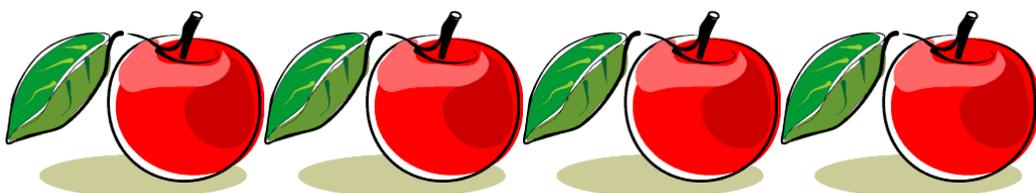


Section C: Collaborations

(1) Practice Model

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



Annual Progress and Services Report FY 2008 - FY 2009

Practice Model

Practice Model

The Children's Administration has implemented Structured Decision Making (SDM) as the agency's risk assessment model in child protection investigations and has begun the introduction to staff of Solution Based Casework (SBC) as the clinical model for practice throughout the agency. 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 gaps and problems in Washington's child welfare system.

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

While these initiatives set forward plans to improve outcomes for children and families, they do not provide a comprehensive framework of practice to support the engagement of clients in assessment and case planning nor are they focused on incorporating evidenced-based practices into the work of Children's Administration's social workers. The practice model's goal is to improve outcomes by introducing evidenced-based practices. Beginning in 2008, the Children's Administration is providing the ongoing skill-building necessary for all social workers to effectively engage and work with families. The practice model also provides the overarching framework to bring all improvement efforts together in the context of CA's priorities.

Solution Based Casework (SBC) is 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 combines three theoretical models: family life cycle development, solution focused interventions and relapse prevention/cognitive behavioral theory. All three approaches have evidence of effectiveness in mental health, family counseling, domestic violence and/or substance abuse treatment.

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

CA is also training managers on Solution Focused Management so that managers will model the values and language of SBC with staff. The family assessment and case planning tools in CA's SACWIS system will also reflect SBC.

The introduction of SBC supports a culture shift for the organization both in casework services to families and in management. It will take several years to provide initial training and coaching supports to all staff within CA, and will take additional time to become rooted as the practice model for the organization.

Structured Decision Making (SDM) focuses on the principle that decisions can be improved by clearly defined and consistently applied decision making criteria, readily measurable practice standards, with expectations of staff clearly identified and reinforced assessment results directly affecting case and agency decision making.

CA implemented the SDM Risk Assessment Tool for child protective services on October 22, 2007. Research into risk assessment tools has shown that this tool is more reliable, valid, and equitable than consensus-based risk assessment tools, including Washington's prior risk assessment. Research has also shown that, by targeting services to the highest risk clients, reoccurrence can be reduced. SDM Risk Assessment is providing input into the decision to provide families services along with the safety assessment. CA has a contract with the Children's Research Center to continue to analyze data and ensure the tool is working well in Washington.

The SDM Risk Assessment Tool is an actuarial-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. It 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 FY 08 and the goals for FY 09 are outlined below:

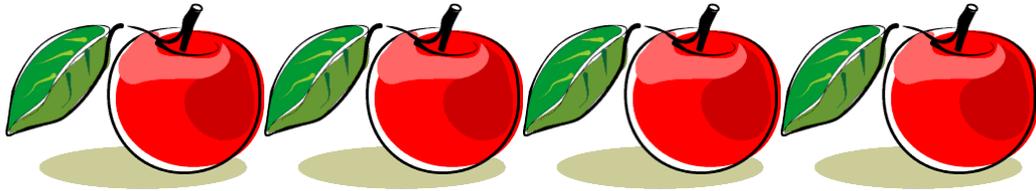
Accomplishments in FY 07 and FY 08:

- 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 (6/06-4/08).
- Review of statute and WAC to identify and recommend changes in support the clinical model (6/06-7/07).
- Began publishing of a Practice Model newsletter called the "SBC Chronicle" which was well-received by staff.
- A Practice Model website went live and will include a variety of informational articles and links.
- Hiring and training of SBC coaches. There are now 12 within the regions statewide.
- Training of statewide staff in the Introduction to Solution-Based Casework. More than 1600 staff have attended one of the 80 sessions provided throughout the state.
- Training of statewide staff on Intensive SBC training sessions for supervisors, area administrators, and key program managers. As of June 1, 2008, 192 of these staff attended one of the 17 sessions of training. Two individual coaching sessions are provided to supervisors of case-carrying staff following this training.
- Training of statewide managers in Solution-Focused Management, with follow-up sessions to integrate these practices into their daily routine. 193 CA managers have been trained as of June 2008.
- Two of three SBC pilots are complete in the local CA offices of Omak and Sky Valley. Debriefing meetings with all staff yielded feedback on their suggestions for improvement and supports needed.

Goals for FY 09:

- Review and revision as needed of all policies and procedures in support of the clinical model (4/07 & ongoing).

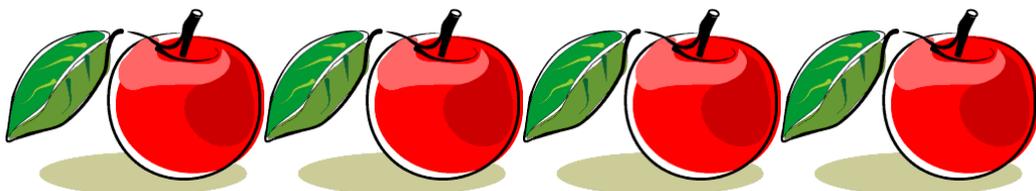
- Re-writing of training curriculum, procedures, and practice guides to integrate the model of practice and implement staff feedback suggestions for improvement (4/07-8/08).
- Training and coaching of staff in developing and increasing clinical skills which build on family strengths and support engagement 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).
- Informational presentations to key stakeholders and contracted providers (September 2008 - February 2009).
- Continuation of training of statewide managers in Solution-Focused Management and follow-up sessions to integrate these practices into their daily routine.
- The SBC pilot within the local office in Tumwater will continue and their feedback gathered on the successes and areas needed for improvement.
- Partners for Our Children evaluation survey activities will start soon and include supervisors/managers, social workers, focus groups, and in-person interviews with clients (parents). Their feedback will be used for on-going improvement of the curriculum, program implementation, and the affect of SBC on casework practice.
- CA Academy will introduce a redesigned curriculum that includes SBC beginning July 2008.
- The coaching team is receiving regular and ongoing professional consultation from Dr. Dana Christensen, founder of SBC.
- We are making some modifications to the SBC Quality Assurance & Improvement Plan and tools.



Section C: Collaborations

(2) Tribal Consultation

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



Annual Progress and Services Report FY 2008 - FY 2009 Tribal Consultation

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

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

In addition to Federally Recognized Tribes/Nations, CA also recognizes Recognized American Indian Organizations (RAIO) 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 and case consultation for ICW matters throughout the state. The ICW Manager participates in management level policy development and coordination with other programs administered through CA for ICW input and presence.

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

Both of these positions are part of the Assistant Secretary's Executive Staff and Management Team and are able to convey ICW issues that arise from the Tribes/Nations or Regional CA staff throughout the management system

Additionally CA has ICW liaisons located through the six identified CA's regions and several ICW units located in the larger urban offices of the State.

CA ICW Manager and Associate work closely with the DSHS Indian Policy Advisory Committee (IPAC). 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.

IPAC Children's Sub-Committee meets on a monthly basis and is co-chaired by the CA ICW Manager and IPAC Tribal Chair. Attendees at the monthly meetings include Tribal and state children's staff, IPAC members, and tribal and state program managers. The monthly agenda is developed jointly by the co-chairs and includes issues such as policy development, system changes, training needs, access to services and service delivery, ICW compliance, and items of interest in providing services to children and their families.

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 between the State and Tribes 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.
- In addition to the quarterly IPAC meeting, which serve as on-going collaboration 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

A formal consultation between Tribal Leaders and the DSHS Secretary was held on May 30, 2007. There were two issues addressed at this consultation.

First, was the distribution of newly appropriated funding by the Washington State Legislature for Tribal ICW contracts. The questions below were addressed at the consultation regarding the funding distribution.

- 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?

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

- 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?

In 2005 in response to our CFSR, CA and the Tribes began developing a quality assurance tool to quantitatively and qualitatively review our compliance with the Federal ICWA and State statutes relating to ICW. Prior to this time CA's on-going quality assurance process involved only 3 questions relating to ICW. The new tool that was developed covered 29 questions specific to the ICWA and state ICW statutes.

Each of the six review teams consisted of Tribal and State Administrators and Social Workers. Reviews were completed and priorities were selected regionally and statewide by tribes and state to develop an implementation plan to impact the findings. This quality assurance review will be conducted each biennium to measure ICW compliance.

January 2008, IPAC passed a motion appointing the IPAC Children's Sub-Committee to act in the role of a Citizen's Review Panel for CA. CA staff is working with the sub-committee to identify goals and develop a strategy and implementation plan.

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.

