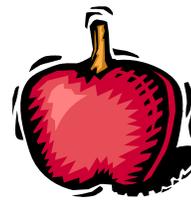
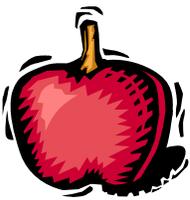


## **Section B: Program Information**

### **(2) Child Welfare Services**

**Child Safety  
Child and Family Health and Well-Being  
Permanency  
Supporting Client Outcomes**



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

# Annual Progress and Services Report FY 2006

## Child Welfare Services

### Introduction

Washington State's Child Welfare System continues to pursue broad reform efforts. As described more fully in the Children's Administration Report Card, focusing only on symptoms will not produce the outcomes we need. The challenge is to push the pace of reform, but not to the breaking point. It is essential to build the right foundation to create the organizational capacity to sustain reform.

This section of the FY 2006 annual progress report and plans built upon the Children's Administration's 2007-2011 Strategic Plan. All of the following material is excerpted from the Strategic plan, except the content enclosed in a box. Children's Administration will pursue fundamental transformation, including efforts identified in the Braam Settlement Compliance Plan.

Although progress made toward meeting the requirements of the Federal Program Improvement Plan (PIP) is reported below, additional progress is also reported elsewhere in the APSR FY 2006. The official statement of Washington State's status on the Federal Program Improvement Plan contained below is from the Comprehensive Improvement Plan Sixth Quarterly Report (January – March 2006). **Attached at the end of this Child Welfare Services section** is information on how to obtain a copy of the most recent Comprehensive Improvement Plan Quarterly Report available.

**Attached at the end of this APSR** is Appendix (1) Program Improvement Plan (PIP) - Tracking FY 07. This document entitled "Program Improvement Plan (PIP) - Tracking and Monitoring PIP Items via the APSR FY 07" provides additional information on PIP items planned to be completed within FY 07.

### Goals

The primary goals of the Children's Administration focus on the themes of child safety, permanency, and child and family well-being for the children and families we serve. A fourth goal focuses on the systemic factors that are necessary in a high-performing organization with the capacity to support excellent outcomes for children and families.

Children's Administration actively participates in the Priorities of Government statewide results teams, coordinated by the Office of Financial Management, and contributes to "Improve the Security of Washington's Vulnerable Children and Adults – by providing services to keep them safe, healthy, and productive."

The objectives, outcomes, and broad strategies from the Children's Administration's 2007-2011 Strategic Plan are laid out below in support of our four major goals of:

- ◆ **Child Safety:** Children will be safe from abuse and neglect.
- ◆ **Child & Family Well-Being:** Help families and communities improve the well-being of children in their own homes and in out-of-home care.
- ◆ **Permanency:** Provide stable, nurturing, and permanent placements as quickly as possible for children who are placed into out-of-home care.
- ◆ **Supporting Client Outcomes:** Continuously improve the organization's capacity to achieve excellent outcomes for children and families.

Although our goals and objectives remain clear, continuous improvement requires us to reassess our strategies to make sure we are expending resources to have the greatest impact on reaching them. Reviewing and refining strategies is an ongoing process.

**NOTE: The federal objectives, data indicators and case review measures are underlined.**

## **Child Safety:**

**Goal: Children will be safe from abuse and neglect.**

**Outcome S-1: Children are, first and foremost, protected from abuse and neglect.**

### **Objectives:**

- A. Reduce chronic maltreatment
- B. Reduce recurrence of maltreatment
- C. Increase safety for children placed in out-of-home care
- D. Initiate timely investigations of reports of child maltreatment

### **Measures:**

- ◆ Percent of CAN victims who had another founded referral within 6 months (Federal data)
- ◆ Percent of children in licensed care who were abused or neglected by a foster parent or facility staff (Federal data)
- ◆ Percent of child abuse and neglect referrals where child is seen within required timeframe

### **Highlights of System Improvements in FY 2006:**

CA staff response time to emergent allegations of abuse or neglect is getting faster. During FY 2005, (July – November), only 68.2% of children in emergent referrals were seen or attempted within 24 hours. This improved to 90.5% during the same time period in FY 2006. For non-emergent referrals, a 72-hour policy was implemented in August 2005. During FY 2006 (August – September), 86% of children with non-emergent referrals were seen or attempted within 72 hours compared to only an average of 19.5% during the same time period the previous year.

### **PIP Goals Met in FY 2006:**

- ◆ In collaboration with contracted providers, implemented training for staff and foster parents on family engagement

### **Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Design and implement a new child welfare practice model
- ◆ Restructure the Child Protective Services model to provide clear role definitions and focus on quality investigations, safety and risk assessments
- ◆ Implement training to support the model (including advanced investigation and assessment training for CPS workers)
- ◆ Reduce response time for face-to-face visits with children at high risk of abuse or neglect on emergent referrals to within 24 hours of receiving a referral (Began implementation April 20, 2005)
- ◆ Reduce response time for face-to-face visits with children at lower risk of abuse and neglect on non-emergent referrals to within 72 hours of receiving a referral (Began implementation August 1, 2005)
- ◆ Improve accuracy and consistency for findings of child abuse and neglect
- ◆ Improve response to adolescents at risk (screening and assessment tools)
- ◆ Implement the chronic child neglect legislation (2005 session)

