation of strategic and proven reforms was passed. The intent of this legislation is to develop performance based contracting and develop public/private partnerships on a pilot basis to enhance child welfare services. On-going work with our tribal partners will be needed to address areas of ICW and training issues to address ICW compliance and Disproportionality reduction.

Plans for the next five years are to continue with the areas identified above and build on them to impact system changes and better outcomes for Indian children served through the state.

In addition to the general annual activities noted above, for the purposes of this report format the following identified areas to be addressed as outlined in Section B. Instructions for States; 4. Tribal Consultation: Specific measures taken by the State in the past year to improve or maintain compliance with each of the five major requirements of the Indian Child Welfare Act:

1. Notification of Indian parents and Tribes of State proceedings involving Indian children and their right to intervene;
 - As part of the on-going ICW Manual revision work, notification is also of prime interest. CA is in the process of a systems review and intensive redesign of operational protocol and procedures.

- 2) Placement preferences of Indian children in foster care, pre-adoptive, and adoptive homes
 - CA continues to work with Tribes and Recognized Indian Organizations to identify appropriate family placements and, in the absence of such, Indian Foster homes to serve the needs of Indian dependent children either in State or Tribal jurisdiction.

- 3) Active efforts to prevent the breakup of the Indian family;
 - An active efforts work group was established in 2005 to address these efforts. Efforts are underway to revitalize this work topic and develop a plan that will incorporate active efforts for ICW cases in the broad arena of systems change.

- 4) Use of Tribal courts in child welfare matters, Tribal right to intervene in State proceedings, or transfer proceedings to the jurisdiction of the Tribe.
 - CA ICW Manual has an extensive section related to Tribal notification and the subsequent rights of Tribal governments to intervene in matters that involve an enrolled, enrollable, or descendent of (Washington State ICW policy) Indian child.

Laws, policies and trainings implemented to increase compliance with ICWA have been mentioned in the above narrative. Additionally, the ICW case review is an effective quality assurance tool to identify compliance in ICW federal and state mandates and provides clear guidance where practice needs to improve.

Identification as to who is responsible for providing for the protections for Tribal children delineated at Section 422(b)(10) of the Act, whether they are in State or Tribal custody;

(B) is operating, to the satisfaction of the Secretary--

(i) a statewide information system from which can be readily determined the status, demographic characteristics, location, and goals for the placement of every child who is (or, within the immediately preceding 12 months, has been) in foster care;

(ii) a case review system (as defined in section 475(5) for each child receiving foster care under the supervision of the State;

(iii) a service program designed to help children

(I) where appropriate, return to families from which they have been removed

(II) be placed for adoption, with a legal guardian, or, if adoption or legal guardianship is determined not to be appropriate for a child, in some other planned, permanent living arrangement

(iv) a preplacement preventive services program designed to help children at risk of foster care placement remain with their families

Case reviews, ancestry charts, search requirements, placement preferences and documentation are identified through the ICW Manual. Efforts are being made to ensure consistent application of these policies and practices are being uniformly applied throughout the state.

Tribal concerns with CA largely fall into three realms: Communication, policy, and funding. Specific services to and identification of Indian children are additional areas of focus, including the recruitment and licensing of Indian foster homes. CA has committed to the following steps to address these concerns:

- Implementing the formal protocol on on-going consultation with IPAC, Tribes and Indian Organizations,
- Discussing and developing access to FAMLINK (SACWIS)
- Continuing the ICW case review process
- Continued targeted recruitment of Indian foster homes
- Continue collaboration and work on Disproportionality and institutional racism work

In conclusion, efforts to recognize government to government relations between DSHS Children's Administration and the Tribes/Nations to protect Indian children continue to be a high priority of both governments. Continued efforts to solidify and strengthen services to these and all children will be done with respect and integrity for the betterment of all.



Section D: Collaborations

(3) Consultation with Physicians or Appropriate Medical Professionals and Health Care Services Plan

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

Child and Family Services Plan FY 2010 - FY 2014 Consultation with Physicians or Appropriate Medical Professionals and Health Care Services Plan

Below is a description of the main avenues the Children's Administration uses to actively consult and involve physicians or other appropriate medical professionals in assessing the health and well-being of foster children and determining appropriate medical treatment (Section 422(b)(15) of the Act).

➤ **The Office of Foster Care Health**

The Office of Foster Care Health (OFCH) was established in 2006 in response to state legislation. The OFCH develops and implements activities and policies that improve health and well-being services for children in out-of-home care in the State of Washington. The OFCH is led by a physician from the DSHS Health and Recovery Services Administration and works in partnership with the Children's Administration, Health and Recovery Services Administration, Division of Developmental Disabilities, Children's Administration Regional Medical Consultants, and the Washington State Department of Health.

➤ **Child Abuse Consultation and Training Network**

The Children's Administration contracts with the University of Washington and Harborview Medical Center to provide the Child Abuse Training and Consultation Network. The purpose of this contract is to provide statewide consultation and training to CA social workers regarding medical findings in cases of abuse and neglect. The contract provides services through pediatricians who are affiliated with Children's Hospital in Seattle, Harborview Medical Center and the University of Washington Health Sciences Center.

The contracted pediatricians provide interpretation of written reports, radiological findings and other materials submitted by CA and/or other professional requesting consultation regarding evidence of child abuse and neglect.

Upon request of CA or the Prosecution, the "network" pediatricians may provide expert testimony in criminal and dependency court proceedings.

➤ **Cowlitz Center of Foster Care Health**

The Health and Recovery Services Administration in Washington received legislative funding that was used to establish three centers of excellence with regards to the health care of children in out-of-home placement. Initially the funding was used to support the development of three Centers. However, with the current fiscal cut-backs funding for the three contracts ended December 31, 2008. The Cowlitz Center of Foster Care Health (CFCH) was the only site established enough to continue their initial work and provide on-going collaboration with the CA offices in the Kelso/Longview area. The Cowlitz CFCH provides primary care as well as care coordination for children including identifying medical homes outside their primary practice for children served by CA in the Cowlitz and surrounding communities.

➤ **CA Regional Medical Consultants**

The Children's Administration employs one part-time medical consultant in each region. The purpose of the medical consultants is to improve access to and quality of medical care for children in out-of-home placement. The medical consultants are available to assess and consult with social workers and caregivers regarding appropriate medical treatment for children in out-of-home care with complex health care needs. The medical consultants also develop working relationships with health care providers throughout their regions to improve access to health care and often act as a liaison between the DSHS and the medical communities. Recently the medical consultants have been identified as the lead for identifying and tracking medically fragile children in out-of-home placement.

The Medical Consultants are also members of the regional management team and are available to assist in policy development as it pertains to the health and well-being of children in out-of-home care.

➤ **Foster Care Public Health Nurses**

The Children's Administration contracts with Local Health Jurisdictions to provide Public Health Nurses to local Division of Children and Family Services offices. Children identified with complex medical and behavioral issues are referred to a Foster Care Public Health Nurse (FCPHN). The FCPHN completes a Comprehensive Health Report (CHR) and makes recommendations based on the child's available medical and treatment history, including results from the CA Child Health and Education Tracking (CHET) screen, and a summary of the child's current status. The CHR is provided to the assigned social worker and the child's caregiver. It is expected that the caregiver will share the report with the child's health care professionals to assist them in providing appropriate health care services. The CHR is updated every 6 months or whenever the child moves.

The Children's Administration is reviewing the current contracts and anticipates making changes to this program that will benefit a broader scope of children in out-of-home placement services.

Health Care Services Plan Oversight and Coordination

The Act requires state IV-B plans to include a provision that the state will collaborate with the state Medicaid agency and consult with health care and child welfare experts and recipients to develop a plan for ongoing oversight and coordination of health care services for any child in foster care. The plan must ensure a coordinated strategy to identify and respond to health care needs of children in foster care placements, including mental health and dental care.

Oversight/Coordination of Health Care

1. A schedule for initial and follow-up health screenings that meet reasonable standards of medical practice.

Currently in place:

- Foster care children are required by policy to be seen for medical and dental screens based on the Medicaid EPSDT periodicity schedule. The EPSDT examination includes screening for medical, dental, developmental, and mental health concerns.
- Child Health and Education Tracking (CHET) screens are completed within the first 30 days of placement. Children are screened in five domains: physical health, developmental, education, social/emotional, and connections to family and social peer groups. Screeners inform the social worker of any concerns that require follow up.
- CHET screeners share their outcomes at a Shared Planning meeting. The Shared Planning meeting is attended by individuals involved in the case plan for the child including foster parents and biological parents when appropriate.
- Foster Care Public Health Nurses inform social workers and caregivers of any medical or behavioral items they identify for follow-up for children who have complex health and behavioral needs.
- FamLink has created a tickler that is sent to the assigned social worker when an annual EPSDT exam is due based on the Medicaid EPSDT periodicity schedule.

- Social workers, CHET screeners, and Foster Care Public Health Nurses input future medical appointments in FamLink.

Identified Gaps:

- EPSDT Policy does not include the dental examination as part of the EPSDT periodicity schedule. *Note: Dental screening by physicians occurs during the EPSDT examination but CA policy currently does not include expectations about dental examinations using the Medicaid dental periodicity schedule.*

Next steps for CA:

- Amend EPSDT Policy to include dental examination periodicity schedule.

Health Needs Monitored and Treated

2. How health needs identified through screenings will be monitored and treated. *"Monitoring" is defined as a joint responsibility between the social worker, the courts, the caregiver and the physician.*

Currently in place:

- CHET screeners make direct referrals to the Foster Care Public Health Nurse (FCPHN) Program for children with complex health concerns. CHET screeners also notify social workers when health concerns are identified during the screening process.
- Children eligible for the FCPHN Program receive a Comprehensive Health Report (CHR). The CHR includes recommendations to address identified health related needs to the social worker and caregiver. The CHR is updated periodically by the FCPHN.
- CHET screeners document health concerns identified during the screening process in the CHET Screening Report which is provided to the social worker and caregiver. The screening results are also discussed during the Shared Planning meeting and attached to the ISSP.
- Social workers are required to update the child's health, mental health and education status in the ISSP every six months.
- Foster Care Assessment Program (FCAP) evaluators assess health and well-being issues for children who are having difficulty establishing permanency. Evaluators complete a comprehensive report with recommendations and provide the report to the social worker to assist with service and case planning.
- Social workers are required, as part of on-going case management to monitor, ensure access to treatment and coordination of services as needs are identified throughout the life of a case.
- Ongoing oversight is shared between the Courts, social worker, caregiver and the medical provider.
- Social workers, CHET screeners, and Foster Care Public Health Nurses input important health and mental health information into FamLink.
- Social workers, CHET screeners and Foster Care Public Health Nurses document unmet needs identified for the child in FamLink.

Medical Information

3. How medical information for children in care will be updated and appropriately shared which may include the development and implementation of an electronic health record.

Currently in place:

- CHET screeners and Foster Care Public Health Nurses (FCPHN) are required by policy to share their completed reports within 5 days of completion to the social worker and caregiver.
- Social workers are required to provide caregivers with all assessments completed by external providers within 5 days of receipt.
- Social workers are required by policy to share the completed CHET Screening Report with others related to the child's case (i.e. therapist, teacher, etc.).
- Foster Care Public Health Nurses update their Comprehensive Health Report periodically for children who are eligible for the program.
- Social workers are required to update the child's health, mental health, and education status in the ISSP every six months.
- CHET policy requires social workers to enter health, mental health and education information in FamLink.
- CA has implemented a court order which is filed at the Shelter Care hearing to assist the department in expediting the request of health and education records.
- Social workers, CHET screeners, and Foster Care Public Health Nurses input all known medical information into FamLink as information is obtained.

Next steps for CA:

- FamLink has a Child Health and Education Report that can be provided to caregivers or medical providers anytime new medical, mental health and educational information is entered.

Continuity of Health Care Services

4. Steps to ensure continuity of health care services (which may include the establishment of a medical home for every child in care.

Currently in place:

- Social workers are required to complete the Child Placement and Referral Form (DSHS 15-300) and provide it to the caregiver within 72 hours of placement.
- In order to maintain continuity of health care, caregivers are encouraged to use the same health providers the child had prior to entering their home.
- Caregivers, parents, relatives, and professional service providers are invited to the Shared Planning Meetings and the Family Team Decision Meetings in order to keep them informed about the child's needs and progress.
- CHET screeners are required to review Medicaid billing data information during the screening process. Screeners include the information in their report and share it with the caregiver.
- Social workers, CHET screeners, and Foster Care Public Health Nurse input medical, dental, and mental health provider information into FamLink.
- FamLink tracks future medical, dental, and mental health appointments.
- Foster Care Public Health Nurses include the names of medical providers in the Comprehensive Health Report which is provided to social workers and caregivers.
- The department has on-going Office of Foster Care Health meetings between HRSA and CA to address systemic and policy issues regarding the health care needs of foster children.

Next steps for CA:

- FamLink has a Child Health and Education Report that can be given to caregivers or medical provider's anytime new medical and educational information is learned.

On-going Program Management Work Plan

5. Oversight of Prescription Medications

Currently in place:

- Social workers are required to report prescription medication information on the Child Information and Placement Referral Form within 72 hours of placement.
- Social workers are required to be in compliance with CA policy regarding psychotropic medication.
- 1088 Legislation provides training and consultations to physicians prescribing psychotropic medication.
- HRSA has instituted a second opinion process to address over-prescribing of psychotropic medications.
- Social workers can request consultation at anytime with their Regional Medical Consultant including questions around medication.
- Foster Care Public Health Nurses complete a Comprehensive Health Report on children with complex health and behavioral needs and make recommendations to the social worker and caregiver. Their report includes a review of prescription medication.
- Social workers are required to list any prescription medication a child is taking in their ISSPs.
- Social workers, CHET screeners and Foster Care Public Health Nurses input prescription medication information and health history into FamLink.
- Oversight of health related issues and medications are included in the Shared Planning meetings and Family Team Decision Making meetings.

Consultation in Determination of Medical Treatment

6. How the state actively consults with and involves medical or other appropriate medical and non-medical professionals in assessing the health and well-being of children in foster care and in determining appropriate medical treatment for foster children.

Currently in place:

- CA employs medical consultants in each region to consult with social workers and caregivers for children with complex health needs.
- CA contracts with each local Public Health Jurisdiction to complete Comprehensive Health Reports and recommendations for children who have complex health and behavioral issues.
- CA contracts with Harborview Center for Sexual Assault and Traumatic Stress to complete a Foster Care Assessment on children with placement stability issues or concerns about reunification. A comprehensive report is completed which includes recommendations from a team that consists of community medical and mental health providers.
- Each Region is required to conduct a Child Protection Team (CPT) staffing in order to be in compliance with RCW 74.14B.030. Regional Child Protection Team members normally include a physician that provides services to abused and neglected children and/or the parents of foster children.
- Foster Care Public Health Nurses consult with their Regional Medical Consultant when necessary.

- HRSA created the Office of Foster Care Health. Members of this group include CA, DOH, DDD, and HRSA. Broad systemic and policy issues related to foster care health are discussed and addressed through this group.

Next steps for CA:

- CA is expanding the role of one of the Regional Medical Consultants to have lead responsibility for the other medical consultants.



Section D: Collaborations

(4) Collaboration

Ongoing Collaboration

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

Child and Family Services Plan FY 2010 - FY 2014 Collaboration

Current Committees

DSHS- Children and Families of Incarcerated Parents
Quarterly Statewide and Regional Foster Parent 1624 Collaborations
Birth to Six Interagency Coordinating Council
Child Fatality Committee
Children, Youth, and Family Services Advisory Committee
Children's Justice Advisory Board
Family Policy Council Interagency Coordinating Committee
Governor's Juvenile Justice Advisory Committee
Indian Policy Advisory Committee
Governor's Office on Indian Affairs
Foster Care Advisory Committee
Foster Care Citizen Review Board Advisory Committee
Statewide Child Fatality Committee
Statewide Planning Committee

Interagency Relationships

Navy Commander Northwest (Navy/Child Protective Services MOU: Bremerton and Oak Harbor Naval Installations)
Washington State Department of Corrections
Eastern Washington University
Federal Department of Health and Human Services (includes Social Security Administration)
Governor's Office on Indian Affairs
Office of the Administrator for Courts
Office of the Attorney General of Washington
Office of the State Superintendent of Public Instruction
University of Washington
Washington Council for the Prevention of Child Abuse and Neglect
Washington State Court Appointed Special Advocate Program
Washington State Department of Community, Trade, and Economic Development
Washington State Employment Security Department
Washington State Department of Health
Washington State Department of Information Services
Washington State Patrol
Washington State Tribes and Tribal Organization Local Agreements – Child Welfare Services
Council for Children and Families
Small Tribes of Western Washington (STOWW)
Washington State University

Government to Government:

All Washington State Tribes and recognized Indian organizations

Constituencies

All Washington State Tribes (29) and Recognized Indian Organizations (6)
All contractors and agencies providing services to Children's Administration clients
All licensed foster parents and out-of-home care providers
American Indian Center, Spokane, WA
Catalyst for Kids
Child Welfare Advocacy Coalition
Children's Alliance

Early Childhood Development Association of Washington
Fetal Alcohol Syndrome Information Service (FASIS)
First Steps Community Coordinating Councils
Foster Parents Association of Washington State (FPAWS)
Juvenile Court Administrators Association
Major Medical Centers
Parent Trust for Washington Children
Private Agency Adoption Coalition
Puget Sound Coalition of Residential Care Providers
Seattle Indian Health Board
Washington Coalition of Sexual Assault Programs
Washington Council for Prevention of Child Abuse and Neglect
Washington Council on Crime and Delinquency
Washington State Coalition Against Domestic Violence
Washington State Coalition of Children's Residential Services
Families for Kids
Washington Federation of Group Care Providers

STAKEHOLDER INPUT

The **Indian Policy Advisory Committee** (IPAC) members are delegates appointed through resolution by the 29 federally recognized Tribes and by letter for the 5 Recognized American Indian Organizations. IPAC meets quarterly and appoints representatives to CA workgroups, advisory committees, and ad hoc committees to represent Tribal input and concerns. IPAC children's sub-committee meets monthly and works closely with CA about ongoing issues and policies that affect Indian Child Welfare and programs impacting Indian children and their families.

The **Children, Youth, and Family Services Advisory Committee** continued their collaboration with the CA on a variety of issues. They continue to review information, provide input, and make recommendations to CA on the practice model for CA social workers. In FY 09, the Committee had numerous discussions about disproportionality and disparity of services in the child welfare system and how they could begin to address this collaboratively with the CA staff. The Committee was also engaged in discussions about request legislation and implementation plans for new legislation.