March 2008 the second annual ICW Summit was sponsored by CA and held at the Squaxin Island Tribal Hotel and Skookum Event Center. This year 307 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. The theme, "Protecting Our Children, Retaining Our Culture" marked the 30th anniversary of the passage of the Indian Child Welfare Act protecting the best interests of Indian children in state child protection and promoting the stability and security of Indian tribes and families. Local and national speakers presented on 18 different workshop options such as Tribal Foster Care, ICW from a Public Health Perspective, Tribal and State Collaboration, and Reflections on the Indian Adoption Project. It also addressed improving ICW outcomes in Tribal programs and practices, and legal issues effecting CA and Tribes.

April 2008 the 16th Annual Children's Justice Conference (sponsored by The Children's Administration and the Children's Justice Interdisciplinary Task Force) was very well attended. It included 3-part presentations from the perspectives of a state attorney general, 2 tribal attorneys, and a community advocate with an introduction to the Indian Child Welfare Act (ICWA), related federal and state laws and regulations, and why the ICWA was created.

In addition to the general activities noted above, the following specific measures were taken by the State in the past year to improve or maintain compliance with each of the five major requirements of the Indian Child Welfare Act:

1. 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.
 - As a result of the ICW case Review, the Tribal notification letter has been revised and the revised letter will be incorporated into the FAMLINK system. FAMLINK is CA's new data management system replacing CAMIS. FAMLINK is scheduled to go live on December 1, 2008.
2. 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 regularly since June 2006 to review, update, and create ICW forms contained in the ICW Manual including notification, staffing, planning, jurisdiction transfers, among others.
 - In addition to the Tribal notification letter, the ancestry chart has also been revised. Increased efforts to search paternal ancestry, as a result of the ICW case review, has resulted in a restructure of the ancestry chart placing the paternal parentage first in sequence followed by maternal parentage.
2. 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.
3. 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.
4. Use of Tribal courts in child welfare matters, Tribal right to intervene in State proceedings, or transfer proceedings to the jurisdiction of the Tribe.
- CA ICW Manual has an extensive section related to Tribal notification and the subsequent rights of Tribal governments to intervene in matters that involve an enrolled, enrollable, or descendent of (Washington State ICW policy) Indian child.

Laws, policies and trainings implemented to increase compliance with ICWA have been mentioned in the above narrative.

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 pre-placement 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 Administration's needs. Included in the new FAMLINK, Washington State's Child Welfare Information System, are 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 has been taking place since 2006. FAMLINK is scheduled for release in December, 2008.

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. FAMLINK will incorporate many of these processes for better compliance to ICW.

(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.

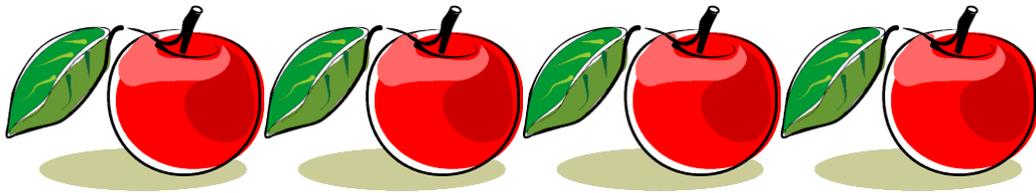
Outreach with the Tribes regarding IL/TL/ETV programs continues on a regular basis. Tribes are sent letters with an offer of technical assistance from the IL Program Manager. The IL Program Manager also attends various other Tribal meetings to educate members about IL services. Several IL Coordinators 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 2008 - FY 2009 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 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.

➤ **Centers of Foster Care Health**

The Health and Recovery Services Administration in Washington received legislative funding to establish three Centers of Foster Care Health (CFCH). The three sites all have an established expertise in the care of children in out-of-home placement. The CFCH will be located in Spokane – Sacred Heart Hospital, Longview – Child & Adolescent Clinic, and Seattle – Harborview Medical Center. The Centers will have capacity to provide primary care when needed. In addition, the Centers will provide coordination and consultation to primary health care providers for children in out-of-home placement. The Centers will be available beginning July 2008.

➤ **24-Hour Nurse Consultation Line**

The Health and Recovery Services Administration will establish a 24-hour nurse consultation line. The line will provide consultation to caregivers and foster youth with health care questions and concerns. Beginning April 2009, caregivers will be able to contact the line within 72 hours of a child being placed in their home. This consultation will help to determine the child's health status upon their entry into the caregiver's home.

➤ **CA Regional Medical Consultants**

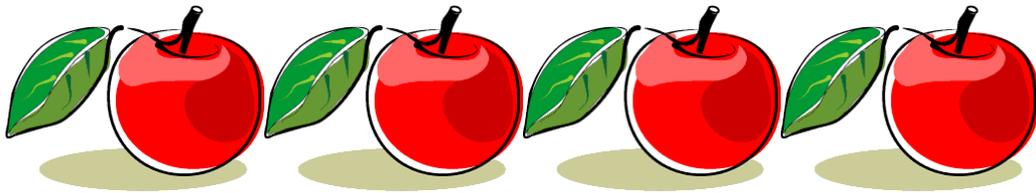
The Children's Administration employs at least one part-time medical consultant in each region. The purpose of the medical consultants is to improve access to and quality of medical care for children in out-of-home placement. The medical consultants are available to assess and consult with social workers and caregivers regarding appropriate medical treatment for children in out-of-home care with complex health care needs. The medical consultants also

develop working relationships with health care providers throughout their regions to improve access to health care and often act as a liaison between the DSHS and the medical communities.

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

➤ **Foster Care Public Health Nurses**

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



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 2008 - FY 2009 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:

- Children's Trust of Washington (formerly Washington Council for Prevention of Child Abuse and Neglect)
- Council for Children and Families
- Eastern Washington University
- Federal Department of Health and Human Services (includes Social Security Administration)
- Governor's Office on Indian Affairs
- Office of the Administrator for Courts
- Office of the Attorney General of Washington
- Office of the State Superintendent of Public Instruction
- Small Tribes of Western Washington (STOWW)
- University of Washington
- Washington State Court Appointed Special Advocate Program
- Washington State Department of Community, Trade, and Economic Development
- Washington State Employment Security Department
- Washington State Department of Health
- Washington State Department of Information Services
- Washington State Patrol
- Washington State Tribes and Tribal Organization Local Agreements – Child Welfare Services
- Washington State University

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
- Children's Trust of Washington (formerly Washington Council for Prevention of Child Abuse and Neglect)

Child Welfare Advocacy Coalition
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 State Coalition Against Domestic Violence
Washington Coalition of Sexual Assault Programs
Washington Council on Crime and Delinquency
Washington Federation of Group Care Providers
Washington State Coalition of Children's Residential Services

Stakeholder Input:

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

The **Children, Youth, and Family Services Advisory Committee** continued their collaboration with the CA on a variety of issues. They continue to review information, provide input, and make recommendations to CA on the practice model for CA social workers. In FY 08, the Committee had numerous discussions about disproportionality and disparity of services in the child welfare system and how they could begin to address this collaboratively with the CA staff. The Committee was also engaged in discussions about request legislation and implementation plans for new legislation.

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

Quarterly Foster Parent Meetings were conducted during fiscal year 2008. Meetings are held in each region every quarter. Representatives from each regional meeting also attend a statewide quarterly meeting. These meetings were established by recent legislation. The intent of these meetings are to gather foster parent input and to work cooperatively to address issues including those raised in the foster parent survey conducted in FY 07. The foster parent survey and feedback in the quarterly meetings have emphasized the importance of regular contact between the foster parents and the child's social worker.

A Foster Parent Survey was conducted during FY 07 - FY 08 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 of all caregivers (licensed or unlicensed). The final results were released in September 2007 and included information on the specific training and support foster parents need, input on relationships with social workers, the foster parents' experience with shared planning, and the need for respite care. The results gave us a clear picture of our strengths and the areas where we need to continue our improvement efforts. Another survey is scheduled for FY 2009.

Partners for Our Children (POC) is a cooperative effort between the University of Washington School of Social Work and the Children's Administration. POC is focused on four areas including social work training, workforce development in child welfare, and the use of data to impact policies and services. During FY 08, POC developed a set of priorities and began work on improving recruitment and retention of foster parents in Washington. In FY 09, POC and CA will continue work on the joint priorities.

The Boeing Company Lean Team continues their collaboration with CA management to improve the structure, management, and organizational culture of the agency. These professional change managers employed by the Boeing Company provide training and support through exercises designed to improve how we work together, communicate, and make decisions. The Boeing effort during this fiscal year included providing tools and business-community best practices to help us create new practice and business models for regional management teams to improve systems that affect the services and practices in local offices.

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

Examples of Accomplishments

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

Throughout FY 2008, a representative from the Office of the Assistant Secretary of the Children's Administration has participated as a member of the Council for Children and Families (formerly WCPCAN - Washington Council for Prevention of Child Abuse and Neglect). This Council supports numerous prevention strategies in Washington State. In FY 08, the Council placed heavy emphasis on implementing evidence based home visiting programs. CA participated in a workgroup that examined ways to coordinate home visiting services across the state.