**PIP Strategies for FY 2007:**

- ◆ Streamline the criteria for Intake to use in identifying chronically referring families
- ◆ In collaboration with contracted providers develop and implement revisions to ARS, FPS and IFPS to better serve chronically referring families

**Outcome S-2: Children are safely maintained in their homes whenever possible and appropriate.****Objectives:**

- A. Protect children and prevent removal whenever possible
- B. Improve safety when returning children to their homes (risk of harm to child)

**Measures:**

- ◆ Percent of children on in-home dependencies who are visited every 30 days
- ◆ Services provided to families to protect children in home and prevent removal (Case Review)
- ◆ Current risk of harm to child (Case Review)

**Highlights of System Improvements in FY 2006:**

A new policy requiring 30-day visits by a Social Worker for children receiving services in their home was implemented in FY 2006 (October 1st). Although there is a target goal of 90%, the statewide average during October – November 2005 was only about 49% using hand-count methods.

**PIP Goals Met in FY 2006:**

- ◆ Implemented Family Team Decision Meetings within 72 hours of placement, at reunification, during placement moves and for disruption prevention
- ◆ Reviewed and revised Kids Come First policy framework and tools
- ◆ In collaboration with contracted providers, implemented training for staff and foster parents on family engagement

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Design and implement a new child welfare practice model
- ◆ Increase use of Family Team Decision-Making meetings within 72 hours of placement, at reunification, during placement moves, and for disruption prevention
- ◆ Implement state and regional interagency domestic violence protocol and improve awareness and response to domestic violence
- ◆ Collaborate with contracted community partners to maximize service alignment with new practice model to protect children and prevent removal

**PIP Strategies for FY 2007:**

- ◆ Develop and implement a six month aftercare support plan for children exiting care
- ◆ Implement 30 day visits with all children receiving in-home services
- ◆ Restructure Child Protective Services / Child Welfare Services Model
- ◆ Define the new practice model for Child Protective Services / Child Welfare Services
- ◆ Implement a re-designed ISSP
- ◆ Implement statewide case review model for assessing and improving practice related to Safety, Permanence, and Well-being

**Permanency:**

**Goal: Provide stable, nurturing, and permanent placements as quickly as possible for children who are placed into out-of-home care.**

## Outcome P-1: Children have permanency and stability in their living situations.

### Objectives:

- A. Increase timely permanent placements for children in out-of-home care
- B. Increase stability of children in out-of-home care
- C. Decrease foster care re-entries
- D. Decrease over-representation of minority children in care

### Measures:

- ◆ Number of children whose permanent plans are accomplished for adoption, reunification, guardianship, and other
- ◆ Percent of children in care with no more than two placements (Federal data)
- ◆ Length of time to achieve permanency goal of reunification (Federal data)
- ◆ Length of time to achieve permanency goal of adoption (Federal data)
- ◆ Percent of children who re-entered care within 12 months of reunification (Federal data)
- ◆ Number of African American and Native American children in care longer than 2 years who are not in their permanent home
- ◆ Percent of youth exiting care after age 18 years who received Independent Living Services while in care

### Highlights of System Improvements in FY 2006:

There is a trend of improvement in the percentage of children with 2 or fewer placements during the first year in out-of-home care. The goal to reach in FY 2007 (September) is 86.1%, and in FY 2005 the average was 85.6%. There are numerous action steps to assist with meeting or exceeding this goal, including the following:

- Mandated use of family team decision making
- Use of multiple placement staffings (5+ placements)
- Increased foster home recruitment efforts;
- Analysis of factors affecting placement instability
- Expansion of services to reduce risks of instability

More terminations of parental rights and relinquishments are occurring within 18 months of placement. Children are waiting less time for a permanent family since more adoptions and guardianships are being finalized within a year of becoming legally free. It is also taking less time from placement to legally free status (average is 17 months).

The data below reflects the latest data available year-to-date FY 2006:

- As of March, 2006, the number of children in out-of-home care has increased since March, 2005.
- The number of children in paid foster care has remained relatively flat in past year. The number of children with adoption support increased between March 2005 and March 2006.
- As of March 2006, the percent of children with two or fewer placements in their first 12 months in out of home care was 85.2%.
- The state continues to meet the federal standard of 32% for adoptions achieved within 24 months of placement as of March 2006 with 32.3%.
- As of March 2006, the state and all regions continue to successfully exceed the target of 76.2% for the percent of children reunified within 12 months. There has been a leveling off in the state and all regions in the over-representation of minority children in care at the end of FY 2005.

### PIP Goals Met in FY 2006:

- ◆ Implemented Family Team Decision Meetings within 72 hours of placement, at reunification, during placement moves and for disruption prevention

- ◆ Reviewed and revised Kids Come First policy framework and tools (transition and safety plan to incorporate six months after care support)
- ◆ Provided training to staff to support adoptions for older children

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Implement a new practice model that addresses the partnership role of foster parents in maintaining family relationships when possible
- ◆ Increase access to support services for unlicensed relative caregivers
- ◆ Develop and implement revised policy framework for kinship care
- ◆ Collaborate with Economic Services and Aging and Disability Services Administrations to improve support for caregivers
- ◆ Strengthen the service plan (ISSP) to include provisions for early identification of cultural heritage and maintaining cultural connections
- ◆ Collaborate with contracted service providers, Tribes and Recognized Indian Organizations to revise contracts to better support the Indian Child Welfare Act (ICWA)
- ◆ Implement training to support policy changes for maintaining child's cultural connections (staff and foster parents)

