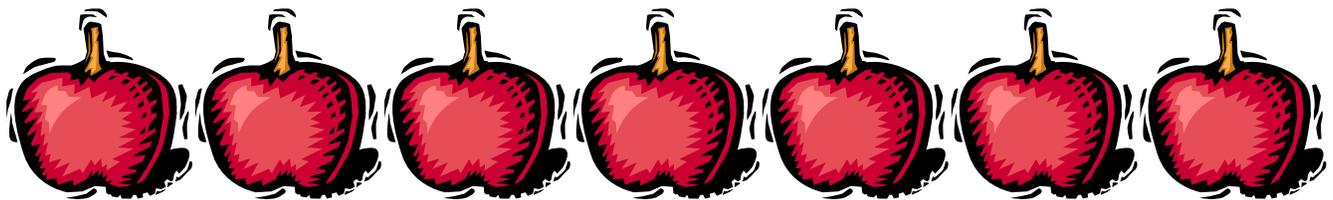


Section B: Collaboration

(8) Collaboration

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



Annual Progress and Services Report FY 2006 Collaboration

Ongoing Coordination and Collaboration Efforts

Children's Administration (CA) has ongoing relationships with the following:

Current Committees:

Children, Youth, and Family Services Advisory Committee
Six Regional Advisory Committees
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
Family Policy Council Interagency Coordinating Committee
Children's Justice Advisory Board
Governor's Juvenile Justice Advisory Committee
Birth to (Age) Six Interagency Coordinating Council

Interagency Relationships:

Eastern Washington University
Federal Department of Health and Human Services (includes Social Security Administration)
Office of the Administrator for Courts
Office of the Attorney General of Washington
Office of the State Superintendent of Public Instruction
Small Tribes of Western Washington
University of Washington
Washington Council for the Prevention of Child Abuse and Neglect
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

Government to Government:

All Washington State Tribes and recognized Indian organizations

Constituencies:

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
Children's Alliance
Early Childhood Development Association of Washington
Families for Kids
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
Small Tribes of Western Washington (STOWW)
South Puget Intertribal Planning Agency (SPIPA)
Washington Council for Prevention of Child Abuse and Neglect
Washington State Coalition Against Domestic Violence
Washington Coalition of Sexual Assault Programs
Washington Council on Crime and Delinquency
Washington Federation of Group Care Providers

Stakeholder Input

- The **Indian Policy Advisory Committee (IPAC)** children's sub-committee works closely with CA about ongoing issues and policies that affect Indian Child Welfare. IPAC members are delegates appointed by the 29 federally recognized Tribes, non-federally recognized Tribes, and Recognized Indian Organizations. IPAC meets quarterly and appoints representatives to CA workgroups, advisory committees, and ad hoc committees to give Tribal input.
- A **Foster Youth Advisory Board**, comprised of 20 youth and young adults who received CA services, provides valuable on-going input to improve our ability to effectively meet the needs of children and adolescents. They are supported by an oversight committee, representatives of CA, Casey Family Programs, and the Washington Education Foundation. The youth sit on various committees within CA and other governmental agencies to give input on new practices and policies. They are trained in leadership, self-advocacy, advisory board processes and functions, and the roles and responsibilities of members. They use their skills to start support groups for children in foster care in their regions.
- **Three surveys** were conducted during FY 2006:
 - ☑ **A DSHS CA Employee Satisfaction Survey** was designed to gather employees' perceptions about what it is like to work for CA and to identify any areas of concern regarding their jobs and work environments. CA's response rate for the survey was 78 percent, exceeding past years. The results will be reviewed by each program area to identify major issues and create action plans to address them.
 - ☑ **A DSHS Provider Satisfaction Survey** asked numerous scaled questions and two open-ended questions: *What does DSHS do well? What could DSHS do better?* CA providers gave valuable insight into areas of satisfaction and dissatisfaction.
 - ☑ **A DSHS CA Client Satisfaction Survey** gathered input on key factors, such as involvement in making choices, phone calls returned within 24 hours, and interactions with courtesy and respect.
- **The Boeing Company** Lean Team is working with CA executive management to examine and improve the structure, management, and organizational culture of the agency. The Lean Team is a group of professional change managers employed by the Boeing Company whose time and resources are donated. Boeing made this pro-bono voluntary commitment to us because of our determination that long-term systemic change is needed and their assessment that we are ready to move forward. The Lean Team designs exercises to improve how we work together, communicate, and make decisions. They are providing tools and business-community best practices to help us create new practice and business models.

