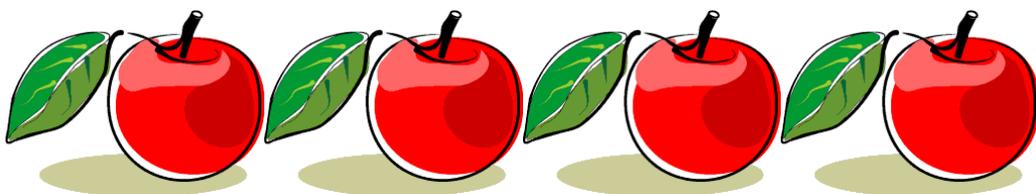


Section B: Program Information

(1) Child Welfare Services

**Child Safety
Permanency
Well-Being
Supporting Client Outcomes**



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

Annual Progress and Services Report FY 2008 - FY 2009

Child Welfare Services

Introduction

Protecting the children of Washington State from abuse and neglect is a top priority of the Children's Administration. To achieve this, the Children's Administration is continually working to provide quality services to vulnerable children and families, and to maintain accountability to those who use and those who fund services, as well as to the community at large.

Goals

The Children's Administration's 2007-2011 Strategic Plan: Fiscal Year 2008 Update identifies objectives, outcomes, and broad strategies in support of our four major goals of:

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

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

The major accomplishments are reported in this section and in the updated Appendix at the end of the APSR of the Program Improvement Plan (PIP) items that were fully implemented outside of the PIP timeframe. Unless otherwise noted, they reflect the most recent data available from the Children's Administration Performance Report 2007: July 2006 - June 2007.

Federal Program Improvement Plan Goals Met in FY 08

Attached at the end of this APSR is the Appendix (1) Program Improvement Plan (PIP) – Tracking FY 07 – FY 08.

CA completed the two year Program improvement Plan (PIP) on September 30, 2006.

All PIP action steps were completed within the two year PIP period, however, full implementation of a few items occurred outside the PIP time frame. For those items not fully implemented, Region X approved the state's request to include and track the items via the APSR. Updated details on these projects are provided in Appendix 1 at the end of this APSR.

Strategic Plan Summary

The following summary of the Children's Administration Strategic Plan outlines the broad goals and strategic outcomes the administration is working to achieve. CA is in the process of undergoing ambitious infrastructure improvements toward the goal of improving child safety and family stability in the present and for years to come. The examples below represent just some of the work done in the last year through the collaborative efforts of legislators, stakeholders, community partners, engaged citizens, and our dedicated Children's Administration workforce.

We are identifying our progress in achieving these objectives in a variety of ways, some using outcome data and performance measures, and others using case record reviews and client, stakeholder, and employee satisfaction feedback. We are continually working to improve our services and to improve child and family outcomes.

Child Safety

- Goal:** Children will be safe from abuse and neglect.
Strategic Outcome: Children are, first and foremost, protected from abuse and neglect.
Strategic Outcome: Children are safely maintained in their homes whenever possible and appropriate.

Permanency

- Goal:** Provide stable, nurturing, and permanent placements as quickly as possible for children who are placed into out-of-home care.
Strategic Outcome: Children have permanency and stability in their living situations.
Strategic Outcome: The continuity of family relationships and connections is preserved for children.

Child and Family Well-Being

- Goal:** Help families and communities improve the well-being of children in their own homes and in out-of-home care.
Strategic Outcome: Families have enhanced capacity to provide for their children's needs.
Strategic Outcome: Children receive appropriate services to meet their educational (and developmental) needs.
Strategic Outcome: Children receive adequate services to meet their physical and mental health needs.