A Foster Youth Advisory Board "Passion to Action" consists of 20 current and former youth recipients of CA services who are supported by an oversight committee, representatives of CA, Casey Family Programs, and the College Success Foundation. They are trained in leadership, self-advocacy, advisory board processes and functions, and the roles and responsibilities of members. They provide valuable on-going input to improve our ability to effectively meet the needs of children and adolescents. The youth sit on various committees within CA and other governmental agencies to give input on new practices and policies. This Board uses their skills to participate in local action groups for children in foster care in their regions, and to participate in a variety of different functions (speaker panels, meetings, workgroups, and committees) to ensure the youth voice is represented.

The annual Foster youth and alumni leadership summit was hosted on June 27-28, 2009. This summit brought together current and former foster youth and their supporters to discuss stigma related to growing up in foster care; learn about using their voice effectively; establish local youth and alumni action groups and to identify pressing issues to discuss with state policy makers.

Quarterly Foster Parent Meetings were conducted during fiscal year 2009. Meetings are held in each region every quarter. Representatives from each regional meeting also attend a statewide quarterly meeting. These meetings were established by recent legislation. The intent of these meetings are to gather foster parent input and to work cooperatively to

address issues including those raised in the foster parent survey conducted in FY 08. The foster parent survey and feedback in the quarterly meetings have emphasized the importance of regular contact between the foster parents and the child's social worker.

The Second Annual Foster Parent Survey was conducted during FY 08 - FY 09 to gather foster parent input on what they need to properly care for the foster children in their home. This phone survey was conducted by Washington State University and included 1,300 interviews of all caregivers (licensed or unlicensed). The final results were released in September 2008 and included information on the specific training and support foster parents need, input on relationships with social workers, the foster parents' experience with shared planning, and the need for respite care. The results gave us a clear picture of our strengths and the areas where we need to continue our improvement efforts.

The methodology has been updated and will continue to occur throughout FY 2010. The survey will focus on interviewing foster parents once per quarter so information is gathered more closely to the time children were in the caregiver's home. Results will be shared with Children's Administration throughout the year, so more timely responses can be made to the concerns or questions raised by the survey responses.

An adolescent survey was conducted during FY08-FY09 to obtain information to help CA improve services for adolescents in foster care and to provide data to the Braam Oversight Panel. A total of 706 interviews with youth were conducted. There were also 3 focus groups consisting of youth who were or had been in foster care to obtain additional information about their experiences in foster care.

Partners for Our Children (POC) is a cooperative effort between the University of Washington School of Social Work and the Children's Administration. POC is focused on four areas including social work training, workforce development in child welfare, and the use of data to impact policies and services. During FY 09, POC developed updated priorities and began work on evaluating the practice model implementation in Washington. In FY 2010, POC and CA will continue work on the joint priorities.

The Statewide Planning Committee continues to meet as implementation of the Statewide Collaboration Protocols progresses. Focus in FY 08 has been on strategic planning in the areas of budget and policy. The protocols emphasize the importance of the partnership between Children's Administration and its service partners. The committee membership include tribal representatives, private agencies that provide services to children and families involved in the child welfare system, foster parent representatives, and other stakeholders involved in caring for the children in foster care. An important goal of the committee is to increase the communication between the interested parties.

Examples of Accomplishments

Children's Administration continues to meet regularly with a "Veteran Parents" group. This group is composed of parents who have successfully reunified with their children. The parent group has engaged in reviewing CA policies and practices. In addition, several of the group members spoke to the CA executive leadership about their experiences in the child welfare system and their feedback about the challenges faced by parents who are served by CA.

Throughout FY 2009, a representative from the Office of the Assistant Secretary of the Children's Administration has participated as a member of the Council for Children and Families (formerly WPCAN - Washington Council for Prevention of Child Abuse and Neglect). This Council supports numerous prevention strategies in Washington State. In FY 09, the Council placed heavy emphasis on implementing evidence based programs.

Other Collaborative Efforts

Disproportionality in the Child Welfare System

- **The 17th Annual Children's Justice Conference** (sponsored by The Children's Administration and the Children's Justice Task Force) held in April 2009 focused on racial Disproportionality in the Child Welfare System. There were break-out sessions that provided information on statewide and national initiatives on confronting and seeking solutions to racial Disproportionality. Several nationally-known presenters shared their expertise on the history and challenges of racism and discrimination. Culture and parenting philosophies of different racial groups were also presented.
- **Collaborative efforts in this area** through CA's involvement with Casey Family Program several initiatives and trainings were developed to eliminate racial Disproportionality in the child welfare system.

Rural Development

- CA has their offices located throughout key locations within each region to provide maximum accessibility to services. For those Washington citizens living between offices, staff makes every effort to go into the field to bring services to them. Toll-free office telephone numbers are available to encourage a communication exchange.
- Some regions have a variety of special projects to increase accessibility to services.

Positive Youth Development

- **The 17th Annual Children's Justice Conference** (sponsored by The Children's Administration and the Children's Justice Task Force) held in April 2009 included 2-part presentations by nationally-known speakers sharing their expertise on how to ensure the safety and well being of gay, lesbian, bisexual, and transgender youth. Workshops on youth resistance to a dominant culture and strategies and insight on how to help youth find their self-identity were also presented. It also had a presentation on how to work more effectively with (minority) youth of color by understanding more about their views on identity, race, and culture.
- **Statewide** collaborative efforts in this area included the following:
 - **A website** was launched in July 2007, and is updated regularly to assist youth between the ages of 13 and 21 to successfully transition into adulthood. The website focuses on information and programs available for youth in out-of-home-care. The website was funded by the IL Chafee program and grants by the Stuart Foundation to the Foster Care to College program. Review and comments on content were made by the Foster Care to College Advisory Board, Passion to Action, and youth who participate in Independent Living programs. Visit the **Foster Care to College** website at www.independence.wa.gov.
 - **Camp To Belong** is a nationally-recognized five-day summer camp to reunite siblings age 8 - 18+ separated because some or all of them are in out-of-home care. CA sponsored 14 children in 2006, 26 in 2007, and 45 campers in June 2008 to attend the camp at Lake Couer d'Alene in Idaho. The effort expanded in 2009 to two camps, the one in Idaho and a new one in Washington. The camps have met with an appreciative reception, as Washington had 170 applications for its 75 spots in 2009. CA is collaborating with a private agency to grow these camps and make them a yearly reality.

- **CA's Holiday Helpers** are on-going special fund-raising projects at Children's Administration to provide foster children with toys and gifts at during the December holidays. Fund-raising efforts within individual offices as well as collaborative efforts between CA staff and community partners provide holiday gifts to CA children across the state. Large or small, each of these programs plays a vital role in making the holidays brighter for thousands of children and their families.

Faith-Based and Community Initiatives

- **Many Faith-Based Community Providers contract with CA**, such as Youth for Christ, Catholic Community Services and Lutheran Social Services. They provide child placement and other vital services to foster children. Most of these contracts were renewed during FY 2009.

Community Collaborations include the following:

- **Washington State's Catalyst for Kids Partnership** brings together a broad statewide coalition to strengthen the child welfare system. This next evolution of the *Families for Kids Partnership* retains an emphasis on permanence for children in the foster care system and broadens its focus to include the safety and well-being of children in the system. Participants include a broad range of stakeholders, including judges, legislators, Tribal representatives and advocates.
- **Families and Communities Together (FACT) projects** seek to develop community partnerships. Families and Communities Together (FACT) is a major DSHS integration initiative being piloted with projects in Spokane County and Whatcom County. The projects began in March 2004 and are focused on developing a comprehensive community network and seamless system of supports and resources for needy families and children. Children's Administration leads the Spokane FACT pilot.
- **The 17th Annual Children's Justice Conference** held in April 2009 was sponsored by The Children's Administration and the Children's Justice Task Force, with contributions by the US Department of Justice Office for Victims of Crime, American Professional Society on the Abuse of Children Washington Chapter, Washington State Administrative Office of the Courts, King County Sexual Assault Resource Center, Children's Trust of Washington (formerly WCPCAN - Washington Council for Prevention of Child Abuse and Neglect), Children's Administration Sexually Aggressive Youth Program, Casey Family Programs, Court Improvement Training Academy and WSACAC (Washington State Association of Children's Advocacy Centers). It included presentations on working with your federal partners. The presentation highlighted cases in which local Task Forces along with state, local, tribal, and federal law enforcement can work together to combat crimes and the sexual exploitation of children.
- **Child Abuse Prevention Month** was proclaimed by Governor Christine Gregoire in April 2008. Events were held across the state to raise public awareness of child abuse and ways to prevent it. Numerous organizations joined the Children's Administration in providing information to the public during such events as a community forum on "Neglect and the Importance of Community Partners" in Aberdeen and a display of thousands of pinwheels, the nationally recognized symbol of Child Abuse Prevention Month, in Spokane.
- **National Foster Care Month** in May 2009 was celebrated in Washington State with numerous festivities at the regional and state level. This celebration brought together foster parents and relative caregivers, legislators, Children's Administration staff, representatives from Casey Family Program, the Foster Parents Association of Washington State, educators, youth representatives from Passion to Action and other child care advocates. In addition to regional and state level festivities, Children's Administration partnered with the Seattle

Mariners, Casey Family Programs, and YMCA to invite foster parents, adoptive families, relative caregivers, children/youth, and agency staff to attend a Seattle Mariners baseball game. Over 1,800 caregivers attended the game.

- The **26th Annual Foster Parents and Caregivers Conference**, "We Are Family", was held in September 2008 in Yakima, Washington and had over 600 people in attendance. Over 100 scholarships were provided to foster, adoptive, and relative caregivers. The conference offered three outstanding keynote speakers and numerous workshops for foster and adoptive parents, and relative caregivers. The workshops focused on practical applications to manage youth with behavioral challenges and strategies to advocate and plan for children's education that have proven helpful for caregivers and social work professionals. The 2009 27th Annual Foster Parents and Caregivers Conference was suspended due to budget constraints.
- **"Exploring the Culture of Foster Care"** is a national art project launched by The Foster Care Alumni of America. The Children's Administration hosted the art created by alumni of foster care in their headquarters office building. The art project consists of postcards which represent many of the common experiences of youth in foster care. The alumni have discovered that regardless of age, ethnicity, geography, education, occupation, or placement history, their experiences in foster care create a common culture, the "culture of foster care". If you would like to view the entire postcard project, go to the Foster Care Alumni of America website at www.fostercarealumni.org
- **King County Systems Integration Initiative** A collaboration of state and local agencies and organizations in King County (Seattle), Washington, have come together to examine and improve the coordination and integration of the juvenile justice, child welfare, and other relevant youth-serving systems.
- **Children's Mental Health Initiative** Three administrations of DSHS (Children's, Health and Rehabilitation Services/Mental Health Division, and Juvenile Rehabilitation) are working on a different approach to the delivery of mental health services to children and their families. The Children's Mental Health Initiative is being implemented using four strategies that support families, children and youth to build strong and productive relationships:
 - Introduce and expand use of Evidence Based Practices
 - Coordinated care for children and youth with complex needs
 - Jointly manage and finance care for kids with complex needs
 - Connect with families and stakeholders through ongoing planning.
- **Safe Babies, Safe Moms: State-level consortium protects moms and infants** is a consortium of DSHS programs - the Division of Alcohol and Substance Abuse, Children's Administration, Economic Services Administration, Medical Assistance, Research and Data Analysis - work with the state Department of Health and local service agencies to provide services to substance-abusing pregnant and parenting women and children ages birth-to-three.
- The third year of the **Tee It Up for Kids** golf tournament took place in July 2008. This event is sponsored by Region 5 Children's Administration staff and community partners, and had teams competing to raise money for foster youth organizations in Pierce and Kitsap Counties to provide extras for youth in care, such as prom dresses, cap and gowns, sports, summer camp, and music lessons.

Responsible Fatherhood

- **The 17th Annual Children's Justice Conference** (sponsored by The Children's Administration and the Children's Justice Interdisciplinary Task Force) held in April 2009 included presentations on how to work more effectively with fathers involved with the child welfare system. These nationally-known speakers shared their expertise in workshops focused on how to establish positive, responsibility-based approaches with fathers who have a history of domestic violence, and how to use positive models of fatherhood and manhood in Latino cultures to work more effectively with Latino fathers.
- **Collaborative efforts in this area** through CA's involvement on the Council for Children & Families (formerly WCPCAN - Washington Council for Prevention of Child Abuse and Neglect) include a variety of projects that target support and development of parenting skills for both the mother and the father.
- **Fatherhood Project and Kinship Care Initiatives engaging fathers and extended family members** • Regions tailor approaches for engaging fathers to their local communities and have formed a variety of alliances and collaborations.



Section D: Collaborations

(5) Program Support

Training and Technical Assistance

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

Child and Family Services Plan FY 2010 - FY 2014 Program Support: Training

Children's Administration (CA) Training FY 2005 - 2009

The Office of Training and Development (OTD) continued to provide Academy, post Academy training, statewide conferences, Supervisor training, and Leadership Forums during FY05-09.

The Social Worker Mentoring Program was piloted in April 2004, and offered until 2006. It has been on hold since then. This program teamed seasoned staff with new social workers, providing opportunity for peer learning and shared expertise.

Academy – During FY05-09, CA provided Supervisory Academy (as both an academy and post-academy venue), but did not adopt the Three Phase model as described in the FY00-04 plan. It was offered four (4) times a year.

Academy continued to cover CA structure, mission and values; special topics commonly needed by social workers to provide competent social work practice, e.g., Essentials of Family Life Development, Engagement through Solution-Based Casework (SBC), Intro to ICW, FamLink (automated case management system), chemical dependency, etc. In 2008, CA redesigned the traditional CPS and CWS program areas to include CPS, Child and Family Welfare Services (CFWS) and Family Voluntary Services (FVS). Also, effective April 2009, academy was re-structured into a four-week training course. Known as Academy Redesign, it is offered 11 times per year. The Re-Design focuses on using safety and assessment tools, SBC, FamLink, relationship building with families, children and caregivers, as well as an introduction to legal processes. The new curriculum supports SBC and FamLink. Included in the four weeks is a one week field experience which is a monitored 'hands on' practice and observation of field activities. Social workers must complete the training prior to carrying a CPS/CFWS/FVS caseload.

Additional Social Worker Academy activities included:

- **ESA/CA - CPS/CWS**, a six week training course (two pilots) social workers must complete prior to carrying a CPS/CWS case; this training is a combination of modules from CPS/CWS Academy and additional modules for ESA workers. ESA staff only attends the initial 2 weeks. This training included a two week field experience that applied to CA staff only. The initial 2 weeks essentially mirrored Basic Academy. The two week field experience was a monitored 'hands on' practice as well as observation of field activities. Weeks 5 and 6 focused on using safety and assessment tools, relationship building with families, children and caregivers, as well as an introduction to legal processes. This joint agency venture was only offered once, in 2006, and is not currently funded.
- **Solution Based Casework in Academy** – Academy implemented Solution Based Casework (SBC) in July of 2008.
- **FamLink** – The automated case management system, FamLink, was implemented in Academy starting January 2009.
- **The Social Worker Supervisor Academy** was developed in order to meet the training needs of social worker supervisors. Elements from a variety of training programs (including Basics of Supervision and Supervising for Excellence) were combined, and the creative ideas and input of many current social work staff were also utilized. This new training program is a three-week competency-based program, utilizing principles of SBC, and was offered three times a year. It is designed to give new social worker supervisors the foundation for

essential knowledge and skill training needed to be a successful supervisor and is taught in a small group atmosphere.

- Three Extra academy sessions were offered in February, April and August 2008 to meet the training needs of the regions. Additionally, maximum participant capacity was expanded for all sessions in 2008 to meet the training needs of the regions. In 2008, fourteen (14) Academy sessions were held with an average attendance of 30 students per each session.

Child Welfare Training and Advancement Program (CWTAP) continued in partnerships with the University of Washington and Eastern Washington University, with a combined average enrollment of 248 students annually.

New post-academy training activities offered over the past five years:

- **Chronic Neglect**

Workshop delivered to CA neglect specialists included presentations on; co-occurring substance abuse and mental health disorders, interpersonal violence, infant mental health and early brain development, child development, family group conferencing and collaborative models for intervening with neglect families.

- **Comprehensive Substance Abuse Training**

Children's Administration developed a new 3 ½ day mandatory substance abuse training with a strong emphasis on collaboration and communication between child welfare and chemical dependency systems, treating the subject of parental substance abuse within the context of child protection and safety. The curriculum addressed CA's new screening tool (GAIN-SS), urinalysis guidelines, how to work with Chemical Dependency Professionals, and focuses on screening, referral & assessment, treatment, and application/integration of knowledge into practice. Social workers learned how to balance child protection and welfare (mitigating risk factors, decision to remove child or reunify family, etc.) with the parent's involvement in treatment; their recovery, relapse, etc. Comprehensive Substance Abuse Training was offered twice a year in each region. A total of 26 training classes have been taught with a total of 348 social workers and 82 community participants having completed the training.

- **Enhancing Relationships through Teaming** – This training between foster parents and social workers was revised and the class shortened to a half day. The training focused on identifying the challenges and discussing the benefits of collaboration and teaming. Social Workers and Foster Parents attended as teams to examine each others' roles in providing care to Foster Children. Participants switched roles in scenarios designed to help them in their work with children and families and discovered which of their individual skills and resources could support teaming efforts. A total of 47 training classes have been taught with a total of 428 social workers and 175 foster parents/caregivers having completed the training.

- **ICW On-Line Training** - Provisions of the ICW Act presented in the order in which a child welfare worker might encounter them in an ICWA case. Legal explanation provided in non-legal language. Recommended performance steps associated with effective social work practice. Information provided both to support practice and to ensure appropriate case records.

- **Improving Interventions in Chronic Neglect** - Examined chronic neglect in depth, with the goal of improving child welfare interventions with these hard to help families. The relationship between and among long-term severe poverty, substance abuse, mental health problems and histories of victimization. The importance of pattern recognition, comprehensive family assessment, community collaboration and a child development focus in creating more effective child welfare interventions. The training provided an operationally useful typology of chronic neglecting parents.

