



Section C: Collaborations

(1) New Practice Model

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



Annual Progress and Services Report FY 2007 - FY 2008 New Practice Model

New Practice Model

The Children's Administration Management Team has approved moving forward with Solution Based Casework as the clinical model for practice and with Structured Decision Making as the risk assessment tool. These are two major and fundamental changes to the way that Children's Administration has approached its work in the past, and will be incorporated into the design of the Children's Administration new SACWIS system.

The DSHS Children's Administration (CA) has a huge externally-driven agenda which focuses on discrete changes in response to many identified gaps and problems in Washington's child welfare system.

- Governor's child safety mandates (24/72 hour response; 30 day visits)
- Child and Family Services Review / Program Improvement Plan
- Braam foster care lawsuit settlement agreement
- Child fatality review recommendations

While these initiatives set forward plans to improve our outcomes, they do not provide a comprehensive framework to support our clients in achieving the best outcomes. We must provide the tools and ongoing skill-building necessary for all social workers to effectively engage and work with families so they get better. The practice model will be the overarching framework to bring these pieces together with CA's other priorities.

Solution Based Casework (SBC) will be the foundation of this change, a clinical model that sets out the philosophy and theory of practice and directs the policies and procedures of the agency toward family centered practice. It builds on solution focused interventions developed in mental health and substance abuse treatment and applies them in a child welfare setting. Social workers are taught engagement skills, interviewing techniques, family life cycle development, and relapse prevention techniques to build skills that support families while protecting children. Motivational Interviewing training is a tool used in SBC and is a proven technique that increases engagement with clients and helps to motivate change behaviors.

Structured Decision Making (SDM) is a research-based risk assessment that classifies families according to their likelihood of continuing to abuse or neglect their children. The primary goals of SDM are to (1) bring a greater degree of consistency, objectivity, and validity to child welfare case decisions and (2) help CPS agencies focus their limited resources on cases at the highest levels of risk and need. The SDM risk assessment tool is based on the outcomes of actual cases and is designed to reduce subsequent maltreatment rates by improving both the efficiency and effectiveness of CPS.

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 07 and goals for FY 08 are outlined below:

- Identification of a clinical model of practice which has been applied in a child welfare setting and focuses on engagement with families (3/06-12/06).
- Identification of the clinical skills and practices Children's Administration staff can use in working in partnership with families in assessment and engagement in services to address identified goals (6/06-3/07).

- Development of family assessments and case planning tools, placement resources, adolescent approach, and intake framework consistent with and supportive of the clinical model, and the integration of these tools in the new SACWIS system (6/06 & ongoing).
- Review and revision as needed of all policies and procedures in support of the clinical model (4/07 & ongoing).
- Review of statute and WAC to identify and recommend changes in support the clinical model (1/07 & ongoing).
- Re-writing of training curriculum, procedures, and practice guides to integrate the model of practice (4/07- 9/07).
- Training and coaching of staff in developing and increasing clinical skills which build on family strengths and support engagement while, at the same, making decisions about child safety (9/07 & ongoing).
- Ongoing review of all facets of the Children's Administration, including organization, structure, staffing, and contracts to maximize the effectiveness of the model (9/07 & ongoing).



Section C: Collaborations

(2) Tribal Consultation

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



Annual Progress and Services Report FY 2007 - FY 2008 Tribal Consultation

Washington State's primary Indian Child Welfare goal has 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 Tribal State Agreement
- Washington State Local Tribal State Agreements
- DSHS Administrative Policy 7.01

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

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, policy implementation throughout the regions in matters related to ICW, coordination with other programs administered through CA for ICW input and presence, and case consultation 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 throughout the management system. The ICW Manager also participates in management level policy development. 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 also works closely with the Indian Policy Advisory Committee (IPAC) Children's sub-committee with on-going issues and policies that affect Tribes and Indian children and their families. IPAC membership is comprised of delegates appointed by resolution from the 29 Federally Recognized Tribes, and letters of appointment from the Recognized Indian Organizations Boards 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 to 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 challenges and barriers in communication, collaboration, accessing services, and service delivery. IPAC also utilizes these regional plans to develop and address the two highest priorities identified on an administration wide basis.

Numerous meetings, committee meetings, workgroups, and collaboration meetings occurred throughout 2006 that addressed ICW issues and efforts by CA and Tribes to exercise government to government relations. 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 CA Administration 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, forms revision, updating policies on active efforts, Tribal/Nations notification processes, 24 hour response time and it's ICW implications, identification of Indian Children, Local Indian Child Welfare Advisory Committee (LICWAC) roles, responsibilities, and training needs, outreach and training needs for Court Appointed Special Advocates (CASA's), and Guardian Ad Litem (GAL's) as it relates to ICW, reorganization efforts of CA through the development and implementation of the Practice Model, and other related issues.
- Regular workgroups with Tribal and State representatives to develop an ICW case review tool specific to the Washington State ICW Manual to identify area of strengths and challenges in ICW compliance and practice throughout the regions continue from 2005. The tool will be tested in early Spring 2006. Recruitment of tribal partners to pair with their state colleagues, joint training to the tool, and case review of each region will occur May through August of 2006. Data will be collected, analyzed, and distributed to regions and Tribes and strategies will be developed and implemented to address the challenge areas identified.
- 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. In June 2006 an unprecedented meeting with the Secretary of DSHS, the Assistant Secretary of Children's, and the Tribal Leaders Association Caucus was held to discuss the state of ICW and the disproportionate representation of Indian children in the State system. This meeting lead to an understanding and reaffirmation that the issues facing Indian children and families must engage all governments to be successful in developing a positive impact for systemic change as it relates to ICW. Additional meetings will be held with the Tribal Leaders Association and the Assistant Secretary to continue improving relationships through communication, education, and problem solving on a government to government basis. It is the expectation that these meetings will form the basis for a formal consultation to be held in 2007.

Tribal Leaders and the Secretary, as well as CA and tribal representatives, were engaged in consultation workgroups to prepare options for discussion and decisions to be addressed at the formal consultation held on May 30, 2007. The two main issues addressed at this consultation were:

- Distribution of newly appropriated funding by the Washington State Legislature for Tribal ICW contracts. The questions addressed at the consultation regarding the funding distribution were:
 - What population figures will be used: BIA February 2007 figures or IHS 2004 figures?
 - Which distribution method will be used: 50/50 split, 30/70 split, or equal distribution?
 - What distribution amount will be used: current allocation and apply formula to new funding or reallocate all existing and new funds?

And,

- A proposal to create a Local ICW Agreement template that will be individualized to meet each Tribe's unique needs for accessing services for their children and families. The template Agreement will address the vast disparity in services currently existing between regions. The questions addressed at the consultation regarding the Local ICW Agreement were:

- What are the issues related to moving forward with a baseline local ICW agreement individualized to meet each Tribe's needs and is their agreement to move forward?
- Who will have the authority to negotiate and approve the Local ICW Agreement from the Tribal governments and the State government?