Examples of Accomplishments

Throughout the organization, from August 2005 through January 2006, CA engaged every level of the agency, the **Children, Youth, and Family Services Advisory Committee**, and others in defining a meaningful list of organizational values with ideas on how we will operationalize them.

Structured discussions were held also to solicit input about what we need to do to create a strong organization and lay the foundation to sustain reform. Members of the CA leadership team from the field and headquarters took the insight gained from these discussions and refined the list of values and the foundational priorities. Several of these meetings were led by the Boeing Lean Team.

In February 2006, the Boeing Lean Team facilitated a legislative work session with the **House Children and Family Services Committee** to solicit policy guidance around the foundational priorities, the new practice model, and the child protective services and child welfare services redesign. House members discussed the need to integrate policy with a clinical aspect of practice that empowers social workers and generates culture change. They agreed there is a need for change in the staff skill set, the organizational framework, and the services offered to children and families.

Throughout FY 2006, the Assistant Secretary of the Children's Administration has participated as a member of the Council of **WCPCAN (Washington Council for Prevention of Child Abuse and Neglect)**. WCPCAN supports numerous programs throughout Washington State to provide parenting education, support, and peer mentoring in an effort to prevent child abuse and neglect.

Collaboration with the Courts

Cheryl Stephani, Assistant Secretary of the Children's Administration, wrote a letter to Mr. John Hendrickson of the Administration for Children and Families on July 26, 2006. This letter is in support of the Administration of the Courts (AOC) grant application for Court Improvement Program (CIP) funding allocated for improving judicial training and data collection. Children's Administration has a long standing collaborative relationship with AOC. The goals and activities of both Children's Administration and AOC are aimed at increasing the safety, permanency, and well-being of children in the child welfare system. There are frequent collaborative activities that include scheduling, planning, and participating in ongoing meetings between the courts and our child welfare agency.

Our courts and child welfare agencies work closely together to identify and prioritize issues we can work on, establish concrete goals, determine how we will work together to meet those goals, and decide how we will monitor and evaluate their progress toward meeting those goals.

Below is the strategic plan for training for the Washington State Court Improvement Program FY 2006 - 2010:

Washington State Court Improvement Program Training Strategic Plan Federal Fiscal Years 2006-2010

- **The 2005 CIP Reassessment made the following recommendations that this CIP Training Grant would address:**

Key Findings RE: Implementation and Adherence to Best Practices

Finding – Judicial Leadership

Recommendation: CIP judicial training efforts appear to have successfully conveyed the message that judicial officers hearing dependency matters are also leaders of system change. System stakeholders from each project site report that their bench officers actively collaborate to improve dependency practice. The CIP should continue training efforts focused on judicial leadership, perhaps expanding them to include other system partners in leadership training

Finding – Court Oversight

Recommendation: Develop training programs specifically for dependency court judges and commissioners that focus on the oversight role, and require that judges and commissioners presiding over dependency cases complete such a training program; Provide opportunities at the regional and state level for judicial officers to meet and support and mentor each other in their oversight role. At the jurisdictional level, encourage regular meetings of judicial officers to discuss oversight issues, develop consistency in oversight across benches, and generally support each other in the exercise of their oversight role.

Finding – Quality of Hearings

Recommendation: Develop a multi-disciplinary training program that strengthens judicial and non-judicial understanding of the purpose, scope, and expectations for each hearing type – based on the Resource Guidelines, Adoption and Permanency Guidelines, and ASFA.

➤ **Collaboration for this grant will be assured by the Commission for Children in Foster Care. Background on the Commission is below:**

The Washington State Supreme Court established the Commission on Children in Foster Care in November 2004. The commission is co-chaired by Justice Bobbe Bridge and Ms. [Cheryl Stephani](#), Asst. Secretary DSHS/Children's Administration.

Mission: Provide all children in foster care with safe, permanent families in which their physical, emotional, intellectual, and social needs are met.

Value statement: All children need safe, permanent families that love, nurture, protect and guide them.

