

Washington State Aggression Replacement Training Quality Assurance Plan

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Introduction

The Washington State Aggression Replacement Training (WSART) Quality Assurance Process is dedicated to implementing WSART with high model fidelity. It is clear from the final 18 month recidivism data (Barnoski, 2004) that model fidelity is critical. In Washington State Aggression Replacement Training there are two key elements of model fidelity:

- First the Trainer and Co-trainer must deliver the components of WSART (Social Skills Training, Anger Control Training, and Moral Reasoning) with strict adherence to the class design.
- Second the Trainer and Co-trainer must deliver these components in a competent manner. (See Assessment Attachment)

To ensure that correct and competent delivery of WSART is ongoing, a vigorous quality assurance and improvement process must be in place. This process must provide monitoring of class delivery and tracking of reliable measures of program implementation.

Given the sensitive nature of quality assurance information it is important to clearly identify how model adherence and competent delivery is assessed. It is equally important to identify the feedback protocol.

History

The initial Washington State A.R.T. Trainings of Trainers were provided in December, 1998 and January, 1999. Dr. Barry Glick was brought in from New York to provide these trainings. Following these trainings Dr. Glick provided monthly implementation feedback at the Eastside and Westside Quality Assurance Meetings through June, 1999. At that point the Washington State A.R.T. Quality Assurance Committees (Eastside and Westside) agreed they felt comfortable proceeding with WSART without further consultation from Dr. Glick. Christopher Hayes, who helped Dr. Glick provide the initial trainings, was engaged half-time to provide Washington State Aggression Replacement Training Quality Assurance. In July of 1999 active WSART Trainers from five counties met in Ellensburg with Mr. Hayes to develop the WSART Trainers Manual and establish a Training of Trainers protocol. The manual was developed and subsequently edited by

Mr. Hayes. The Training of Trainers protocol was established. A program for receiving Washington State Aggression Replacement Training Master Trainer status was also developed. (Washington State ART Master Trainers are recognized to train CJAA WSART Trainers.) The first WSART Training of Trainers was held during August, 1999 in Yakima. All CJAA recognized WSART Trainers have participated in this initial three and one-half day training since that time.

Quality Assurance Organization

The components of WSART quality assurance process include:

- Recruiting/Hiring Trainers
- Initial Training of Trainers
- Monthly Consultation Conference Calls
- Ongoing Self-Monitoring by Trainers
- Annual Video Tape Reviews of All Trainers by Consultants
- Informal Corrective Actions for Trainers by Consultants
- Formal Corrective Actions by the Quality Assurance Specialist
- Site Visits and Feedback
- Semi-annual Consultation Team Meetings
- Semi-annual Quality Assurance Committee Meetings

Implementing the Quality Assurance Process Requires the Following Structure:

- CJAA Committee to Oversee the WSART System
- Washington State Quality Assurance Specialist to Manage the WSART System
- Master Trainers to Train WSART Trainers and Co-Trainers
- Trainers and Co-trainers to Conduct WSART
- Court Leads to help Trainers and Co-trainers in each court
- WSART Consultants to Help with and Assess the Delivery of A.R.T.
- Semi-annual Consultant Team Meetings to ensure uniformity, support Trainers and address program issues
- Semi-annual Quality Assurance Committee Meetings (Eastside and Westside) to Communicate Improvements throughout the State

Recruiting/Hiring Trainers

Having WSART competently delivered requires employing Trainers who are skilled and motivated. Like any other position, this requires having a good way to select the best people for the job. The CJAA Committee has established a recruiting and hiring process to help a court attract and hire the best candidates for being WSART Trainers. The process includes:

- having a job description and minimum qualifications
- conducting a job announcement which attracts qualified candidates
- having the WSART Quality Assurance Specialist, Consultants, Master Trainers, or Court Lead involved in the screening and hiring process to select the best candidate.