As federally required, CA is also committed to discussions with IV-B Tribes on permanency protections. The Assistant Secretary continues to offer any assistance from the State to ensure protections are available to children in State and/or Tribal custody.

May 2006 an ICW Summit was sponsored by CA and held at the Quinault Nation. Approximately 300 participants from Tribal Governments including Tribal Leaders, Tribal administrators, and staff along with the Assistant Secretary of CA, State administrators and staff gathered for two days to discuss issues surrounding ICW and its implementation throughout both governmental systems and the protection and safety of Indian children and their families. One of the outcomes of the Summit was the need for more uniform LICWAC training and implementation inter-regionally and intra-regionally. Plans were formulated to convene a Tribal/State workgroup to develop a curriculum and implement a statewide LICWAC training for Tribes, volunteers, and state LICWAC coordinators to establish a baseline of education and understanding of the LICWAC process and procedures to bring more uniformity throughout the regional LICWAC's. This training is scheduled for 2007 with the intent to hold an annual training thereafter.

In addition to the general activities noted above and for the purposes of this report, the following identified areas need 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:

- Identification of Indian Children by the State child welfare services agency;
- Efforts have been on-going between IPAC Children's sub committee and CA in updating and revising the ICW State Manual for caseworkers. Included in these efforts has been work to strengthen identification of Indian Children to ensure that all tribal affiliations are noted.
- Notification of Indian parents and Tribes of State proceedings involving Indian children and their right to intervene;
- As part of the 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. A twenty-four hour response to child referrals policy is being established and implemented. This resulted in a review of CA notification to parents and Tribes. Minor adjustments to the notification policy to include registered mail, return receipt requested for all notification to Tribes including Canadian Bands will be implemented.
- A workgroup consisting of Tribal and State workers have been meeting monthly since June 2006 to review, update, and create ICW forms contained in the ICW Manual including notification, staffing, planning, jurisdiction transfers, among others.
- Special placement preferences for placement of Indian children:
- 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. Additionally, joint efforts from CA and Tribes working together, has resulted in Legislation to address Tribes ability to license Tribal Foster homes on or near reservations. This will result in more appropriate placement opportunities for Indian children to be placed in homes that will preserve and maintain their cultural identity when family placement is not an option.
- One Tribe has exercised their rights to develop their own foster home licensing standards currently. Through this experience CA, with the consent of the Tribe, has

been disseminating information learned through this process with other Tribes interested in writing their own standards and operating their own foster care system with the support and recognition of CA.

- Efforts are being increased to do a more collaborative approach to identifying Tribal family placements for Indian children under state jurisdiction. Some regions are dedicating staff to concentrate solely on family searches for Indian and non-Indian family placements. This also reflects a component of the overall CA systems change currently in process.
- Active efforts to prevent the breakup of the Indian family;
- An active efforts work group was established to address these efforts. However, the process has stalled. 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.
- The results of the ICW case review scheduled to be implemented in the summer of 2007 will offer a clear description of the strengths and challenges of our current active efforts and enable CA to work with the Tribes in the development of the plan.
- 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.

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

CA information system, CAMIS, is seriously antiquated. Resources have been received from the Legislature recognizing this and the need to have a system that accurately and effectively meets the Administrations needs. Included in the new State Child Welfare Information System (SACWIS) will be fields to enhance abilities to input Tribal information that will enable identification and tracking of Indian children at a more efficient rate than is currently being achieved. Work on collaboration and development with Tribes/Nations and CA will take place in 2006.

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. An ICW case review is being implemented to assist CA in assessing the implementation of these policies. The results of this review will be available in the next reporting period.

- (C) Provide information regarding consultations with Indian Tribes specifically as it relates to determining eligibility for benefits and services and ensuring fair and equitable treatment for Indian youth in care under the Chaffee Foster Care Independence Act.

Tribal youth are assured access and availability of Independent Living services across the state. Tribal youth may choose Tribal IL contracted services or non-tribal providers, assuming space availability. Once the Tribal youth ages out of foster care (18), s/he is eligible for Transitional Living Services (TLS) across the state.

Agreements with the Tribes regarding allocation of the Chafee Independent Living funds were reached in the year 2000. A solicitation process occurs each year where all federally recognized Tribes in Washington State are given an opportunity to apply for Chafee funding. Letters were sent to each Tribe offering an IL contract for this fiscal year. To date, every Tribe that has requested Chafee funds for their own IL program has been approved for funding. This year CA has contracts with 24 tribes. Ten percent of the total IL allocation is designated for Tribal contracts.

Outreach with the Tribes regarding IL/TL/ETV programs continues on a regular basis. Tribes are sent letters with an offer of technical assistance from the IL Program Manager. The IL Program Manager also attends various other Tribal meetings to educate members about IL services. Several IL Coordinators in each of the regions also meet regularly with the Tribes and discuss IL issues and collaboration. Packets detailing information about services to adolescents in foster care or tribal out of home care were sent to each of the 29 federally recognized tribes in December 2006.

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,
- Working with Tribes to license their own homes and continue to receive payment for care of children in tribal homes,
- Implement the case review process for ICW cases, analyze and disseminate results to Tribes. Collaboratively develop a plan to address challenges identified in the review.
- Continued targeted recruitment of Indian foster homes

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 C: Collaborations

(3) Consultation with Physicians or Appropriate Medical Professionals

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



Annual Progress and Services Report FY 2007 - FY 2008 Consultation with Physicians or Appropriate Medical Professionals

Below is a description of the four main avenues for how the Children's Administration actively consults with and involves 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 new 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 pediatrician 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 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.

➤ **CA Regional Medical Consultants**

The Children's Administration employs at least 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 oversee 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.

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 issues are referred to a Foster Care Public Health Nurse (FCPHN). The FCPHN provides a Comprehensive Health Report (CHR) of the available medical and treatment history, including results from the CA Child Health and Education Tracking (CHET) screening, 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.



Section C: Collaborations

(4) Collaboration

**Ongoing, Courts, and
Executive Initiatives**

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



Annual Progress and Services Report FY 2007 - FY 2008 Collaboration

Ongoing 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
Statewide Planning 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) 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 has met 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 were asked by CA to review information, provide input, and make recommendations to the team which is developing a new practice model for CA social workers. 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" has been in operation over 2 years and consists of current and former recipients of CA services. 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 has participated in a variety of different functions (speaker panels, meetings, workgroups, and committees) to ensure the youth voice is represented.

A Foster Parent Survey was conducted during fiscal year 2007 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 2,400 interviews. Information gathered as part of the survey included 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.

A Survey of Unlicensed Caregivers, who are primarily relative caregivers, was conducted during fiscal year 2007. The 14 question survey gathered input on the training needs and preferences of this group of caregivers. Information gathered from the 700 respondents included training topics, preferred training days, length of training, and learning style preferences.

The Boeing Company Lean Team continues to work 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. The Boeing effort during this fiscal year includes assisting the Division of Licensed Resources in examining their internal processes to identify system improvements that may affect the availability of foster placements.