Supporting Client Outcomes

- Goal:** Continuously improve the organization's capacity to achieve excellent outcomes for children and families.
Strategic Outcome: The Children's Administration partners with and is responsive to Tribes, consumers, communities, courts and public and private agencies to serve children and families.
Strategic Outcome: Adequate quality resources are available for foster care, behavior rehabilitation services and adoption.
Strategic Outcome: Service array ensures appropriateness, quality, accessibility and flexibility.
Strategic Outcome: Information technology and has capability to support field and management needs.
Strategic Outcome: Federal requirements for case review system are maintained.
Strategic Outcome: Quality assurance system promotes satisfactory outcomes for children and families.
Strategic Outcome: Agency has adequate and efficient structure, staffing and fiscal resources.
Strategic Outcome: Staff and provider training and development adequately support the goals of the agency.

➤ Child Safety Highlights

- **Implemented the 24 hour and 72 hour response time** for social workers to provide more immediate response to CPS reports and see children who are in imminent danger within 24 hours and children who are not in imminent danger within 72 hours.
- Provided **refresher training** on safety and risk assessment for all CA staff and supervisors.
- Implemented **Family Team Decision-Making** meetings to engage families, relatives, and providers to make the best decisions and plans to keep children safe.
- Developed **Child Protective Services/Child Welfare Services (CPS/CWS Redesign)** model to support child safety and the early engagement of family in services.
- **New Neglect Legislation**, ESSB 5922, was enacted redefining neglect so CA can act more quickly when children experience chronic neglect due to untreated parental substance abuse or mental illness, as well as in situations where children experience inadequate care that is frequent or ongoing. Training was developed and presented on this for staff.

- **Reduction in caseload ratios** have occurred, and with the support of the legislature, CA continues to hire new social workers to further reduce the number of cases per social worker.
- **New requirements for social workers** require them to make visits every 30 days to children who are still in the Department's care but living back at home with their parents. CA is working to hire enough social workers so that all children in CA custody will be seen every month by their social workers.
- A **reunification assessment and a safety plan** are required for all children reunifying with their families following time in out-of-home care. We continue monitoring those children and families for at least six months following reunification and often longer if needed.
- **Ongoing lessons-learned training** is provided to direct service staff, supervisors, and managers so we can learn from difficult cases and employ strategies to help us from repeating errors.
- The **social worker academy training programs** are continuously evaluated to ensure staff training includes the most current best practices.
- **Through the Family to Family Programs**, CA is actively engaging community experts and family members in the process of keeping children safe and families intact. CA now provides family team meetings in 34 offices. Through this process, we are seeing an increase in stable placements, and a decrease in lengths of stay for children placed with relatives.
- **The Homebuilders model of service** began to be used during FY 08 to provide all IFPS services. Training for the new model continues, with a contract effective date of July 2008.

Objective: Initiate timely investigations

Measured by: Children seen face-to-face by a social worker following a referral accepted for investigation

The federal program improvement goal for timely investigations is for social workers to make face-to-face contact with children within required response times at a rate of 90 percent. The administration surpassed this goal in every quarter of FY 07 for both emergent and non-emergent referrals with 95.2% of children in emergent referrals seen within 24 hours, and 94.5% of children in non-emergent referrals seen within 24 hours.

Objective: Reduce recurrence of abuse or neglect

Measured by: Children who do not experience re-abuse

The federal standard requires a minimum of 94.6% of children who have been the victims of abuse or neglect will be protected from any additional founded allegations of abuse or neglect. Washington State did not meet the federal standard, however has made consistent improvement since 2001. In FY 06 (the latest data available), 92% of children in Washington State were protected from repeat abuse and this is more than in any year since data tracking began.

Objective: Improve safety when returning children home

Measured by: Children who are placed in out-of-home care due to abuse or neglect with prior placement due to abuse or neglect

CA has shown rates of children in placement due to abuse or neglect with prior placement due to abuse or neglect between 5.9% and 8.1% since tracking began, with an average prior placement rate of 6.93 percent. In FY 07, the rate was 6.9%.

Objective: Improve safety for children placed in out-of-home care

Measured by: Children who are free from abuse or neglect in out-of-home care

A new federal standard requires that a minimum of 99.68 percent of children in out-of-home care will be free from founded allegations of abuse or neglect. Washington State's performance was significantly better than the federal standard from 2003 until 2005, however showed a slight decrease (99.57%) in FY 06 and failed to meet the federal standard.