**PIP Strategies for FY 2007:**

- ◆ Increase use of Family Preservation Services for children who return home
- ◆ Conduct regional forums for staff and community partners to review Office of Children's Administration Research data and regional profiles on factors influencing re-entry
- ◆ Require multi-disciplinary case staffings for children who have been in four or more placements since entering out-of-home care, to build an intensive case plan to improve placement stability
- ◆ Provide respite to resource families to support placements at risk of disruption and provide appropriate access to respite care for caregivers requesting and needing this service, to include in-home respite care for licensed foster parents
- ◆ Implement statewide after-hours foster parent support crisis line
- ◆ Collaborate with courts to review and revise policies to increase proper and timely notification of hearings (and the right to be heard) to foster/relative placement caregivers
- ◆ Develop policy to require Local Indian Child Welfare Act Committee (LICWAC) staffing or permanency and/or prognostic staffings to be held within 45-90 days of placement
- ◆ Establish a permanency goal within the first 60 days of placement by developing practice guidelines for staff to specify the array of staffings that can be utilized for permanency planning
- ◆ Further develop concurrent planning statewide
- ◆ Within existing capacity, maximize utilization of Foster Care Assessment Program (FCAP) resources
- ◆ Develop definitions of acceptable permanent plans, which include the criteria for permanent plans, and when long-term foster care (non-guardianships) can be a permanent placement for children
- ◆ Develop and implement strategies to address permanency planning with adolescents
- ◆ Implement the unified home study for foster and adoptive parents
- ◆ Review all required staffings for children and families and develop recommendations for consolidation and implement Shared Planning
- ◆ Implement No Wrong Door multi-disciplinary staffings for youth six months in advance of exiting care
- ◆ Implement the Ansell-Casey computerized Independent living skills assessment and case planning model
- ◆ Increase the percentage of eligible children receiving Independent Living Services

**Outcome P-2: The continuity of family relationships and connections is preserved for children.**

**Objectives:**

- A. Increase appropriate relative placements
- B. Preserve connections with parents, siblings, and other significant people

**Measures:**

- ◆ Percent of children in foster care placed with relatives
- ◆ Percent of children in out-of-home care who visit with parents and siblings (Case Review)
- ◆ Current relationship of child in care with parents (Case Review)
- ◆ Percent of children placed in proximity to parents (Case Review)
- ◆ Percent of children placed with siblings (Case Review)

**Highlights of System Improvements in FY 2006:**

Between December 2004 and December 2005, there has been a slight decrease in the proportion of children re-entering care within 12 months of reunification. The state continues to show a steady, incremental increase in the past year in the proportion of children placed with relatives for children in care with all lengths of stay to 38.2% by June, 2006.

**PIP Goals Met in FY 2006:**

- ◆ In collaboration with contracted providers, implemented training for staff and foster parents on family engagement

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Implement a new practice model that addresses the partnership role of foster parents in maintaining family relationships when possible
- ◆ Increase access to support services for unlicensed relative caregivers
- ◆ Develop and implement revised policy framework for kinship care
- ◆ Collaborate with Economic Services and Aging and Disability Services Administrations to improve support for caregivers
- ◆ Strengthen the service plan (ISSP) to include provisions for early identification of cultural heritage and maintaining cultural connections
- ◆ Collaborate with contracted service providers, Tribes and Recognized Indian Organizations to revise contracts to better support the Indian Child Welfare Act (ICWA)
- ◆ Implement training to support policy changes for maintaining child's cultural connections (staff and foster parents)

**PIP Strategies for FY 2007:**

- ◆ Develop policies and protocols regarding visitations for children in foster care to include frequency of visitation
- ◆ Implement statewide case review model for assessing and improving practice related to Safety, Permanence, and Well-being.

**Child and Family Health and Well-Being:**

**Goal: Help families and communities improve the well-being of children in their own homes and in out-of-home care.**

**Outcome WB-1: Families have enhanced capacity to provide for their children's needs.**

**Objectives:**

- A. Increase worker visits with child
- B. Increase worker visits with parent(s)
- C. Involve family, child, and foster family in case planning
- D. Respond to needs of child, parents, and foster parents

**Measures:**

- ◆ Percent of children in out-of-home care who are visited by their social worker in the caregiver's home according to policy
- ◆ Percent of parents visited by their social worker (Case Review)
- ◆ Percent of children and families involved in case planning (Case Review)

**PIP Goals Met in FY 2006:**

- ◆ Implemented Family Team Decision Meetings within 72 hours of placement, at reunification, during placement moves and for disruption prevention
- ◆ Reviewed current models of family team meetings (Family Group Conference, Family Team Meetings and Family Team Decision Meetings) and implement protocols for at which stage in a case they are most appropriately used

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Implement CPS/CWS redesign to improve engaging families
- ◆ Expand the use evidence-based programs (contracts review process)
- ◆ Increase capacity for visits between social workers and children at least once every 30 days
- ◆ Increase capacity for social worker visits with biological parents and caregivers
- ◆ Increase capacity for parent/child and child/sibling visits
- ◆ Collaborate with Tribes to improve identification of Indian children and notification to Tribes
- ◆ Increase training for staff, foster parents, community partners and contracted providers on engaging families, relatives, and fathers
- ◆ Increase use of shared planning staffings to identify needs of families and connect them to services and resources
- ◆ Implement annual assessments and developmental plans for foster parents