- **Improving Teaming between Foster Parents & Social Workers** - Training was provided on identifying the challenges and discussing the benefits of collaboration and teaming, talking about how to improve teaming and collaboration, learning about successful examples of collaboration currently in use. Training explored a specific model of teaming that can help CA in its work with children and families, helping staff discover which skills and resources can support teaming efforts.
- **Increasing Parental Engagement in Substance Abuse & Mental Health Treatment** - This full-day training was designed to educate CA social workers regarding practices and ways of interacting with parents which increase the likelihood that they will enter into and complete substance abuse and mental health treatment programs. Experts from the substance abuse and mental health fields delivered parts of the training. A total of 5 training classes have been taught with a total of 109 social workers and 8 community participants having completed the training.
- **Neglect Legislation Implementation Training** - Statewide training on legislative changes regarding chronic neglect; provisions of the bill were fully implemented by January, 2007. Curriculum was developed in July/August, 2007; training was conducted from October 2007 thru December 2007. Training was conducted in conjunction with the Northwest Institute for Children and Families and CA headquarters. A total of 49 training classes have been taught with a total of 1,189 social workers having completed the training.
- **Neglect Specialist Training** - A 5-day workshop was delivered to CA neglect specialists including presentations on; co-occurring substance abuse and mental health disorders, interpersonal violence, infant mental health and early brain development, child development, family group conferencing and collaborative models for intervening with neglect families. There was one class offered and 22 Neglect Specialist/Social Workers having completed the training.
- **Program Manager Academy** - This three-day academy was developed in conjunction with South Puget Sound Community College and was designed to focus on 5 major areas: leadership, policy/procedures, project management, program management, and communication. There was one 3-day training offered and 19 CA Program Managers having completed the training.
- **Promising Practices and Interventions for Chronic Neglect** - This two-day conference at the University of Washington, School of Social Work brought together child welfare staff, Economic Services Administration (ESA) staff, public health nurses, and private providers to hear experts from around the country present important research findings and lessons from innovative clinical practice in working with neglecting families. There was 1 training class held with a total of 27 social workers and 51 community participants having completed the training.
- **Understanding Neglect** - Statewide training regarding chronic neglect with the goal of improving child welfare interventions with hard to help families. Training was conducted under contract with the Northwest Institute for Children and Families. A total of 61 training classes have been taught with a total of 1,133 social workers and 80 community participants having completed the training.
- **Worker Safety Training**
Under contract with the Criminal Justice Training Commission, Children's Administration offered a mandatory Worker Safety training which was generated from House Bill 2189. The training covered topics such as:
 - Types of workplace violence related to social work practice
 - Predictors of violent behavior

- Recognizing escalating behaviors
- Safety in the field
- Safety precautions in methamphetamine sites
- Resources and support for worker safety
- Working with law enforcement

A total of 795 social workers and 24 community partners completed the training.

Continuing/ongoing post-academy training included the following:

- **Child Abuse Investigation and Interviewing** – Harborview Sexual Assault and Traumatic Stress Center in collaboration with the Washington State Criminal Justice Commission provided six 4-day trainings in each of the regions for first year DCFS/DLR and CPS social workers and new law enforcement officers. The training presented principles and application of research-based child interviewing, interviewing skills, cultural considerations, effective testimony and addresses the special challenges of working with vague allegations, resistant children and adolescents, non-offending parents and alleged offenders. Students participated in intensive interview skill building exercises with trained actors; learned how to audio tape interviews in complex situations; and learned how to work with children who are reluctant to talk or have special needs. Specialized techniques to help workers address these situations were covered during the training. A total of 27 training classes have been taught with a total of 540 social workers and 18 community participants having completed the training.
- **Engaging Families for Change** – CA continued to provide training on empowering families to engage in changing behavior; strategies to effectively handle conflict and resistance; principles of motivational interviewing; and solution-focused therapy. A total of 65 training classes have been taught with a total of 1023 social workers and 19 community participants having completed the training.
- **ICW Cross Cultural Training** – Required training for all social workers (within the first two years of hire) was conducted from July 2007 to December 2007 provided by the National Indian Child Welfare Association. The curriculum included engaging, interviewing and assessing Indian families, the training featured measures to make services culturally sensitive for the Indian child(ren) and families needing services. A total of 18 training classes have been taught with a total of 337 social workers and 25 community participants having completed the training.
- **ICW Manual Training** – Required training for all social workers (within the first two years of hire) was conducted from January 2008 to June 2008 provided by the National Indian Child Welfare Association. The curriculum included on the ICW Act, Washington State Tribal Agreement, and the Adoption Safe Families Act; also including an introduction to effective cross-cultural services and partnerships. A total of 30 training classes have been taught with a total of 573 social workers and 21 community participants having completed the training.
- **Permanency Planning From Day One** - Curriculum focused on the permanence as well as safety as a matter of urgency for every child involved with the child welfare system. Diligent permanency planning from day one insures that children will not age out of foster care without a permanent family and/or family connections. This training builds on the principles of the concurrent planning model to include specific actions that can be taken throughout the life of a case to assure the permanent placement of children in out of home care. Data related to permanency outcomes was reviewed. Case studies illustrate how permanency outcomes are achieved. Specific skills for early identification of children most at risk of becoming permanent planning "casualties", in strengths-based engagement, kinship assessment and behaviorally specific case planning are taught. A total of 41 training classes have been taught with a total of 654 social workers and 56 community participants having completed the training.

- **Child Protective Services (CPS) Investigative Training** - OTD in collaboration with Northwest Institute for Children and Families, Attorney Generals Office, Medical Consultants and Law Enforcement offered this training once in each of the six regions. The curriculum focused on improving investigative skills by looking at Legal Aspects of CPS, use of Case History, Investigative Steps, using Medical Consultants, working in Collaboration with Law Enforcement and Tort Litigation. A total of 12 training classes have been taught with a total of 191 social workers and 18 community participants having completed the training.
- **Specialized Track Weeks** – OTD in collaboration with Program Managers offered specialized tracks two to three times a year for staff hired into specialty units i.e. Intake, DLR/CPS investigations, Family Reconciliation Services (FRS), Adoptions or DLR Licensing. The curriculum for each track focused on preparing staff for employment within Children's Administration to their respective specialty units. Intake Specialized Track had a total of 67 participants, DLR/CPS Specialized Track had a total of 81 participants, FRS Specialized Track had a total of 61 participants, Adoptions Specialized Track had a total of 169 participants and Licensing Specialized Track had a total of 108 participants with a grand total of 486 participants trained.

Conferences included the following:

- **Annual Caregivers Conferences** – The 23rd Annual Foster Parent Conference was held in Ocean Shores, Washington - September 2005; with 476 participants. The 24th Annual Foster Parent Conference was held in Spokane, Washington – September 2006; with 511 participants. The 25th Annual Foster Parent/Relative Caregiver Conference was held in Ocean Shores, Washington – September 2007; with 713 participants. The 26th Annual Foster Parent and Caregivers Conference was held in Yakima, Washington – September 2008; with 507 participants.
- **Diversity Conference** – This conference was coordinated by CA and held in SeaTac, Washington - November 2005. There were approximately 200 participants.
- **Indian Child Welfare Summits** – The 2006 Summit was held in Ocean Shores, Washington – May 2006. There were 263 participants. The 2008 Summit was held in Shelton, Washington – March 2008. There were 307 participants.
- **Leadership Forums** – Supervisor and Program Manager Conference was held in Tacoma, Washington – June 2006; with 187 participants. A one-day Leadership Forum was held in Tacoma, Washington – May 2007; with 319 participants.
- **Administrative Support Staff Conference** – A one-day Administrative Support Staff Conference was held in Shelton, Washington - May 2008; with 240 participants.

Regional Training Contacts (RTC) – RTC's in each region continued to coordinate and facilitate a variety of activities including mandatory training, special topic training, advanced training and symposia. They maintained tracking systems for staff completion of training requirements as well as for other staff development activities through the Aspen tracking system. They are responsible for conducting region-specific new employee training. Due to staffing changes in several regions, there were a number of new RTC's, requiring additional training, technical assistance and an allowance for their "learning curve".

Regional Social Worker Special Topic Training – Special Topic training for social workers focused on the following major areas of reform identified in the Braam lawsuit settlement: Placement Stability, Mental Health, Foster Parent Training and Information, Unsafe/Inappropriate Placements, Sibling Separation, and Services to Adolescents. In addition, regions conducted training on new legislation, CAPTA, Disproportionality, new policy implementation, and CA's new Practice Model.

Specific topics of recurring regional training included:

- Accreditation
- Adolescents
- Adoption Support
- Ansell-Casey Life Skills
- Best Practice
- CA-Practice Model
- CAPTA
- Case Review Model & Tools
- Children Missing from Care
- Consultation & Collaboration
- Contracts
- CPS/CWS Redesign
- CPT
- Critical Thinking
- Decision to Place
- Dependency Court
- Disproportionality
- Drug Endangered Children
- Educational Advocacy
- Engaging Families
- Evidence Based-Practice
- Family Group Conference
- Family to Family
- Fatherhood Forum
- Foster Parent Training & Information
- Generational Poverty
- Independent Living Skills
- ISSP
- Mental Health
- Meth
- New Legislation
- New Policy Implementation
- Peer Case Review
- Permanency
- Placement Stability
- Quality Assurance
- Reasonable Efforts
- Resource Families
- Safety Training
- Service Array
- Services to Adolescents
- Sibling Separation
- Teaming for Success
- Unsafe/Inappropriate Placements
- Violence in the Workplace
- Well-being

THE RESOURCE FAMILY TRAINING INSTITUTE

The Resource Family Training Institute (RFTI) provides training for foster, adopt and unlicensed relative caregivers statewide. PRIDE Pre-Service, Orientation and HIV/First Aid/CPR/BBP training is required for foster parent licensing. Additional specialized classes are provided throughout the state. All caregivers (licensed or unlicensed) are welcome to attend all classes free of charge. Experienced foster parents co-train with RFTI Trainers for many classroom offerings. The classroom training is provided weekdays, weeknights and weekends to meet the needs of the caregivers. RFTI also provides additional video trainings on-line through the internet. An underlying consideration in all expanded training opportunities is racial, ethnic and cultural issues.

The following training classes/instruction summarizes accomplishments during 2005-2009:

Specific topics of recurring Resource Family Training Institute training included:

- African American Hair Care
- Aggression Replacement Training
- Alcohol and the Fetus
- Ansell-Casey Life Skills Assessment
- Attachment Disorders
- Attachment Issues
- Autism & Aspergers Syndrome
- Behavior Management
- Behavior of Children with ADHD
- Bloodborne Pathogens
- Brain Gym/Reflexology
- Brighter Futures in Practice
- Care-giving for Kids with ADHD/ADD
- Challenged Children
- CPR
- Disruptive Behavior Disorders & Our Teens Drug Impairment
- Eating Disorders
- Engaging Families for Change
- Fetal Alcohol Spectrum Disorder - An Introduction
- Gangs
- Grief/Loss/ Impact on Behavior
- Helping Your Teen Achieve Self Sufficiency (Support and Resources for Teens in Care)
- HIV/First-Aid
- Internet Predator
- Lying
- Managing Anger and Handling Conflict
- My Drug Exposed Infant is Growing Up - Now What?
- Parenting Children with Diabetes
- Parenting Children with Physical Disabilities
- PRIDE Pre-Service
- Ready...Fire! ...Aim??? Understanding and Managing
- Self-Esteem and Your Child
- Sensory Integration Training
- Succeeding with the Difficult Child
- Suicide Prevention
- Teaming Between Foster Parents and CA Understanding Neglect
- Understanding Trauma and Effects on Children
- Verbal De-Escalation Parenting Behaviorally
- Visitation Issues
- Working with Gay and Lesbian Youth
- Working with Physically Aggressive Youth
- Working with Sexually Aggressive Youth
- Working with Your Foster Childs School- Getting the System to Work

On-line Training Topics include:

- Addiction Basics: Alcohol and Chemical Abuse
- Back on Track- youth succeeding in foster care
- Behavior Management for Foster Parents
- Behavioral Challenges in Foster Care
- Brain Development & Nurturing Growing Minds
- Bright Futures in Preventative Mental Health
- Caregivers Training
- Care-Giving for Children with ADHD/ADD
- Care-Giving for Children with Extreme Behavioral
- Clinical Issues for the Relative Caregiver
- Cultural Identity, Self Esteem
- De-escalation Techniques in Foster Care
- Fosterparentscape (interactive)
- Giving Our Youth Wings to Fly
- Importance of Birth Families
- Important Issues in Indian Child Welfare
- Intro to CA for Unlicensed Caregivers
- Introduction to On-line Foster Parent Trng.
- "Keeping It Real"
- Love and Logic
- Maintaining a connection: understanding the importance of birth families
- Multiple placements: impact on children
- Nak Nu We Sha Program, Yakama Nation

- Dependency Court Process and the Role that Foster Parents Can Play
- Educational Advocacy for Caregivers
- Effects of Domestic Violence in Children
- Effects of Multiple Placements on Youth in Care
- Extreme behavior & associated mental health
- Fetal Alcohol Syndrome (FAS) and Fetal Alcohol Related Conditions
- Fire Safety for Young Children (Spanish or English)
- Fosterparentscape (interactive)
- Foster Parents Can Play
- Foster Parent Skills Series – using online learning
- Organically Related Mental Health Issues
- Physically Assaultive Youth
- Related Conditions
- Relative Placement Through DCFS
- Sexually Aggressive Youth
- "Stuck in the Middle" Guide for Relative
- Success Beyond Foster Care
- Trauma and Children
- Unlicensed Caregivers
- Working with ADHD & Fetal Alcohol Spectrum Disorders
- Working with Developmentally Disabled Children

Training Cost Allocations

Children’s Administration (CA) primarily conducts training through two avenues: the Office of Training and Development (OTD) within the Division of Program and Practice Improvement, and regional training through the Division of Field Operations.

The Cost Allocation Plan outlines the cost allocation methodology for training, as approved by the Division of Cost Allocation (DCA) within the Department of Health and Human Services.

The Office of Training and Development 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/Title IV-E Training 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 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.

Technical Assistance

A Washington State Strategy Agreement with Casey Family Programs provided CA with technical assistance to support many of the improvements outlined in the federal program improvement plan and the foster care lawsuit settlement agreement. Assistance was provided by Casey staff and by experts from other states. OTD utilized the maximum number of days of technical assistance from the following CFSP national organizations:

- The National Resource Center for Child Maltreatment, and
- The National Resource Center for Information Technology in Child Welfare.
- The Center for Organizational Development, and
- The Center for Child Protective Services.

The Children’s Research Center originally provided one day of training on Structured Decision Making with numerous follow-up calls and emails as the decision was made to implement SDM in Washington. Subsequently, Children’s Research Center provided analysis of data, a two-day train-the-trainers session, and one day in each of the six regions reviewing case files and discussing implementation with CPS supervisors and program managers.

Technical assistance was also provided to Foster Parent Recruitment and retention contractors via the Regional Oversight committees that meet monthly and by HQ staff at the statewide quarterly meetings. On-going technical assistance was provided to contracted Child Placing Agencies and agencies serving high needs children through training, facilitated discussions, and reviews of contracts.

CA took the offer of free technical assistance on foster parent recruitment from National AdoptUSKids for three two-day meetings.

Academy	Total Days: 2095	Total estimated cost: 4,266,859					
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 days (10 days x 4 sessions x 5 yrs = 200 days)	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. In July of 2008, Solution Based Casework (SBC) will be included.	Agency – Academy / Field	30 days (30 days x 11 sessions x 5 yrs = 1650 days)	Short/full	Agency	CA Staff	Statewide
ESA/CA - CPS/CWS Academy	Six week training course social workers must complete prior to carrying a CPS/CWS case; this training is a combination of modules from CPS/CWS Academy and additional modules for ESA workers. ESA staff only attended the initial 2 weeks. Includes a two week field experience that applies to CA staff only. 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 days (30 days x 1 session x 1yr = 30 days)	Short/full	Agency	CA Staff	Region 1
Condensed CPS/CWS Academy	The model for Condensed CPS/CWS Academy is unique and was only implemented for Region 4 workers. Two weeks of training courses, two weeks of Field Activity, with supervisors and senior workers acting as mentors and nine additional modules social workers are required to take within six months. <ul style="list-style-type: none"> • Intro to Laws & Policies • Ethics & Prof Conduct • MEPA/IEP • Supporting Families • Shared Decision Making • Engaging Adults • Mental Health • Placement Decisions • Service Planning 	Agency – Academy / Field	10 days (10 days x 1 session x 1yr = 10 days)	Short/Full	Agency	CA Staff	Region 4

Academy		Total Days: (continued)					
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Academy Curriculum and Structure Review	The Academy curriculum and structure are being reviewed to complement and support Solution Based Casework and the implementation of FamLink. Recommendations of Academy structure and curriculum changes will be made to Children's Administration Management Team within the next year to support these initiatives.	Agency – Academy	25 days (25 days x 1 session x 1yr = 25 days)				
Social Worker Supervisor Academy	The Social Worker Supervisor Academy is a new training program for social worker supervisors in Children's Administration. This three-week competency-based program is designed to give new social worker supervisors the foundation for essential knowledge and skill training needed to become a successful supervisor. In order to meet the training needs of social worker supervisors, elements of a variety of training programs (including Basics of Supervision and Supervising for Excellence) have been incorporated into this training.	Agency – Academy	15 days (15 days x 4 sessions x 3yrs = 180 days)	Short/full	Agency	CA Staff	Statewide

- Basic Academy may be offered quarterly, depending upon need.
- CPS/CWS academy may be offered 14 times/year with each session running six weeks.
- Social Worker Supervisor Academy will be offered three (3) times per year.

New Employee Training Total Days: 1080*			Total estimated cost: \$268,050**				
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
New Employee Training / Orientation	Overview of regional structure, policy and procedures for new social workers including HIPPA, HIV/AIDS, BBP, MEPA, Violence in the Workplace, Sexual Harassment, LEP, Deaf, Deaf-Blind and Hard of Hearing.	Agency	1 day	Short/full	Agency	CA Staff	Regions

* Total days were derived by an average of 3 days of new employee training occurring monthly multiplied times six regions. Generally, class size is not a factor in deciding whether to hold a class, although the amount of training days can vary depending on the number of new employees hired.

** Total cost is estimated on the basis of \$150 per new hire. During the period FY '05-'09, (7/1/05 – 6/30/09), there were a total of 1,787 new hires (through April '09).