Objective: Improve safety for children placed in out-of-home care
Measured by: Foster homes receiving health and safety checks

CA has exceeded the state requirement of 10% foster homes monitored for health and safety since FY 03, with 13.4% in FY 07.

Other Measurable Objectives in Child Safety

- **Child Fatality Data** has been collected since 1997 in an effort to identify children most at risk. The number of child fatalities that meet the criteria for a fatality review has decreased each year CY 2001 - CY 2006 (108 down to 61). Of those fatalities that require review, the number of child deaths resulting from natural/medical or accidental causes has decreased. The number of deaths caused by homicide or suicide has remained relatively constant, with fewer than ten deaths in each category each year. The increase in the number of child fatalities where the cause of death is unknown or undetermined is due in part to ongoing investigations, and in part to an increase in the classification of Sudden Infant Death Syndrome (SIDS) fatalities as undetermined.
- **Reduction in caseload ratios** have occurred from about 26 cases per social worker in 2005 to about 22 cases per social worker in 2007. With the support of the legislature, CA continues to hire new social workers and is working to further reduce the number of cases per social worker.
- In FY 07, CA responded to emergent referrals within the required 24 hour timeframe more than 95 percent of the time for the second year in a row, and this has resulted in a 25% reduction in repeat referrals. CA has surpassed its prior year face-to-face contact response time for non-emergent referrals.

➤ **Permanency Highlights**

- Implemented the **Kinship Care Framework** (Initial License, Relative Home Study, Relative Search, Respite, etc.) laying down the foundation for working more effectively with relatives.
- Developed the **Visitation Guide** to support parent/child and sibling visits.
- Implemented the **Shared Planning policy** which emphasizes the inclusion of parents, children, and foster parents in the decision making process.
- Strengthened policies to **improve engagement with fathers and absent parents**.
- Developed **After Hours Support Crisis Line** for foster parents and caregivers.
- Implementation of case review for **Foster Parents "Right to be Heard"** legislation was piloted in 2007. In January 2008, the following case review question was added: "Was the caregiver notified of the most recent court hearing?" Performance data is provided at the office, regional and statewide levels for practice improvement activities.
- Implemented the **Caregivers Right to be Heard** in court proceedings.
- Based on 2007 legislation, **expanded the definition of a relative of specified degree** to include relatives of half-siblings and second cousins. This allows for placement of the child with suitable persons who are known to the child and/or family.

The number of children placed into out-of-home care has continually increased since FY 1999 (8693 children). Since FY 04, there has been a dramatic increase (8984 in FY 04; 9447 in FY 05; 10,411 in FY 07) in the number of children placed into out-of-home care since data tracking began.

Objective: Increase permanency for children in out-of-home care
Measured by: Children reunified with their families

The number of children reunified with their families has had a decreasing trend since FY 1998, with a high of 5619 children in FY 1998 to 4630 children in FY 07. In 2004, the Washington State Institute for Public Policy concluded that one factor which may have contributed to this trend is a shift in the make-up of CA caseloads where reunifications may simply be more challenging to achieve due to more

infants placed into out-of-home care, the substantial increase of children coming into care related to parental substance abuse, and an increase in the number of children placed with relatives.

Objective: Increase permanency for children in out-of-home care
Measured by: Children reunified within 12 months of placement

In FY 07, CA embarked upon a Child Protective Services (CPS) and Child Welfare Services (CWS) redesign in an effort to improve safety and permanency outcomes for vulnerable children. The federal standard requires that at least 76.2% of children for whom reunification is the best permanent outcome be reunified within 12 months of out-of-home placement. CA has historically done well in this measure, however FFY 07 shows a slight drop in the percent of timely reunifications to 75.1%, falling below the federal standard for the first time in four years.

Objective: Increase permanency for children in out-of-home care
Measured by: Children adopted

The number of adoptions finalized in FY 2007 decreased slightly when compared to the previous year, however the ten-year trend shows a dramatic increase in the number of completed adoptions (854 in FY 1998 and 1283 in FY 2007).