**PIP Strategies for FY 2007:**

- ◆ Develop and implement a strengths-based comprehensive family assessment tool
- ◆ Increase contact between social workers and children and families on in-home cases to at least once every 30 days
- ◆ Increase contact between social workers and families, social workers and children and social workers and out-of-home caregivers on out-of-home cases to at least once every 30 days
- ◆ Obtain funding and develop video to help adolescents understand and maneuver through the dependency process.
- ◆ Review and revise contracts/licenses with Child Placing Agencies to support 30 day visits
- ◆ Increase use of No Wrong Door staffings to identify needs of families and connect them to services and resources

**Outcome WB-2: Children receive appropriate services to meet their educational (and developmental) needs.**

**Objectives:**

- A. Children in placement are supported in age-appropriate educational and developmental programs
- B. Minimize school moves for children in foster care

**Measures:**

- ◆ Percent of children whose educational needs are met (Case Review)

- ◆ Percent of children who leave out-of-home care on or after their 18th birthday either holding a high school diploma, GED, or are enrolled in an educational or vocational program

**PIP Goals Met in FY 2006:**

- ◆ Established expectations and practice guidelines for social workers regarding educational assessment and advocacy across all programs for in-home and out-of-home cases
- ◆ Developed and distributed educational brochures and/or information packets in collaboration with the education sector (Packets to include basic statewide information including: mandatory reporting information, and program descriptions for CA and schools)

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Collaborate with other foster care and education-related organizations to implement the Foster Care to College Partnership Plan
- ◆ Collaborate with partners to improve educational outcomes for children receiving services from CA
- ◆ Increase number of local school agreements
- ◆ Increase the placement options available to meet the needs of children in out-of-home care
- ◆ Continue ongoing efforts to build partnerships community by community through the Family to Family initiative
- ◆ Review in-home services contracts (Family Reconciliation Services, Family Preservation Services, Intensive Family Preservation Services) and include educational advocacy (contracts review)

**PIP Strategies for FY 2007:**

- ◆ Revise Family Reconciliation Services program to address issue of educational advocacy for children receiving services in their own homes
- ◆ Establish education coordinators in each region to offer educational advocacy and access to mentoring and tutoring programs for youth ages nine to sixteen years old in out-of-home care
- ◆ In collaboration with partners, develop interagency working agreements between OSPI and CA to include protocols for effective information sharing and service planning for children in care.
- ◆ Collaborate with Washington Education Foundation to obtain funding and implement the Foster Care to College Partnership Plan

**Outcome WB-3: Children receive adequate services to meet their physical and mental health needs.**

**Objectives:**

- Physical health needs are met
- Mental health needs are met
- Social and emotional needs are met

**Measures:**

- ◆ Percent of children whose physical and mental health needs are met (Case Review)

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Tracking (CHET) model and improve screening tools
- ◆ Improve tools for matching children with appropriate evidence-based programs that meet their mental health needs
- ◆ Improve the physical and mental health information provided to foster parents about children in their care

- ◆ Improve system of delivering mental health services to children and their families (Children's Mental Health Initiative collaboration between CA, HRSA/Mental Health Division and Juvenile Rehabilitation Administration)
- ◆ Continue the mental health transformation grant collaboration with HRSA/Mental Health Division

**PIP Strategies for FY 2007:**

- ◆ Implement an integrated tiered-system for evaluation of the health, developmental and educational needs of children in out-of-home care
- ◆ Improve availability and use of regional medical consultants
- ◆ Expand the Child Health & Education Tracking program to assess the needs of children in their own homes
- ◆ Implement a system to consolidate health records for children in care
- ◆ Provide foster parents with physical and mental health information about children in their care
- ◆ Increase the placement options available to meet the needs of children in out-of-home care
- ◆ Implement interagency domestic violence protocols
- ◆ Improve system of delivering mental health services to children and their families (Children's Mental Health Initiative collaboration between CA, HRSA/Mental Health Division and Juvenile Rehabilitation Administration)
- ◆ Implement Regional Services Network (RSN) working agreements

**Supporting Client Outcomes:**

**Goal: Continuously improve the organization's capacity to achieve excellent outcomes for children and families.**

**SCO-1: Agency Responsiveness to the Community**

**Outcome SCO-1: Children's Administration partners with and is responsive to Tribes, consumers, communities, courts and public and private agencies to serve children and families.**

**Objectives:**

- On-going partnership, communication and consultation with Tribes, recognized Indian organizations, consumers, service providers, out-of-home care providers, juvenile court, other public and private agencies, including their concerns
- Annual progress reports
- Coordinate service provision with other federal or federally-assisted programs

**Measures:**

- ◆ Consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child and family-serving agencies (Child and Family Services Review)
- ◆ Coordinate with services or benefits of other federal or federally-assisted programs (Child and Family Services Review)
- ◆ Number of good news stories and weekly report items submitted
- ◆ Number of customer, stakeholder, foster parent satisfaction surveys

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Implement the formal protocol on ongoing consultation with IPAC, Tribes and Recognized Indian Organizations
- ◆ Collaborate with Tribes and Recognized Indian Organizations to develop the budget to assist in meeting the Indian Child Welfare Act