Initial Training

Before a person can Train or regularly Co-train WSART he/she must attend a 3 ½ day initial course of instruction in the principles and competent delivery of WSART. At the end of the course, the person must pass a written exam assessing the person's knowledge of WSART before Co-training their first class. These initial training sessions will be conducted at least annually by either the WSART Quality Assurance Specialist or the Master Trainers.

Following the initial training the newly trained WSART Trainers return to their courts and are expected to first Co-train and then Train a WSART class during a six month probationary period. For the first class as a Trainer, the newly trained Trainer should have an experienced Trainer as the Co-trainer. During the first 10 week WSART class the new Trainers are to use the Washington State Self-Assessment Tool for each component of the intervention (Social Skills Training, Anger Control Training, Moral Reasoning) after each class. In addition, a Master Trainer, Consultant or the Quality Assurance Specialist will observe tape of the Trainer providing each component of WSART during the probationary period and provide feedback. **At the end of the six-month period, the Trainer must be assessed as delivering ART with adherence and competence before being certified as an ongoing WSART Trainer.**

Ongoing Self-Monitoring

Once the WSART Trainer regularly delivers WSART with adherence and competence they are expected to use the Self-Assessment Tool after each component of WSART during the Fourth and Ninth weeks. These Self-Assessments are to be forwarded to the Trainer's WSART Consultant for examination. The Consultants will then forward the Self-Assessments to the WSART Quality Assurance Specialist for tracking.

The Team Consultants will provide monthly telephone consultation to their WSART Work Group. Trainers are required to participate in consultations and attend follow-up training. Issues such as attrition, class delivery, group management, and individual behavior management will be addressed during the consultation calls. The Regional

Consultants may also visit the court and observe sessions to provide additional guidance and feedback.

If the Regional Consultant is concerned about a WSART Trainer, a WSART program, or a Court Environment he/she will contact the WSART Quality Assurance Specialist. Following this conversation the Regional Consultant and/or the WSART Quality Assurance Specialist will contact the Court Administrator or designee to express their concerns. A site visit will then be scheduled to address these concerns. Following the site visit a corrective action plan may be developed. The Court Administrator will be informed of any corrective action plan.

Annual Assessment of Adherence and Competence of WSART Trainers

Each WSART Trainer shall video themselves delivering each component of WSART (Social Skills Training, Anger Control Training, Moral Reasoning) each year. The Trainer will submit the videos to their Consultant for assessment. The Consultant shall view the video in a timely manner and rate the Trainer's delivery of each component. The Trainer may be rated as Highly Competent, Competent, Borderline Competent, or Not Competent. If the Consultant rates the Trainer as Highly Competent or Competent then the annual video submission is complete. If the Consultant rates the Trainer as Borderline Competent an informal corrective action plan will be developed and the Trainer will be required to submit another tape to the Consultant which will then be viewed and rated. If on this second tape the Trainer is rated as Highly Competent or Competent the annual video submission is complete. When the WSART Trainer is again rated as Borderline the video will be forwarded to the WSART Quality Assurance Specialist for a second viewing. If the WSART Quality Assurance Specialist rates the WSART Trainer as Borderline or Not Competent the WSART Trainer will be placed on a Formal Corrective Action plan. Generally, this plan should not last any longer than 6 months. At the end of this Formal Corrective Action Plan if the WSART Trainer is not rated as Competent or Highly Competent they will be excluded from training WSART for the purposes of CJAA, RIY, or EBE funding.