Tactical goals: Improve collaboration between the courts, child welfare partners and the education system to achieve the mission.

Strategic goals:

- The Commission will monitor and report on the extent to which child welfare programs and courts are responsive to the needs of the children in their joint care.
- The Commission will broaden public awareness of and support for meeting the needs of children and families in foster care.
- The Commission will institutionalize collaboration beyond the terms of office of individual agency directors and elected officials.

The Commission plans to achieve its goals through initiating policy decisions and needed legislative and court rule changes. This Commission will guide the development of the 2007 CIP Training Strategic Plan.

➤ **The Commission approved the following priority areas at its December 8, 2005 meeting:**

National Judicial Leadership Summit on the Protection of Children

Justice Bridge reported on the National Judicial Leadership Summit on the Protection of Children, held in September in Minneapolis. The conference was attended by a four person

team from Washington State, comprised of Justice Bridge, Cheryl Stephani, Thurston County Superior Court Judge Paula Casey and Michael Curtis.

The resulting product is an action plan addressing six priority areas, including: dedicated judiciary, mandatory training for all judicial officers hearing dependency cases; focus on using evidenced-based programs in child welfare services; legal representation for children in the system; alternative dispute resolution; and case accountability/case audit.

Justice Bridge informed that as an initial step toward improving legal representation for children in the system, the Washington State Bar Association is in the process of developing a Children's Law section. It is anticipated that given the requirements and time frames for adding a new section, the Children's Law section will be in place mid-2006.

➤ **The CIP Steering Committee to report to the Commission approved at its September 19, 2005 meeting:**

Federal Court Improvement Program (CIP)

The Administrator for the Courts has recommended to the Chief Justice, who has agreed, that the Commission co-chairs be responsible for appointing members to the Court Improvement Program Steering Committee and that the Commission oversee CIP funded programs. In response to this recommendation, the Commission agreed that the Court Improvement Program Steering Committee should become a Commission workgroup.

During the Commission discussion on the (CIP) reassessment recommendations, mandatory training of judicial officers prior to hearing cases and the development of a training academy were identified as warranting further consideration...

The quality of hearings is identified as an issue at all the sites visited pursuant to the CIP reassessment. (NOTE: On-site visits took place at the following superior courts: Benton/Franklin Counties, Clallam County; King County, Pierce County and Spokane County) Judge Casey also reported that, in addition to the quality of hearings, King County Superior Court Chief Juvenile Judge Patricia Clark is concerned with the amount of judge-time available for conducting a quality hearing.

Other issues mentioned during the Commission discussion on the topic included: the resources for implementing reassessment recommendations; (funding to accomplish would be provided by this CIP Training grant) ...

It was agreed that the Commission can provide direction for as well as "teeth" to proposals developed pursuant to the reassessment recommendations.

Commission on Children in Foster Care Members

The listing of the members of the Commission on Children in Foster Care is below:

Commission on Children in Foster Care Members

Name	Address	Phone/Fax	E-Mail
Justice Bobbe Bridge, co-chair Washington State Supreme Court	Supreme Court Temple of Justice PO Box 40929 Olympia, WA 98504-0929	360-357-2049 Fax: 360-357-2104	J_b.bridge@courts.wa.gov
Cheryl Stephani, co-chair Asst. Secretary DSHS/Children's Administration	Assistant Secretary's Office OB-2, 4 th Floor PO Box 45040 Olympia, WA 98504-5040	360-902-7820 Fax: 902-7848	stephcs@dshs.wa.gov
Dr. Terry Bergeson Superintendent of Public Instruction	Old Capitol Building PO Box 47200 Olympia, WA 98504-7200	360-725-6000 Fax: 360-753-7612	tbergeson@ospi.wednet.edu
Judge Michael E. Cooper President, Superior Court Judges' Association	Kittitas County Superior Court 205 W 5 th Ave, Ste 207 Ellensburg, WA 98926-2887	509-962-7533 Fax: 509-933-8223	michael.cooper@co.kittitas.wa.us
Leona Colegrove Northwest Intertribal Court System	Williams Kastner & Gibbs 601 Union Street, Suite 4100 Seattle, WA 91801-2380	206-628-6649 Fax: 206-628-6611	lcolegrove@wkg.com
Senator James Hargrove Chair, Senate Human Services and Corrections Committee Washington State Senate	411 Legislative Building PO Box 40424 Olympia, WA 98504-0424	360-786-7646 Fax: 360-786-1999 <i>dist off phone:</i> 360-457-2520	hargrove_ji@leg.wa.gov
Representative Ruth Kagi Chair, House Children and Family Services Committee Washington State House of Representatives	304 John L. O'Brien Building PO Box 40600 Olympia, WA 98504-0600	360-786-7910 <i>dist off phone:</i> 206-368-4691	kagi_ru@leg.wa.gov
Attorney General Rob McKenna	1125 Washington St. SE PO Box 40100 Olympia, WA 98504-0100	360- 753-6200	robm@atg.wa.gov
Joanne Moore Director, Washington State Office of Public Defense	711 South Capitol Way Suite 106 PO Box 40957 Olympia, WA 98504-0957	360-586-3164, ext. 112 Fax: 360-586-8165	joamoo@opd.wa.gov