The Statewide Planning Committee began meeting to implement the Statewide Collaboration Protocols which emphasize the importance of the partnership between Children's Administration and its service partners. The committee membership includes 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

In November 2006, the Children's Administration participated in the Catalyst for Kids Family Engagement Summit which focused on the following goals:

- Protect and nurture the safety, well-being and permanence of every child who comes to its attention
- Recognize families' positive contributions and commitment to their children,
- Promote child safety, stability, and well-being through the use of family-centered, strength-based practices;
- Engage the community as an active and necessary partner with the Children's Administration and the Courts in the protection and support of children and families.

Throughout FY 2007, a representative from the Office of 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

The Children's Administration is currently engaged with the Administration of the Courts (AOC) and the Superior Court Judges Association /Family and Juvenile Court Law Committee in implementing the Court Improvement Program (CIP) to improve judicial training and data collection. 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

Recently, the collaboration has included completion of items on the Program Improvement Plan (PIP.) These items were:

- Improving the process for inquiry as to Tribe and/or Band affiliation at shelter care hearing;
- Reducing any backlog of cases waiting for Termination of Parental Rights proceeding.

Our courts and child welfare agency 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. To help with analyzing data, the Children's Administration and AOC are developing a data exchange agreement. This agreement shall improve the ability of both agencies to implement the improvements described in the Court Improvement Program Plan.

There have not been any significant changes to the strategic plan. 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:

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 is 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.

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 dist off phone: 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 dist off phone: 206-368-4691	kagi_ru@leg.wa.gov
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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 schedule on the topics identified in the BJA Best Practice. The curriculum would be designed to meet	Commission on Children in Foster Care SCJA/FJLC	1/06 6/06 - 12/06 03/07 12/06-06/07 09/07	Meet with law schools Identify mandatory training Present to FJLC and SCJA Develop court rules and/or legislation Submit rules to Supreme Court Rules Committee	Develop action plan to establish Academy Commission approves FJLC and SCJA presentation Commission approval	Professional judiciary, attorneys and other children's representatives.

	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.		12/07	Rules Committee approves or disapproves.	Establish court rules mandating training for judicial officers
			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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Current Executive Initiatives

Responsible Fatherhood

The 15th Annual Children's Justice Conference (sponsored by The Children's Administration) held in March 2007 included presentations on the latest research concerning perceptions of parenting among men in batterer's treatment programs and strengthening the roles of fathers involved with CPS.

Collaborative efforts in this area through CA's involvement on the Council of 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. It includes projects to support families impacted by domestic violence or addictions, who have children with significant disabilities, and who have children with deaf parents, as well as specialized support to Spanish-speaking Latino and Native American families.

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

Statewide collaborative efforts in this area included the following:

- A **new video** was created by the Department of Social and Health Services. It is narrated by several foster youth and helps them understand their rights and the resources available to them while they live in foster homes or in the care of family friends and relatives. As of January 2007, the videos were available to all youth in care, 13 or older.
- **Video productions** recognized with awards in the 2006 Communicator Awards Video Competition in February 2007. Children's Administration personnel spearheaded the following projects:

Success Stories of Youth in Care received a Communicator Award of distinction for its poignant depiction of young people whose lives have been improved as the result of time spent in foster care and the people who served as their caregivers.

We Are...GLBTQ also received a Communicator Award of Distinction for telling the heartfelt stories of ten gay, lesbian, bisexual, and transgender youth who live in or have aged out of Washington state foster care. This landmark movie will help professionals and caregivers better meet the needs of GLBTQ young people.

Fire Safety for Young Children received an Honorable Mention for showing the fire risks for young children and providing clear and concise instructions on how to stay safe when fire threatens.

- The **It's My Life 4th Annual Conference** in Seattle in October 2006 brought about 650 youth in foster care, alumni, caregivers, and practitioners together. It has been a showcase for innovative programs and practices where youth, alumni, and child welfare professionals

engage with and learn from each other. This year, there was a spotlight on education, employment, and mental health, and new to the event were workshops on the creative arts.

- **Camp To Belong** is a five-day summer camp to reunite siblings separated because some or all of them are in out-of-home care. The Children's Administration sponsored 25 campers in June 2007 to attend the camp at Lake Couer d'Alene in Idaho. For those youth age 14+, they also had a day trip to a college campus to learn about career planning.
- **KIRO KIDS** is an on-going special project at Children's Administration is support of the annual KIRO Kids Holiday Magic Program. This program provides foster children with toys and gifts at Christmas time. Each child receives an average of 5 gifts, and up to 8000 children are served each year in this partnership.

Regional efforts in this area included the following:

- Within Region 1, the following is an example of a program focused on positive youth development:

Expect Success, Educational Summit: Supporting Foster Youth in Schools is training offered on the impact of poor education and adult outcomes, school stability policy and agreements, roles and responsibilities of adults in a foster child's life, and working together to succeed in school.

- Within Region 2, the following is an example of a program focused on positive youth development:

Transition Network meets regularly to discuss issues pertinent to current and former foster youth.

- Within Region 4, the following are examples of programs focused on positive youth development:

Transition Collaboration consists of both public and private agencies who meet monthly to do resource sharing and identify gaps in service to youth transitioning out of care.

Homeless Youth and Young Adult Committee is looking at the reasons for homelessness, resources currently available, and the gaps in services.

YMCA Young Adult Services opened a young adult community resource center (The Center) in February 2007. They provide supportive housing, case management and referral services.

- Within Region 5, the following is an example of a program focused on positive youth development:

Gang Training is offered to provide practical and realistic information about serving children, youth, and families impacted by gangs.

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 2007.

Regional efforts include the following:

- The **Permanency Planning Family Program** in Region 4 King County licenses families as foster parents and certifies them for adoption simultaneously, and has resulted in building a community of almost 70 families who have taken in over 80 children. From this program, the families began a program in November 2007 called the "Emergency Angels". Ten families have signed up to take very short-term placements to help when an immediate placement cannot be found for a child.
- The **Finding Our Roots Project** is also in Region 4. This project teams family support, support services and legal assistance towards achieving permanence for youth in out of home care. As part of the Finding Our Roots project grant, the Child and Youth Advocacy Clinic at University of Washington Law School helps parents develop parenting plans that can be submitted to Family court to resolve barriers to dismissal of the dependency.