If after viewing video an WSART Consultant determines that WSART is being delivered at a Not Competent level the Consultant will communicate with the WSART Quality Assurance Specialist. The Consultant will forward the video for assessment by the Quality Assurance Specialist. The Quality Assurance Specialist will assess the video and communicate with the court Lead, Trainer, Court Administrator (or designee) and the Chair of the CJAA Advisory Committee will be informed, as well as the JRA Regional Administrator. A Formal Corrective Action Plan will be developed and subsequent video will be assessed to determine if corrective actions have been accomplished. If corrective actions are accomplished the Trainer will continue to Train WSART for CJAA, RIY, and EBE programs and video assessment will revert to the Consultant. If the corrective actions are not accomplished and the WSART Trainer rates as Borderline or Not Competent the court Lead, Trainer, Court Administrator (or designee), the CJAA Committee and the JRA Regional Administrator will be informed. The 'Not Competent' Trainer will then be excluded from training WSART for CJAA, RIY and EBE programs.

Site Visits and Feedback by the A.R.T. Quality Assurance Specialist

The Quality Assurance Specialist will conduct a site visit of each WSART Program annually. During the site visit the WSART Environment Assessment Tool will be used. Following a Site visit the Quality Assurance Specialist will provide feedback to the Lead, Trainers and/or Court Administrator. Program delivery may be addressed at this feedback session as well as overall program environment. An action plan may be developed at this meeting. The CJAA Program Administrator will annually receive copies of these assessments and will distribute them to the JRA Regional Administrators who hold the contracts for the various county programs.

Consultant Team Meetings and Quality Assurance Committee Meetings

In addition to monthly Consultant Team conference calls Consultant Team meetings are set to occur semi-annually in July and January. The purpose of the calls and meetings is to provide uniformity in WSART implementation, support for WSART Trainers and address program issues in small forums.

WSART Quality Assurance Committee meetings are set to occur semi-annually in April and October. The purpose of these meetings is to provide information on ongoing WSART program implementation, brainstorm solutions to WSART program implementation issues, and discuss/approve WSART program improvements. Approved WSART program improvements in curriculum are disseminated at these meetings. Each WSART site shall send their WSART Lead to these meetings.

**Ongoing
WSART Quality Assurance Process**

Recruiting/Training/ Assessment/ Development/ Maintenance	Quality Assurance/Improvement Activity	Quality Assurance/Improvement Activities/Actions
Quality Assurance Organization	Training/Quality Assurance/Program Improvement	<p><i>Activity:</i> Training of Trainers, Site Visits, Team Consultation, Trainer Video Assessments, Trainer Improvement Plans as Necessary, Program Development and Improvement</p> <p><i>Action:</i> Quality Assurance Specialist and Consultant Monthly Telephone Consultation and Semi-Monthly Meetings, Monthly WSART Team Consultation Conference Calls, Annual Video Review of all Trainers, Implement Corrective Action Plans as Necessary, Continue WSART Master Trainer Program.</p>
Recruiting/Hiring Facilitators	Announcing position/assessing applicants	<p><i>Activity:</i> Job description and minimum qualifications established.</p> <p><i>Action:</i> WSART Quality Assurance Specialist, Master Trainer, or Court Lead participates in screening and hiring process.</p>
Initial and Ongoing Training of WSART Trainers	Training, Testing, Observation, and Certification	<p><i>Activity:</i> 3 ¾ Day Initial WSART Training of Trainers and Written Examination</p> <p>New Trainer first Co-trains and then Trains an WSART group with a competent experienced Trainer. New Trainer administers Self-Assessment Tool after each class.</p>

		<p><i>Action:</i> Video of new Trainer delivering each component of WSART is observed by a Consultant or the Quality Assurance Specialist. If corrective action is necessary Court Administrator or designee informed. If corrective action is necessary another observation must take place and the new Trainer must deliver WSART competently. If competent or highly competent new Trainer will be Certified. If the new Trainer is not competent or does not follow the model the Court Administrator or designee will be informed. A corrective action plan may be developed and further observation scheduled. If new Trainer remains Not Competent they will then be removed from training WSART.</p>
WSART Training Implementation after Certification	Competently conducting WSART Classes (Each WSART session requires up to 15 hours of A.R.T. staff time per week. This can be contracted, provided through reduced Probation Counselor Caseload, or provided through a combination of contracting and probation.)	<p><i>Activity:</i> Copy all necessary class materials, provide incentives to trainees, practice models and other aspects of the class, study Moral Reasoning answers and make chart for class. Communicate with parents, youth and probation counselors. Conduct Social Skills Training, Anger Control Training, and Moral Reasoning Classes. Provide Make-up classes.</p>
Ongoing Self Monitoring	Trainers Administer Self-Assessment Tools	<p><i>Activity:</i> Trainers initially Self-Assess after each class using the Self-Assessment instruments. Once Certification is established Trainers are to Self-Assess after each class during Weeks 4 and 9. Self-Assessments are to be sent to Team Consultants for examination. Consultants forward Self-Assessments to the ART Quality Assurance Specialist for tracking.</p>