Daniele and Steve Baxter Co-Presidents of the Board of Directors Foster Parents Association of Washington State	1711 12 th Avenue SE Olympia, WA 98501	360-754-3953	vagabonde@comcast.net
Kelly Stockman Reid Executive Director, Washington State CASA	603 Stewart Street, #206 Seattle, WA 98101	206-667-9716	kreid@wacasa.org

Projects to Improve the Washington State Dependency Court System

The chart below outlines the planned projects and timelines to improve the Washington State Dependency Court System:

PROJECTS TO IMPROVE THE WASHINGTON STATE DEPENDENCY COURT SYSTEM

Issue to Be Addressed	Activity	Person(s) Responsible	Timeline	Interim Benchmark	Indicator	Outcome
Improve legal representation for children.	Create Children’s Law Section at the Washington State Bar (BAR).	Commission on Children in Foster Care	10/05 01/06 06/06 08/06 – 06/07	Meet with BAR representatives. Petition BAR Board of Governors to establish section. Children’s Law Section created. Study the establishment of professional standards for Children’s Law Attorneys	Meeting held. Letter submitted. Section created. Report given to the Commission.	Improved legal representation for Children in Foster Care and more Pro Bono attorney time donated to Children’s issues.
Mandatory training for all judicial officers hearing dependency cases	The judicial academy would offer education to judicial officers new or returning to juvenile court. Collaboration with child welfare partners, such as social workers and attorneys, is a critical element. Education offerings could span one to several days, with joint education sessions followed by sessions attended only by judicial officers. Classes would be offered on a regular, frequent	Commission on Children in Foster Care SCJA/FJLC	1/06 6/06 - 12/06 03/07 12/06-06/07	Meet with law schools Identify mandatory training Present to FJLC and SCJA Develop court rules and/or legislation	Develop action plan to establish Academy Commission approves FJLC and SCJA presentation Commission approval	Professional judiciary, attorneys and other children’s representatives.

<p>schedule on the topics identified in the BJA Best Practice. The curriculum would be designed to meet continuing judicial, legal and professional education requirements. A variety of curriculum delivery systems, including webcasting, podcasting and other downloadable electronic forms, would be explored in order to maximize the accessibility of the program to the targeted audiences throughout the state.</p>	09/07	Submit rules to Supreme Court Rules Committee	<p>Establish court rules mandating training for judicial officers</p>
	12/07	Rules Committee approves or disapproves.	
	01/08	Rules are published for comment	
	7/08	Supreme Court sits en banc to consider rules	
	9/08	Approved rules take effect	

On-Going Reform Efforts/Projects to Improve the Washington State Dependency Court System

The chart below outlines the on-going reform efforts and projects planned to improve the Washington State Dependency Court System:

ON GOING REFORM EFFORTS/PROJECTS TO IMPROVE THE WASHINGTON STATE DEPENDENCY COURT SYSTEM						
Issue to Be Addressed	Activity	Person(s) Responsible	Timeline	Interim Benchmark	Indicator	Outcome
Develop 2007 CIP - Training Strategic Plan		Coplen	12/06	Commission provides guidance on CIP Strategic Goals and Objectives		
			06/07	Commission approves 2007 CIP Strategic Plan - Training		
			06/07	2007 CIP Grant application and strategic plan submitted		

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