Post-Academy Total Days: 1034*			Total estimated cost: \$2,420,652.00				
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Child Abuse Investigation & Interviewing	4-day training for first year DCFS/DLR CPS workers on principles and application of research-based child interviewing, interviewing skills, cultural considerations, effective testimony. Address the special challenges of working with vague allegations, resistant children and adolescents, non-offending parents and alleged offenders. The 4th day of training will be incorporated into the first 3 days this year. The 4th day will enhance child interview skills. Participants will participate in intensive interview skill building exercises and learn how to with complex situations, audio-taping interviews and working with children who are reluctant to talk or have special needs. Specialized techniques to help workers address these situations will be covered during the training.	Agency	4 days (4 days x 6 sessions x 5yrs = 120 days)	Short/Full	Contractor	CA Staff	Statewide
Chronic Neglect	Workshop to be delivered to CA neglect specialists to include presentations on; co-occurring substance abuse and mental health disorders, interpersonal violence, infant mental health and early brain development, child development, family group conferencing and collaborative models for intervening with neglect families.	University -based	5 days (5 days x 1 sessions x 1yr = 5 days)	Short/Full	Contractor	CA Staff	Offered once at the UW Campus
Comprehensive Substance Abuse Training	Required training for social workers within the first two years of hire. Training focuses on collaboration and communication between child welfare and chemical dependency systems, treating the subject of parental substance abuse within the context of child protection and safety. Social workers learn how to balance child protection and welfare (mitigating risk factors, decision to remove child or reunify family, etc.) with the parent's involvement in treatment; their recovery, relapse, etc. Comprehensive Substance Abuse training will be offered twice a year in each region.	University-based	2.5 days (2.5 days x 6 sessions x 3yrs = 45 days)	Short/full	Contractor	CA Staff	Statewide
CPS Investigative Training	The training curriculum focused on Steps of an Investigation, Assessing vs. Investigating, Critical Thinking, Interviewing Offenders, Collaterals and Witnesses, Use of Case History in Investigative Practice, Lessons Learned from Child Deaths in Washington, Collaboration with Law Enforcement, Conflicting Medical Opinions, Working with Clients with Diagnosis.	Agency	4 days (4 days x 6 sessions x 2yrs = 48 days)	Short/Full	Contractor	CA Staff / Contractor	Statewide

Post-Academy Cont'd.							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Engaging Families for Change/For Social Workers	Tools to empower families to engage in changing behavior, strategies to effectively handle conflict and resistance, principles of motivational interviewing and solution-focused therapy.	University -based	1 day (1 day x 56 sessions x 1 yr = 56 days)	Short/Full	Contractor	CA Staff	Statewide
ICW Cross-Cultural Training	Required training for all social workers within the first two years of hire on engaging, interviewing and assessing Indian families, measures to make services culturally sensitive are also covered.	Agency	2 days (2 days x 6 sessions x 5yrs = 60 days)	Short/full	Contractor	CA Staff & Tribal Members	Statewide
Enhancing Relationships through Teaming	Training will: <ul style="list-style-type: none"> •Identify the challenges and discuss the benefits of collaboration and teaming •Talk about how to improve teaming and collaboration and learn about successful examples of collaboration in use •Explore a specific model of teaming that can help us in our work for children and families •Discover which of our individual skills and resources can support teaming efforts. 	University -based	.5 day (.5 day x 12 sessions x 2yrs = 12 days)	Short/full	Contractor	CA staff	Statewide
ICW Manual Training	Required training for all social workers within first year of hire on the ICW Act, Washington State Tribal Agreement, and the Adoption Safe Families Act; also including an introduction to effective cross-cultural services and partnerships.	Agency	2 days (2 days x 6 sessions x 5yrs = 60 days)	Short/full	Contractor	CA Staff & Tribal Members	Statewide
ICW On-Line Training	Provisions of the ICW Act presented in the order in which a child welfare worker might encounter them in an ICWA case. Legal explanation provided in non-legal language. Recommended performance steps associated with effective social work practice. Information provided both to support practice and to ensure appropriate case records.	CBT	Variable	Short/Full	Contractor	CA Staff & Tribal Members	Statewide
Improving Interventions in Chronic Neglect	To examine chronic neglect in depth, with the goal of improving child welfare interventions with these hard to help families. The relationship between and among long-term severe poverty, substance abuse, mental health problems and histories of victimization. The importance of pattern recognition, comprehensive family assessment, community collaboration and a child development focus in creating more effective child welfare interventions. The training will provide an operationally useful typology of chronic neglecting parents.	University -based	1 day (1 day x 45 sessions x 1yr = 45 days)	Short/Full	Contractor	CA Staff	Each of the 45 field offices across the state

Post-Academy Cont'd.							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Improving Teaming between Foster Parents & Social Workers	Training on: <ul style="list-style-type: none"> Identify the challenges and discuss the benefits of collaboration and teaming Talk about how to improve teaming and collaboration and learn about successful examples of collaboration currently in use Explore a specific model of teaming that can help us in our work for children and families Discover which of our individual skills and resources can support teaming efforts. 	University -based	1 day (1 day x 6 sessions x 4yrs = 24 days)	Short/Full	Contractor	CA Staff	Statewide
Increasing Parental Engagement in Sub. Abuse & Mental Health Treatment	This full-day training was designed to educate CA social workers regarding practices and ways of interacting with parents which increase the likelihood that they will enter into and complete substance abuse and mental health treatment programs. Experts from the substance abuse and mental health fields delivered parts of the training.	University -based	1 day (1 day x 1 session x 5 yrs = 5 days)	Short/Full	Contractor	CA Staff	Statewide
Neglect Legislation Implementation Training	Statewide training on legislative changes regarding chronic neglect; provisions of the bill to be fully implemented effective January, 2007. Curriculum will be developed in July/August; training will commence in October. Training will be conducted in conjunction with the Northwest Institute for Children and Families and CA headquarters. The curriculum will be incorporated into the CA Academy curriculum.	Agency	3 days (3 days x 49 sessions x 1yr = 147 days)	Short/Full	CA	CA Staff	Statewide
Permanency Planning from Day One	Workshop where participants have an opportunity to consider their region's permanency outcomes, explore challenges to permanency planning that they encounter in day-to-day practice, and discuss impact that impermanence has on child development. Concrete strategies and skills for achieving early permanence will be taught.	University -based	1 day (1 day x 12 sessions x 5 yrs = 60 days)	Short/Full	Contractor	CA Staff	Statewide
Promising Practices and Interventions for Chronic Neglect	This two-day conference at the University of Washington, School of Social Work brought together child welfare staff, Economic Services Administration (ESA) staff, public health nurses, and private providers to hear experts from around the country present important research findings and lessons from innovative clinical practice in working with neglecting families.	University -based	1 day (1 day x 1 session x 1 yr = 1 day)	Short/Full	Contractor	CA Staff	Statewide

Post-Academy Cont'd.							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Specialized Academy Tracks	Prepares staff hired to specialty units i.e. Intake, DLR/CPS investigations, Family Reconciliation Services (FRS), Adoptions or DLR Licensing (5 tracks)	Agency – Academy	209 (sessions days varies)	Short/full	Agency	CA Staff	Statewide
Substance Abuse - Advanced	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.	University -based	1 day (1 day x 6 sessions x 2yrs = 12 days)	Short/Full	Contractor	CA Staff	Statewide
Substance Abuse – Basics	Mandatory training for new agency social workers covering signs and symptoms of drug abuse and dependency, the progressive nature of addiction and compulsion, the laws related to addiction, information on resources and referrals, collaborating with community partners and working with families.	Agency	1 day (1 day x 6 sessions x 2yrs = 12 days)	Short/Full	Contractor	CA Staff	Statewide
Understanding Neglect	Statewide training regarding chronic neglect. With the goal of improving child welfare interventions with hard to help families. Training will be conducted under contract with the Northwest Institute for Children and Families.	University-based	1 day (1 day x 12 sessions x 4yrs = 48 days)	Short/full	Contractor	CA Staff	Statewide
Worker Safety	Mandatory training generated from House Bill 2189. The training will be taught under contract by the Criminal Justice Training Commission. The training objectives are: Types of workplace violence related to social work practice Predictors of violent behavior Recognizing escalating behaviors Safety in the field Safety precautions in methamphetamine sites Resources and support for worker safety Working with law enforcement	Agency	1 days (1 day x 13 sessions x 5yrs = 65 days)	Short/full	Contractor	CA Staff	Statewide

* Post-Academy classes are generally offered once per year in each region, though may be offered twice per year in each region.

** Cost was based on contract amount.

Conferences Total Days: 22.5			Total estimated cost: \$337,500.00				
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Administrative Support Staff Conference	A one-day Administrative Support Staff Conference was held in Shelton, Washington - May 2008; with 240 participants.	Agency / Conference	1 day (1 day x 1yr)	Short/full	Agency	CA Staff	Statewide
Diversity Conference	This conference was coordinated by CA and held in SeaTac, Washington - November 2005. There were approximately 200 participants.	Agency / Conference	2 days (2 days x1yr)	Short/full	Agency	CA Staff, Foster Parents, Tribal Members	Statewide
Foster Parent & Caregivers Conference	The 23 rd Annual Foster Parent Conference was held in Ocean Shores, Washington - September 2005; with 476 participants. The 24 th Annual Foster Parent Conference was held in Spokane, Washington – September 2006; with 511 participants. The 25 th Annual Foster Parent/Relative Caregiver Conference was held in Ocean Shores, Washington – September 2007; with 713 participants. The 26 th Annual Foster Parent and Caregivers Conference was held in Yakima, Washington – September 2008; with 507 participants.	Agency / Conference	2.5 days (2.5 days x 5yrs = 12.5 days)	Short/full	Agency	CA Staff, Foster Parents, Tribal Members	Statewide
Indian Child Welfare Summit	The 2006 Summit was held in Ocean Shores, Washington – May 2006. There were 263 participants. The 2008 Summit was held in Shelton, Washington – March 2008. There were 307 participants.	Agency / Conference	2 days (2 days x 2yrs = 4 days)	Short/full	Agency	CA Staff, Foster Parents, Tribal Members	Statewide
Leadership Form	A one-day Leadership Forum was held in Tacoma, Washington – May 2007; with 319 participants.	Agency / Conference	1 day (1 day x 1yr = 1 day)	Short/full	Agency	CA Staff, Foster Parents, Tribal Members	Statewide
Supervisor & Program Manager Conference	Supervisor and Program Manager Conference was held in Tacoma, Washington – June 2006; with 187 participants.	Agency / Conference	2 days (2 days x 1yr = 2 days)	Short/full	Agency	CA Staff, Foster Parents, Tribal Members	Statewide

Regional Special Topics* Total Days: 2629.5**			Total estimated cost: \$3,944,250***				
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Accreditation process, benefits and out comes	COA Overview of process, service chapters, roles and responsibilities, time lines and next steps.	Agency	1 day	Short/full	CA	CA Staff	Regions
Adoption	Update adoption information, policy and procedures.	Agency	1 day	Short/full	CA	CA Staff	Regions

* Conference costs are estimated to be \$30,000 for a 2-day event.

Ansell-Casey Life Skills	Ansell-Casey Life Skills training, to assist staff with assessment and work with ILS clients.	Agency	4 days	Short/full	CA	CA Staff	Regions
Best Practice Training	Kids Come First agenda.	Agency	1 day	Short/full	Agency & Contractor	CA Staff	Regions
Contracts	Training on referral process and funding.	Agency	4 days	Short/full	CA/Provider	CA Staff	Regions
Critical Thinking	Undoing bias in risk assessment.	Agency	2 days	Short/part	Contractor	CA staff	Regions
Decision to Place	Undoing bias in placement decisions.	Agency	2 days	Short/part	Contractor	CA staff	Regions
Evidence-Based Practice Series	Research and practice in child welfare.	University-based	3 days	Short/part	Contractor	CA staff	Regions
Engaging Families for Change	Session covers; Identifying principles of engaging birth families, Practice strategies for empowering birth families to engage in change, Understand how culture plays a role in the engagement process, Identify principles and practice steps to engagement, Practice strategies to stay engaged during times of conflict and resistance, and Identify current resources of opportunity to engage families.	Agency	3 days	Short/full	CA	CA Staff	Regions
Evidence Based Practice	Provide overview of current evidenced based practices, referrals procedures, provider overview, and outcomes for each intervention.	Agency	0.5 day	Short/full	CA	CA Staff, BRS & CPA Providers	Regions
Family to Family	This training provides information on: Principles and values, Outcomes for Children, Goals for the Child Welfare System and Strategies in our work.	Agency	1 day	Short/full	CA	CA Staff	Regions
Independent Living Skills	Requirements and how to access Region 4 contracted IL services thru Youth Net for Dependent youth 16 and older.	Agency	1 day	Short/full	CA	CA Staff	Regions
Meth Training	Intricacies of meth addiction. Interventions with meth using clients.	Agency	1 day	Short/full	CA	CA Staff	Regions
Peer Case Review	This training provides information to supervisors and managers on "Peer Review" tools, criteria, procedures etc. It is also intended for volunteer staff identified to conduct reviews.	Agency	2 days	Short/full	CA	CA Staff	Regions

Regional Special Topics Cont'd.							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Permanency Planning Timelines	Overview of Permanency Planning state and federal timelines.	Agency	.5 day	Short/full	UW Director	CA Staff	Regions
Reasonable Efforts	Presentations, discussions, and break out groups to discuss regional issues and create action plans.	Agency	1 day	Short/full	Agency	CA Staff	Regions
Safety Assessment & Planning	Presentation and discussion – refresher on Academy training on assessing and planning safety.	Agency	.5 day	Short/full	CA Regional Program Consultant	CA Staff	Regions
Violence in the Workplace	Types of workplace violence related to social work practice Predictors of violent behavior. Recognizing escalating behaviors, Safety in the field, Safety precautions in methamphetamine sites. Resources and support for worker safety Working with law enforcement.	Agency	1 day	Short/full	CA	CA Staff	Regions
Working with Adolescents	Knowledge and skills necessary to provide quality services to children and families who have been impacted by sexual abuse. Understand the dynamics of normative sexual behaviors as well as behaviors that cause concern in children of all ages.	Agency	1 day	Short/full	CA	CA Staff	Regions

*A representative sample of recurring training provided by regions, occurring over four (4) of the five (5) year period (2005-2009), a comprehensive list was too extensive to include here.

**Regions vary in the frequency of training they conduct.

***Estimates are based on trainer, contract rate, facility, travel/per diem, and the number of events reported per region. Historically, CA has used different formulas in estimating regional training costs. Over time and with experience the methodology has improved toward achieving greater accuracy. The current rate of \$1,500 day per training day reflects the average per day cost of contracted training, or the cost of in-house (non-contracted) training for ten (10) staff.

Children's Administration (CA) Training in FY 09

The Fostering Connections to Success and Increasing Adoptions Act of 2008 (Public Law (P.L.) 110-351) created a new reimbursable trainee group under Title IV-E whether incurred directly by the State or by contract with a private organization.

Children's Administration anticipates an agreement with the Washington State CASA organization for Title IV-E reimbursement for a variety of their core and in-service trainings as well as their annual conference.

The Office of Training and Development (OTD) continued to provide the Social Worker Academy, Post-Academy trainings, limited statewide conferences, Supervisor Training, and Licensed and Unlicensed Caregiver training during FY 2009.

Academy – Academy continued to cover CA structure, mission and values; special topics commonly needed by social workers to provide competent social work practice, e.g., Essentials of Family Life Development, Engagement through Solution-Based Casework (SBC), Intro to ICW, FamLink (automated case management system), chemical dependency, etc. In 2008, CA redesigned the traditional CPS and CWS program areas to include CPS, Child and Family Welfare Services (CFWS) and Family Voluntary Services (FVS). Also, effective April 2009, academy was re-structured into a four-week training course. Known as Academy Redesign, it is offered 11 times per year. The Re-Design focuses on using safety and assessment tools, SBC, FamLink, relationship building with families, children and caregivers, as well as an introduction to legal processes. The new curriculum supports SBC and FamLink. Included in the four weeks is a one week field experience which is a monitored 'hands on' practice and observation of field activities. Social workers must complete the training prior to carrying a CPS/CFWS/FVS caseload.

Also offered through Academy were:

- **Solution Based Casework in Academy** – Academy implemented Solution Based Casework (SBC) in July of 2008.
 - **FamLink** - The automated case management system, FamLink, was implemented in Academy starting January 2009.
 - **The Social Worker Supervisor Academy** was developed in order to meet the training needs of social worker supervisors. Elements from a variety of training programs (including Basics of Supervision and Supervising for Excellence) were combined, and the creative ideas and input of many current social work staff were also utilized. This new training program is a three-week competency-based program, utilizing principles of SBC, and was offered three times a year. It is designed to give new social worker supervisors the foundation for essential knowledge and skill training needed to be a successful supervisor and is taught in a small group atmosphere
- **Additional Social Worker Academy activities** included:
- Three Extra academy sessions were offered in February, April and August 2008 to meet the training needs of the regions. Additionally, maximum participant capacity was expanded for all sessions in 2008 to meet the training needs of the regions. In 2008, fourteen (14) Academy sessions were held with an average attendance of 30 students per each session.

Child Welfare Training and Advancement Program (CWTAP) continued in partnerships with the University of Washington and Eastern Washington University, with a collective enrollment of 237 students.

Continuing/ongoing training included the following:

- **Enhancing Relationships through Teaming** – This training between foster parents and social workers was revised and the class shortened to a half day. The training focused on identifying the challenges and discussing the benefits of collaboration and teaming. Social Workers and Foster Parents attended as teams to examine each others' roles in providing care to Foster Children. Participants switched roles in scenarios designed to help them in their work with children and families and discovered which of their individual skills and resources could support teaming efforts. A total of five classes were held throughout the state. A total of 12 participants with 126 social workers and 49 foster parents completed the training.

- **ICW Cross Cultural Training** – Required training for all social workers (within the first two years of hire) was conducted from July 2007 to December 2007 provided by the National Indian Child Welfare Association. The curriculum included engaging, interviewing and assessing Indian families, the training featured measures to make services culturally sensitive for the Indian child(ren) and families needing services. A total of 6 training classes 6 have been taught with a total of 160 social workers and 13 community participants having completed the training.

- **ICW Manual Training** – Required training for all social workers (within the first two years of hire) was conducted from January 2008 to June 2008 provided by the National Indian Child Welfare Association. The curriculum included on the ICW Act, Washington State Tribal Agreement, and the Adoption Safe Families Act; also including an introduction to effective cross-cultural services and partnerships. A total of 6 training classes have been taught with a total of 169 social workers and 13 community participants having completed the training.

- **Understanding Neglect** - Statewide training regarding chronic neglect with the goal of improving child welfare interventions with hard to help families. Training was conducted under contract with the Northwest Institute for Children and Families. A total of 12 participants with 209 social workers and 53 community partners completed the training.

- **Comprehensive Substance Abuse Training** – Children's Administration continued to provide this 3 ½ day mandatory substance abuse training with a strong emphasis on collaboration and communication between child welfare and chemical dependency systems, treating the subject of parental substance abuse within the context of child protection and safety. The curriculum addressed CA's new screening tool (GAIN-SS), urinalysis guidelines, how to work with Chemical Dependency Professionals, and focuses on screening, referral & assessment, treatment, and application/integration of knowledge into practice. Social workers learned how to balance child protection and welfare (mitigating risk factors, decision to remove child or reunify family, etc.) with the parent's involvement in treatment; their recovery, relapse, etc. Comprehensive Substance Abuse Training was offered twice a year in each region. A total of 151 social workers and 44 community participants completed the training.

- **Worker Safety** – Under contract with the Criminal Justice Training Commission, Children's Administration offered a mandatory Worker Safety training which was generated from House Bill 2189. The training covered topics such as:
 - Types of workplace violence related to social work practice
 - Predictors of violent behavior
 - Recognizing escalating behaviors
 - Safety in the field
 - Safety precautions in methamphetamine sites
 - Resources and support for worker safety
 - Working with law enforcement

A total of 83 social workers and 18 community participants completed the training.