Collaboration with the Courts

The Children's Administration has been engaged since 2005 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. The collaboration was important to the successful completion of the Program Improvement Plan (PIP.) CA completed its PIP in FY 08.

Our courts and child welfare agency work together to identify and prioritize issues, 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 developed and implemented a data exchange agreement. This agreement has improved the ability of both agencies to implement the improvements described in the Court Improvement Program Plan. A Court Improvement Training Academy has been established at the University of Washington, School of Law. This training academy offers participants an opportunity to explore the cooperative work between the judicial system and the child welfare system.

Regional Reasonable Efforts Symposia continue to be held throughout the state. These symposia bring together judicial officers, attorneys, CASAs, and regional CA leadership. The symposia include presentations about services and programs in the local area and culminate with a discussion between the participants (both judicial and child welfare) about the next steps to improve coordination and practice.

There have not been any significant changes to the strategic plan. Below is the most recent strategic plan available for training for the Washington State Court Improvement Program FY 2006 – 2010. An updated strategic plan is currently under review:

**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
Attorney General Rob McKenna	1125 Washington St. SE PO Box 40100 Olympia, WA 98504-0100	360- 753-6200	robm@atg.wa.gov
Joanne Moore Director, Washington State Office of Public Defense	711 South Capitol Way Suite 106 PO Box 40957 Olympia, WA 98504-0957	360-586-3164, ext. 112 Fax: 360-586-8165	joamoo@opd.wa.gov
Daniele and Steve Baxter Co-Presidents of the Board of Directors Foster Parents Association of Washington State	1711 12 th Avenue SE Olympia, WA 98501	360-754-3953	vagabonde@comcast.net
Kelly Stockman Reid Executive Director, Washington State CASA	603 Stewart Street, #206 Seattle, WA 98101	206-667-9716	kreid@wacasa.org

Projects to Improve the Washington State Dependency Court System

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

PROJECTS TO IMPROVE THE WASHINGTON STATE DEPENDENCY COURT SYSTEM

Issue to Be Addressed	Activity	Person(s) Responsible	Timeline	Interim Benchmark	Indicator	Outcome
Improve legal representation for children.	Create Children's Law Section at the Washington State Bar (BAR).	Commission on Children in Foster Care	10/05 01/06 06/06 08/06 – 06/07	Meet with BAR representatives. Petition BAR Board of Governors to establish section. Children's Law Section created. Study the establishment of professional standards for Children's Law Attorneys	Meeting held. Letter submitted. Section created. Report given to the Commission.	Improved legal representation for Children in Foster Care and more Pro Bono attorney time donated to Children's issues.
Mandatory training for all judicial officers hearing dependency cases	The judicial academy would offer education to judicial officers new or returning to juvenile court. Collaboration with child welfare partners, such as social workers and attorneys, is a critical element. Education offerings could span one to several days, with joint education sessions followed by sessions attended only by judicial officers. Classes would be offered on a regular, frequent schedule on the topics identified in the BJA Best Practice. The curriculum would be	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.

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

<u>ON GOING REFORM EFFORTS/PROJECTS TO IMPROVE THE WASHINGTON STATE DEPENDENCY COURT SYSTEM</u>						
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 16th Annual Children's Justice Conference (sponsored by The Children's Administration and the Children's Justice Interdisciplinary Task Force) held in April 2008 included presentations on how to work more effectively with fathers involved with the child welfare system. These nationally-known speakers shared their expertise in workshops focused on how to establish positive working relationships and how to work safely and effectively with men who have a history of domestic violence to strengthen their role in the family.

Collaborative efforts in this area through CA's involvement on the Council of Children's Trust of Washington (formerly WCPCAN - Washington Council for Prevention of Child Abuse and Neglect) include a variety of projects that target support and development of parenting skills for both the mother and the father.

Rural Development

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

Some regions have a variety of special projects to increase accessibility to services.

Positive Youth Development

The 16th Annual Children's Justice Conference (sponsored by The Children's Administration and the Children's Justice Interdisciplinary Task Force) held in April 2008 included 2-part presentations by a nationally-known speaker sharing his expertise on how to better understand and work effectively with gay, lesbian, bisexual, and transgender youth.

Statewide collaborative efforts in this area included the following:

- **"All Kids are our Kids" inspirational resource summit** was held in Stanwood during November 2007, and was sponsored by the Children's Administration for caregivers, social workers, and community providers. They spent strengthening collaborative community relationships to support and improve the lives of children.
- **A new website** was launched in July 2007 to assist youth between the ages of 13 and 21 to successfully transition into adulthood. The website focuses on information and programs available for youth in out-of-home-care. The website was funded by the IL Chafee program and grants by the Stuart Foundation to the Foster Care to College program. Review and comments on content were made by the Foster Care to College Advisory Board, Passion to Action, and youth who participate in Independent Living programs. Visit the **Foster Care to College** website at www.independence.wa.gov.
- **Camp To Belong** is a nationally-recognized five-day summer camp to reunite siblings age 8 - 18+ separated because some or all of them are in out-of-home care. CA sponsored 14 children in 2006, 26 in 2007, and 45 campers in June 2008 to attend the camp at Lake Couer d'Alene in Idaho.
- **CA's Holiday Helpers**, formerly known as KIRO KIDS, is an on-going special project at Children's Administration to provide foster children with toys and gifts at during the December holidays. Each child receives an average of 5 gifts, and up to 8000 children statewide are served each year in this partnership.

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 2008.

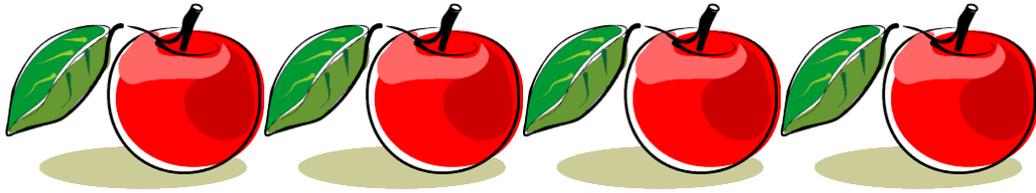
Community Collaborations include the following:

- **The 16th Annual Children's Justice Conference** held in April 2008 was sponsored by The Children's Administration and the Children's Justice Interdisciplinary Task Force, with contributions by the US Department of Justice Office for Victims of Crime, American Professional Society on the Abuse of Children Washington Chapter, Washington State Administrative Office of the Courts, King County Sexual Assault Resource Center, Children's Trust of Washington (formerly WCPCAN - Washington Council for Prevention of Child Abuse and Neglect), Children's Administration Sexually Aggressive Youth Program, and WSACAC (Washington State Association of Children's Advocacy Centers). It included presentations on Spokane's collaborative community response for drug endangered children project. The presentation provided the findings and experiences of the professionals involved from social services, child protection, law enforcement, and evaluation.
- **Child Abuse Prevention Month** was proclaimed by Governor Christine Gregoire in April 2008. Events were held across the state to raise public awareness of child abuse and ways to prevent it. Numerous organizations joined the Children's Administration in providing information to the public during such events as a community forum on "Neglect and the Importance of Community Partners" in Aberdeen and a display of thousands of pinwheels, the nationally recognized symbol of Child Abuse Prevention Month, in Spokane.
- **National Foster Care Month** in May 2008 was celebrated in Washington State with numerous festivities at the regional and state level that brought together foster parents and relative caregivers, key legislators, Children's Administration staff, representatives from Casey Family Program, the Foster Parents Association of Washington State, and other child care advocates.
- The **25th Annual Foster Parents and Caregivers Conference**, "For These Are All Our Children", was held in September 2007 at Ocean Shores and had 734 people in attendance (over 200 more than last year!). For the first time, it allowed participants to register online. It also offered a pre-conference "Education Institute" developed by the College Success Foundation, Education Advocacy Program (Treehouse), Infant Toddler Early Intervention Program (ITEIP), and Office of Superintendent of Public Instruction (OSPI). The Education Institute was well-attended by over 125 foster parents and relative caregivers who learned about education-related topics. The conference had 47 workshops, special guest speakers, and entertainment. To view the conference highlights online, go to You Tube at the following address: <http://www.youtube.com/watch?v=-qYtmbmEHJk>. The 26th annual conference will be held in Yakima on September 21 – 23, 2008 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.
- Through visiting the **Washington State Heart Gallery** in person or online, parents have found children to adopt, foster parents have found children who need a home, and mentors have offered friendship and guidance to teenagers. It has DSHS as one of its sponsors and continues to travel around the state at fairs, malls, and other locations with its more than 100 different client portraits displayed from 38 participating photographers.
- **"Exploring the Culture of Foster Care"** is a national art project launched by The Foster Care Alumni of America. The Children's Administration hosted the art created by alumni of foster care in their headquarters office building. The art project consists of postcards which represent many of the common experiences of youth in foster care. The alumni have

discovered that regardless of age, ethnicity, geography, education, occupation, or placement history, their experiences in foster care create a common culture, the "culture of foster care". If you would like to view the entire postcard project, go to the Foster Care Alumni of America website at www.fostercarealumni.org

Regional efforts included the following:

- The **Finding Our Roots: Permanent Connections for Youth** project uses Family Group Conferencing and coordinated legal advocacy to provide adolescents in foster care in Seattle and Yakima with permanency through lifelong connections to caring adults. It is a collaborative project of Catalyst for Kids, Northwest Institute for Children and Families, UW Child and Youth Advocacy Clinic, and Children's Administration. The project is funded by the Stuart Foundation and Region 2 Children's Administration.
- The **Annual Snohomish County Foster Parent Picnic** held in August 2007 was a collaboration of the Children's Administration staff in Region 3 with community organizations to host the 121 relative, foster, and adoptive parents and 221 foster children attending this year. In addition to multiple fun events and activities, it also included shopping for free school clothing and resource information on "Fostering Together."
- The second year of the **Tee It Up for Kids** golf tournament took place in September 2007. This event is sponsored by Region 5 Children's Administration staff and community partners, and had 24 teams competing to raise \$6600 for foster youth organizations in Pierce and Kitsap Counties to provide extras for youth in care, such as prom dresses, cap and gowns, camp, and music lessons.
- Region 5 Children's Administration staff and numerous community partners hosted the fifth year of the **Annual Back to School Event** in Tacoma in August 2007. Foster children and their foster and relative caregivers had a day of fun while getting new back packs stuffed with school supplies by grade level. Free fun events included BBQ, haircuts, face painting, games, and school supplies were given to 66 children in relative care and 168 children in foster care.
- The **Teen Closet** was born in Spokane County in November 2007 and helps teenage foster boys and girls select new outfits, shoes, a coat, and more. Visits are by appointment so each teen has time to look, try on clothes and decide without having to hurry or worry about the price tag. The Teen Closet is different from other clothing banks because the clothes are chosen and approved by teens.
- **"Walk Me Home ... To The Place I Belong"** was a 5-kilometer fundraiser walk in May 2007 in Lewis County to benefit foster children and foster parents, as part of a nationwide event with similar walks in more than 25 states. It was sponsored in part by the Lewis County Foster Parents Association and benefited more than 300 foster children in Lewis County served by the local Children's Administration office.

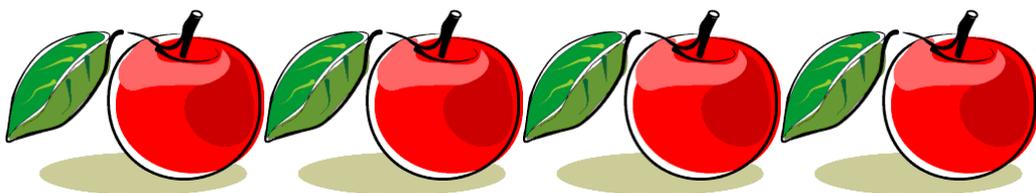


Section C: Collaborations

(5) Program Support

Training and Technical Assistance

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



Annual Progress and Services Report FY 2008 - FY 2009 Program Support: Training

Children's Administration Training in FY 08

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 2008.

Academy – Covered 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. Six week training course offered 11 times per year that social workers must complete prior to carrying a CPS/CWS case; included 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.

- **Additional Social Worker Academy activities** included:
 - Extra academy session February and April 2008 to meet the training needs of the regions.

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

Newly offered this year were the following trainings:

- **Increasing Parental Engagement in Substance Abuse & Mental Health Treatment -** This full-day training was designed to educate CA social workers regarding practices and ways of interacting with parents which increase the likelihood that they will enter into and complete substance abuse and mental health treatment programs. Experts from the substance abuse and mental health fields delivered parts of the training. A total of 15 social workers completed the training through March 2008.
- **Promising Practices and Interventions for Chronic Neglect-** This two-day conference at the University of Washington, School of Social Work brought together child welfare staff, Economic Services Administration (ESA) staff, public health nurses, and private providers to hear experts from around the country present important research findings and lessons from innovative clinical practice in working with neglecting families. A total of 78 participants with 27 CA social workers, 18 ESA social workers and other staff, and 33 community partners completed the training through March 2008.
- **Enhancing Relationships through Teaming** – This training between foster parents and social workers was revised and the class shortened to a half day. The training focused on identifying the challenges and discussing the benefits of collaboration and teaming. Social Workers and Foster Parents attended as teams to examine each others' roles in providing care to Foster Children. Participants switched roles in scenarios designed to help them in their work with children and families and discovered which of their individual skills and resources could support teaming efforts. A total of five classes were held throughout the state. A total of 84 participants with 46 social workers and 38 foster parents completed the training through March 2008.

Continuing/ongoing training included the following:

- **Understanding Neglect** - Statewide training regarding chronic neglect with the goal of improving child welfare interventions with hard to help families. Training was conducted under contract with the Northwest Institute for Children and Families. A total of 88 participants with 78 social workers and 10 community partners completed the training.
- **Worker Safety** – Under contract with the Criminal Justice Training Commission, Children’s Administration offered a mandatory Worker Safety training which was generated from House Bill 2189. The training covered topics such as:
 - Types of workplace violence related to social work practice
 - Predictors of violent behavior
 - Recognizing escalating behaviors
 - Safety in the field
 - Safety precautions in methamphetamine sites
 - Resources and support for worker safety
 - Working with law enforcement

A total of 217 social workers and 22 community participants completed the training.

- **Comprehensive Substance Abuse Training** – Children’s Administration continued to provide this 3 ½ day mandatory substance abuse training with a strong emphasis on collaboration and communication between child welfare and chemical dependency systems, treating the subject of parental substance abuse within the context of child protection and safety. The curriculum addressed CA’s new screening tool (GAIN-SS), urinalysis guidelines, how to work with Chemical Dependency Professionals, and focuses on screening, referral & assessment, treatment, and application/integration of knowledge into practice. Social workers learned how to balance child protection and welfare (mitigating risk factors, decision to remove child or reunify family, etc.) with the parent’s involvement in treatment; their recovery, relapse, etc. Comprehensive Substance Abuse Training was offered twice a year in each region. A total of 86 social workers and 55 community participants completed the training.
- **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 three times a year. It is designed to give new social worker supervisors the foundation for essential knowledge and skill training needed to be a successful supervisor and is taught in a small group atmosphere (maximum participants per session is 25).
- **Child Abuse Investigation and Interviewing** – Harborview Sexual Assault and Traumatic Stress Center in collaboration with the Washington State Criminal Justice Commission provided six 4-day trainings in each of the regions for first year DCFS/DLR and CPS social workers and new law enforcement officers. The training presented principles and application of research-based child interviewing, interviewing skills, cultural considerations, effective testimony and addresses the special challenges of working with vague allegations, resistant children and adolescents, non-offending parents and alleged offenders. Students participated in intensive interview skill building exercises with trained actors; learned how to audio tape interviews in complex situations; and learned how to work with children who are reluctant to talk or have special needs. Specialized techniques to help workers address these situations were covered during the training. A total of 5 out of 6 four-day trainings have been taught to a total of 108 Children’s Administration CPS social workers.

- **Engaging Families for Change** – CA continued to provide training on empowering families to engage in changing behavior; strategies to effectively handle conflict and resistance; principles of motivational interviewing; and solution-focused therapy. A total of 9 classes of 12 classes have been completed and a total of 128 social workers have been trained.
- **Permanency Planning From Day One** - OTD in collaboration with University of Washington offered this training twice in each of the six regions. There were a total of 51 CA employees trained and 19 community participants. The curriculum focused on permanence as well as safety as a matter of urgency for every child involved with the child welfare system. Diligent permanency planning from day one insures that children will not age out of foster care without a permanent family and/or family connections. This training builds on the principles of the concurrent planning model to include specific actions that can be taken throughout the life of a case to assure the permanent placement of children in out of home care. Data related to permanency outcomes was reviewed. Case studies illustrate how permanency outcomes are achieved. Specific skills for early identification of children most at risk of becoming permanent planning “casualties”, in strengths-based engagement, kinship assessment and behaviorally specific case planning are taught.
- **Child Protective Services (CPS) Investigative Training** - OTD in collaboration with Northwest Institute for Children and Families, Attorney Generals Office, Medical Consultants and Law Enforcement offered this training once in each of the six regions. There were a total of 78 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** – OTD in collaboration with Program Managers offered five (5) specialized tracks two to three times a year for staff hired into specialty units i.e. Intake, DLR/CPS investigations, Family Reconciliation Services (FRS), Adoptions or DLR Licensing. The curriculum for each track focused on preparing staff for employment within Children’s Administration to their respective specialty units. Intake Specialized Track had a total of 23 participants, DLR/CPS Specialized Track had a total of 7 participants, FRS Specialized Track had a total of 24 participants, Adoptions Specialized Track had a total of 52 participants and Licensing Specialized Track had a total of 15 participants with a grand total of 121 participants trained.
 - At the time of the report, we have not completed all the specialized trainings. We have the following scheduled for May 08: Adoptions, Licensing and DLR/CPS Specialized Track. The specialized tracks will accommodate 30 participants.