Objective: Increase permanency for children in out-of-home care
Measured by: Children adopted within 24 months of placement

CA has historically did not meet the federal target of 32% for children adopted within 24 months of placement. After exceeding the target for the first time in FFY 2006 (32.6%), the state rate of timely adoption fell in FFY 2007 (27.1%).

Objective: Increase permanency for children in out-of-home care
Measured by: Children placed in guardianships

In FY 04 there was a significant drop from the previous years (FY 03 had 593; FY 04 had 434) and since then, the number of children placed in new guardianships has remained relatively level (FY 07 had 394). CA makes every effort to secure reunification, adoption, or third-party custody whenever possible, which may be a contributing factor to the decrease in new guardianship placements.

Objective: Decrease length of stay without increasing reentry
Measured by: Length of stay for children in care

While the percent of children who have been in care longer than two years has decreased significantly from a high of 41.3% in FY 1998, there was a slight increase in length of stay in FY 07 of 35.6%. The median number of days children spent in out-of-home care has been relatively stable since FY 1999 with 547 days, but also increased slightly in FY 07 to 536 days.

Objective: Decrease length of stay without increasing reentry
Measured by: Children reentering care

The federal standard requires that no more than 8.6% of children who have been returned home will come back into care for reasons of abuse or neglect within 12 months of reunification. CA has never met the federal standard in the ten years reported, however has demonstrated a decreasing trend and the lowest rate of re-entry on record for the past two consecutive years (10.3% in FFY 2006 and FFY 2007).

Objective: Increase stability for children in out-of-home care
Measured by: Children with no more than two placements

CA has demonstrated continual progress toward the federal standard of at least 86.7% of children in

care will experience two or fewer placement moves. In FFY 1998 there were 79.6% and in FFY 07, there were 86.1% of children with no more than two placements.

Objective: Decrease over-representation of minority children in care
Measured by: Minority children in care for more than two years

The percent of African American children in long term care decreased to its lowest rate (24.1% in FY 2001 to 20.0% in FY 2007). The percent of Native American children in long term care has increased (12.5% in FY 2001 to 17.1% in FY 2007). In partnership with Tribes, CA developed an Indian Child Welfare (ICW) Case Review model and performed case reviews throughout FY 2007 in order to gain a better understanding of the unmet needs of Native American children in out-of-home care and to develop strategies for better serving these children.

Objective: Increase relative placements
Measured by: Children placed with relatives

CA has demonstrated an increasing trend in the percent of children in out-of-home care who are placed with relatives from FY 1998 (29.5%) to FY 2007 (38.4%).

➤ Child and Family Well-Being Highlights

- Implemented **monthly visits** for children whose case is established as an in-home dependency as well as for young children placed with relatives.
- Implemented the **Child and Health Tracking (CHET)** policy and guide to improve health care and education outcomes for children.
- Improved **education support** for children by implementing protocols with 138 school districts to improve communication, collaboration, and coordination.
- **Hired and trained additional social workers** as part of a plan to increase the frequency of visits to children in person at the child's out-of-home placement from once every 90 days to once every 30 days.
- **Provided training** to 1100 educators, social workers, caregivers and community partners at Education Summits in each region to address complex trauma and helping traumatized children learn.
- **Provided training** to 200 representatives from colleges and universities about the educational programs available for post-secondary education for youth in foster care. As a result of this workshop a contact person for foster youth was appointed at each college and university to increase the opportunities for foster youth to continue pursuing higher education.
- **A 24-hour foster care nurse consultation line** was established as a result of the collaboration of CA with the Washington State Health and Recovery Services Administration (HRSA).
- **Centers of Foster Care Health**, three foster care medical centers of excellence, were established through a collaborated effort with CA and the Washington State Health and Recovery Services Administration (HRSA). The centers help establish medical homes for children in foster care.
- The **Educational Advocacy Program** to provide assistance and advocacy for school age foster children and youth to improve their academic success and graduate from high school.
- Developed **Educational Advocacy Guides** for caregivers and **Practice Guide to Education** for social workers.
- Developed a **video for adolescents** in the foster care system to explain their rights, how the system works, and how their voice can be heard.
- **Several new programs** offer additional access to financial support for higher education:
 - ➔ **The Independent Living Program (ILP)** helps youth from ages 15-17 who are likely to remain in foster care gain skills necessary to succeed on their own. They can learn how to get and keep a job, further their education, obtain safe housing, and stretch their money.
 - ➔ **The Transitional Living Program (TLP)** helps youth 18-21 develop competencies and