- **Child Abuse Investigation and Interviewing** – Harborview Sexual Assault and Traumatic Stress Center in collaboration with the Washington State Criminal Justice Commission provided six 4-day trainings in each of the regions for first year DCFS/DLR and CPS social workers and new law enforcement officers. The training presented principles and application of research-based child interviewing, interviewing skills, cultural considerations, effective testimony and addresses the special challenges of working with vague allegations, resistant children and adolescents, non-offending parents and alleged offenders. Students participated in intensive interview skill building exercises with trained actors; learned how to audio tape interviews in complex situations; and learned how to work with children who are reluctant to talk or have special needs. Specialized techniques to help workers address these situations were covered during the training. A total of 5 out of 6 four-day trainings have been taught to a total of 78 Children’s Administration CPS social workers.
- **Audio Recording CPS Interviews On-line Training** – This on-line training is a pre-requisite to the Child Abuse Investigation & Interviewing training. The curriculum includes 3 modules: 1) Practice Guidelines/Review of CPS Child Interviewing; 2) Using the Audio Recording Equipment and 3) Storing & Disseminating the Audio Recording. 75 social workers completed this on-line training.
- **Engaging Families for Change** – CA continued to provide training on empowering families to engage in changing behavior; strategies to effectively handle conflict and resistance; principles of motivational interviewing; and solution-focused therapy. A total of 8 classes of 12 scheduled classes have been completed and a total of 137 social workers have been trained. The last 4 classes were cancelled because similar curriculum on engagement will be covered in the Solution Based Casework classes that are scheduled for Social Workers between April and October 2009.
- **Permanency Planning From Day One** - OTD in collaboration with University of Washington offered this training twice in each of the six regions. There were a total of 51 CA employees trained and 19 community participants. The curriculum focused on permanence as well as safety as a matter of urgency for every child involved with the child welfare system. Diligent permanency planning from day one insures that children will not age out of foster care without a permanent family and/or family connections. This training builds on the principles of the concurrent planning model to include specific actions that can be taken throughout the life of a case to assure the permanent placement of children in out of home care. Data related to permanency outcomes was reviewed. Case studies illustrate how permanency outcomes are achieved. Specific skills for early identification of children most at risk of becoming permanent planning “casualties”, in strengths-based engagement, kinship assessment and behaviorally specific case planning are taught. A total of 12 participants with 242 social workers and 36 community partners completed the training.
- **Specialized Track Weeks** – OTD in collaboration with CA Program Managers offered five (5) specialized tracks two to three times a year for staff hired into specialty units i.e. Intake, DLR/CPS investigations, Family Reconciliation Services (FRS), Adoptions or DLR Licensing. The curriculum for each track focused on preparing staff for employment within Children’s Administration in their respective specialty units. Intake Specialized Track had a total of 18 participants, DLR/CPS Specialized Track had a total of 15 participants, FRS Specialized Track was not held due to lack of participants, Adoptions Specialized Track had a total of 58 which included 12 private agency/tribal participants and Licensing Specialized Track had a total of 45 participants which included 31 private agency/tribal participants. A total of 136 Specialized Track Week participants were trained during the reporting timeframe. At the time of this report, all of the specialized trainings have not yet been completed. The schedule for April – June, 2009 includes three (3) additional track weeks: Adoptions, Licensing and DLR/CPS Specialized Track. Each specialized track will accommodate 30 participants, for an anticipated total of 90 participants. The revised estimate for participant attendance through June 2009 is 226.

Conferences included the following:

- **The Foster Parent and Caregivers Conference** – The 26th Annual Foster Parent/Relative Caregivers Conference was held in Spokane, Washington from September 21-23, 2008. The theme for the conference was “We Are Family”. The conference attendance was 507 adoptive parents, foster parents, relative caregivers, tribal members, treatment parents, private agency caregivers, private agency staff and DSHS/CA staff.

Regional Training Contacts (RTC) - RTC's in each region continued to coordinate and facilitate a variety of activities including mandatory training, special topic training, advanced training and symposia. RTC's maintain tracking systems for staff completion of training requirements as well as for other staff development activities through the new LMS tracking system. They are responsible for conducting region-specific new employee training. With regions operating within tight budgets, RTC's wear many hats. There has been and will likely be turnover among the RTC's, which then requires additional training, technical assistance and an allowance for their “learning curve”.

Regions conducted special topic training – Special Topic training for social workers focused on the following major areas of reform identified in the Braam lawsuit settlement: Placement Stability, Mental Health, Foster Parent Training and Information, Unsafe/Inappropriate Placements, Sibling Separation, and Services to Adolescents. In addition, regions conducted training on new legislation, CAPTA, Disproportionality, new policy implementation, and CA's new Practice Model.

Specific topics of recurring regional training included; Accreditation, Adoption Support, Ansell-Casey Life Skills, Best Practice, Case Review Model and Tools, Contracts, CPT, Critical Thinking, Decisions to Place, Dependency Court, Drug Endangered Children, Educational Advocacy, Evidence-Based Practice, Family to Family, Independent Living Skills, ISSP, Meth, Peer Case Review, Reasonable Efforts, Safety Training, and Violence in the Workplace training. A number of these trainings represent additional effort and initiative on the part of the regions to provide training to staff based on need and interest.

THE RESOURCE FAMILY TRAINING INSTITUTE

The Resource Family Training Institute (RFTI) provides training for foster, adopt and unlicensed relative caregivers statewide. PRIDE Pre-Service, Orientation and HIV/ First Aid/ CPR/BBP training is required for foster parent licensing. Additional specialized classes are provided throughout the state. All caregivers (licensed or unlicensed) are welcome to attend all classes free of charge. Experienced foster parents co-train with RFTI Trainers for many classroom offerings. The classroom training is provided weekdays, weeknights and weekends to meet the needs of the caregivers. RFTI also provides additional video trainings on-line through the internet. An underlying consideration in all expanded training opportunities is racial, ethnic and cultural issues.

RFTI Training activities for FY09 included:

- Children's Administration has moved toward Solution Based Casework. Caregivers were informed and trained as to the implications for them as well as for the children and families we serve. Foster Parents received training and support to be part of the team for children and their families in support of their on-going relationships. This training and support included family engagement principles and skills and supports Solution Based Casework.
- The Resource Family Training Institute continued to provide and develop specialized training available on-line to foster parents and caregivers to increase accessibility and access to training.

- RFTI is committed to providing Spanish Speaking training when possible for Pre-Service classes, special topic classes and CPR/First Aid Classes. CPR/First Aid Classes materials are available in Spanish. All classes arrange for interpreters when requested or needed.
- In FY '09 RFTI developed an In-Service training composed of 30 hours that was designed to be taken after Pre-Service Training. This training provided further tools and guidance for foster parents and unlicensed caregivers as they move further into their caretaking roles. This training was well received by caregivers.
- Kinship Care-Pre-Service. Some relative caregivers participate in PRIDE pre-service training and indicated a need for a separate pre-service program for relative caregivers. CA piloted such a program and now provides a special kinship care pre-service training once per quarter in each region.
- RFTI revised the foster parent training calendar to make it a more user friendly document and to highlight that all training is free.
- RFTI developed and distributes an RFTI Flyer overview of training information and opportunities to all caregivers (including unlicensed caregivers) and CA staff.
- A monthly Foster Parent informative newsletter continues to be mailed to all foster parents, guardians of dependent children and unlicensed caregivers.
- The RFTI training catalogue was sent quarterly to unlicensed caregivers inviting them to all trainings, free of charge. Similarly, all caregivers were invited to use the lending libraries maintained by the regional trainers.
- Regional Foster Parent Trainers mailed information on special training opportunities to unlicensed caregivers in their region.
- CA conducted a broad-based telephone interview survey of a random sample (2400) of all caregivers (licensed or unlicensed). This annual survey focuses on caregiver views on training, support, information sharing and participation in planning or decision making related to children in their care. The results of this survey continue to be used to identify training needs and assist in the development of training available for all caregivers.
- CA contracted with Washington State University's Social and Economic Sciences Research Center to conduct a second and separate survey for a second year. The results of the survey are being used to identify training needs and assist in the development of training available for unlicensed caregiver's.
- RFTI Trainers teamed with their community partners to offer additional training and sharing of information. Examples are listed below:
 - ❖ Expanding opportunities and invitations to unlicensed caregivers to attend all training by sending them regional flyers of upcoming trainings in each region.
 - ❖ RFTI supervisors and trainers attended the quarterly regional and statewide meetings with foster parents. These meetings identified the concerns of the foster parents and the collaboration in developing positive outcomes.
 - ❖ "Video-Day" is available in local offices for caregivers to come and watch educational videos with a discussion facilitator present. This method was well received, particularly in the rural offices, and has been expanded statewide.

- ❖ Monthly brown bag lunches for caregivers and staff where speakers on topics such as behavior management and community resources are featured. Self-study pamphlets are available.
- ❖ RFTI trainers participated in support groups for relatives caring for children not involved in CA, sharing information on resources and behavior issues.

TRAINING IS DIVIDED INTO THE FOLLOWING CATEGORIES:

1. Mandatory Training – required prior to licensing

Orientation – 3 hours
 PRIDE Pre-Service – 27 hours
 HIV/First Aid and CPR

2. Specialized Class Room Training - licensed foster parents are required to have 36 hours of ongoing training within each 3 year licensing period. Licensees create their individualized training plans with their licensor and attend a variety of trainings offered. Specialized courses and workshops were held annually throughout the state, reaching all caregivers and social work staff.

Examples of training:

- Working with Physically Aggressive Youth (required for foster parents serving children with these behaviors)
- Working with Sexually Aggressive Youth (required for foster parents serving children with these behaviors)
- Engaging Families for Change: This one-day workshop identified principles for engaging families, teaches strategies for empowering families to engage change behaviors, reviewed the role of culture in the engagement process, identified strategies for maintaining engagement during times of conflict and resistance and current resources or opportunities to engage families.
- Social Work/Foster Parent Teaming: Pairs of social workers and caregivers who share responsibility for the same children participated in this training. The CWLA models of teaming, components of principles negotiation, and Blanchard's model of teamwork were incorporated in the training.
- Behavior Management Training for foster parents was offered through a Pierce College contract.

Other Training Topics Included:

- Fetal Alcohol Spectrum Disorder - An Introduction
- My Drug Exposed Infant is Growing Up - Now What?
- Working with Your Foster Childs School-Getting the System to Work
- Ready...Fire! ...Aim??? Understanding and Managing Behavior of Children with ADHD
- Succeeding with the Difficult Child
- Verbal De-Escalation Parenting Behaviorally Challenged Children
- Autism & Aspergers Syndrome
- Helping Your Teen Achieve Self Sufficiency (Support and Resources for Teens in Care)
- Disruptive Behavior Disorders and Our Teens part 1 & 2
- African American Hair Care
- Grief/Loss/ Impact on Behavior
- Understanding Neglect
- Ansell-Casey Life Skills Assessment
- Care-giving for Kids with ADHD/ADD

- Gangs
- Internet Predator
- Attachment Disorders
- Drug Impairment
- Managing Anger and Handling Conflict
- Alcohol and the Fetus
- Aggression Replacement Training
- Bright Futures – from the Department of Health on mental health needs of foster children
- Sensory Integration Training
- Brain Gym/Reflexology
- Lying
- Eating Disorders
- Understanding Trauma and Effects on Children
- Visitation Issues
- Parenting Children with Physical Disabilities
- Parenting Children with Diabetes
- Self-Esteem and Your Child

3. On-line Training: <http://www1.dshs.wa.gov/ca/fosterparents/index.asp>.

On-Line Training allows caregivers who are unable to attend classroom training to participate in quality training. RFTI offered three (3) on-line training options; CA online training, Pierce College on-line training (contracted) and CA on-line video productions. Trainings in these categories were offered as follows:

❖ CA ON-LINE TRAINING

The CA RFTI website provided video workshops as well as interactive online training. Caregivers filled out an evaluation tool that queried their understanding of the workshop material and requested a Completion Certificate. About 40% of the approximately 400 monthly requests for completion certificates were from other states.

Available on the CA RFTI website were: Class training schedules throughout the state, archived video training, tests for subject competency, links to the North Carolina Division of Social Services and the Family and Children's Resource Program's *Practice Notes* as well as to the Northwest Institute for Children and Families.

Online options available at this site were:

- Behavioral Challenges in Foster Care
- Behavior Management ages 11-18
- Brain Development and Nurturing Children's Growing Minds
- Bright Futures in Preventative Mental Health
- Clinical Issues for the Relative Caregiver
- De-escalation Techniques in Foster Care
- Dependency Court Process and the Role that Foster Parents Can Play
- Effects of Domestic Violence in Children
- Effects of Multiple Placements on Youth in Care
- Extreme behavior and associated mental health issues
- Fetal Alcohol Syndrome (FAS) and Fetal Alcohol Related Conditions
- Fire Safety for Young Children (available in Spanish and English)
- Fosterparentscope (interactive)
- Giving Our Youth Wings to Fly
- Important Issues in Indian Child Welfare
- Love and Logic
- Nak Nu We Sha Program, Yakama Nation
- Physically Assaultive Youth

- Relative Placement Through DCFS
- Sexually Aggressive Youth
- Trauma and Children
- Working with ADHD and Fetal Alcohol Spectrum Disorders
- Back on Track-the experience of youth succeeding in foster care
- Bright Futures: preventative mental health

❖ CONTRACTED ON-LINE TRAINING THROUGH PIERCE COLLEGE

On-Line Training workshops/courses were available free of charge through a contract with Pierce College. They were 3-6 hours in length. The following trainings were available:

- Introduction to On Line Training for Foster Parents
- Behavior management for Foster Parents
- Addictions basics: introduction to chemical and alcohol abuse
- Care-Giving for Children with ADHD/ADD
- Care-Giving for children with extreme behavioral and other mental health issues
- Maintaining a connection: understanding the importance of birth families
- Multiple placements: impact on children
- Working with developmentally disabled children
- Success beyond foster care: job search, and financial management skill
- Cultural identity and self-esteem
- Educational Advocacy for Caregivers
- Introduction to Children's Administration for Unlicensed caregivers.
- "Stuck in the Middle" Guide for Relative Caregivers - training for relative caregivers on the difficult boundary issues they face in their "stuck in the middle" position.

❖ NEW ON-LINE VIDEO PRODUCTION

On-line videos were developed in collaboration with the Washington State Dept. of Information Systems. These videos were used in foster parent & caregivers trainings and social worker trainings. All videos were released to community access channels and distributed to community partners for their use.

- "Keeping It Real": Children's Administration produced a training video for foster parents and caregivers on the importance of preserving cultural ties for African American children who are being cared for in non African American homes.

4. Foster Parent and Caregivers Conference

CA continued the sponsorship of the annual The Foster Parent and Caregiver's Conference. The conference celebrated its 26th year in September, 2008. Two Institutes were added to the Foster Parent Conference; Educational Advocacy and Recruitment and Retention. The Washington Association of Family-Based Treatment Services also provided an Institute within the Foster Parent and Caregiver's Conference.

Approximately 500 caregivers and providers attended the 2008 Foster Parent and Caregiver Conference. Workshops including behavior management, mentoring youth, listening skills and working with Individual Educational Plans within schools were offered.

Training Cost Allocations

Children's Administration (CA) primarily conducts training through two avenues: the Office of Training and Development (OTD) within the Division of Program and Practice Improvement, and regional training through the Division of Field Operations.

The Cost Allocation Plan outlines the cost allocation methodology for training, as approved by the Division of Cost Allocation (DCA) within the Department of Health and Human Services.

CA's cost allocation methodology for training activities recognizes a distinction between training costs reimbursable at a 75% matching rate and administrative costs reimbursable at a 50% matching rate. In the development of our FY09-10 APSR close attention was paid to the ACF Program Instructions which lists several new elements that must be addressed in our reports, and Section 8.1H Title IV-E, of the Child Welfare Policy Manual (ACF), Administrative Functions/Costs, Training. Each training activity is identified as being reimbursable at the 50% or 75% rate, and meeting a specifically allowable Title IV-E function in accordance with the Social Security Act – Section 474(a)(3)(E), and 45 CFR 1356.60(b)(c).

The Office of Training and Development (OTD) 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/Title IV-E Training 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 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.

Training

The Office of Training and Development (OTD) – Future OTD training includes the following:

- **Learning Management System** – DSHS will implement a new Learning Management System (LMS) with an integral Learning Content Management System to support CA staff training registration and tracking. This new system will replace CA's existing Aspen LMS in fall 2009.
- **Required Academy Training** – CA will continue to provide training to CA staff:
 - ❖ Social Worker Supervisor Academy
 - ❖ Social Worker Academy for case-carrying and non case-carrying social workers, i.e., CPS/CWS Academy.
- **Social Worker Mandatory Training** – Continuation of required post-academy training on topics listed below. All ten (10) days of mandatory training must be completed by social workers with the first two (2) years of hire.
- **Specialized Track Weeks** - will continue to provide training to CA staff, Private Agency and Tribal members. CA is considering adding 3 new special tracks to the existing 5 specialized track week trainings that are held twice a year in a central location. The 3 new tracks would be for Child Protective Services (CPS), Family Voluntary Services (FVS), and Child and Family Welfare Services (CFWS).
- **Child Protective Services (CPS) Investigative Training** - OTD in collaboration with Northwest Institute for Children and Families, Attorney Generals Office, Medical Consultants and Law Enforcement plans to offer this training once in each of the six regions. The

curriculum will focus on improving investigative skills by looking at Legal Aspects of CPS, use of Case History, Investigative Steps, using Medical Consultants, working in Collaboration with Law Enforcement and Tort Litigation.

- **The Child Welfare Training and Advancement Program (CWTAP)** - in partnership with the University of Washington and Eastern Washington University will continue with combined student enrollment at approximately 237 statewide.
- **Comprehensive Substance Abuse Training** – Children’s Administration will continue to provide this 3 ½ day mandatory substance abuse training with a strong emphasis on collaboration and communication between child welfare and chemical dependency systems, treating the subject of parental substance abuse within the context of child protection and safety. The curriculum addresses CA’s new screening tool (GAIN-SS), urinalysis guidelines, how to work with Chemical Dependency Professionals, and focuses on screening, referral & assessment, treatment, and application/integration of knowledge into practice. Social workers will learn how to balance child protection and welfare (mitigating risk factors, decision to remove child or reunify family, etc.) with the parent’s involvement in treatment; their recovery, relapse, etc. As a result of this training, social workers will increase their competence communicating across systems, creating joint case plans, strengthening community partnerships, and developing relapse and safety plans. Comprehensive Substance Abuse training will be offered twice a year in each region.
- **Worker Safety** – For the fourth year, Children’s Administration will be offering a mandatory Worker Safety training which was generated from House Bill 2189. The training will be taught under contract by the Criminal Justice Training Commission. The training objectives are:

Types of workplace violence related to social work practice
Predictors of violent behavior
Recognizing escalating behaviors
Safety in the field
Safety precautions in methamphetamine sites
Resources and support for worker safety
Working with law enforcement

- **Child Abuse Investigation & Interviewing** – will continue as six, 4-day trainings for new DCFS/DLR CPS workers on principles and application of research-based child interviewing, interviewing skills, cultural considerations, effective testimony. The course addresses the special challenges of working with vague allegations, resistant children and adolescents, non-offending parents and alleged offenders. Students will participate in intensive interview skill building exercises and learn how to deal with complex situations, audio tape interviews and work with children who are reluctant to talk or have special needs. Specialized techniques to help workers address these situations will be covered during the training.
- **ICW Manual Training** – will continue as required training for all social workers within first year of hire on the ICW Act, Washington State Tribal Agreement, and the Adoption Safe Families Act; also including an introduction to effective cross-cultural services and partnerships.
- **ICW Cross Cultural Training** – will continue as required training for all social workers within the first two years of hire on engaging, interviewing and assessing Indian families. Measures to make services culturally sensitive are also covered.
- **Enhancing Relationships Through Teaming** - Training will focus on identifying the challenges and discussing the benefits of collaboration and teaming. Participants will talk about how to improve teaming and collaboration and learn about successful examples of collaboration currently in use. Participants will explore a specific model of teaming that could

help them in their work with children and families and discover which of their individual skills and resources could support teaming efforts.