- ◆ Increase compliance with the Indian Child Welfare Act and the Tribal-State ICW Agreement of 1987
- ◆ Conduct annual Indian Child Welfare summits
- ◆ Partner with the Mental Health Division and Juvenile Rehabilitation Administration to address needs of children with mental health issues (Children's Mental Health Initiative)
- ◆ Provide open and frequent communication with the public, service providers, community partners, out-of-home care providers, and the media
- ◆ Implement the revised Memorandum of Understanding with the Washington State Court Appointed Special Advocate (CASA) Program
- ◆ Collaborate with community partners and HRSA/Division of Alcohol and Substance Abuse to improve access to chemical dependency services
- ◆ Collaborate with community partners and the Economic Services and Aging and Disability Services Administrations to increase access to services for children and families
- ◆ Continue ongoing efforts to build partnerships community by community through the Family to Family initiative and the accreditation process
- ◆ Collaborate with other foster care and education-related organizations to implement the Foster Care to College Partnership Plan
- ◆ Collaborate with public and private partners to increase awareness of child abuse and neglect and domestic violence
- ◆ Implement collaboration protocols with contracted community partners focusing on planning, decision-making, and communications
- ◆ Collaborate with courts and other partners to improve timeliness to permanency for children
- ◆ Partner with *Catalyst for Kids* to advance permanency and well-being priorities

**PIP Strategies for FY 2007:**

- ◆ Review and follow existing consultation processes occurring between the Tribes and the state and establish mechanisms to implement the Centennial Accord, the Tribal-State Agreement and the DSHS 7.01 Policy
- ◆ Develop and implement a process for consultation to improve collaborative government to government relationships and result in an integrated partnership approach to solutions
- ◆ Increase compliance with the Indian Child Welfare Act (ICWA)
- ◆ Conduct annual Indian Child Welfare summits
- ◆ Notify Tribes, coalitions of Tribes and recognized Indian organizations and the Indian Policy Advisory Committee (IPAC) that they have the right to consult and negotiate directly with Regional Administrators and CA headquarters when issues cannot be resolved at the local level
- ◆ Consult with Tribes and recognized Indian organizations at each programmatic stage in the course of the development of the Child and Family Services Plan (CFSP)
- ◆ Develop communication protocol with Tribes and Indian Organizations
- ◆ Provide open and frequent communication with the public, service providers, community partners, out-of-home care providers and the media
- ◆ Develop and implement a policy requiring notice to the Tribe within one working day of identification of a child's Tribal and/or Band affiliation for children in out-of-home placement to increase Tribal involvement in case planning.
- ◆ Collaborate with Court Improvement Plan Committee to develop a process for inquiry as to Tribe and/or Band affiliation
- ◆ Collaborate with community and government partners to improve quality and accessibility of mental health services to children receiving services from CA
- ◆ Collaborate with DSHS Administrations and community partners to develop an integrated re-designed service model for adolescents
- ◆ Improve collaboration with community partners and HRSA/Division of Alcohol and Substance Abuse to improve access to chemical dependency services

- ◆ In collaboration with community partners and DASA, develop and implement new screening tool for chemical dependency and mental health
- ◆ Improve collaboration with community partners and the Economic Services and Aging and Disability Services Administrations to increase access to services for children and families
- ◆ Collaborate with partners to improve educational outcomes for children receiving services from CA
- ◆ Collaborate with public and private partners to increase awareness of child abuse and neglect
- ◆ Collaborate with partners to increase awareness and improve response to domestic violence
- ◆ Assess and evaluate results of Families and Communities Together pilot projects in Spokane and Bellingham
- ◆ Implement collaboration protocols with contracted community partners focusing on planning, decision-making and communications
- ◆ Increase collaboration with courts and other partners to improve timeliness to permanency for children
- ◆ Pilot social workers stationed at court to facilitate dependencies and reduce continuances and family drug court barriers
- ◆ Collaborate with public and private child welfare providers to develop and implement contracted services models based on research
- ◆ Support partnership with Catalyst for Kids (formerly Families for Kids Partnership) to advance permanency priorities
- ◆ Attach customer service items to annual staff performance evaluations
- ◆ Implement CA client satisfaction surveys

## **SCO-2: Foster and Adoptive Parent Licensing, Recruitment, Retention**

**Outcome SCO-2: Adequate quality resources are available for foster care, behavior rehabilitation services, and adoption.**

### **Objectives:**

- A. Standards for foster homes and residential facilities are reasonably in accord with recommended national standards
- B. Standards are applied to all licensed foster family homes or residential facilities receiving Title IV-E or IV-B funds
- C. Criminal background clearances requirements are met as related to licensing or approving foster care, relative care and adoptive placements, and case planning process addresses safety
- D. Recruitment and retention efforts result in adequate numbers, locations, capacity, and ethnic and racial diversity of placement resources
- E. Cross-jurisdictional resources are used to facilitate timely adoptive or permanent placements for waiting children

### **Measures:**

- ◆ Number of licensed foster homes
- ◆ Number of minority homes available
- ◆ Percent of licensing applications which are pending more than 90 days
- ◆ Percent of foster homes receiving annual health and safety checks
- ◆ Foster parent satisfaction