access community supports needed for successful independence. These young adults may gain information and resources designed to, among other things, help them obtain safe housing, make healthy choices, take care of themselves physically and emotionally, remain self-supporting, and develop a community support network.

- ➔ **The Educational and Training Voucher Program (ETV)** provides up to \$5,000 per year up to age 23 for higher education to eligible current and former foster youth and those adopted from foster care after age 16.
- ➔ **Foster Care to College Program (FCTC)** provides mentors, seminars, and community training as well as an annual four-day college immersion experience designed to help increase the college success rate of foster youth by training communities in how to support these youth and educating young people about college readiness, persistence, and success.
- ➔ **The Foster Care to 21 Program** allows 50 youth per year (from 2006 through 2008) who have graduated or obtained their GED to continue receiving placement services from DSHS until their 21st birthday, if they are pursuing post-secondary education and maintaining a 2.0 Grade Point Average.
- ➔ **The Passport to College Promise Pilot Program** is for the benefit and encouragement of current and former foster youth to prepare for, attend, and successfully complete higher education. Program benefits include educational planning, information, institutional support, and direct financial resources.

Objective: Increase worker visits with children

Measured by: Children visited every 90 days by their social worker

CA requires that a minimum of 90% of children in out-of-home care will be seen by social workers in their placements at least once every 90 days. CA has met or exceeded this in FY 2006 (an average of 92.1%) and FY 2007 (an average of 93.6%).

Objective: Children in placement are supported in age-appropriate educational and developmental programs

Measured by: High school diploma, General Equivalency Development diploma, or educational or vocational enrollment

CA, with community partners and with the support of the legislature, has increased efforts to provide resources designed to help youth complete high school and to pursue, persist in, and complete programs of post-secondary education. There has been an increasing trend in foster youth turning age 18 who graduated from high school (29.4% in CY 2002 to 31.7% in CY 2007) and were enrolled in an educational or vocational program (39.6% in CY 2002 to 45.8% in CY 2007), and a stable trend for those who obtained a GED (10.1% in CY 2002 to 10.00% in CY 2007) at the time of their exit from foster care.

Objective: Children in placement are supported in age-appropriate educational and developmental programs

Measured by: Youth in care who receive Independent Living Services (ILS)

In CY 06, the number of youth who received IL services prior to exiting care went down from 53.9% in CY 05 to 51% in CY 06. This statistic is misleading, however, since the number of youth coming into care or currently in care who are receiving IL services showed a 54% increase from CY 05 to CY 06. In CY 05, 874 youth received services while in CY 06, there were 1,342 youth who received services. Over time, the percent of youth exiting care who received IL services should reflect that overall increase.

Other Measurable Objectives in Child and Family Well-Being

- **The Education Advocacy Program**, implemented in February 2006 served 2,154 youth in FY 07. The contracted Education Advocacy Program providers are developing outcome measures to assess the success of the intervention strategies that assist students toward

graduation from high school. This data will be available beginning FY 2009. Staffing was also increased to 1.5 FTEs in each region, resulting in a 44% increase in referrals to the program compared to the previous year.

- **Improved education support** for children by implementing agreements with 138 school districts to improve communication, collaboration and coordination. This is an increase of 40 agreements from the prior year.
- There has been an increase from 32.3% to 56.4% between March and September 2006 for receiving 30-day visits for the most vulnerable children who are dependents of the state but are living with their parents.
- To assist youth in the development of independent living skills to become self-sufficient adults, voluntary services were offered to youth as young as age 15. During CY05, 53.9% of youth exiting care after age 18 had received independent living services while in care.