- **Permanency Planning From Day One** - OTD in collaboration with University of Washington will offer this training twice in each of the six regions. The curriculum focuses on permanence as well as safety as a matter of urgency for every child involved with the child welfare system. This training builds on the principles of the concurrent planning model to include specific actions that can be taken throughout the life of a case to assure the permanent placement of children in out of home care. Data related to permanency outcomes is reviewed. Case studies illustrate how permanency outcomes are achieved. Specific skills for early identification of children most at risk of becoming permanent planning "casualties", in strengths-based engagement, kinship assessment and behaviorally specific case planning are taught.

The following non-mandatory training will be offered to Social Workers.

- **Understanding Neglect** - Statewide training regarding chronic neglect with the goal of improving child welfare interventions with hard to help families. Training will be conducted under contract with the Northwest Institute for Children and Families.

Regional Social Worker Special Topic Training – Some regions have reported that lean budgets have required that they eliminate all but mandatory training for their staff. In recent years, special topic training has focused on the following major areas of reform identified in the Braam lawsuit settlement: Placement Stability, Mental Health, Foster Parent Training and Information, Unsafe/Inappropriate Placements, Sibling Separation, and Services to Adolescents. It is expected that regions will continue conducting training on new legislation, CAPTA, Disproportionality, new policy implementation, and CA's new Practice Model.

Examples of specific topics of planned regional training include; Adoption Support, CAPTA, Ansell-Casey Life Skills, Best Practice, Contracts, CPT, Critical Thinking, Decisions to Place, Court Procedure, Drug Endangered Children, Educational Advocacy, Engaging Families for Change, Evidence-Based Practice, Family to Family, Family Team Decision-Making, FamLink, New Employee Training, Peer Case Review, Permanency Planning Timelines, Policy Roll-outs, Reasonable Efforts, Safety Training, Solution Based Casework, and Violence in the Workplace training. A number of these trainings represent additional effort and initiative on the part of the regions to provide training to staff based on need and interest. Budget permitting, these topics will continue to be offered over the next year.

The Resource Family Training Institute – The Resource Family Training Institute plans to conduct the following training activities over the next year:

- As Children's Administration continues implementing Solution Based Casework, caregivers will be informed and trained as to the implications for them as well as for the children and families we serve. Foster Parents will receive training and support to be part of the team for children and their families in support of their on-going relationships. This training and support includes family engagement principles and skills. This training supports Solution Based Casework which is a solution focused and strengths based model.
- RFTI will continue to explore avenues to expand training opportunities and invite our unlicensed caregivers to all training. Underlying consideration in all expanded training opportunities are racial, ethnic and cultural issues.
- RFTI will continue to explore avenues to improve communication with licensed caregivers regarding training opportunities available to them.

- RFTI will continue to offer Pre-Service Training and CPR/First Aid Classes in Spanish when possible, with materials in Spanish. If Spanish speaking training is not available, interpreters will be utilized.
- RFTI will review and evaluate the Foster Parent Survey and the Unlicensed Caregiver's Training Needs Assessment Survey to improve RFTI's training plans for all caregivers, licensed and unlicensed.
- RFTI will implement the following additional training programs beginning in 2009.
 - Visitation Issues for the Caregiver
 - Practical Parenting
 - De-escalation and Redirection
 - Parenting Children with Physical Disabilities
- RFTI will explore additional trainings on various subjects such as:
 - Effects of Domestic Violence on Children
 - My Drug Exposed Infant is Growing-Up...Now what?
 - Introducing Developmental Assets
 - Promoting Positive Cultural Self Esteem in our Foster Children: Cross Cultural Communication and the role Culture Plays in Foster Parenting
 - Clinical issues for Relative Caregivers
 - Disruptive Behavior Disorders and Our Teens
 - Psychotropic Meds for Non-medical People
 - Behavior Management in Foster Care – Real Tools for Foster Parents
 - Introduction to Brain Gym and Reflex Integration
 - Eating Disorders and Beyond
 - Allegations: The FIRST Program and How to Survive an allegation
- An On-Line Video scheduled for completion in the coming year is:
Indian Child Welfare Issues – This video is for caregivers and professionals and includes the historical events that compelled the creation of the Indian Child Welfare Act. This video will include strategies for supporting the children's Indian heritage.
- RFTI will continue to provide and develop specialized training available on-line to foster parents and caregivers to increase accessibility and access to training.
- RFTI will continue to provide a video library to foster parents and caregivers in the local offices and explore the possibility of loaning these videos via mail.
- RFTI will explore the use of a web based training catalogue and courses to increase the accessibility and access to training for caregivers.
- Self Study materials are available and the Monthly Foster Parent "Meet and Greet" sessions will continue.
- "Video-Day" will continue to be available in local offices for caregivers to come and watch educational videos with a discussion facilitator present. Foster Parents would be able to receive educational credit for viewing these videos.

Note: For FY2009 training accomplishments, the correct IV-E reimbursement rate (i.e., 50% or 75%) is assigned to each training activity, cited directly below the training title. See *Cost Allocation Plan* above.

Academy		Total Days: 330		Total Estimated Cost: \$950,351			
All listed academy training meets the description of Title IV-E allowable activities as outlined in the federal (ACF) Child Welfare Policy Manual, Section 8.1H, Title IV-E, Administrative Functions/Costs, Training.							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
CPS/CWS Academy 75%	A six week training course, recently (April) restructured into a four week training course that social workers must complete prior to carrying a CPS/CWS case. The new design includes a one week field experience that is a monitored 'hands on' practice as well as observation of field activities. Weeks 1,2 and 4 focus on using safety and assessment tools, Solution-Based Casework, FamLink, relationship building with families, children and caregivers, as well as an introduction to legal processes.	Agency – Academy / Field	30 from July – March 20 beginning in April	Short/full I	Agency	CA Staff	Statewide
Academy Curriculum and Structure Review 75%	The new Academy curriculum and structure were approved by the Leadership Management Team February 2009 and would be effective April 2009. Known as Academy Redesign, the curriculum supports Solution-Based Casework and FamLink.	Agency – Academy	5	Short/full	Agency	CA Staff	Statewide
Social Worker Supervisor Academy 75%	A new training program for social worker supervisors in Children's Administration. This three-week competency-based program is designed to give new social worker supervisors the foundation for essential knowledge and skill training needed to become a successful supervisor. In order to meet the training needs of social worker supervisors, elements of a variety of training programs (including Basics of Supervision and Supervising for Excellence) have been incorporated into this training.	Agency – Academy	15	Short/full	Agency	CA Staff	Statewide

- CPS/CWS academy is offered 11 times/year, each session running four (4) weeks (effective April 2009).
- Social Worker Supervisor Academy will be offered three (3) times per year.

New Employee Training Total Days: 216*				Total estimated cost: \$31,350**			
New Employee training meets the description of Title IV-E allowable activities as outlined in the federal (ACF) Child Welfare Policy Manual, Section 8.1H, Title IV-E, Administrative Functions/Costs, Training.							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
New Employee Training/Orientation 50%	Overview of regional structure, policy and procedures for new social workers including HIPPA, HIV/AIDS, BBP, MEPA, Violence in the Workplace, Sexual Harassment, LEP, Deaf, Deaf-Blind and Hard of Hearing.	Agency	1	Short/full	Agency	CA Staff	Regions

*Total days were derived by an average of 3 days of new employee training occurring monthly multiplied times six regions. Generally, class size is not a factor in deciding whether to hold a class, although the amount of training days can vary depending on the number of new employees hired.

Total cost is estimated on the basis of **\$150 per new hire. During FY '09 (7/1/08 – 6/30/09), there were a total of **209** new hires (through April '09).

Post Academy Total Days: 186				Total estimated cost: \$607,351.00			
All listed post academy training meets the description of Title IV-E allowable activities as outlined in the federal (ACF) Child Welfare Policy Manual, Section 8.1H, Title IV-E, Administrative Functions/Costs, Training.							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Comprehensive Substance Abuse Training 75%	Required training for social workers within the first two years of hire. Training focuses on collaboration and communication between child welfare and chemical dependency systems, treating the subject of parental substance abuse within the context of child protection and safety. Social workers learn how to balance child protection and welfare (mitigating risk factors, decision to remove child or reunify family, etc.) with the parent's involvement in treatment; their recovery, relapse, etc. Comprehensive Substance Abuse training will be offered twice a year in each region.	University-based	2 ½ 12 sessions (30 days)	Short/full	Contractor	CA Staff	Statewide
**Understanding Neglect 75%	Statewide training regarding chronic neglect. With the goal of improving child welfare interventions with hard to help families. Training will be conducted under contract with the Northwest Institute for Children and Families.	University-based	1 12 sessions (12 days)	Short/full	Contractor	CA Staff	Statewide

Post Academy Cont'd.

Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
ICW Manual Training 75%	Required training for all social workers within first year of hire on the ICW Act, Washington State Tribal Agreement, and the Adoption Safe Families Act; also including an introduction to effective cross-cultural services and partnerships.	Agency	2 6 sessions (12 days)	Short/full	Contractor	CA Staff & Tribal Members	Statewide
Child Abuse Investigation and Interviewing 75%	Required training for social workers on the principles and application of research-based child interviewing, interviewing skills, cultural considerations, effective testimony and addresses the special challenges of working with vague allegations, resistant children and adolescents, non-offending parents and alleged offenders.	Agency	4 6 sessions (24 days)	Short/full	Contractor	CA Staff	Statewide
Audio Recording CPS Interviews On-line Training 75%	Required on-line training for social workers; is a pre-requisite to the Child Abuse Investigation & Interviewing training. The curriculum includes 3 modules: 1) Practice Guidelines/Review of CPS Child Interviewing; 2) Using the Audio Recording Equipment and 3) Storing & Disseminating the Audio Recording.	Agency	On-line Variable	Short/full	Contractor	CA Staff	Statewide
ICW Cross-Cultural Training 75%	Required training for all social workers within the first two years of hire on engaging, interviewing and assessing Indian families, measures to make services culturally sensitive are also covered.	Agency	2 6 sessions (12 days)	Short/full	Contractor	CA Staff & Tribal Members	Statewide
**Permanency Planning from Day One 75%	Workshop where participants have an opportunity to consider their region's permanency outcomes, explore challenges to permanency planning that they encounter in day-to-day practice, and discuss impact that impermanence has on child development. Concrete strategies and skills for achieving early permanence will be taught.	University-based	1 12 sessions (12 days)	Short/full	Contractor	CA Staff	Statewide

Post Academy Cont'd.

Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Specialized Academy Tracks 75%	Five (5) specialized tracks were offered two to three times a year for staff hired into specialty units i.e. Intake, DLR/CPS investigations, Family Reconciliation Services (FRS), Adoptions or DLR Licensing. The curriculum for each track focused on preparing staff for employment within Children's Administration in their respective specialty units.	Agency – Academy	34 days (track lengths are variable)	Short/full	Agency	CA Staff	Statewide
Worker Safety 75%	Mandatory training generated from House Bill 2189. The training will be taught under contract by the Criminal Justice Training Commission. The training objectives are: Types of workplace violence related to social work practice Predictors of violent behavior Recognizing escalating behaviors Safety in the field Safety precautions in methamphetamine sites Resources and support for worker safety Working with law enforcement	Agency	1 12 sessions (12 days)	Short/full	Contractor	CA Staff	Statewide
**Enhancing Relationships through Teaming 75%	Training will: <ul style="list-style-type: none"> Identify the challenges and discuss the benefits of collaboration and teaming Talk about how to improve teaming and collaboration and learn about successful examples of collaboration currently in use Explore a specific model of teaming that can help us in our work for children and families Discover which of our individual skills and resources can support teaming efforts. 	University – Based	.5 12 sessions (6 days)	Short/full	Contractor	CA staff	Statewide
Engaging Families for Change/For Social Workers 75%	Tools to empower families to engage in changing behavior, strategies to effectively handle conflict and resistance, principles of motivational interviewing and solution-focused therapy.	Agency	1 8 sessions (8 days)	Short/Full	Contractor	CA Staff	Statewide

*Post-Academy classes are generally offered once or twice per year in each region.

** These trainings are conducted under the UW General Training Contract (total contract amount \$256,951).

Conferences	Total Days: 2.5	Total Estimated Cost: *\$37,500
--------------------	------------------------	--

The conference listed below meets the description of Title IV-E allowable activities as outlined in the federal (ACF) Child Welfare Policy Manual, Section 8.1H, Title IV-E, Administrative Functions/Costs, Training.

Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Foster Parent & Caregivers Conference 75%	The 26 th Annual Foster Parent and Caregivers Conference was held in Yakima, Washington – September 2008; with 507 participants.	Agency / Conference	2.5	Short/full	Agency	CA Staff, Foster Parents, Tribal Members	Statewide

* Conference costs are estimated to be \$30,000 for a 2-day event.

Regional Special Topics* Total Days: 434.5**				Total estimated cost: \$651,750***			
All listed regional training meets the description of Title IV-E allowable activities as outlined in the federal (ACF) Child Welfare Policy Manual, Section 8.1H, Title IV-E, Administrative Functions/Costs, Training.							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Accreditation process, benefits and out comes 75%	COA Overview of process, service chapters, roles and responsibilities, time lines and next steps.	Agency	1	Short/full	CA	CA Staff	Regions
Adoption 75%	Update adoption information, policy and procedures.	Agency	1	Short/full	CA	CA Staff	Regions
Ansell-Casey Life Skills 75%	Ansell-Casey Life Skills training, to assist staff with assessment and work with ILS clients.	Agency	4	Short/full	CA	CA Staff	Regions
Best Practice Training 75%	Kids Come First agenda.	Agency	1	Short/full	Agency & Contractor	CA Staff	Regions
Contracts 75%	Training on referral process and funding.	Agency	4	Short/full	CA/Provider	CA Staff	Regions
Critical Thinking 75%	Undoing bias in risk assessment.	Agency	2	Short/part	Contractor	CA staff	Regions
Decision to Place 75%	Undoing bias in placement decisions.	Agency	2	Short/part	Contractor	CA staff	Regions
Evidence-Based Practice Series 75%	Research and practice in child welfare.	University-based	3	Short/part	Contractor	CA staff	Regions
Engaging Families for Change 75%	Session covers; Identifying principles of engaging birth families, Practice strategies for empowering birth families to engage in change, Understand how culture plays a role in the engagement process, Identify principles and practice steps to engagement, Practice strategies to stay engaged during times of conflict and resistance, and Identify current resources of opportunity to engage families.	Agency	3	Short/full	CA	CA Staff	Regions
Evidence Based Practice 75%	Provide overview of current evidenced based practices, referrals procedures, provider overview, and outcomes for each intervention.	Agency	0.5	Short/full	CA	CA Staff, BRS & CPA Providers	Regions
Family to Family 75%	This training provides information on: Principles and values, Outcomes for Children, Goals for the Child Welfare System and Strategies in our work.	Agency	1	Short/full	CA	CA Staff	Regions

Regional Special Topics Cont'd.							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Independent Living Skills 75%	Requirements and how to access Region 4 contracted IL services thru Youth Net for Dependent youth 16 and older.	Agency	1	Short/full	CA	CA Staff	Regions
Meth Training 75%	Intricacies of meth addiction. Interventions with meth using clients.	Agency	1	Short/full	CA	CA Staff	Regions
Peer Case Review 75%	This training provides information to supervisors and managers on "Peer Review" tools, criteria, procedures etc. It is also intended for volunteer staff identified to conduct reviews.	Agency	2	Short/full	CA	CA Staff	Regions
Permanency Planning Timelines 75%	Overview of Permanency Planning state and federal timelines.	Agency	.5	Short/full	UW Director	CA Staff	Regions
Reasonable Efforts 75%	Presentations, discussions, and break out groups to discuss regional issues and create action plans.	Agency	1	Short/full	Agency	CA Staff	Regions
Safety Assessment & Planning 75%	Presentation and discussion – refresher on Academy training on assessing and planning safety.	Agency	.5	Short/full	CA Regional Program Consultant	CA Staff	Regions
Violence in the Workplace 75%	Types of workplace violence related to social work practice Predictors of violent behavior. Recognizing escalating behaviors, Safety in the field, Safety precautions in methamphetamine sites. Resources and support for worker safety Working with law enforcement.	Agency	1	Short/full	CA	CA Staff	Regions
Working with Adolescents 75%	Knowledge and skills necessary to provide quality services to children and families who have been impacted by sexual abuse. Understand the dynamics of normative sexual behaviors as well as behaviors that cause concern in children of all ages.	Agency	1	Short/full	CA	CA Staff	Regions

*A representative sample of recurring training provided by regions, a comprehensive list was too extensive to include here.

**Regions vary in the frequency of training they conduct.

***Estimates are based on trainer, contract rate, facility, travel/per diem, and the number of events reported per region. The current rate of \$1,500 day per training day reflects the average per day cost of contracted training, or the cost of in-house (non-contracted) training for (10) staff.

Technical Assistance

CA used the following technical assistance resources in FY2009:

- Dr. Steven Langer was funded by private grant sources to train on the use of Solution Focused Management which began in 2008 and will extend to August 2009.
- Social Services Association LLC, for training and consultation on Solution Based Casework (in place throughout 2008 and will extend to 2010, funded by private grant funds).
- Children's Research Center, for consultation and evaluation support for Structured Decision Making (ended on 10/31/2008, funded by CA).

In FY 2010, OTD will consider utilizing the maximum number of days of technical assistance from the following CFSP national organizations: The Center for Organizational Development, and The Center for Child Protective Services.