Conferences included the following:

- **The Annual Caregivers Conference** – The 25th Annual Foster Parent/Relative Caregivers Conference was held in Ocean Shores, Washington from September 23-25, 2007. The theme for the conference was “For These Are All Our Children”. The conference attendance was 713 adoptive parents, foster parents, relative caregivers, tribal members, treatment parents, private agency caregivers, private agency staff and DSHS/CA staff. Of the 585 caregivers who attended 93 were adoptive parents, 255 were foster parents, 94 were relative caregivers, 18 treatment parents, 39 private agency caregivers and 28 tribal members. A total of 265 scholarships were awarded to caregivers by Children’s Administration and Casey Family Programs to attend the conference.
- **Leadership Forum** – A one day Leadership Forum was held for CA Supervisors, Regional Program Managers, Headquarters Program Managers and Supervisors, Area Administrators and Regional Administrators in Tacoma, WA from 8:30 a.m. to 4:30 p.m. on May 23, 2007. Three Hundred and nineteen (319) people attended the forum. Two general training sessions and three breakout sessions were planned for the attendees. The program gave the attendees

updates on the policies and program changes, the opportunity to ask questions during presentations, and the opportunity to gain new knowledge from their peers.

- **Indian Child Welfare Summit** – The 2008 Indian Child Welfare Summit was held in Shelton, WA on March 24-26, 2008. The theme for the summit was “Protecting Our Children”. The conference attendance was 307. A diverse group including Attorneys, CASA/GALs, Children’s Administration Staff, Court Personnel, Kinship/Relative Caregivers, Licensed Foster Parents, LICWAC Members, MDT/CPT Members, State and Tribal Social Workers, Tribal Government and Tribal Staff attended. Three general training sessions and 32 breakout sessions were planned for the attendees.
- **Administrative Support Staff Conference** – A one-day Administrative Support Staff Conference was held in Lacey, WA on May 28, 2008. The theme for the conference was “Bee Your Best”. The conference attendance was 240. Administrative Support Staff from across the state attended. Seven general sessions on skill building, safety and wellness were planned for the attendees.
- **ICW Cross Cultural Training** – Required training for all social workers (within the first two years of hire) was conducted from July 2007 to December 2007 provided by the National Indian Child Welfare Association. The curriculum included engaging, interviewing and assessing Indian families, the training featured measures to make services culturally sensitive for the Indian child(ren) and families needing services. A total of 6 trainings were offered throughout the state with a total of 118 social workers being trained.
- **ICW Manual Training** – Required training for all social workers (within the first two years of hire) was conducted from January 2008 to June 2008 provided by the National Indian Child Welfare Association. The curriculum included on the ICW Act, Washington State Tribal Agreement, and the Adoption Safe Families Act; also including an introduction to effective cross-cultural services and partnerships. A total of 6 trainings were offered throughout the state with a total of 169 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 the following major areas of reform identified in the Braam lawsuit settlement: Placement Stability, Mental Health, Foster Parent Training and Information, Unsafe/Inappropriate Placements, Sibling Separation, and Services to Adolescents. In addition, regions conducted training on new legislation, CAPTA, Disproportionality, new policy implementation, and CA’s new Practice Model.

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

THE RESOURCE FAMILY TRAINING INSTITUTE

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

RFTI Training activities for FY 08 included:

- As Children's Administration moves toward Solution Based Casework, caregivers were informed and trained as to the implications for them as well as for the children and families we serve. Foster Parents received training and support to be part of the team for children and their families in support of their on-going relationships. This training and support included family engagement principles and skills and supports Solution Based Casework.
- The Resource Family Training Institute continued to provide and develop specialized training available on-line to foster parents and caregivers to increase accessibility and access to training.
- RFTI developed a Spanish speaking Pre-Service Training and CPR/First Aid Classes and materials in Spanish.
- RFTI developed an In-Service training composed of 30 hours that was designed to be taken after Pre-Service Training. This training provided further tools and guidance for foster parents and unlicensed caregivers as they move further into their caretaking roles.
- A monthly Foster Parent informative newsletter was 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 conducted a yearly 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. The results of this survey will be used to identify training needs and assist in the development of training available for all caregivers.
- CA contracted with Washington State University's Social and Economic Sciences Research Center to conduct a second and separate survey. The results of the survey are being used to identify training needs and assist in the development of training available for unlicensed caregiver's.
- RFTI Trainers teamed with their community partners to offer additional training and sharing of information. Examples are listed below:
 - ❖ Expanding opportunities and invitations to unlicensed caregivers to attend all training by sending them regional flyers of upcoming trainings in each region.
 - ❖ RFTI supervisors and trainers attended the quarterly regional and statewide meetings with foster parents. These meetings identified the concerns of the foster parents and the collaboration in developing positive outcomes.

- ❖ A pilot of a “Video-Day” in a local office for caregivers to come and watch educational videos with a discussion facilitator present. If this method is well received it will be expanded statewide.
- ❖ Monthly brown bag lunches for caregivers and staff where speakers on topics such as behavior management and community resources are featured. Self-study pamphlets are available.
- ❖ RFTI trainers participated in support groups for relatives caring for children not involved in CA, sharing information on resources and behavior issues.

TRAINING IS DIVIDED INTO THE FOLLOWING CATEGORIES:

1. Mandatory Training – required prior to licensing

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

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

Examples of training:

- Working with Physically Aggressive Youth (required for foster parents serving children with these behaviors): Foster parents reviewed a video on-line on the website, attended a 6 hour class and submitted a completed competency test to their licensor.
- Working with Sexually Aggressive Youth (required for foster parents serving children with these behaviors): Foster parents reviewed a video on-line on the website, attended a 6 hour class and submitted a completed competency test to their licensor.
- Engaging Families for Change: This one-day workshop identified principles for engaging families, teaches strategies for empowering families to engage change behaviors, reviewed the role of culture in the engagement process, identified strategies for maintaining engagement during times of conflict and resistance and current resources or opportunities to engage families.
- Social Work/Foster Parent Teaming: Pairs of social workers and caregivers who share responsibility for the same children participated in this training. The CWLA models of teaming, components of principles negotiation, and Blanchard’s model of teamwork were incorporated in the training.
- Behavior Management Training for foster parents was offered through a Pierce College contract.
- Bright Futures Training, training for caregivers addressing the mental health needs of foster children was piloted in partnership with the Department of Health and was 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

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

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

❖ CA ON-LINE TRAINING

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

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

Online options available at this site were:

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

- Love and Logic
- Nak Nu We Sha Program, Yakama Nation
- Physically Assaultive Youth
- Relative Placement Through DCFS
- Sexually Aggressive Youth
- Trauma and Children
- Working with ADHD and Fetal Alcohol Spectrum Disorders
- Back on Track-the experience of youth succeeding in foster care
- Bright Futures: preventative mental health

❖ CONTRACTED ON-LINE TRAINING THROUGH PIERCE COLLEGE

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

- Introduction to On Line Training for Foster Parents
- Behavior management for Foster Parents
- Addictions basics: introduction to chemical and alcohol abuse
- Care-Giving for Children with ADHD/ADD
- Care-Giving for children with extreme behavioral and other mental health issues
- Maintaining a connection: understanding the importance of birth families
- Multiple placements: impact on children
- Working with developmentally disabled children
- Success beyond foster care: job search, and financial management skill
- Cultural identity and self-esteem

Courses added this past year included:

- Educational Advocacy for Caregivers
- Introduction to Children's Administration for Unlicensed caregivers.
- "Stuck in the Middle" Guide for Relative Caregivers Training
for relative caregivers on the difficult boundary issues they face in their "stuck in the middle" position.

❖ NEW ON-LINE VIDEO PRODUCTION

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

- "No Excuse for Abuse" A Public Service Announcement developed in collaboration with the Sisters of Vision, a private community based organization, to inform children of avenues to report abuse.

3. Foster Parent and Caregivers Conference

CA continued the sponsorship of the annual The Foster Parent and Caregiver's Conference. The conference celebrated its 25th year in 2007. Two Institutes were added to the Foster Parent Conference; Educational Advocacy and Recruitment and Retention. The Washington Association of Family-Based Treatment Services also provided an Institute within the Foster Parent and Caregiver's Conference.

Approximately 585 caregivers and providers attended the 2007 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.

Training

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

- **Learning Management System** – DSHS will implement a new Learning Management System (LMS) with an integral Learning Content Management System to support CA staff training registration and tracking. This new system will replace CA's existing Aspen LMS in spring 2009.
- **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.
- **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.
- **Academy Curriculum and Structure Review** - The Academy curriculum and structure are being reviewed to complement and support Solution Based Casework and the implementation of FamLink. Recommendations of Academy structure and curriculum changes will be made to Children's Administration Management Team within the next year to support these initiatives.
- **Specialized Track Weeks** - will continue to provide training to CA staff, Private Agency and Tribal members. CA is considering adding 3 new special tracks to the existing 5 specialized track week trainings that are held twice a year in a central location. The 3 new tracks would

be for Child Protective Services (CPS), Family Voluntary Services (FVS), and Child and Family Welfare Services (CFWS).