➤ **Supporting Client Outcomes Highlights**

- **Chemical Dependency Counselors** have been hired in all six regions to help screen and support families through the substance abuse assessment and treatment process. Now there are a total of 26 CDPs statewide.
- Introduced additional **Evidence-Based Practices** including Parent Child Interaction Therapy (PICT), Incredible Years, Promoting First Relationships, and Triple P, as well as continued to expand Multi-Dimensional Treatment Foster Care and Functional Family Therapy.
- Conducted a formal **contract review process** to help maximize resources and better support outcomes.
- **A new targeted marketing campaign for foster parents** began in FY 07 and continued through FY 08. This included a new branding and marketing campaign to accompany the targeted marketing work, creation of a new consistent statewide logo and slogan, combination into one contract the work of monitoring activities of potential foster parents, creation of a new on-line store for recruitment staff to order customized supplies, and combined targeted recruitment activities with ongoing Family to Family and "Streets and Trips" data-driven work.
- **"Bright Futures"** specialized training was provided by CA to support foster parents by focusing on foster children's mental health and well-being. Initially, the workshop was devised and offered through a grant to the Department of Health with widespread acceptance. After the grant completed, CA continued the training in FY 08 by using a Train the Trainer model in all of the regions. Since the continuation, the workshop was given in each of six regions during October through December 2007 with events held in Spokane, Yakima, Everett, Bremerton, Bellevue, and Tumwater. A total of 50 caregivers attended the trainings.

Objective: Adequate, quality resources are available for foster care, behavior rehabilitation services, and adoption

Measured by: Licensed foster homes available for children

Washington State, like nearly every other state in the union, has struggled to keep up with the need for quality foster homes. CA has been working closely with foster parents, local partners, and national experts in strategizing new ways to engage and retain qualified foster families. Following a decline since FY 04, CA demonstrated an increase in the number of licensed homes available to care for children during FY 07 to 5965 licensed foster homes (the most recent data available).

Objective: Adequate, quality resources are available for foster care, behavior rehabilitation services, and adoption

Measured by: Availability of minority foster homes

CA continually seeks to secure homes in which foster families are similar in race, nationality, or cultural heritage to the children placed in their care. It has been a challenge with the number of minority homes available at a high of 1663 in FY 2002 and a low of 1446 in FY 2007.

Objective: Adequate, quality resources are available for foster care, behavior rehabilitation services, and adoption

Measured by: Foster homes that take more than 90 days to fully license

In FY 07, new regulations required more stringent background checks for all foster parents, adoptive parents, and planned placements with unlicensed relatives. Their homes must also meet rigorous licensing standards. Process Improvement Consultants from the Boeing Company have worked with CA to carry out a Foster Home Licensing Process Improvement Initiative. In FY 2007, in spite of these stringent rules, CA demonstrated improvement in the percentage of licensing delays for the second consecutive year (33.8% in FY 2005, 33.6% in FY 2006, and 29.9% in FY 2007).

Other Measurable Objectives in Supporting Client Outcomes

- The final results of the **Foster Parent and Relative Caregiver Telephone Survey** were released in September, 2007. This survey was conducted by the Washington State University and showed the following:
 - ➔ 88.6% of foster parents report that they receive adequate training;
 - ➔ 86% of licensed foster parents report that they are accessing the mental health services they need in a timely manner;
 - ➔ 85% of all caregivers report that they are treated professionally and with respect by their social worker;
 - ➔ 77.9% of licensed caregivers who care for medically fragile children report that those children are connected to appropriate and ongoing medical care;
 - ➔ 76.3% of licensed caregivers report that they receive adequate support for their role responsibilities.
 - ➔ Some areas of weakness were that foster parents expressed that social workers did not visit children in their placements often enough, siblings in separate placements were not able to visit with one another frequently enough, and that they don't always experience adequate communication. CA is implementing monthly social worker visits in stages and is working to improve staffing patterns to support that outcome. In addition, new legislation requires CA to consult with the Foster Parent Association of Washington, and foster and relative care providers every quarter at the regional and statewide levels.