Community Collaborations include the following:

- **The Child Care Action Council** within Thurston County is a program in its third year of funding with the Council of WCPCAN (Washington Council for Prevention of Child Abuse and Neglect) of which CA is a member. It works with communities of color and faith-based organizations to build a continuum of support to prevent child abuse and neglect among ethnic minority families and families in crisis. The program will make use of emergency child care for families in crisis, parent education and support, home visitation and leadership training with the support of community partners and volunteers.
- This year's **15th Annual Children's Justice Conference** in March 2007 sponsored by the Department of Social and Health Services (DSHS) Children's Administration (CA), the Children's Justice Interdisciplinary Task Force, and other state, federal, and private contributors. One of the country's largest conferences on child maltreatment, speakers from all over the country presented on a variety of topics.
- **National Foster Care Month** in May 2007 was celebrated in Washington State with numerous festivities at the regional and state level.
- The College Success Foundation is addressing this need with an innovative program named **Make it Happen! The College Experience**. The summer program is the first of its kind, designed to help foster youth develop their own plans for success by teaching them how to go to college. They stay on a college campus and learn how to apply to college, how to obtain financial aid and how to look for scholarships. They learn the differences between community colleges, technical colleges, four-year baccalaureate institutions and research universities. They talk about majors and minors, internships and work study opportunities, and learn about campus resources and how to manage their time and money.
- The **24th Annual Foster Parents and Caregivers Conference** was held in September 2006 at Ocean Shores and had over 500 foster parents, caregivers and professionals in attendance. The 25th annual conference will be held in Ocean Shores September 23 – 25, 2007 and will focus on workshops that will share practical applications or strategies that have proven to be helpful for caregivers, youth and social work professionals.
- **The Washington State Heart Gallery** has DSHS as one of its sponsors and continues to travel around the state at fairs, malls, and other locations to publicize their good works. The Heart Gallery has had more than 100 different client portraits displayed and 38 photographers participating. The exhibit's striking images tell the stories of people who need support and encouragement and of those who have successfully found a family and home to call their own. The Heart Gallery has received over 168,000 visits to the [virtual Heart Gallery](#).

Since the first Heart Gallery exhibit in 2004, many children and adults have experienced changes in their lives:

- At least 116 new families asked to become adoptive parents
- 26 of the 48 children in need of adoption have been placed into adoptive homes
- At least 38 new families asked to become foster families
- At least 49 people asked to become mentors for teens
- At least 33 people asked to volunteer with adults with disabilities or seniors



Section C: Collaborations

(5) Program Support

Training and Technical Assistance

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



Annual Progress and Services Report FY 2007 - FY 2008 Program Support: Training

Children's Administration Training offered during FY07:

The Office of Training and Development (OTD) continued to provide the Social Worker Academy, Post-Academy trainings, statewide conferences, Supervisor Training, and Licensed and Unlicensed Caregiver training during FY 2007.

Child Welfare Training and Advancement Program (CWTAP) continued in partnerships with the University of Washington and Eastern Washington University, with a collective enrollment of 256 students.

Newly offered this year were the following trainings:

- **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.
- **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. A total of 57 trainings were held statewide, including a video conference session; a total of 1500 social workers were trained.
- **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 36 trainings were held with a total of 1,104 employees being trained.
- **Worker Safety** – Under a new 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
- **CPS/CWS Redesign** - Training on the new CPS/CWS redesign included a 2-hour basic introduction of the redesign model to be delivered regionally by the end of June 2007. The redesign tools were tested in six (6) offices during the months of July, August and September, 2006. The complete redesign (tools and introduction) was officially rolled out to the regions in October, November and December, 2006 and fully implemented in January 2007.

Continuing/ongoing training included the following:

- **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, offered four 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 (maximum participants per session is 25).
- **Additional Social Worker Academy activities** included:
 - One regional academy in Spokane in August 2006 to meet the training needs of Region 1.
 - Extra academy sessions in December 2006 and January 2007 to meet the training needs of the regions.
 - A new 2-day Basic Computer Training (BCT) starting January 2007 as part of the Academy Field Activity component.
 - A revised 4-hour Chemical Dependency online training was incorporated into the Field Activity and a new, expanded Chemical Dependency class curriculum began March 2007.
- **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 76 CA employees trained. 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 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.
- **CPS Investigative Training** - Children's Administration; 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. There were a total of 62 CA employees trained. 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.
- **Specialized Track Weeks** – Children's Administration; OTD in collaboration with each specialized Program Manager offered this training twice to all CA employees. The curriculum focused on preparing staff hired to specialty units i.e. Intake, DLR/CPS, Family Reconciliation Services (FRS), Adoptions or DLR Licensing for their new careers. These tracks are offered twice a year for one week. Intake had a total of 12 participants, DLR/CPS had a total of 11 participants, FRS had a total of 27 participants, Adoptions had a total of 54 participants and Licensing has a total of 41 participants with a grand total of 145 employees trained.
- **Engagement** – CA continued to provide training empowering families to engage in changing behavior, strategies to effectively handle conflict and resistance, principles of motivational interviewing and solution-focused therapy.
- **Improving Teaming between Foster Parents & Social Workers** – Training between foster parents and social workers focused on identifying the challenges and discussing the benefits of collaboration and teaming. Participants talked about how to improve teaming and collaboration and learn about successful examples of collaboration currently in use. Participants explored a specific model of teaming that could 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 2 classes were held throughout the state; a total of 39 participants with 26 social workers and 13 foster parents completing the training.

- **The Annual Caregivers Conference** – The annual Caregivers Conference was coordinated by CA and held on September 17-19, 2006 in Spokane, WA. The conference had a total of 511 people attending. This included 330 Caregivers of which 138 were adoptive parents and 34 were relative caregivers. Foster Parents and Caregivers were able to receive a total of 15 training credits toward their mandatory 36 hours. There were 4 general sessions and a total of 28 different two-hour workshops, 5 four-hour workshops and 3 five-hour trainings provided by Washington Association of Family-Based Treatment Services (WAFTS Institute). A collaboration of conference contributors included: Mental Health Division, Medical Assistance Administration, Aging and Disability Services Administration, Economic Services Administration, Division of Alcohol and Substance Abuse, Families for Kids, Washington Association of Family-Based Treatment Services, Foster Parent Association of Washington, Annie E. Casey Foundation, National Foster Parent Association, and Casey Family Programs
- **Leadership Forum** – CA held a one-day forum for Social Worker Supervisors, Area Administrators, and Regional and HQs Program Managers. Training topics included: Practice Model, Personnel Issues (E-recruiting, PDP, and FTE Roll-out); Panel Discussion on relative searches, home studies and placements with relatives; Mentoring Bio-Parents; Updates on SACWIS and Workload Study. A Town Meeting was held with an exchange of questions and answers between staff and the Assistant Secretary of Children's Administration.
- **ICW Cross Cultural Training** – Required training for all social workers (within the first two years of hire) was conducted from July 2006 to December 2006 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 trainings were offered throughout the state with a total of 75 social workers being trained.

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".

Regions conducted special topic training – Special Topic training focused on 10 major areas of reform identified in our Program Improvement Plan and Braam lawsuit settlement: Safety; Permanency; Engaging Families; Well Being; Adolescents; Kinship Care; Resource Families; Consultation and Collaboration; Service Array; Quality Assurance. In addition, regions conducted training on new legislation (i.e., Neglect), the new CPS/CWS Redesign, CAPTA, Disproportionality, new policy roll-out procedures, and CA's new Clinical Practice Model.