- **Solution Based Casework in Academy** – Academy plans to start training Solution Based Casework (SBC) in July of 2008.
- **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 237 statewide.
- **Comprehensive Substance Abuse Training** – Children’s Administration will continue to provide this 3 ½ day mandatory substance abuse training with a strong emphasis on collaboration and communication between child welfare and chemical dependency systems, treating the subject of parental substance abuse within the context of child protection and safety. The curriculum addresses CA’s new screening tool (GAIN-SS), urinalysis guidelines, how to work with Chemical Dependency Professionals, and focuses on screening, referral & assessment, treatment, and application/integration of knowledge into practice. Social workers will learn how to balance child protection and welfare (mitigating risk factors, decision to remove child or reunify family, etc.) with the parent’s involvement in treatment; their recovery, relapse, etc. As a result of this training, social workers will increase their competence communicating across systems, creating joint case plans, strengthening community partnerships, and developing relapse and safety plans. Comprehensive Substance Abuse training will be offered twice a year in each region.
- **Worker Safety** – For the third year, Children’s Administration will be offering a mandatory Worker Safety training which was generated from House Bill 2189. The training will be taught under contract by the Criminal Justice Training Commission. The training objectives are:

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

- **Child Abuse Investigation & Interviewing** – will continue as six, 4-day trainings for new DCFS/DLR CPS workers on principles and application of research-based child interviewing, interviewing skills, cultural considerations, effective testimony. The course addresses the special challenges of working with vague allegations, resistant children and adolescents, non-offending parents and alleged offenders. Students will participate in intensive interview skill building exercises and learn how to deal with complex situations, audio tape interviews and work with children who are reluctant to talk or have special needs. Specialized techniques to help workers address these situations will be covered during the training.
- **Engagement** – will continue to provide training to teach social workers how to empower families to engage in changing behavior, learn strategies to effectively handle conflict and resistance, and apply principles of motivational interviewing and solution-focused therapy. Twelve (12) classes will be offered this next year.
- **ICW Manual Training** – will continue as required training for all social workers within first year of hire on the ICW Act, Washington State Tribal Agreement, and the Adoption Safe

Families Act; also including an introduction to effective cross-cultural services and partnerships.

- **ICW Cross Cultural Training** – will continue as required training for all social workers within the first two years of hire on engaging, interviewing and assessing Indian families. Measures to make services culturally sensitive are also covered.
- **Enhancing Relationships Through Teaming** - Training will focus on identifying the challenges and discussing the benefits of collaboration and teaming. Participants will talk about how to improve teaming and collaboration and learn about successful examples of collaboration currently in use. Participants will explore a specific model of teaming that could help them in their work with children and families and discover which of their individual skills and resources could support teaming efforts.
- **Permanency Planning From Day One** - OTD in collaboration with University of Washington will offer this training twice in each of the six regions. The curriculum focuses on permanence as well as safety as a matter of urgency for every child involved with the child welfare system. This training builds on the principles of the concurrent planning model to include specific actions that can be taken throughout the life of a case to assure the permanent placement of children in out of home care. Data related to permanency outcomes is reviewed. Case studies illustrate how permanency outcomes are achieved. Specific skills for early identification of children most at risk of becoming permanent planning “casualties”, in strengths-based engagement, kinship assessment and behaviorally specific case planning are taught.

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

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

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

- As Children’s Administration moves toward implementing Solution Based Casework, caregivers will be informed and trained as to the implications for them as well as for the children and families we serve. Foster Parents will receive training and support to be part of the team for children and their families in support of their on-going relationships. This training and support includes family engagement principles and skills. This training supports Solution Based Casework which is a solution focused and strengths based model.
- RFTI will continue to explore avenues to expand training opportunities and invitation our unlicensed caregiver to all training’s.
- RFTI will continue to explore avenues to improve communication with licensed caregivers regarding trainings opportunities available to them.
- RFTI will continue to offer Spanish speaking Pre-Service Training and CPR/First Aid Classes and materials in Spanish.
- Each year RFTI will review and evaluate the Foster Parent Survey and the Unlicensed Caregiver’s Training Needs Assessment Survey to improve RFTI’s training plans for all caregivers, licensed and unlicensed.
- CA will implement the following additional training programs beginning in 2008.

- ❖ Introduction to CA for Kinship Care
 - ❖ This training provides relative caregivers with an understanding of the foster care system and services available to them. This course is available in an on-line version through Pierce College.
 - ❖ Kinship Care-Pre-Service
 - ❖ Some relative caregivers participate in PRIDE pre-service training. Some of these participants have indicated a need for a separate pre-service program for relative caregivers.
 - ❖ Behavior Management
 - ❖ CA is contracting for statewide classroom training on behavior management.
 - ❖ Culture and Self Esteem
 - ❖ CA is contracting for statewide classroom training on culture and self-esteem.
- On-Line Videos scheduled for completion in the coming year are as follows:
 - ❖ "Keeping it Real" - 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.
 - ❖ Domestic Violence – A video to increase awareness for domestic violence.
 - ❖ Human Trafficking - A video to increase awareness for human trafficking.
 - ❖ Emergency Preparedness – A video on how to be prepared during emergencies.
 - RFTI will continue to provide and develop specialized training available on-line to foster parents and caregivers to increase accessibility and access to training.
 - A pilot is being conducted of a "Video-Day" in a local office for caregivers to come and watch educational videos with a discussion facilitator present. Foster Parents would be able to received educational credit for viewing these videos. If this method is well received it will be expanded statewide.
 - CA will continue sponsorship of the annual The Foster Parent and Caregiver's Conference. The conference will be celebrating its 26th year in 2008. Two Special Tracks will be added to the Foster Parent Conference; Educational Advocacy and Recruitment and Retention. The Washington Association of Family-Based Treatment Services also provides a Special Track within the Foster Parent and Caregiver's Conference.

FY 2009

Academy	Total Days: 530		Total estimated cost: 1,006,924				
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. In July of 2008, Solution Based Casework (SBC) will be included.	Agency – Academy / Field	30	Short/full	Agency	CA Staff	Statewide
Academy Curriculum and Structure Review	The Academy curriculum and structure are being reviewed to complement and support Solution Based Casework and the implementation of FamLink. Recommendations of Academy structure and curriculum changes will be made to Children's Administration Management Team within the next year to support these initiatives.	Agency – Academy	25	Short/full	Agency	CA Staff	Statewide

FY 2009

Academy		Total Days: (continued)					
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
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 academy may be offered 14 times/yr., each session running six weeks.
- Social Worker Supervisor Academy will be offered three (3) times per year.

New Employee Training Total Days: 216*			Total estimated cost: \$64,250**				
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 **\$125 per new hire. During FY '08 (7/1/07 – 6/30/08), there were a total of **514** new hires (through April '08).

FY 2009

Post Academy Total Days: 267*		Total estimated cost: \$621,372					
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Comprehensive Substance Abuse Training	Required training for social workers within the first two years of hire. Training focuses on collaboration and communication between child welfare and chemical dependency systems, treating the subject of parental substance abuse within the context of child protection and safety. Social workers learn how to balance child protection and welfare (mitigating risk factors, decision to remove child or reunify family, etc.) with the parent's involvement in treatment; their recovery, relapse, etc. Comprehensive Substance Abuse training will be offered twice a year in each region.	University -based	3 ½ 12 sessions (42 days)	Short/full	Contractor	CA Staff	Statewide
**Understanding Neglect	Statewide training regarding chronic neglect. With the goal of improving child welfare interventions with hard to help families. Training will be conducted under contract with the Northwest Institute for Children and Families.	University -based	1 12 sessions (12 days)	Short/full	Contractor	CA Staff	Statewide
ICW Manual Training	Required training for all social workers within first year of hire on the ICW Act, Washington State Tribal Agreement, and the Adoption Safe Families Act; also including an introduction to effective cross-cultural services and partnerships.	Agency	2 12 sessions (12 days)	Short/full	Contractor	CA Staff & Tribal Members	Statewide

FY 2009

Post Academy (cont.)							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
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 (24 days)	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 (12 days)	Short/full	Contractor	CA Staff	Statewide
Specialized Academy Tracks	Prepares staff hired to specialty units i.e. Intake, DLR/CPS investigations, Family Reconciliation Services (FRS), Adoptions or DLR Licensing (5 tracks) CA plans to offer 3 new tracks for CFWS, FVS, and CPS. Focus will be on child welfare and permanency for children and youth in care.	Agency – Academy	5 2 sessions 5 4 sessions (110 days)	Short/full	Agency	CA Staff	Statewide

FY 2009

Post Academy (cont.)							
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 13 sessions (13 days)	Short/full	Contractor	CA Staff	Statewide
**Enhancing Relationships through Teaming	<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 (6 days)	Short/full	Agency	CA staff	Statewide
Engaging Families for Change/For Social Workers	<p>Tools to empower families to engage in changing behavior, strategies to effectively handle conflict and resistance, principles of motivational interviewing and solution-focused therapy.</p>	Agency	1 12 sessions (12 days)	Short/Full	Contractor	CA Staff	Statewide