Tribes and Court Appointed Special Advocates (CASA) were routinely invited to on-going training offered through the Social Worker Academy, to Post-Academy training, and to internal trainings on neglect, all new policy implementation training, and the specialized adoption track training. Training Supervisors also met with the tribes to gather input on their specific training needs, and offered it on the reservations: some were for the tribe only and other classes were open to all caregivers and staff within the region. Children's Administration works closely with the ICW licensors. In collaboration with, or through communication with the tribes, RFTI trainers provided and supported training to the tribes for foster parents and caregivers.

Technical assistance is provided by RFTI trainers to Foster Parent Recruitment and Retention contractors via the Regional Oversight committees that meet monthly and by attendance at the monthly regional Recruitment and Retention meetings. Technical assistance is also provided to caregivers, Children's Administration and the Division of Licensing by the RFTI Trainers and Supervisors attending the regional Oversight committee meetings and taking part in discussions, providing current training information and responding to any training questions that may arise during the course of the meeting. RFTI is then able to incorporate the issues raised into their regional training plans. The RFTI supervisor attending the quarterly statewide Oversight Committee meeting is in a position to respond to the training needs and inquiries raised throughout the state. The same kind of Technical assistance is provided by HQ staff at the statewide quarterly meetings.

On-going technical assistance is provided to contracted Child Placing Agencies and agencies serving high needs children through training, facilitated discussions, support and response to specific training needs.

Children's Administration (CA) Training FY 2010 - 2014

With uncertain economic times and agency budgets undergoing severe cuts, there has been and will likely continue to be a curtailing of some training activity in Children's Administration. Additionally, the current hiring freeze that is predicted to continue into the near future will have an impact on training activities. Some initiatives have secure funding (i.e., FamLink – our state's SACWIS) and will move forward, while other activities will be eliminated or reduced (i.e., conferences, contracted training, etc.).

The 2007-2011 Strategic Plan for Children's Administration highlights the following training priorities:

- Training to support the practice model (Solution Based Casework)

- Training to support policy changes for maintaining the child's cultural connections (staff and foster parents);
- Training for staff, foster parents, community partners and contracted providers on engaging families, relatives, and fathers;
- Training for foster parents and relative caregivers on available resources; and
- Employee and provider training and development, i.e., on practice model, continued support of CWTAP, etc.

Children's Administration intends to offer training on the topics listed in the Strategic Plan.

The Office of Training and Development (OTD) plans to provide the following post-academy training:

- Specialized Track Weeks (additionally, CFWS, FVS, and CPS Specialized Tracks will be offered within the next 5 years)
- Child Protective Services Investigative Training
- Professional Development Conferences
- The Child Welfare Training and Advancement Program (CWTAP)
- Substance Abuse Training
- Child Abuse Investigation & Interviewing
- ICW Manual Training
- ICW Cross Cultural Training
- Permanency Planning From Day One
- Enhancing Relationships through Teaming
- Program Manager Academy
- Promising Practices and Interventions for Chronic Neglect
- Worker Safety Training
- Understanding Neglect
- Cultural Competency and Anti-Racism Training
- Decision to Place
- Solution-Based Casework
- Performance-Based Contracting

Academy

The social worker academy was recently redesigned and re-structured from six (6) weeks to four (4) weeks. Children's Administration will not likely be funding additional social worker positions over the next five (5) years, which could impact the amount of academy sessions offered. Academy will continue to offer:

- A four-week, redesigned Social Worker Academy
- Social Worker Supervisor Academy
- Solution Based Casework in Academy

Child Welfare Training and Advancement Program (CWTAP) relies upon federal funding and is likely to continue at current enrollment levels at the University of Washington and Eastern Washington University. Together they serve an average of 237 students annually. CWTAP graduates have played a significant role in meeting the agency's workforce needs, and will likely continue to do so by filling social worker vacancies as they occur.

New training initiatives being introduced over the next five years:

Children's Administration is expected to remain focused on training Solution Based Casework, as the primary clinical practice model. All social workers will receive initial training by October 2009. The initial training will be followed by case consultation and follow up training provided by the coaching staff. Case consultation will occur in groups with social workers and will apply the knowledge and information to actual CA cases. Follow-up training will focus on special topics that increase the staff skill in areas such as solution focused interviewing skills, SBC case planning, and safety planning.

Children's Administration may also create and deliver training on the intersection of domestic violence and child maltreatment and appropriate case planning when domestic violence is present.

FamLink training for CA staff will continue into 2010, with Release II.

With implementation of the new Learning Management System (LMS) in the fall of 2009, training of staff will begin in FY10.

Depending on the budget, Children's Administration is expected to hold the following Conferences during the next five (5) years:

- Administrative Support Staff Conference
- Diversity Conference
- Indian Child Welfare Summit
- Leadership Forum
- Caregivers Conference

Regional Training Contacts (RTC) – RTC's in each region will continue to coordinate and facilitate a variety of activities including mandatory training, special topic training, advanced training and symposia. RTC's maintain tracking systems for staff completion of training requirements as well as for other staff development activities through the new LMS tracking system. They are responsible for conducting region-specific new employee training. With regions operating within tight budgets, RTC's wear many hats. There has been and will likely be turnover among the RTC's, which then requires additional training, technical assistance and an allowance for their "learning curve".

Regional Social Worker Special Topic Training – Some regions have reported that lean budgets have required that they eliminate all but mandatory training for their staff. In recent years, special topic training has focused on the following major areas of reform identified in the Braam lawsuit settlement: Placement Stability, Mental Health, Foster Parent Training and Information, Unsafe/Inappropriate Placements, Sibling Separation, and Services to Adolescents. In addition, regions conducted training on new legislation, CAPTA, Disproportionality, new policy implementation, and CA's new Practice Model.

Examples of specific topics of planned regional training include; Adoption Support, CAPTA, Ansell-Casey Life Skills, Best Practice, Contracts, CPT, Critical Thinking, Decisions to Place, Court Procedure, Drug Endangered Children, Educational Advocacy, Engaging Families for Change, Evidence-Based Practice, Family to Family, Family Team Decision-Making, FamLink, New Employee Training, Peer Case Review, Permanency Planning Timelines, Policy Roll-outs, Reasonable Efforts, Safety Training, Solution Based Casework, and Violence in the Workplace training. A number of these trainings represent additional effort and initiative on the part of the regions to provide training to staff based on need and interest. Budget permitting, these topics will continue to be offered over the next five (5) years.

THE RESOURCE FAMILY TRAINING INSTITUTE

The Resource Family Training Institute (RFTI) – The Resource Family Training Institute plans to conduct the following training activities over the next five (5) years:

- As Children’s Administration continues implementing Solution Based Casework, caregivers will be informed and trained as to the implications for them as well as for the children and families we serve. Foster Parents will receive training and support to be part of the team for children and their families in support of their on-going relationships. This training and support includes family engagement principles and skills. This training supports Solution Based Casework which is a solution focused and strengths based model.
- RFTI will continue to explore avenues to expand training opportunities and invite our unlicensed caregivers to all training. Underlying consideration in all expanded training opportunities are ~~the~~ racial, ethnic and cultural issues.
- RFTI will continue to explore avenues to improve communication with licensed caregivers regarding training opportunities available to them.
- RFTI will continue to offer Pre-Service Training and CPR/First Aid Classes in Spanish when possible, with materials in Spanish. If Spanish speaking training is not available, interpreters will be utilized.
- Budget permitting, RFTI will offer additional trainings on various subjects such as:
 - Effects of Domestic Violence on Children
 - My Drug Exposed Infant is Growing-Up...Now what?
 - Introducing Developmental Assets
 - Promoting Positive Cultural Self Esteem in our Foster Children: Cross Cultural Communication and the role Culture Plays in Foster Parenting
 - Clinical issues for Relative Caregivers
 - Disruptive Behavior Disorders and Our Teens
 - Psychotropic Meds for Non-medical People
 - Behavior Management in Foster Care – Real Tools for Foster Parents
 - Introduction to Brain Gym and Reflex Integration
 - Eating Disorders and Beyond
 - Allegations: The FIRST Program and How to Survive an allegation
- RFTI will continue to provide and develop specialized training available on-line to foster parents and caregivers to increase accessibility and access to training.
- RFTI will continue to provide a video library to foster parents and caregivers in the local offices and explore the possibility of loaning these videos via mail.
- RFTI will continue to explore the use of a web based training catalogue and courses to increase the accessibility and access to training for caregivers.
- Self Study materials are available and the Monthly Foster Parent “Meet and Greet” sessions will continue.
- “Video-Day” will continue to be available in local offices for caregivers to come and watch educational videos with a discussion facilitator present. Foster Parents would be able to receive educational credit for viewing these videos.

Training Cost Allocations

Children's Administration primarily conducts training through two avenues: the Office of Training and Development within the Division of Program and Practice Improvement, and regional training through the Division of Field Operations.

The Cost Allocation Plan outlines the cost allocation methodology for training, as approved by the Division of Cost Allocation (DCA) within the Department of Health and Human Services.

The Office of Training and Development 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 Administration Random Moment Time Sample for staff needed to train social workers.

Higher Education Program/Title IV-E Training 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 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.

Technical Assistance

Children's Administration will utilize Social Services Association LLC through 2010 for training and consultation on Solution Based Casework. The primary emphasis over the next few years will be training on Solution Based Casework, which is highly specialized.

In FY's 2010-2014, Children's Administration will consider utilizing the maximum number of days of technical assistance from the following CFSP national organizations: The Center for Organizational Development, and The Center for Child Protective Services.

IVE Tribal Agreement Partners Training Plans FY 2005 - 2009

IV-E Tribal/State Funding Agreements

Tribes are able to access federal Title IV-E funds that reimburse Tribes for a portion of Tribes' administrative and training costs. However, during the past 5 years, the Tribes have only been able to obtain the reimbursement through a partnership with the State since the State is the Title IV-E agency.

Washington State has four Tribal/State IV-E agreements. The four Tribal/State agreements are with the Lummi, Makah, and Quinault, and Port Gamble S'Klallam Tribes. The participating Tribes state that the Tribal/State IV-E agreements have aided Tribes in recovering some of their administrative and training cost associated with operating a Tribe's child welfare program. One Tribe has temporarily suspended participation in the IVE Agreement due to organizational changes within the Nation.

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
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 Work	Agency	2	Short	To be determined	Social Workers	2000
Permanent Placements	X		Developing and supporting Effect 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

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	WA State CA	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	WA State CA	Social workers	0
Child welfare	X	X	Justice conference	Agency	3 days	Short	WA State CA	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
ICW Training	X	X	Cross cultural skills	Agency	5 days	Short	NICWA	Social workers	345
Model program training	X	X	Good choices	Agency	3 days	Short	CAPT	Social Workers	250
Model program training	X	X	Good choices	Agency	2 days	Short	CAPT	Social Workers	250
Pathways to healing	X	X	Role of attachment	Agency	4 days	Short	Attach	Social Workers	350
Protecting children	X	X	Tribal state relations	Agency	4 days	Short	NICWA	Social Workers	200

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	X	Case Documentation and File System	Agency	3	Short	WA State CA	Social Workers	2000
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	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	Social workers	2000
Support Foster Parents	X	X	Recruiting, Licensing, Training and Supporting Foster parents	Agency	2	Short	NICWA	Social workers	2000

Port Gamble S'Klallam Indian Nation

Topic projected	05 plan	06-09 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
Child Risk Assessment	x	x	Assess risk in children and families	Agency	2	Short	WA State CA	Social Workers, Licenser	\$100.00
Developing family safety plans	x	x	Culturally appropriate ISP Development	Agency	3	Medium	NICWA	Social Workers	\$200.00
Providing Care for Challenging Children	x	x	Managing high risk behaviors	Agency	2	Short	WA State CA	Social Workers	\$100.00
Annual NICWA Conference	x	x	Current Indian child welfare topics and techniques	Agency	4	Medium	NICWA	Social Workers, Licenser	\$2,000.00
Annual Juvenile Justice Conference	x	x		Agency	2	Short	WA State CA	Social Workers	\$300.00
Child Abuse Investigation and Interviewing	x	x	Child Interviewing skills and effective testimony	Agency	3	Medium	WA State CA	Social workers, Licenser	\$100.00
ICW Manual Training	x	x	ICW Act, WA State tribal agreement, AFSFA	Agency	2	Short	WA State CA and NICWA	Social Workers	\$200.00
Tribal Child Welfare Certification	x	x	culturally competent social work certification program	Agency	2	Short	NICWA	Social Workers	\$1,000.00
Foster Parent and Caregiver Conference	x	x	workshops for foster parents, caregivers	Agency	3	Medium	WA State CA	Licenser	\$500.00
ICW Summit	x	x	State and Tribal ICW meeting	Agency	3	Medium	WA State, Tribes	All social service staff	\$800.00

IV-E Tribal/State Funding Agreements FY 2010

Tribes are able to access federal Title IV-E funds that reimburse Tribes for a portion of Tribes' administrative and training costs. With the passage of 'Fostering Connections to Success and Increasing Adoptions Act', Tribes are afforded the option to apply for direct Title IVE federal funding. A number of Tribes in Washington have expressed interest in this. Some are considering a Title IVE State/Tribal Agreement prior to applying for direct funding.

Washington State has four Tribal/State IV-E agreements. The four Tribal/State agreements are with the Lummi, Makah, and Quinault, and Port Gamble S'Kallam Tribes. The participating Tribes state that the Tribal/State IV-E agreements have aided Tribes in recovering

some of their administrative and training cost associated with operating a Tribe's child welfare program. One Tribe has temporarily suspended participation in the IVE Agreement due to organizational changes within the Nation.

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

Quinault Indian Nation

Topic presented in FFY 10	10 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
WA State Caseworker Academy	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	Indian Child Welfare Act	Agency	2	Short	NICWA	Social Workers	257
Customary Adoption	X	Culturally Relevant Adoption Models	Agency	2	Short	NICWA	Social Workers	701
ICW Summit	X	Conference on social work in relation to ICW	Agency	3	Short	WA State CA	All Family Service Staff	3000
WA State Academy	X	Supervisor's Academy	Agency	10	Short	WA State CA	Case Work Supervisor	1500
QFS Desk Manual, internal protocols, IV-E	X	Intake, Safety Planning, Investigation, Case Planning, Family Preservation	Agency	12	Short	Seaburt & Assoc.	Social Workers	3000
ICW Manual	X	Indian Child Welfare	Agency	2	Short	WA State CA	IV-E Specialist	
Licensing Track	X	Foster Home Licensing	Agency	5	Short	WA State CA	QCPA Staff	

Lummi Indian Nation

Topic presented in FFY 10	10 plan	11-14 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
ICWA			Tribal CW Certification	Lummi	3 day	short	NWICWA	LCS Staff	0
Historical/Intergenerational Trauma			Historical & Intergenerational Trauma	LIBC	1-4 day	short	LIBC	LCS Staff	0
CA-Academy	X	X	Onsite CW, Assessments,	State	3-7 days	Short	State	LCS	0
CA-Academy	x	x	Supervisory	State	5-12 days	short	Lummi	Dept. Managers	0
ICW training		x	ICW compliance	Agency	2-3 day	short	NICWA	Social workers	\$2,000
Ethics training	x		Ethics in social work	Lummi	2 days	short	Lummi	Social workers	0
			Understanding Abuse & Neglect	Lummi	1 day	Short	Lummi	CA/Council	0
Systems of Care	X	X	Understanding SOC	Agency	3-5 day	On-going	LSOC	Director	150
ASSAM Training (D/A)	X	X	CA	Agency	2-5 day	Short	DCFS	CW	0
Roles, Functions and Duties of the Child Services	X	X	Council Lodge Institute	Tribal	2-3 days	Short	CLI	CW, CPT Members, Council/Commission	150
Assessments	X	X	Risks & Parenting	Agency	5 days	Short	Tribes	CW	0

	x	X	Adoption & Safe Families Act	NICWA	2 day	Short	NICWA	CW, CPT Members, Council/Commission	
	X	X	Family-Centered Services	NICWA	2 days	Short	NICWA	Tribal Members, CW	150
	x	x	Child Protection Team	NICWA	2 day	short	NICWA	CW, CPT Members, Council/Commission	
	x	x	Expert Witness	NICWA	2 day	short	NICWA	CW, CPT Members, Council/Commission	
	xx	x	Enhancing Cultural commence in HS	NICWA	2 day	short	NICWA	CW, CPT Members, Council/Commission	

Makah Indian Nation

Topic presented in FFY 10	10 plan	11-14 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 Supervisor 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 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	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	Social workers	2000
Support Foster Parents	X	X	Recruiting, Licensing, Training and Supporting Foster parents	Agency	2	Short	NICWA	Social workers	2000

Port Gamble S'Klallam Tribe

Topic projected	10 plan	06-09 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
Motivational Interviewing	x	x	Interviewing Skills	Agency	2	Short	WA State CA	Social Workers, Licenser	\$800.00
Developing family safety plans	x	x	Culturally Appropriate ISP Development	Agency	3	Medium	NICWA	Social Workers	\$200.00
Providing Care for Challenging Children	x	x	Managing high risk behaviors	Agency	2	Short	WA State CA	Social Workers	\$100.00
Annual NICWA Conference	x	x	Current Indian child welfare topics and techniques	Agency	4	Medium	NICWA	Social Workers, Licenser	\$2,000.00
Annual Juvenile Justice Conference	x	x	Current issues with at-risk children	Agency	2	Short	WA State CA	Social Workers	\$300.00
Child Abuse Investigation and Interviewing	x	x	Child interviewing skills and effective testimony	Agency	3	Medium	WA State CA	Social workers, Licenser	\$100.00
NCFAS	x	x	North Carolina Family Assessment Scale	Agency	2	Short	WA State CA	Social Workers, FPS workers	\$1,000.00
Tribal Child Welfare Certification	x	x	Culturally competent social work certification program	Agency	2	Short	NICWA	Social Workers	\$1,000.00
Foster Parent and Caregiver Conference	x	x	Workshops for foster parents, caregivers	Agency	3	Medium	WA State CA	Licenser	\$500.00
Motivational Interviewing	x	x	Interviewing Skills	Agency	3	Medium	WA State, Tribes	All social service staff	\$800.00

IVE Tribal Agreement Partners Training Plans FY 2010 - 2014

IV-E Tribal/State Funding Agreements

Tribes are able to access federal Title IV-E funds that reimburse Tribes for a portion of Tribes' administrative and training costs. With the passage of 'Fostering Connections to Success and Increasing Adoptions Act', Tribes are afforded the option to apply for direct Title IVE federal funding. A number of Tribes in Washington have expressed interest in this. Some are considering a Title IVE State/Tribal Agreement prior to applying for direct funding.

Washington State has four Tribal/State IV-E agreements. The four Tribal/State agreements are with the Lummi, Makah, and Quinault, and Port Gamble S'Kallam Tribes. The participating Tribes state that the Tribal/State IV-E agreements have aided Tribes in recovering some of their administrative and training cost associated with operating a Tribe's child welfare program. One Tribe has temporarily suspended participation in the IVE Agreement due to organizational changes within the Nation.