Specific topics of recurring regional training which relate to our Program Improvement Plan and Braam lawsuit settlement areas 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, 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 online through the internet.

RFTI Training activities for FY07 included:

- Expansion of Pre-service classes and CPR/First Aid in Spanish.
- A monthly Foster Parent informative newsletter 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.
- CA contracted for a broad-based telephone interview survey of a random sample (2400) of all caregivers (licensed or unlicensed). This survey focused on caregiver views on training, support, information sharing and participation in planning or decision making related to children in their care. Results will be available in July 2007 and will be used to improve CA's training to foster parents and all caregivers.
- CA contracted with Washington State University's Social and Economic Sciences Research Center to conduct a mailed/online survey in April 2007 regarding the training needs of unlicensed caregivers. Results will be available in June 2007, and will be used to improve CA's training to unlicensed caregivers.
- RFTI Trainers teamed with their community partners to offer additional training and sharing of information.
 - 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 can be divided into the following categories:

- **Mandatory Training** – required prior to licensing: PRIDE Pre-Service – 27 hours (approx. 2500 participants/year) and HIV/First Aid and CPR (approx. 3200 participants/year)
- **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. Over 100 specialized courses and workshops were held annually throughout the state, reaching over 2000 caregivers and social work staff.

Examples of training:

- Working with Sexually Aggressive Youth (required for foster parents serving children with these behaviors): Foster parents review a video online on the website, attend a 6 hour class and submit a completed competency test to their licensor. A new curriculum from the

University of Maine was piloted in April 2007. Revisions will be incorporated with rollout of the new curriculum targeted for fall, 2007.

- Working with Physically Aggressive Youth (required for foster parents serving children with these behaviors): Foster parents review a video online on the website, attend a 6 hour class and submit a completed competency test to their licensor. This curriculum is also under revision with the University of Maine.
- Engaging Families for Change: This one-day workshop identifies principles for engaging families, teaches strategies for empowering families to engage change behaviors, reviews the role of culture in the engagement process, identifies strategies for maintaining engagement during times of conflict and resistance and current resources or opportunities to engage families.
- Social Work / Foster Parent Teaming: A new teaming curriculum is under development with the University of Washington. Pairs of social workers and caregivers who share responsibility for the same children will participate. The CWLA models of teaming, components of principles negotiation, and Blanchard's model of teamwork are incorporated in the training. Pilot is set for May 2007.
- Behavior Management Training for foster parents was offered through a Pierce College contract.
- Bright Futures Training, a day long training for caregivers that addresses the mental health needs of foster children was piloted in partnership with the Department of Health and will be integrated into the ongoing training available to caregivers.

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

➤ **Online Training:** <http://www1.dshs.wa.gov/ca/fosterparents/index.asp>. online training allows caregivers who are unable to attend classroom training to participate in quality training. RFTI offered three (3) online training options; CA online training, Pierce College online training (contracted) and CA online video productions. Trainings in these categories are offered as follows:

- CA online training

The CA RFTI website provides video workshops as well as interactive online training. Caregivers can fill out an evaluation tool that queries their understanding of the workshop

material and request a Completion Certificate. About 40% of the approximately 400 monthly requests for completion certificates are from other states.

Available on the CA RFTI website are: 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. The CA RFTI website received 73,796 "hits" in 2006.

Online options available at this site are:

- ⇒ 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)
- ⇒ Fosterparentscape (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

- Contracted online training through Pierce College

Online training options were available through a Pierce College contract for the following courses:

- ⇒ Foster Parent Skills Series – how to use online learning
- ⇒ Addiction Basics: Alcohol and Chemical Abuse
- ⇒ Behavior Management for Foster Parents
- ⇒ Care-giving for Children with ADHD/ADD and Organically Related Mental Health Issues
- ⇒ Care-Giving for Children with Extreme Behavioral and Other Functional Mental Health Issues
- ⇒ Cultural Identity, Self Esteem
- ⇒ Maintaining a Connection: Understanding the Importance of Birth Families
- ⇒ Multiple Placements–Impact on Children
- ⇒ Success Beyond Foster: Career, Job Search & Financial Management Skills
- ⇒ Working with Developmentally Disabled Children

- New online video production

Four online videos were developed in collaboration with the Washington State Dept. of Information Systems. These videos are 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. Three videos won several awards at the

2006 National Communicator Awards Video Competition from national media organizations. The video's produced are:

- ⇒ Success Stories of Youth in Care
- ⇒ We Are ... GLBTQ (gay, lesbian, bisexual, transgender and questioning)
- ⇒ Fire Safety for Young Children (produced in both English and Spanish)
- ⇒ "Back on Track", describes the legal process, services available to youth and scholarship opportunities. It is also distributed to youth in care ages 12-18.

- **The Annual Foster Parent and Caregivers Conference** focused on the needs and issues of foster parents, relative/kinship caregivers, adoptive parents/relatives and professionals supporting children who are in out-of-home care. Washington has presented this conference for 24 years.

About 500 caregivers and providers attended the 2006 Foster Parent and Caregiver Conference. Over 35 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.

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.

Technical Assistance – OTD did not use any CFSP national organizations for technical resources during FY2007.

Children's Administration Training to be offered during FY08:

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

- **Learning Management System** – DSHS will implement a new learning management system to support CA staff and foster parent/unlicensed caregiver training registration and tracking.
- **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.
- **Required Academy Training** – CA will continue to provide training to CA staff:

- Social Worker Supervisor Academy
- Social Worker Academy for case-carrying social workers, i.e., CPS/CWS Academy.
- **Academy Curriculum Revision** – CA will redesign its Academy programs to support the new Practice Model. Options will be developed for academy structure, duration and the field component that will prepare new social workers.
- **Conference Planning Services** – CA will conduct a number of professional development conferences for social workers, supervisors, managers, support staff, foster parents and our community partners.
- **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 256 statewide.
- **Comprehensive Substance Abuse Training** - Children's Administration in partnership with DASA redesigned its mandatory substance abuse training, writing a new 'contextual' 3 ½ day curriculum, replacing the current Basic and Advanced Substance Abuse training class. The new training will consist of introductory material on alcohol and other drugs, screening, referral, assessment, and treatment. The revised curriculum also introduces the new screening tool (GAIN-SS), urinalysis guidelines, and how to work with Chemical Dependency Professionals placed in local offices. CA's first scheduled training will occur in Region 1, June 4-5, 2007. Comprehensive Substance Abuse training will be offered twice a year in each region beginning with the new contract effective July 1, 2007.
- **Worker Safety** – For the second 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, and working with law enforcement.
- **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.
- **CPS Investigative Training** - Children's Administration; OTD in collaboration with Northwest Institute for Children and Families, Attorney Generals Office, Medical Consultants and Law Enforcement will offer this training once in each of the six regions. The curriculum focuses 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.
- **Specialized Track Weeks** – Children's Administration, OTD in collaboration with each specialized Program Manager will offer this training twice to all CA employees. The curriculum focuses on preparing staff hired to specialty units i.e. Intake, DLR/CPS, Family Reconciliation Services (FRS), Adoptions or DLR Licensing for their new careers. These tracks will be offered twice a year for one week. Options will be explored for revision of the curriculum based on implementation of the CPS/CWS Redesign.
- **Child Abuse Investigation & Interviewing** – will continue as a 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. Addresses the special challenges of working with vague allegations, resistant children and adolescents, non-offending parents and alleged offenders. 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.