FY 2009

Post Academy (cont.)							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Child Abuse Investigation & Interviewing	4-day training for first year DCFS/DLR CPS workers on principles and application of research-based child interviewing, interviewing skills, cultural considerations, effective testimony. Address the special challenges of working with vague allegations, resistant children and adolescents, non-offending parents and alleged offenders. The 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.	University -based	4 6 sessions (24 days)	Short/full	Contractor	CA Staff	Statewide

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

** These trainings are conducted under the UW General Training Contract (total contract amount \$174,595).

Conferences	Total Days: 7	Total estimated cost: \$85,000					
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
CA Conferences	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. Topics for 2008 - 2009 include: <ul style="list-style-type: none"> Foster Parent & Caregiver Conference 2008 (\$30,000) Spring 2009 Leadership Forum (\$20,000) Spring (2009) Indian Child Welfare Summit (\$35,000) 	Agency / Conference	3 1 3	Short/full	Agency	CA Staff, Foster Parents, Tribal Members	Statewide

FY 2009

Regional Special Topics* Total Days: 545**			Total estimated cost: \$817,500***				
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
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
Peer Review Refresher	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
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

FY 2009

Regional Special Topics (cont.)							
Title	Syllabus	Venue	Length (days)	Duration	Provider	Audience	Location
Practice Model	Overview of structured decision-making, solution-based casework, and comprehensive family assessment	Agency	1-2	Short/full	CA	CA Staff	Regions
FamLink	Implementation of CA's new comprehensive and integrated management information system that will replace CAMIS.	Agency	varies	Short/full	CA	CA Staff	Regions
New Policy roll-outs	Training that occurs twice per year prior to rolling out new CA policies.	Agency	varies	Short/full	CA	CA Staff	Regions

* A representative sample of recurring training provided by each region, planned for 2008 – 2009.

**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 reported per region. CA used a \$1,500 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 FFY 08	08 Plan	08/10 Plan	Syllabus	Venue	Length	Duration	Provider	Audience	Est. Cost
Development 5 year Plan	X	X	Proactive Model Development		16 MO	Long Term	LIBC/LICW	CA/LICW/Council	\$10,000.00
			Enhancing Relationships		1 day	On going	CA	LICW	TBA
			Increasing Parent Engagement		1 day	On going	CA	LICW	TBA
			Ansell Casey Life Skill Assessment		3 day	short	CA	LICW	TBA
			Grief Recovery for Caregivers		1 day	short	CA	LICW	TBA
			Impact of Trauma		1 day	short	CA	LICW	TBA
			Post Traumatic Stress		1 day	short	CA	LICW	TBA
			Problem Solving Behavioral Issues		1 day	short	CA		
			PROGRAM STAFF ACADEMICS						
ICW Director	x	x	Start Master Program		18 mo	Long Term	TBA	Leslye Revey	TBA
Transporter	x	x	Start Undergraduate Studies		36 mo	Long Term	NWIC	Amy Solomon	TBA
Foster Care Recruiter	x	x	Completion General Studies		6 mo	Short	NWIC	Laurie Joe	TBA
Tribal Liaison		x	Research/develop Master Program		12 mo	Short	TBA	Leroy Gregory	TBA

Quinault Family Services 2009 Training Plan:

Topic presented in FFY 08	09 plan	06-09 plan	Syllabus	Venue	Length	Duration	Provider	Audience	Estimated Cost
WA State Caseworker Academy	X	X	DCFS Caseworker Academy inc. ICW, Case Planning, Adoption planning	Agency	20	Short	WA State CA	Social Workers	7699 per year
Indian Child Welfare Act	X	X	Indian Child Welfare Act	Agency	2	Short	NICWA	Social Workers	257
Customary Adoption	X	X	Culturally Relevant Adoption Models	Agency	2	Short	NICWA	Social Workers	701
ICW Summit	X		Conference on social work in relation to ICW	Agency	3	Short	WA State CA	All Family Service Staff	3000
WA State Academy	X		Supervisor's Academy	Agency	10	Short	WA State CA	Case Work Supervisor	1500
QFS Desk Manual, internal protocols, IV-E	X	X	Intake, Safety Planning, Investigation, Case Planning, Family Preservation	Agency	12	Short	Seaburt & Assoc.	Social Workers	3000
ICW Manual	X	X	Indian Child Welfare	Agency	2	Short	WA State CA	IV-E Specialist	
Licensing Track	X	X	Foster Home Licensing	Agency	5	Short	WA State CA	QCPA Staff	

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, Licensor	\$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, Licensor	\$2,000.00
Annual Juvenile 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, Licensor	\$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	Licensor	\$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 FFY08	09 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

Technical Assistance

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

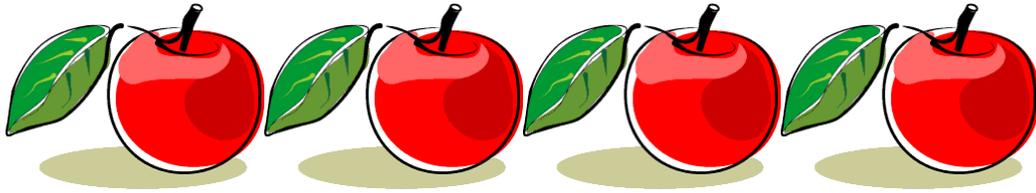
➤ **Technical Assistance with the Office of Training and Development (OTD)**

During FY 2008, OTD did not use any CFSP national organizations for technical resources.

In FY 2009, OTD will consider utilizing the maximum number of days of technical assistance from the following CFSP national organizations: The Center for Organizational Development, and The Center for Child Protective Services.

➤ **Technical Assistance to Support Improvement**

- ⇒ A 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. Currently the Administration is benefiting from technical assistance is being provided for the Practice Model Implementation including cultural competency of the model as well as for other projects.
- ⇒ The Children's Research Center originally provided one day of training on Structured Decision Making with numerous follow-up calls and emails as the decision was made to implement SDM in Washington. Subsequently, Children's Research Center provided analysis of data, a two-day train-the-trainers session, and one day in each of the six regions reviewing case files and discussing implementation with CPS supervisors and program managers.
- ⇒ 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.
- ⇒ CA took the offer of free technical assistance on foster parent recruitment from National AdoptUSKids for three two-day meetings.
- ⇒ In FY 09, CA plans to partner with Partners for Our Children to provide training and technical assistance in analyzing targeted foster parent recruitment data further.



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 2008 - FY 2009
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 FY 08

Children's Administration (CA) data collection is currently centered in our Statewide Automated Child Welfare Information System (SACWIS) and our 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).

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

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

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

Key accomplishments in FY 08 are summarized below:

- Procured and negotiated a contract with CGI for the implementation of FamLink, the CAMIS system replacement.
- Statewide representatives from various positions within CA completed an 8-week "Boot Camp" to thoroughly learn the new SACWIS to be able to participate in the design planning and adaptation to Washington's child welfare system.
- Completed most of the design and development of FamLink.
- Preparing for conversion from CAMIS to FamLink in early December 2008, training curriculums are in development and training class schedules are being established.
- Continued the data integrity and data clean-up effort in CAMIS in preparation for the data conversion for the CAMIS replacement system.
- Completed only minimal changes to CAMIS
 - a. Investigation results were mandate by Legislature to be changed from a three tier decision process to a two tier process – Founded and Unfounded.

- b. Implemented a Structured Decision Making Tool in support of the Practice Model.

Management Information System FY 09

For FY 09, the immediate priorities of the Children's Administration Technology Services (CATS) team are as follows:

- Complete the design and development of FamLink.
- Complete the training curriculums and training class schedules for CA staff and others.
- Implement FamLink in early December 2008.
- Troubleshoot problem areas as they arise.

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:

- **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 71 child fatalities requiring a child fatality review (CFR) in FY 08. Eight of these cases will require an executive child fatality review (ECFR). Until June 2008, executive level child fatality reviews were called for by the Assistant Secretary when a child died of abuse or neglect, and CA was actively providing services to the family. Legislation enacted in 2008, changed the fatality review process. Executive Child Fatality Reviews (ECFR) were expanded to cover all cases where the child fatality is the result of apparent child abuse and neglect and CA had an open case at the time of the child death or the family received any CA services during the 12 month period prior to the child's death.

Statutory changes in 2008 now require CA to complete the child fatality review within 180 days of the child's death, unless an extension is granted by the Governor. All child fatality reports will now be posted on a public website.

CA continues to improve the Administrative Incident Reporting System (AIRS), which helps track near-fatalities, fatalities, as well as CFR recommendations.

- **Contracts with Service Providers:** In FY08, contracts with Behavioral Rehabilitation Services (BRS), the Children's Hospital Alternative Program (CHAP), and Multidimensional Treatment Foster Care (MTFC) have specific outcomes and performance measures. Annually each service provider reports on these outcomes. This information is reviewed, collated and reported back to the field offices and providers. The Children's Functional Assessment Rating Scale (CFARS) is used to assess a youth's behavioral progress. The data the CFARS generates is used to help determine each provider's ability to improve a youth's skills in sixteen life domains.
- **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. In FY 08, CA added a Latency age (6-11) site. In FY 09, CA was looking to expand the program to more regions of the state however budget restrictions will likely impact this plan.