Facilitator Assessments	Annual Video of Each WSART Trainer delivering each Component	<p><i>Activity:</i> Each Trainer video tapes themselves Training each Component of WSART (per the schedule in the Washington State Aggression Replacement Training Program Standards) annually and sends the videos to their Consultant</p> <p><i>Action:</i> The WSART Consultant shall review the videos in a timely manner. Feedback will be given to the Lead, Trainer and Court Administrator or designee. If Trainer competence or other corrective actions are an issue the Court Administrator or designee will be involved in any corrective action plan.</p>
Site Assessments	Site Visits for Environmental Assessment	<p><i>Activity:</i> Each WSART site is to be visited annually by the WSART Quality Assurance Specialist to do an “Environmental Assessment”.</p> <p><i>Action:</i> The WSART Quality Assurance Specialist will use the <u>Washington State Aggression Replacement Training Program Standards</u> and the <u>Program Environment Washington State Assessment</u> to conduct annual assessments at each program site. Feedback will be given to the Court Administrator. If corrective actions are an issue the Court Administrator will be involved in any action plan. The Chair of the CJAA Advisory Committee will be informed of the action plan. A second site visit will be scheduled to assess compliance. If the action plan is not implemented the CJAA Advisory Committee will be informed.</p>

Ongoing Consultation	Telephone Consultation and Video Observation	<p><i>Activity:</i> Regional Consultants will provide monthly telephone consultation to their WSART Consultation Team. Issues of attrition, class delivery, group management, and individual behavior management will be addressed during this consultation.</p> <p><i>Action:</i> If the Regional Consultant is concerned about a WSART Trainer, a WSART program, or a Court Environment he/she will contact the WSART Quality Assurance Specialist. Following this conversation the WSART Quality Assurance Specialist will contact the Court Administrator or designee to express the concerns. A site visit will be scheduled to address the concerns. Following the site visit an action plan may be developed. The Court Administrator will be involved in developing the action plan. The Chair of the CJAA Advisory Committee will be informed of the action plan. A second site visit will be scheduled to assess compliance. If the action plan is not implemented the CJAA Advisory Committee will be informed.</p>
Program Development	Semi-annual Quality Assurance Meetings	<p><i>Activity:</i> Quality Assurance Meetings are held in the Eastside and Westside of Washington in April and October. Program reports are given by each site. New curriculum materials are distributed. Possible program improvements are discussed. Reports are given on pilots of program improvements. The Committees decide on any program changes or improvements under the supervision of the WSART Quality Assurance Specialist and the CJAA Advisory Committee.</p>

<p>Program Maintenance</p>	<p>Semi-annual A.R.T. Consultation Team Meetings</p>	<p><i>Activity:</i> Consultation Teams meet in July and January to maintain uniformity in WSART delivery, support WSART Trainers and address program issues.</p>
	<p>Annual WSART Refresher Trainings</p>	<p><i>Activity:</i> All CJAA, RIY and EBE WSART Trainers will attend and participate in annual WSART refresher trainings.</p> <p><i>Action:</i> The WSART Quality Assurance Specialist along with the WSART Consultants will provide annual refresher trainings in different regions of the state.</p>