- **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.
- **Engagement** – will continue to provide training to empower families to engage in changing behavior, strategies to effectively handle conflict and resistance, principles of motivational interviewing and solution-focused therapy.
- **Improving Teaming Between Social Workers and Foster Parents** - 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 offered this training twice in each of the six regions. There were a total of 76 CA employees trained. 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 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.
- **New CA Practice Model Training** – CA will develop and provide training to all social workers and supervisors on the new risk assessment model. CA will contract with the University of Washington for curriculum development and a train-the-trainers program on Solution-Based Casework. CA will provide training to all staff on Solution-Based Casework.

The Resource Family Training Institute plans for the next year include:

- Expanding opportunities and invitations to unlicensed caregivers to attend all trainings.
- “CA 101” classroom training for kinship & unlicensed caregivers is in the development stage. This training will assist caregivers in understanding and navigating the Children’s Administration system and to provide a menu of resources available to them. Plans include providing access to this course online.
- RFTI will be developing an In-Service training composed of 30 hours that can be taken after Pre-Service Training. This training will provide further tools and guidance for foster parents and unlicensed caregivers and they move further into their caretaking roles. This course will be available statewide in the coming year.

- RFTI will be developing a curriculum for relative caregivers on the difficult boundary issues they face in their “stuck in the middle” position between CA and the child’s parent / relative. This curriculum will be included in the Pierce College online courses available to all foster parents and unlicensed caregivers.
- RFTI will be developing Spanish speaking Pre-Service Training and CPR/First Aid Classes and materials in Spanish.
- Review and evaluate the Foster Parent Survey and the Unlicensed Caregiver’s Training Needs Assessment Survey when completed to improve RFTI’s training plans for all caregivers, licensed and unlicensed.
- Bright Futures Training, a training for caregivers that addresses the mental health needs of foster children was piloted in partnership with the Department of Health and will be integrated into the ongoing training available to caregivers in the coming year.
- Three Online Videos are scheduled for completion in the coming year. Two of these videos are as follows:
 - ⇒ Transracial Placements - This video will look at strategies for providing children of color with a rich and diverse foundation for self concept.
 - ⇒ 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 online to foster parents and caregivers to increase accessibility and access to training.
- CA will continue sponsorship of the annual The Foster Parent and Caregiver’s Conference. The conference will be celebrating its 25th year in 2007. Two Institutes will be added to the Foster Parent Conference; Educational Advocacy and Recruitment and Retention. The Washington Association of Family-Based Treatment Services also provides an Institute within the Foster Parent and Caregiver’s Conference.
- As CA moves to our new practice model, caregivers will be informed and trained as to the implications for them as well as for the children and families we serve.

Technical Assistance

The Children's Administration can be the provider of technical assistance or can be the recipient.

Tribes and Court Appointed Special Advocates (CASA) are 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. The trainers also meet with the tribes to gather input on their specific training needs, and offer it on the reservations: some are strictly for the tribe only and other classes are open to all caregivers and staff within the region. Children's works closely with the ICW licensors, and the trainers will provide personal one on one training to enable the tribes to stay abreast of changes and new curriculum, when needed.

Technical assistance is 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 is provided to contracted Child Placing Agencies and agencies serving high needs children through training, facilitated discussions, and reviews of contracts.

Examples of technical assistance that took place in FY07 included the following:

- **Children's Research Center** – one day of training on Structured Decision Making with numerous follow-up calls and emails about implementing SDM in Washington. We didn't pay for this except their travel and per diem.
- **CWLA** – two days training using our membership days (no pay).
- **Social Service Associates** – Two days of training (and an additional day of travel) for \$4500 with additional per diem on Solution Based Casework.
- **National Resource Center Technical Assistance** - CA accesses technical assistance from the various National Resource Centers. In 2007, technical assistance was provided from the National Child Welfare Resource Center on Organizational Improvement to review the CA Academy training program. Assistance was also provided by the National Resource center for Youth Development regarding the use of the ANSEL Casey life skills assessment tool.
- The **15th Annual Children's Justice Conference** was held in March 2007 sponsored by the Department of Social and Health Services (DSHS) Children's Administration (CA), the Children's Justice Interdisciplinary Task Force, and other state, federal, and private contributors. One of the country's largest conferences on child maltreatment, speakers from all over the country presented on a variety of topics.

Technical assistance consultation that is planned for FY08 includes the following:

- **Children's Research Center** we will have them come for 2-day definitions setting; 2-day train-the-trainers; optional 2-day additional training; and curriculum development. There is also contracted a one-day consultation. They will be doing some additional work with us looking at our numbers to help determine levels of risk in our instrument. Total of contract is \$94,000 and extends into FY 09 (through October 2008).
- **Social Service Associates** – Currently negotiating for a total of 2 weeks of training, curriculum development, and quarterly consultation (total of 3 or 4 days). We believe this contract will be a minimum of \$81,500, but may go higher.
- **National Resource Center Technical Assistance** - Technical assistance will be requested in FY 2008 related to adoption recruitment and a review of CA services to support youth transition to independence.
- **State regions and stakeholders** are planned to receive the following training:
 - 1. Training for field staff, contracted providers and stakeholders regarding the changes in the Alternative Response System (ARS).
 - 2. Training in all regions for contracted providers on how to use the Omaha Assessment Tool to evaluate a parent's issues and possible service options.
 - 3. Training to contracted providers in regions on the Incredible Years program, an EBP that will be service option under the ARS program.

Technical Assistance to Support Improvement

Washington State Strategy Agreement with Casey Family Programs provides 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 is provided by Casey staff and by experts from other states.

Technical Assistance – OTD plans to utilize 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.

FY 2008

Academy	Total Days: 430*		Total estimated cost: \$670,500				
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Basic Academy	CA structure, mission and values; special topics commonly needed by social workers to provide competent social work practice, e.g. cultural responsiveness, mental health, ICW, chemical dependency, etc. Applicable for non CPS/CWS social workers.	Agency - Academy	10	Short/full	Agency	CA Staff	Statewide
CPS/CWS Academy	Six week training course social workers must complete prior to carrying a CPS/CWS case; includes a two week field experience. The initial 2 weeks essentially mirrors Basic Academy. The two week field experience is a monitored 'hands on' practice as well as observation of field activities. Weeks 5 and 6 focus on using safety and assessment tools, relationship building with families, children and caregivers, as well as an introduction to legal processes.	Agency – Academy / Field	30	Short/full	Agency	CA Staff	Statewide
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	Short/full	Agency	CA Staff	Statewide

* Basic Academy may be offered quarterly, depending upon need. CPS/CWS may be offered 11 times/yr, each session running six weeks. The Social Worker Supervisor Academy will be offered four (4) times per year.