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

Quinault Indian Nation

Topic presented in FFY 10	10 plan	11-14 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
WA State Caseworker Academy	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		Indian Child Welfare Act	Agency	2	Short	NICWA	Social Workers	257
Customary Adoption	X		Culturally Relevant Adoption Models	Agency	2	Short	NICWA	Social Workers	701
ICW Summit	X		Conference on social work in relation to ICW	Agency	3	Short	WA State CA	All Family Service Staff	3000
WA State Academy	X		Supervisor's Academy	Agency	10	Short	WA State CA	Case Work Supervisor	1500
OFS Desk Manual, internal protocols, IV-E	X		Intake, Safety Planning, Investigation, Case Planning, Family Preservation	Agency	12	Short	Seaburt & Assoc.	Social Workers	3000
ICW Manual	X		Indian Child Welfare	Agency	2	Short	WA State CA	IV-E Specialist	
Licensing Track	X		Foster Home Licensing	Agency	5	Short	WA State CA	OCPA Staff	

Lummi Indian Nation

Topic presented in FFY 10	10 plan	11-14 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
ICWA			Tribal CW Certification	Lummi	3 day	short	NWICWA	LCS Staff	0
Historical/Intergenerational Trauma			Historical & Intergenerational Trauma	LIBC	1-4 day	short	LIBC	LCS Staff	0
CA-Academy	X	X	Onsite CW, Assessments,	State	3-7 days	Short	State	LCS	0
CA-Academy	x	x	Supervisory	State	5-12 days	short	Lummi	Dept. Managers	0
ICW training		x	ICW compliance	Agency	2-3 day	short	NICWA	Social workers	\$2,000
Ethics training	x		Ethics in social work	Lummi	2 days	short	Lummi	Social workers	0
			Understanding Abuse & Neglect	Lummi	1 day	Short	Lummi	CA/Council	0
Systems of Care	X	X	Understanding SOC	Agency	3-5 day	On-going	LSOC	Director	150
ASSAM Training (D/A)	X	X	CA	Agency	2-5 day	Short	DCFS	CW	0
Roles, Functions and Duties of the Child Services	X	X	Council Lodge Institute	Tribal	2-3 days	Short	CLI	CW, CPT Members, Council/Commission	150
Assessments	X	X	Risks & Parenting	Agency	5 days	Short	Tribes	CW	0

	x	X	Adoption & Safe Families Act	NICWA	2 day	Short	NICWA	CW, CPT Members, Council/Commission	
	X	X	Family-Centered Services	NICWA	2 days	Short	NICWA	Tribal Members, CW	150
	x	x	Child Protection Team	NICWA	2 day	short	NICWA	CW, CPT Members, Council/Commission	
	x	x	Expert Witness	NICWA	2 day	short	NICWA	CW, CPT Members, Council/Commission	
	xx	x	Enhancing Cultural commence in HS	NICWA	2 day	short	NICWA	CW, CPT Members, Council/Commission	

Makah Indian Nation

Topic presented in FFY 10	10 plan	11-14 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 Supervisor 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 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	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	Social workers	2000
Support Foster Parents	X	X	Recruiting, Licensing, Training and Supporting Foster parents	Agency	2	Short	NICWA	Social workers	2000

Port Gamble S'Klallam Tribe

Topic projected	10 plan	11-14 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
Motivational Interviewing	x	x	Interviewing Skills	Agency		Short		Social Workers, Licenser	
Developing family safety plans	x	x	Culturally Appropriate ISP Development	Agency	3	Medium	NICWA	Social Workers	\$200.00
Providing Care for Challenging Children	x	x	Managing high risk behaviors	Agency	2	Short	WA State CA	Social Workers	\$100.00
Annual NICWA Conference	x	x	Current Indian child welfare topics and techniques	Agency	4	Medium	NICWA	Social Workers, Licenser	\$2,000.00
Annual Juvenile Justice Conference	x	x		Agency	2	Short	WA State CA	Social Workers	\$300.00
Child Abuse Investigation and Interviewing	x	x	Child interviewing skills and effective testimony	Agency	3	Medium	WA State CA	Social workers, Licenser	\$100.00
North Carolina Family Assessment Scale	x	x		Agency				Social workers	
Tribal Child Welfare Certification	x	x	Culturally competent social work certification program	Agency	2	Short	NICWA	Social Workers	\$1,000.00
Foster Parent and Caregiver Conference	x	x	Workshops for foster parents, caregivers	Agency	3	Medium	WA State CA	Licenser	\$500.00
Motivational Interviewing	x	x	Interviewing Skills	Agency		Short		Social Workers, Licenser	



Section D: Collaborations

(6) Program Support

Other

**Research & Evaluation,
Management Information Systems,
and Quality Assurance Systems**

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

**Child and Family Services Plan FY 2010 - FY 2014
Program Support Other: Research & Evaluation,
Management Information Systems, and Quality Assurance Systems**

Research and Evaluation

This section was officially eliminated as of September 1, 2005. CA does contract for specialized research and evaluation services, as needed.

Management Information System FY 09

Children's Administration (CA) data collection is currently centered in our Statewide Automated Child Welfare Information System (SACWIS). Staff are equipped with computers at each work station so case specific information can be entered into this database. Refining the programs within CAMIS as well as the creation of new programs as the need occurs is the responsibility of the Children's Administration Technology Services (CATS).

It was determined that CAMIS has become obsolete and is inadequate to meet the case management, data, and accountability requirements necessary to support good practice and quality assurance activities. Potential SACWIS replacements were researched and a system implemented in another state was chosen and is being adapted for use in Washington. FamLink is the name given to CA's new system and reflects the integrated support FamLink will give to our work providing services to children, their families, service providers, and our many other child welfare partners.

FamLink provides automated tools to support our primary goals for children--safety, well-being, and permanency:

- Increase social workers' productivity by making relevant information easily accessible for more informed and timely decisions.
- Increase compliance with required and new program and practice activities such as those in the Braam settlement agreement.
- Support managers and financial specialists by giving them tools to establish budgets and hold staff accountable to those budgets.
- Provide managers with meaningful data to evaluate the effectiveness of the CA service programs.

Key accomplishments in FY 09 are summarized below:

- Completed all design and development activities necessary for Release 1 of FamLink.
- Produced 4 Change Management videos using project staff for all aspects of production to help carry the messaging of critical changes that were coming when FamLink went live.
- Conducted 2 separate Pilots and UAT activities to test functionality of FamLink as well the business processes surrounding them.
- Conducted intensive classroom and hands-on training for CATS On-Line, Batch, Interface development and support staff in preparation for a successful transition of FamLink development and support at the end of the project.
- Trained over 3000 staff in how to use FamLink in the Second Quarter of FY09.
- Developed, trained and deployed FamLink On-Site Support Teams for all offices within Children's Administration.
- Successfully launched Release 1 of FamLink on Feb 1, 2009 and replaced CAMIS as the system of record for Child Welfare and Protection Activities in the State of Washington.
- Successfully "virtualized" the FamLink training environment.

Management Information System FY 2005 - 2009

Children's Administration (CA) data collection is currently centered in our Statewide Automated Child Welfare Information System (SACWIS). Staff are equipped with computers at each work station so case specific information can be entered into this database. Refining the programs within CAMIS as well as the creation of new programs as the need occurs is the responsibility of the Children's Administration Technology Services (CATS).

It was determined that CAMIS has become obsolete and is inadequate to meet the case management, data, and accountability requirements necessary to support good practice and quality assurance activities. Potential SACWIS replacements were researched and a system implemented in another state was chosen and is being adapted for use in Washington. FamLink is the name given to CA's new system and reflects the integrated support FamLink will give to our work providing services to children, their families, service providers, and our many other child welfare partners.

Over the last 4 years, key accomplishments can be summarized as follows:

- Based on a Technical Assessment of the CAMIS environment, submitted a closure APD for the CAMIS GUI Migration Project and submitted a Planning IAPD for replacing CAMIS and received approval by the Administration for Children and Families (ACF).
- Completed a SACWIS Replacement (CAMIS) Feasibility Study and an Investment Plan.
- Reorganize the CATS Division to improve the delivery of technology services.
- Participated in transition activities in support of the new Department of Early Learning.
- Completed the changes that could be made in CAMIS in support of the results from the federal Child and Family Services Review Program Improvement Plan and the Braam class action lawsuit settlement.
- Implemented the Structured Decision Making Tool in support of the Practice Model project.
- Completed all the steps necessary to successfully launch Release 1 of FamLink on Feb 1, 2009 and replace CAMIS as the system of record for Child Welfare and Protection Activities in the State of Washington.

Management Information System FY 2010

For FY 10, the immediate priorities of the Children's Administration Technology Services (CATS) team are as follows:

- Complete the design and development of FamLink Release 2.
- Provide Tribes and other external partners with appropriate access to FamLink.
- Troubleshoot problem areas as they arise.
- Fully transition the production support and on-going development of FamLink to state staff.
- Prepare for our first FamLink SAR.
- Work with ACF and AFCARS Technical Support to ensure our data extracts meet requirements for accurate submission.
- Redeploy laptops computers to ensure all case-carrying staff are mobile.
- Leverage virtualization technology to reduce support and equipment costs for the state.
- Organize CATS to optimally support the existing systems and make enhancements going forward in difficult budget times.
- Begin the technical consultation activities to support the pilot for contracting CWS services for the State of Washington.

Management Information System FY 2010 - 2014

For FY10-14, immediate priorities of the Children's Administration Technology Services (CATS) team will be to deliver Release 2 of FamLink, meet Federal Compliance measures, reorganize CATS to improve the delivery of technology services "post go-live", find ways to leverage technology and economies of scale to ease budget shortfalls and leverage FamLink to improve outcomes for children.

Quality Assurance System

- **Child Fatality Data** has been collected since 1997 in an effort to identify children most at risk. CA reviews unexpected child fatalities that occur in open cases, cases with some activity by the department within 12 months, or that occur in state licensed facilities. The number of child fatalities that meet the criteria for a fatality review remained fairly static (around 60) during the timeframe CY 2005 - CY 2007. The number of reviewable child fatalities rose to 89 in CY2009. The reason for the jump in child fatalities is not clear at this time. CA is awaiting autopsy results on many of these fatalities needed to complete the child fatality review. An analysis of the data has begun to ascertain the reason(s) for the increase. Despite the increase in the number of reviewable child fatalities, the number of child fatalities on open cases did not increase. Additionally, the number of child abuse fatalities by homicide did not rise at all in the past three calendar years. The number of child deaths, requiring a child fatality review, resulting from natural/medical or accidental causes has also remained constant over the past three years. The increase in the number of child fatalities where the cause of death is unknown or undetermined is due in part to ongoing investigations.

Legislative changes enacted in CY2008 expanded the scope of executive child fatality reviews (ECFR). Prior to CY2008, ECFRs were convened only at the behest of the DSHS Assistant Secretary. This normally involved only high profile child fatalities. CA is now required to conduct ECFRs in all cases where the child fatality is the result of apparent child abuse and neglect by the child's parent or caregiver and the child was in the care of the state or received any level of service in the previous year. As expected the number of ECFRs expanded from one conducted in CY07 to nine in CY08.

Accomplishments for FY 2009

- **Implementation of Substitute Senate Bill 6206.**

This bill made several changes to how CA responds to child fatalities and near fatalities. Most significantly, this bill required the completion of child fatality reviews within 180 days. Prior to this bill, the extension of this timeframe was regularly granted by the Regional Administrators. With the passage of this bill, extensions are approved only by the governor.

The regional CPS Program Managers completed and closed all outstanding reviews. The law went into effect on June 12, 2008. Within the month of June, all backlogged reviews beyond the 180 completion timeframe were completed. One was granted an extension by the governor as a county prosecutor requested no review occur as the information divulged in the review may have jeopardized a conviction in a criminal trial.

Since June 12, 2008, CA has requested three waivers to extend to completion date beyond 180 days. In two cases, CA was not notified of the child death beyond the 180 day timeframe. The third case was due to a documentation error in the AIRS reporting system. This issue has been addressed.

CA has created a public website where summarized and redacted fatality reviews are posted. This was also required by SSB6206.

A public spreadsheet was created to track the status of child fatalities and completion of the child fatality reviews. This spreadsheet is available to for review by headquarters staff, regional administrators, and regional CPS program managers. This allows many staff to review fatality and track the progress toward completing child fatality reviews.

Planned Activities for FY 2010

CA will convene a workgroup aimed at improving the quality of the child fatality review. In the process, this workgroup will look at making the process more efficient and consistent by decreasing the number of people involved in the review of child fatalities and the writing of the reports.

This workgroup will address:

1. Quality of the reviews;
2. Workload;
3. Format of the child fatality reports;
4. Response to the child fatality reports;

Quality of the reviews:

The workgroup will discuss what reviews need to address and create uniform guidelines to promote consistency in the reports across the state.

Workload:

The workgroup will consider the creation of a small group to conduct all child fatality reviews statewide. The group will consider if this will produce a more consistent report. This may allow more time for regional CPS Program Managers to do more training or perform other duties. Regional CPS Program Managers conduct the reviews of child fatalities that occur within their regions.

Format of the reports:

The group will look to further reduce workload by reviewing the several different reports documenting a child fatality. The group will consider methods to simplify the reports and create clear directions about what needs to be included in a comprehensive review.

Response to reports:

The group will consider how to fully implement the recommendations from the ECFRs. The group will address how CA will document responses to review recommendations. The group will discuss how to incorporate "lessons learned" into training for both new and current staff. Lessons Learned training is a developed curriculum by CA staff gleaned from reviews of social worker practice of past child fatality cases.

Planned Activities for FY 2010 - 2014

In CY08, CA launched a new statewide automated child welfare information system (SACWIS). Currently, CA uses two separate systems for reporting critical incidents: FamLink (the new SACWIS system) and the Administrative Incident Reporting System (AIRS). FamLink only documents the initial report of the child fatality if there is an allegation that abuse or neglect contributed to the fatality. AIRS is used primarily to document detailed information regarding child fatalities. The child fatality reviews are also documented in AIRS. AIRS also generates reports used in the analysis of child fatality review data. CA has considered integrating AIRS into FamLink to eliminate duplication and to use the advanced reporting potential of FamLink. Currently, there are start up complications that need to be resolved before this integration can be initiated. CA plans to work toward this integration within the next five years.

In CY08 CA staff met with Department of Social and Health Services (DSHS) research staff (RDA) to discuss the frequency with which child fatality victims and their families access services of the other five DSHS administrations. Initial research shows child fatality victims or their family members were clients of other administrations before CA staff had contact with the family. CA and RDA have discussed the possibility of a long-term partnership to identify at risk children and families before they enter the child welfare system. The goal is to possibly offer services to avoid future child fatalities.

- **Contracts with Service Providers:** In FY09, contracts with Behavioral Rehabilitation Services (BRS), the Children's Hospital Alternative Program (CHAP), and Multidimensional Treatment Foster Care (MTFC) have specific outcomes and performance measures. Annually each service provider reports on these outcomes. This information is reviewed, collated and reported back to the field offices and providers. The Children's Functional Assessment Rating Scale (CFARS) is used to assess a youth's behavioral progress. The data the CFARS generates is used to help determine each provider's ability to improve a youth's skills in sixteen life domains. In 2010, CA will be implementing performance based contracts.

- **Multidimensional Treatment Foster Care (MTFC) Multi-Dimensional Treatment Foster Care (MTFC)**
MTFC is a program for children ages 12 to 18 who are in foster care and exhibit problem behaviors that led to a referral to BRS. The program's goal is to increase developmentally appropriate behavior in children and adolescents who are in need of out-of-home placement. The intervention is multi-method and occurs in multiple settings. It is a strength-based, skill building model, which shapes desired behaviors through positive reinforcement. The treatment model assists the youth's permanent resource family with effective parenting skills. This will ensure that positive changes made while in the MTFC program are sustained long term. Children remain in MTFC foster homes for an average of 9 months. Studies indicate that children participating in MTFC experienced increased placement stability after completion of the program. In FY 09, CA added a Latency age (6-11) site. In FY 10, CA was looking to expand the program to more regions of the state however budget restrictions impacted this plan.

Two pilot sites for Project KEEP began spring of 2009. KEEP is an evidence based model that uses a support and skills group for foster parents. It has been shown to reduce placement disruptions and problem behaviors in foster youth and increase foster parent retention.

- The results of the **Foster Parent and Relative Caregiver Telephone Survey** were released in September 2008. This survey was an independent survey developed and conducted by the Washington State University's Social and Economic Sciences Research Center (SERC). The purpose of the survey was to gather information about caregivers' experiences to ensure they are getting the training and support they need. The telephone survey began on May 12, 2008 and continued through July 3, 2008, with a random sample of 3000 foster parents and relative caregivers throughout Washington State. A total of 1,326 interviews were conducted. The results gave us a clear picture of our strengths and the areas where we need to continue our improvement efforts.
- The results of the **adolescent survey for youth in foster care** in WA State were released in August 2008. This survey was conducted by the Washington State University's Social and Economic Sciences Research Center (SERC). The purpose of this survey was to obtain information that would help CA improve services for adolescents in foster care and to provide data to the Braam Oversight Panel. A total of 706 interviews with youth were conducted in the spring and early summer, and asked about everything from their outlook about the future to how satisfied they are with their current placement. There were also

3 focus groups consisting of youth who were or had been in foster care to obtain additional information about their experiences in foster care.



Section D: Collaborations

(7) Disaster Plan

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

Annual Progress and Services Report FY 2008 - FY 2009 Disaster Plan

Attached at the end of this CFSP is the latest version of Washington State's Disaster Plan (Revised May 2009). Please refer to the Appendix at the end of this CFSP for the entire Children's Administration's 1) Emergency Response Plan and the 2) Continuity of Operations Plan, as follows:

- **Appendix (1 A)** Disaster Plan: Emergency Management Plan, and
- **Appendix (1 B)** Disaster Plan: Continuity of Operations Plan.

There were few changes to the overall Emergency Plan between the May 2007 version and this latest revised May 2009 version.

Some regions reported emergencies due to extreme storms and subsequent flooding. The Emergency Management Plan was not fully activated in any case; however regional emergency plans were deployed.

In Region 1, the Community Service office was closed for two days with no additional incidents.

Region 4 stated that a regional emergency management plan was used and that the Regional Administrator initiated calls.

Recommendations for future plans include:

1. Coordination with all emergency management plan designees
2. Coordinated communications out to all staff
3. Training for those who have not yet had it and refresher training for those who have.
4. Train people regionally to serve as emergency management trainers.

For copies of the most recent version of
DSHS CA Emergency Management Plan, contact:

Department of Social and Health Services

Children's Administration

Attn: Ginny Heim

Mail: P.O. Box 45042

Olympia, Washington 98504-5042

Or

Email: HEVI300@dshs.wa.gov

Or

Telephone: 360-902-7994