### **Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Increase capacity for foster parent recruitment and retention
- ◆ Increase training for foster parents and relative caregivers
- ◆ Implement an annual survey of foster parents and relative caregivers
- ◆ Implement annual assessments and developmental plans for foster parents
- ◆ Engage licensing staff with Boeing's Lean Team to improve licensing processes and cycle time
- ◆ Increase percentage of foster care licensing renewals
- ◆ Increase support for relative caregivers
- ◆ Increase support for Tribal licensing processes
- ◆ Increase participation of hard-to-adopt children in Heart Gallery

**PIP Strategies for FY 2007:**

- ◆ Develop policy requiring Licensed Resources to contact foster parents quarterly
- ◆ Develop and implement annual assessments and developmental plans for foster parents
- ◆ Develop protocols to support Tribal licensing processes and to recognize Tribal licensing standards
- ◆ Implement Request for Proposal (RFP) for statewide foster parent recruitment
- ◆ Implement state and regional resource management plans, including minority and school-based recruitment
- ◆ Increase foster parent and staff teamwork and communication
- ◆ Increase percentage of foster care licensing renewals
- ◆ Implement Request for Proposal (RFP) for statewide foster parent support
- ◆ Implement statewide after-hours foster parent support crisis line
- ◆ Implement a conflict resolution process with foster parents
- ◆ Implement foster parent satisfaction surveys statewide (licensing completion, in-service and at exit from service)
- ◆ Evaluate use of incentives for foster parents based on the longevity of a child's placement

**SCO-3: Service Array**

**Outcome SCO-3: Service array ensures appropriateness, quality, accessibility and flexibility.**

**Objectives:**

- A. Services are appropriate
- B. Services are accessible statewide
- C. Services can be individualized to meet unique needs

**Measures:**

- ◆ Services assess the strengths and needs of children and families (Case Review)
- ◆ Services are targeted at the risk factors and enable children to remain in home when reasonable (Case Review)
- ◆ Services identify and address the well-being and permanency needs of children in out-of-home care (Case Review)
- ◆ Services address child, parent, and caregiver needs (Case Review)
- ◆ Services help children in foster and adoptive placements achieve permanency (Case Review)
- ◆ Services are consistently accessible to families and children across the state (Case Review)
- ◆ Services can be individualized to meet cultural, language, and service needs of families and children (Case Review)

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Improve development and monitoring of contracts to include evidence and outcome-based practices and culturally appropriate services for children and families (contracts review process)

- ◆ Improve the availability of services statewide (contracts review process)
- ◆ Collaborate with Juvenile Rehabilitation Administration, Mental Health Division, Children's Alliance, courts, and providers to redesign services for adolescents
- ◆ Collaborate with community partners, courts and HRSA/Division of Alcohol and Substance Abuse (DASA) to improve access to chemical dependency services
- ◆ Collaborate with the Court Improvement Plan Grant Steering Committee to develop Family Drug Courts
- ◆ Implement the Casey Family Programs Breakthrough Series Collaborative regarding disproportionality in King County
- ◆ Implement annual diversity conference for staff and providers
- ◆ Communicate with the Indian Policy Advisory Committee regarding service availability and access to service

**PIP Strategies for FY 2007:**

- ◆ Improve development and monitoring of contracts to include outcome-based and culturally appropriate services for children and families (contract reform model)
- ◆ Improve quality and accessibility of mental health services to children receiving services from CA
- ◆ Collaborate with community partners, Regional Support Networks and HRSA/Mental Health Division to improve mental health services
- ◆ Collaborate with Juvenile Rehabilitation Administration, HRSA/Mental Health Division, Children's Alliance, courts and providers to redesign services for adolescents in their homes
- ◆ Collaborate with community partners, courts and HRSA/Division of Alcohol and Substance Abuse (DASA) to improve access to chemical dependency services
- ◆ Contract for chemical dependency professionals to be on-site in local offices to improve identification and assessment of chemical dependency problems
- ◆ Collaborate with the Court Improvement Plan Grant Steering Committee regarding the development of Family Drug Courts
- ◆ Collaborate with community partners to fill service gaps identified through Child Health & Education Tracking regional profiles
- ◆ Develop a process for implementing three culturally competent services in two areas of the state
- ◆ Implement the Casey Family Program Breakthrough Series regarding disproportionality in King County
- ◆ Develop regional databases of accessible Tribal/recognized Indian organizations services
- ◆ Promote the diversity charter and expectation that all staff and contracted providers adhere to the provisions
- ◆ Implement revised diversity training for all staff and providers
- ◆ Implement annual diversity conference for staff and providers
- ◆ Collaborate with public and private partners in education to improve information sharing
- ◆ Contract with university and other research centers to identify evidence-based child welfare practices

**SCO-4: Statewide Information System**

**Outcome SCO-4: Information Technology has capability to support field and management needs.**

**Objectives:**

- A. Information system capacity to identify status, demographic characteristics, location and goals for children in foster care
- B. Assist workers, supervisors, and managers in daily work
- C. Enhance business capabilities

- D. Establish business value of information technology investments
- E. Invest in skills

**Measures:**

- ◆ Sustained availability of the CAMIS application during transition to new SACWIS
- ◆ Successful procurement of a qualified SACWIS implementation vendor (implies completion of all of the activities that lead up to this – requirements collection and validation, RFP review and approval, contract review and approval)
- ◆ Ability of field staff to work remotely/spend more time with clients
- ◆ Completed and implemented work requests
- ◆ State staff are integrated into implementation vendor’s team and contributing to construction/implementation of the new SACWIS