Additional Strategies Planned in FY 09

➤ Child Safety

- CA's Social Worker Academy training for new employees will train to the principles supported in the Practice Model
- Implementation of a comprehensive assessment program for high risk families. Assessments will be provided for families receiving in home child protective services or family voluntary services.
- Implementation of an assessment program for newborn infants diagnosed at birth as substance exposed and CA received an intake referral related to the infant's exposure.
- Implementation of legislation requiring the department to promptly notify the Office of the Children and Family Ombudsman of near-fatalities of children in specific circumstances and to notify the Ombudsman of cases with three founded investigative findings within the past year.

- Implementation of legislation requiring the department to promptly notify the child's GAL when a new CPS referral is made involving a child under supervision of the court and again when a finding is made.
- Implementation of pilot project in four (4) counties requiring notification to youth age 12 and older, who are the subject of a dependency petition and to assist the youth in attending the hearing and being heard at the hearing if they desire. The Administrative Office of the Court, CA and other court partners will collaborate in these pilots.
- Implementation of a framework for addressing domestic violence issues, including distribution of a DV-CPS Guide in consultation with the Washington State Coalition Against Domestic Violence (WSCADV) and a national expert on CPS-DV issues.
- In October 2008, CA will implement the final part of SSB 5321 in FamLink - *Findings, Expungement, and Information Sharing* from the 2007 legislative session, requiring a two tiered finding system of founded and unfounded. The definition of unfounded is expanded to include the definition of inconclusive. Mandatory training will be provided to CPS social workers and supervisors in every region.
- In July 2008, children's Administration will begin using the Homebuilders model of service to provide all IFPS services statewide through two contracted community agencies.

➤ **Permanency**

- Continue phase in plan of monthly visits
- Complete implementation of parent/child/sibling visit policy
- Continue regional and statewide strategies on placement stability
- Continue to expand Family to Family program

➤ **Child and Family Well-Being**

- Track family and caregiver participation in shared planning meetings
- Statewide roll out of Family Team Decision Making Meetings (FTDM)
- Implement the education mentoring program in four regions
- Increase the number of foster parents who participate in "Bright Futures" to help foster parent deal with child mental health issues
- Implement 24 hour foster care nurse consultation line
- Implement three Centers of Foster Care Health (Spokane, Seattle, Longview)
- Organize at least six Education summits (one in each region) to cross-train educators, social workers and caregivers on support services for youth in foster care
- Participate in OSPI "Compassionate Schools" initiative which focuses on supporting traumatized children in academic environments
- Implement high quality out-come based Tutoring program with OSPI approved tutors.

➤ **Supporting Client Outcomes**

- Through the collaboration with service providers, CA will develop a strategic direction that will continue to support improvements in client outcomes. This includes identifying improved practices for parenting education that support parents' active application of skills taught in parenting programs.

➤ **Service Array**

- Continue to expand our capacity to provide evidence-based programs.

➤ **Case Review System**

- The second case review of DLR/CPS investigations for Braam measuring the quality of DLR/CPS investigations and safety planning for children in foster care.

- Case review will continue to measure the practice of offices on the federal case review outcomes of safety, permanency and well-being in preparation for Washington State's Round Two of the CFSR.
- Case review will continue to measure two of the Braam benchmarks regarding health and education plans in ISSP.

➤ **Quality Assurance**

- The second ICW review will occur to re-evaluate ICW practice statewide and determine if regional /statewide strategies for practice improvement were successful.

➤ **Staff and Provider Training**

- Implement a new learning management system in 2009
- Provide training on Structured Decision Making and Solution Based Casework
- Develop expanded training for contracted service providers to include the implementation of Evidence Based Practices, Promising Practices and Motivational Interviewing