New Employee Training Total Days: 216*			Total estimated cost: \$42,900**				
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	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 \$100 per new hire. During FY '07 (7/1/06 – 6/30/07), there were a total of **429 (through April) new hires.

Post Academy Total Days: 234*			Total estimated cost: \$432,640**				
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Comprehensive Substance Abuse Training	CA in partnership with DASA is redesigning its mandatory substance abuse training, writing new 'contextual' curriculum, which will be offered over 3 ½ days, replacing the current Basics and Advanced training. It is anticipated to roll out statewide in January 2007. The new training will consist of introductory material on alcohol and other drugs, screening, referral, assessment, and treatment. It will focus on parental substance abuse in the context of child welfare practice, giving concrete guidance to social workers that encounter a significant number of families exhibiting the problems associated with substance abuse. The revised curriculum also introduces the new screening tool (GAIN-SS), a urinalysis policy, and the addition of Chemical Dependency Professionals placed in local offices.	University -based	3 ½ 18 sessions	Short/full	Contractor	CA Staff	Statewide

Post Academy (cont.)							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
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 12 sessions	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 12 sessions	Short/full	Contractor	CA Staff & Tribal Members	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 12 sessions	Short/full	Contractor	CA Staff & Tribal Members	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 12 sessions	Short/full	Contractor	CA Staff	Statewide
Specialized Academy Tracks	Prepares staff hired to specialty units i.e. CPS/CWS Intake, DLR/CPS investigations, Family Reconciliation Services (FRS), Adoptions or DLR Licensing, plus new tracks for Social Work Supervisors, and In-home Services. Focus for Social Work Supervisors is on providing social workers with specialized information needed to provide these unique services. In-home Services is a new specialty created by legislative mandate.	Agency – Academy	5 4 sessions	Short/full	Agency	CA Staff	Statewide

Post Academy (cont.)			Length (days)	Duration	Provider	Audience	Location
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Worker Safety	<p>Mandatory training generated from House Bill 2189. The training will be taught under contract by the Criminal Justice Training Commission. The training objectives are:</p> <p>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</p>	Agency	1 19 sessions	Short/full	Contractor	CA Staff	Statewide
Improving Teaming between Foster Parents & Social Workers	<p>Training will:</p> <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. 	Agency	½ 12 sessions	Short/full	Agency	CA staff	Statewide
CPS Investigative Training	<p>Provide to CA CPS staff and tribal members. This three day training will be offered once a year in each of the six regions. The training curriculum focuses 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.</p>	Agency	3 6 sessions	Short/full	CA Staff / Contractor	CA Staff	Statewide

Post Academy Cont'd.			Length (days)	Duration	Provider	Audience	Location
Title	Syllabus	Venue					
Engagement	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 12 sessions	Short/Full	Contractor	CA Staff	Statewide
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 4 th 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 6 sessions	Short/full	Contractor	CA Staff	Statewide

* Post-Academy classes are generally offered once or twice per year in each region. **Cost was based on contract amount.

Conferences	Total Days: 7		Total estimated cost: \$110,000*				
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
CA Conferences	<p>Workshops to promote best practice in child, youth, and family services, and to guide agency administrators, program managers and field staff as they build and strengthen services to children, youth and families.</p> <p>Topics for 2007 - 2008 include:</p> <ul style="list-style-type: none"> • Foster Parent & Caregiver Conference 2007 (\$30,000) • One Fall (2007) Leadership Forum (\$20,000) • Two (2) Spring (2008) General/ Professional Conferences (\$40,000) One Spring (2008) Leadership Forum (\$20,000) 	Agency / Conference	3 1 2 1	Short/full	Agency	CA Staff, Foster Parents, Tribal Members	Statewide

Regional Special Topics* Total Days: 450**			Total estimated cost: \$450,000***				
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Evidenced Based Practice	Information and training on models, i.e., Parent-Child Interaction Therapy, Family Functional Therapy, the Incredible Years, etc.	Agency	1	Short/full	CA & Contractor	CA Staff	Regions
Reasonable Efforts	Presentation, discussion, breakout groups to discuss regional issues and create action plans.	Agency	1	Short/full	CA	CA Staff	Regions
Education Advocacy	Educating CA staff, school personnel and community members on educational advocacy and the importance of educational stability.	Agency		Short/full	CA & Contractor	CA Staff	Regions
Family-to-Family	Family-to-Family model.	Agency	1	Short/full	CA & Contractor	CA Staff & Community Members	Regions
Independent Living Skills Assessment	Ansell-Casey Life Skills training, to assist staff with assessment and work with ILS clients.	Agency	4	Short/full	CA	CA Staff	Regions
Critical Thinking	Undoing bias in risk assessment.	Agency	2	Short/full	Contractor	CA Staff	Regions
Independent Living Skills	Provide individual or small group training to SW's and Supervisors on how to access and use the ACLSA assessment and IL soft ware program.	Agency	1	Short/full	CA	CA Staff	Regions
Lessons Learned	Lessons Learned from Case Review and Fatality Reviews	Agency	1	Short/full	CA	CA Staff	Regions
Peer 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	1	Short/full	CA	CA Staff	Regions
Risk Assessment	Training on assessing risk.	Agency	1	Short/full	CA	CA Staff	Regions
Accreditation Process, benefits and outcomes	COA overview of process, service chapters, roles and responsibilities, timelines and next steps	Agency	1	Short/full	CA	CA Staff	Regions
Practice Model	Overview of structured decision-making, solution-based casework, and comprehensive family assessment	Agency	1-2	Short/full	CA	CA Staff	Regions

*A representative sample of recurring training provided by each region, planned for 2007 – 2008. **Regions are unique in the variety and frequency of training they conduct – a comprehensive list was too extensive to include here. ***Estimates are based on trainer, facility, travel/per diem and the number of events per region. CA used a \$1,000 day per training formula to calculate regional training costs.

IV-E Tribal Agreement Partners Training Plans (as required) are included below for the four tribes: the Lummi Indian Nation, the Quinault Indian Nation, the Port Gamble S'Klallam Tribe, and the Makah Indian Nation.