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ (SACWIS) that integrates the components of child welfare activities
- ◆ Improve use of the Internet and Intranet to facilitate communication with the public, stakeholders, and employees
- ◆ Implement information system changes to support program improvements
- ◆ Implement secure wireless capabilities to meet business needs
- ◆ Follow the structured work request process to justify, evaluate, and prioritize business needs
- ◆ Equip staff to transition to new technology and tools with procurement of a transfer SACWIS application

<b>PIP Strategies for FY 2007:</b>
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| <ul style="list-style-type: none"> <li>◆ Implement information system changes to support program improvements</li> <li>◆ Develop a new data and case management information system to improve data integrity and capacity to track cases, with new tools to facilitate efficient case management</li> <li>◆ Complete Data Warehouse and reporting capacity</li> <li>◆ Improve use of the Internet and Intranet to facilitate communication with the public, stakeholders and employees</li> </ul> |
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**SCO-5: Case Review System**

**Outcome SCO-5: Federal requirements for case review system are maintained.**

**Objectives:**

- A. Each child has a written case plan developed jointly with parents
- B. Timely court and administrative review
- C. Termination of parental rights proceedings in accordance with Adoptions and Safe Families Act (ASFA)
- D. Foster and pre-adopt parents and relative caregivers have opportunity to be heard in review or hearing with respect to the child

**Measures:**

- ◆ Administrative review of child’s status every 6 months (Case Review)
- ◆ Court hearing every 12 months (Case Review)
- ◆ Termination petition was filed or compelling reasons were documents for children who were in out-of-home care 15 of the most recent 22 months (Case Review)

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ See strategies in WB-1 regarding involving parents and children in the development of case plans
- ◆ Enhance and implement concurrent planning throughout the state

- ◆ Support implementation of recommendations from the Dependency and Termination Equal Justice Commission
- ◆ Develop and implement system for notification to caregivers of their right to attend and provide input in review hearings (new SACWIS)

**PIP Strategies for FY 2007:**

- ◆ Sees strategies in WB-1 regarding involving parents and children in the development of case plans
- ◆ Improve use of case conferencing and staffings
- ◆ Implement Family Team Decision Meetings
- ◆ Enhance and implement concurrent planning throughout the state
- ◆ Implement recommendations from the Dependency and Termination Equal Justice Commission
- ◆ Collaborate with courts to review and revise policies to increase proper and timely notification of hearing (and the right to be heard) to foster/relative placement caregivers
- ◆ Develop and implement system for notification to caregivers of their right to attend and provide input in review hearings

**SCO-6: Quality Assurance System**

**Outcome SCO-6: Quality assurance system promotes satisfactory outcomes for children and families.**

**Objectives:**

- A. Families and children in care receive quality services that protect safety and health
- B. Quality Assurance system is comprehensive and consistent

**Measures:**

- ◆ Evaluates practice at the office level by review of a random sample of cases (Case Review)
- ◆ Evaluates compliance and qualitative standards (Case Review)
- ◆ Evaluates Safety, Permanency and Well Being outcomes for children (Case Review)
- ◆ Identifies strengths and needs of service delivery (Case Review)
- ◆ Provides office, regional and statewide reports (Case Review)
- ◆ Facilitates the development of office annual improvement goals
- ◆ Annually re-evaluates office practice and progress with improvement goals (Case Review)
- ◆ Number of offices accredited

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Provide program and policy support that increases accountability and improves performance (case review, contract monitoring, data management)
- ◆ Complete accreditation of local offices and headquarters
- ◆ Improve statewide consistency of child welfare practice (new practice model)
- ◆ Improve data integrity (new SACWIS)
- ◆ Implement evidence-based programs to improve the service array (contracts review process)
- ◆ Develop a formal case review process for ICW cases to monitor and improve compliance with the Indian Child Welfare Act (ICWA)
- ◆ Improve practice through self-assessment and data monitoring

**PIP Strategies for FY 2007:**

- ◆ Implement revised case review model to meet accreditation, federal and CA requirements
- ◆ Provide program and policy support that increases accountability and improves performance
- ◆ Complete accreditation of local offices and headquarters
- ◆ Establish and support local office quality improvement standing teams in all offices
- ◆ Improve statewide consistency of child welfare practice
- ◆ Improve data integrity
- ◆ Implement evidence-based research to improve policy and practice
- ◆ Implement quality assurance intake model
- ◆ Develop a statewide case review quality assurance model to monitor and improve compliance with the Indian Child Welfare Act (ICWA)
- ◆ Improve practice through self-assessment and data monitoring

**SCO-7: Structure, Staffing and Fiscal Resources**

**Outcome SCO-7: Agency has adequate and efficient structure, staffing and fiscal resources.**

**Objectives:**

- A. Structure, staffing levels and resources support quality service delivery
- B. Agency provides adequate support for a quality working environment
- C. Diversity of workforce closely reflects diversity of clients

**Measures:**

- ◆ Average number of open cases carried per social worker at fiscal year end
- ◆ Number of CPS, CWS, FRS referrals received
- ◆ Number of CA/N referrals accepted for investigation
- ◆ Number of LR cases per worker
- ◆ Number of SSI/SSA applications filed
- ◆ Amount of federal dollars earned (IV-E penetration rate)
- ◆ Percent of employees with current performance evaluations
- ◆ Employee satisfaction data
- ◆ Percent of CPS/CWS positions filled
- ◆ Percent of minority and disabled staff

**Highlights of System Improvements in FY 2006:**

CA has a total of 2,465 (annual) Full Time Equivalents (FTEs) and a budget of \$951.4 million for Fiscal Years 2006 and 2007. Retirements may cause more turnovers in key positions creating an increased need for recruitment, training, and mentoring of newer less experienced workers. At the same time, there is a need to develop qualified professional staff and prepare them for key leadership positions.