- **Government Management Accountability and Performance Reporting (GMAP)** is a quarterly presentation to the governor from DSHS, including the Children's Administration. During these sessions, CA receives valuable feedback regarding policies and practices to help improve performance. 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.

- **The Central Case Review Teams** complete Quality Assurance reviews at the office level. Each of the 46 CA offices is reviewed between 12 and 18 months. The review focuses on the federal CFSR outcomes of Safety, Permanency and Well Being. The case review questions were updated in January 2008 to include compliance with new CA policy and qualitative questions on safety management including new risk assessment tools. In FY 2008, 32 office reviews were completed. Each office developed practice improvement goals based on the results of the review. A statewide review of ICW practice at the regional level was also completed. This review focused on compliance with ICWA and the CA ICW policy manual. Regional practice improvement goals have been developed in collaboration with Tribes. The first statewide case review was conducted of DLR/CPS investigations for Braam measuring the quality of DLR/CPS investigations and safety planning for children in foster care. In FY 09, a second review will be conducted. Also in FY 09, a second ICW review will occur in the spring after the implementation of FAMLINK to re-evaluate ICW practice statewide and determine if regional /statewide strategies for practice improvement were successful. Case review will also 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.
 - ⇒ Implementation of case review for Foster Parents "Right to be Heard" legislation was piloted in 2007, and then 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.
 - ⇒ Work with the courts to develop an annual report on cases that fall outside of AFSA permanency timeline included adding the following question in case review: *Was a petition to terminate parental rights filed or compelling reasons documented in the current ISP if the child was in out-of-home placement for 15 of the most recent 22 months?* Performance data is provided at the office, regional and statewide levels for practice improvement activities.
 - ⇒ Implement case review process for Indian Child Welfare to monitor and improve compliance with Indian Child Welfare Act included ICW reviews that occurred in each region to measure compliance with CA ICW policy and ICWA in 2007. The review utilized a blended team of reviewers comprised of Tribal child welfare representatives, ICW regional staff, and the CA Case Review Team. A random sample of 176 cases was reviewed which included in-home service cases as well as cases of children placed in out of home care. Case review questions were developed in collaboration with tribal representatives and included the following areas: inquiry of Indian status, engagement of family and tribes, maintaining cultural connections, voluntary placement, court notification, tribal placement preference, safety, permanency, and well being. Regional and statewide reports were distributed. Regions met with local tribes to discuss the results, identify areas of focus and strategies for improvement. Systemic barriers were identified in a statewide report that compared regional differences. A statewide workgroup of ICW staff was formed to address systemic barriers.

- The final results of the **Foster Parent and Relative Caregiver Telephone Survey** were released in September, 2007. This survey was an independent survey developed and conducted by the Washington State University's Social and Economic Sciences Research

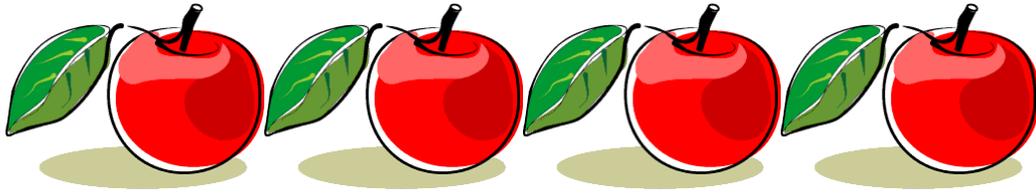
Center (SERC). The purpose of the survey was to gather information about caregivers' experiences to ensure they are getting the training and support they need. More than 1200 caregivers statewide were interviewed by telephone between April and July 2007 with over 150 questions. The results gave us a clear picture of our strengths and the areas where we need to continue our improvement efforts.

➤ **Agency Self-Assessment:**

- ⇒ The self-assessment of the Finance and Operations Support Division (FOSD) of the Children's Administration will be submitted to the Washington State Quality Award (WSQA), a not-for-profit organization committed to making Washington State a better place to live, learn and work by helping organizations achieve superior results through the use of the Baldrige Criteria for Performance Excellence. WSQA works with all sectors of organizations including business, healthcare, education, public and non profit. The agency self-assessment uses state government-related criteria within the seven categories of: Leadership, Strategic Planning, Customer and Market Focus, Information and Analysis, Human Resource Focus, Process Management, and Organizational Results. During FY 08, FOSD staff began work on the assessment through completion of a targeted staff survey and initial development of an organizational profile. In FY 09, FOSD staff will assess the organization in the following areas: Leadership; Strategic Planning; Customer and Market Focus; Measurement, Analysis and Knowledge Management; Human Resource; Process Management; Business Result. This process will provide a valuable framework that will help FOSD measure performance, improve both communication and productivity, as well as achieve strategic goals. Providing high quality child welfare services requires a high quality business infrastructure to support the work of field staff.
- ⇒ CA participates with the other DSHS administrations in an on-line employee satisfaction survey. The survey is designed to gather employees' perceptions about what it's like to work for CA and to identify any areas of concern regarding their jobs and work environments. CA's response rate for the 2007 survey was 87 percent, exceeding past years. Each program area will review the results, identify major issues, and create action plans to address them.

- **DSHS CA Client Satisfaction Survey:** Between January and June 2007, DSHS surveyed 1,222 clients who had received services during state FY 06. CA identified 117 eligible respondents for the survey and had a completion rate of 91 percent, the highest response rate of any administration participating in the survey. These clients were asked about their satisfaction with DSHS services and recommendations for change. The great majority of clients expressed satisfaction with DSHS services and with their interactions with staff. Clients who complained often reported experiencing difficult access, service cuts, problems with staff, no available providers, or unmet needs. DSHS leadership faces the challenge of balancing the goal of streamlined, standardized service with some clients' needs for intensive, individualized service.

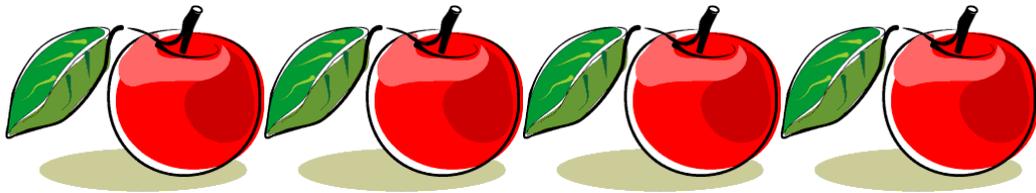
- DSHS is contracting for a **workload study of direct service workers** to understand the time and staff needed to comply with statutory and policy requirements. The study also will provide an analytical tool to assess the impact of policy initiatives on workflow. We anticipate an increased need for recruitment, training, and mentoring of newer less experienced workers. At the same time, we need to develop qualified professional staff and prepare them for key leadership positions.



Section C: Collaborations

(7) Disaster Plan

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



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

Attached at the end of this APSR is the latest version of Washington State's Disaster Plan (Revised September 2007). Please refer to the Appendix at the end of this APSR for the entire Children's Administration's 1) Emergency Response Plan and the 2) Continuity of Operations Plan, as follows:

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

There were few changes to the overall Emergency Plan between the May 2007 version and this latest revised September 2007 version. Below is a summary of the changes:

- ⇒ An **Emergency Planning Checklist** was added that was developed for use in
 - ➔ Setting up worksites, program emergency planning process, and incident response;
 - ➔ Vital service identification;
 - ➔ Vulnerability management;
 - ➔ Organization of Plan components and service accessibility;
 - ➔ Alternative systems and processes;
 - ➔ Recovery restoration of normal services and operations.
- ⇒ The addition of **Forms** representing mitigation measures and suggestions dependent on circumstances. Some forms were found not to be useful and will be removed or revised.
- ⇒ The inclusion of **CA Divisional Plans** which outline the DSHS chains of command, triage and response processes, key players, phone trees, emergency contact numbers, headquarters building schematics, and various forms and logs for reporting purposes.

The DSHS and Children's Administration's (CA) Emergency Management Plans were activated in response to the December 2007 emergency weather event which included disastrous flooding, windstorms and damage to homes, businesses and infrastructure across the western Washington regions. Overall, the Plan worked well and the outcomes and planned future edits are shown below:

- Affected Field Offices experienced initial confusion about whether direction would come from the CA Incident Commander's home or the headquarters office Alternate. This situation was corrected quickly. Pre-planning will be done in preparation for future events.
- Headquarters DSHS was slower than CA to respond to the impending weather event, but the Emergency Operations Center (EOC) and Emergency Planning and Response Teams (EPRTs) were quickly activated and deployed. It was determined that pre-assigning someone was needed to pull together the EOC and EPRT details and clarify when and how activation must occur.
- It was necessary for CA to take the lead in clarifying roles in the process of redirecting emergency and toll-free phone numbers for affected CA offices.
- CA clarified the process for updating affected websites and the process remains ongoing.
- CA will explore development of maps to staff home locations to ensure employees can be quickly deployed to or from a disaster-affected area.

For copies of the most recent version of
Washington State's Disaster Plan, contact:

Department of Social and Health Services

Children's Administration

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