Lummi Indian Nation:

Topic presented in FFY06	07 plan	08-10 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
Kids Come first	x		Reunification assessments	State	1 day	short	DCFS	Social workers	0
ICW Case Review	x		Reviewing State ICW cases	State	1 day	short	DCFS	Social workers	0
NCAST	x		Assess parent/child interactions, bonding	State	2 weeks	2 weeks	DCFS	Social workers	0
Cuff account trainings/Fund ware	x	x	Using cuff accounts to track spending/ Fundware training	Lummi	3 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

Quinault Indian Nation:

Topic presented in FFY 06	07 plan	08-10 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/Seabert and Associates	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

Port Gamble S'Klallam Tribe:

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

Makah Indian Nation:

Topic presented in FFY06	07 plan	08-10 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	10	Short	WA State CA	Social Workers	8000 per year
ICW	X	X	Indian Child Welfare Act	Agency	2	Short	WA State CA	All MFS Staff	500 per year
Customary Adoption	X	X	Culturally Relevant Adoption Models	Agency	2	Short	NICWA	All MFS Staff	700 Per year
WA State Academy	X	X	Supervisor's Academy	Agency	15	Short	WA State CA	Supervisor	1500/Year
Case Planning	X	X	Culturally Appropriate Individual Service Plan Development	Agency	3	Short	WA State CA	Social Workers / Supervisor	3000
Case Management Database System	X	X	Case Documentation and File System	Agency	3	Short	WA State CA	All MFS Staff	2000
Sexual Assault Victim Interviewing	X	X	Interviewing techniques with sexual assault victims	Agency	5	Short	WA State CA	Social Workers / Supervisor	6000
Court Procedures	X	X	Refining case presentation and examination skills in court processes	Agency	5	Short	NITA	Supervisor / MINOC Officer / Juvenile PO	2400



Section C: Collaborations

(6) Program Support

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

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



Annual Progress and Services Report FY 2007 - FY 2008
Program Support Other: Research & Evaluation,
Management Information Systems, and Quality Assurance Systems

Research and Evaluation

Due to budget constraints, this department was officially eliminated as of September 1, 2005. It has yet to be determined if their research function will be continued in any form within another department. CA does contract for specialized research and evaluation services, as needed.

Management Information System FY07

Children's Administration (CA) data collection is centered in our Statewide Automated Child Welfare Information System (SACWIS), the Case and Management Information System (CAMIS). 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).

Key accomplishments in FY07 are summarized below:

- Procured and negotiated a contract with Northrop Grumman for Quality Assurance for the CAMIS system replacement in Third Quarter 2006.
- Released the RFP for the CAMIS Replacement project, procured and negotiated a contract with CGI for implementation of the new SACWIS system.
- Received funding approval from the ISB and began the system replacement project early in the Second Quarter of 2007;
- Began the data integrity and data clean-up effort in CAMIS in preparation for the data conversion for the CAMIS replacement system.
- Completed many changes 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;

The work included:

- a. Enhanced Supervisory Review tasks
- b. Enhanced Referral Search capabilities in CAMIS GUI
- c. Updated Referral/Facility Complaint module
- d. Upgrades to Assessment modules
- e. Add "Voluntary Services" case assignment and case folder type
- f. Modified Investigative Assessment task due date from 90 days to 45 days
- g. Added Licensed Care Giver Training Activity Codes to comply with Braam reporting
- h. Captured requirements and began development of a Structured Decision Making Tool in support of the Practice Model Redesign effort.

Additional CAMIS development work included:

- Developed interfaces for the Department of Early Learning (DEL) to support the automation of Child Care Licensing Invoice Renewals through the Financial Services Administration.

Management Information System FY08

For FY08, the immediate priorities of the Children's Administration Technology Services (CATS) team are as follows:

- The focus will be on the SACWIS replacement project and related activities.
- Implement the Structured Decision Making Tool in support of the Practice Model project in Third Quarter 2007.

Quality Assurance Systems

CA strives for continuous quality improvement in outcomes for children and families and makes use of input from a variety of sources such as the following:

- **Accreditation Process:** CA is in the final stages of state accreditation through the Council on Accreditation (COA). To date 20 field offices and the state headquarters office have met COA standards for child welfare practice, 8 have had their site visits and are waiting for the report, and 15 are scheduled for site visits through June 2007. CA expects to be accredited by December 2007. CA intends to maintain accreditation through re-accreditation by COA every four years.
- **Child Fatality Reviews,** by statute, are completed by the Children's Administration (CA) when there is an unexpected death of a child where the family has an open case, CA history within the previous 12 months or when the fatality occurred in a licensed care facility. There were 60 child fatality reviews (CFR) conducted in 2006. One executive child fatality review (ECFR) occurred of a dependent child in 2006. Executive level child fatality reviews may be called for by the Assistant Secretary when a child dies of abuse or neglect, and CA was actively providing services to the family. In this case, the child was a dependent of the state and allegedly died at the hands of an uncle while in relative placement. No significant program changes have occurred since 2005. CA continues to improve the Administrative Incident Reporting System (AIRS), which helps track near-fatalities, fatalities, as well as CFR recommendations.
- **Contracts Revised with Service Providers:** In FY07, contracts with Behavioral Rehabilitation Services (BRS), the Children's Hospital Alternative Program (CHAP), and Multidimensional Treatment Foster Care (MTFC) were reviewed and revised to implement specific outcomes and service measures. Data is being collected for ongoing evaluation of how these providers are performing. These providers are also required to complete a Children's Functional Assessment Rating Scale to help determine behavioral stability as a measurable outcome.
- **Multidimensional Treatment Foster Care (MTFC)** is an evidence-based program proven to decrease problem behavior and to increase developmentally appropriate behavior in children and adolescents who are in need of out-of-home placement. There is a five person clinical team which currently serves the ten MTFC homes/youth, but CA is looking to expand the program to more regions of the state in FY08.
- **Government Management Accountability and Performance Reporting (GMAP)** is a quarterly presentation to the governor from DSHS, including the Children's Administration. The CA GMAP process assists in evaluation of our successes, as well as measures to show where we are not doing well, why we are not doing well, and what actions we are taking to improve our performance.

- **Central Case Reviews:** Quality Assurance case reviews continue at the office level focusing on the federal CFSR standards as well as other quality of practice areas in all CA programs. In FY 2007 there were 39 office reviews completed, and each office developed a quality improvement plan based on the results of the review. A statewide review of ICW practice at the regional level also occurred that focused on compliance with ICWA and the CA ICW policy manual. In FY 2008 Central Case reviews at the office level will continue and statewide ICW review is planned. An additional review is schedule to occur in January 2008 to measure the thoroughness of DLR/CPS investigations including safety management of children in foster care.



Section C: Collaborations

(7) Disaster Plan

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



Annual Progress and Services Report FY 2007 - FY 2008 Disaster Plan

Attached at the end of this APSR is the latest draft version of Washington State's Disaster Plan.

This APSR only includes the drafts of the 1) Emergency Response Plan and the 2) Continuity of Operations Plan. It does not include the other aspects required in the final plan, such as checklists, contact names, template forms, and other vital information.

The final official Washington State Disaster Plan will be ready for submission by the deadline of September 28, 2007. This final version will include all aspects of the required plan.

Please refer to the end of this APSR for the following:

- **Appendix (3 A)** Disaster Plan: Emergency Management Plan, and
- **Appendix (3 B)** Disaster Plan: Continuity of Operations Plan.

For copies of the most recent version of this plan, contact:

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