While caseload sizes vary in offices across the state, the average caseload ratio was at the legislatively funded level of 24 cases per social worker (1:24) in April 2006. To improve service delivery to children in crisis, CA is working to decrease the average number of cases a Child Protective Services Social Worker has on their caseload. During FY 2006 (July – October), the statewide average decreased from 26.5 to 22.3 children.

Also, a number of new social worker positions were acquired in the 2006 Supplemental budget and CA is implementing plans for recruiting, hiring, and training them on a phased-in schedule during FY 2007. The Governor and Legislature funded approximately 191 new social workers, plus supervisors and clerical support positions, to increase social worker visits with children, implement a redesign of Child Protective Services and Child Welfare Services, and better respond to child neglect cases.

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Evaluate need for additional staff resources and request funding when appropriate
- ◆ Maximize federal funding
- ◆ Implement budget accountability plan, including financial management, contracting, financial analysis and reporting tools, accounting processes and payment processing (new business model)
- ◆ Improve employee recruitment, particularly among minority populations
- ◆ Implement the recommendations of the social worker safety workgroup
- ◆ Conduct a workload study of direct service workers
- ◆ Participate in the DSHS employee satisfaction survey
- ◆ Collaborate with community partners to implement annual diversity conference for staff and partners

**PIP Strategies for FY 2007:**

- ◆ Evaluate need for additional staff resources and request funding when appropriate
- ◆ Maximize federal funding
- ◆ Implement budget accountability plan, including financial management, contracting, financial analysis and reporting tools, accounting processes and payment processing
- ◆ Implement recommendations from the payment improvement project team
- ◆ Improve employee recruitment, particularly among minority populations
- ◆ Review for implementation recommendations from the staff retention (Pride and Passion) team
- ◆ Establish a workgroup to develop policies and protocols to address the safety of child protective services and child welfare services staff (HB2189)
- ◆ Improve data collection for incidents, accidents and grievances
- ◆ Implement recommendations from the JLARC audit of CFS caseload and staffing issues regarding moving to a workload (versus caseload) staffing model

**SCO-8: Staff and Provider Training**

**Outcome SCO-8: Staff and provider training and development adequately support the goals of the agency.**

**Objectives:**

- A. Employee development and training supports agency goals and objectives
- B. Service partners and placement providers are trained to carry out their duties

**Measures:**

- ◆ Initial training for all staff (Case Review)
- ◆ On-going training is skills and knowledge based (Case Review)
- ◆ Training for foster parents, adoptive parents, and staff of licensed facilities is skills and knowledge based (Case Review)

**Strategies from the CA Strategic Plan 2007 - 2011:**

- ◆ Implement training to support the new practice model (staff, foster parents, providers and partners)
- ◆ Increase array of training opportunities and expectations for staff participation
- ◆ Implement competency testing following academy training and use results to improve academy
- ◆ Increase percent of staff with MSWs by improving use of the Child Welfare Training and Advancement Program (Title IV-E stipend program)
- ◆ Implement training in consultation with the Tribes and LICWACs on Government to Government principles, the Tribal-State ICW Agreement of 1987, and the CA ICW manual
- ◆ Increase training opportunities and expectations for foster parents
- ◆ Increase training opportunities for non-licensed caregivers
- ◆ Increase training opportunities for contracted service providers and stakeholders

**PIP Strategies for FY 2007:**

- ◆ Implement training to support policy changes and program improvement priorities (staff, foster parents, providers and partners)
- ◆ Increase array of training opportunities and expectations for staff participation
- ◆ Implement competency testing following academy training and use results to improve academy
- ◆ Increase percent of staff with MSWs by improving use of the Child Welfare Training and Advancement Program (Title IV-E stipend program)
- ◆ Implement training on Government to Government principles, Tribal-State Agreement and ICW provisions
- ◆ Implement policy requiring mandatory ongoing training for staff and placement providers
- ◆ Increase training opportunities and expectations for licensed resource (foster) families
- ◆ Develop professional foster homes with specialized training and compensation
- ◆ Increase training opportunities for non-licensed caregivers
- ◆ Increase training opportunities for contracted service providers and stakeholders
- ◆ Implement statewide and regional diversity training
- ◆ Implement interview process that addresses cultural competency
- ◆ Collaborate with community partners to implement annual diversity conference for staff and partners

**Annual Progress and Services Report FY 2006**  
**Child Welfare Services**  
**Appendix: Comprehensive Improvement Plan Quarterly Reports**

Washington State's status on the Federal Program Improvement Plan as of this point in time is contained in the Comprehensive Improvement Plan Eighth Quarterly Report (July - September 2006).

For copies of this report or the most recent report available, contact:

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