



Atlantic Coast Child Welfare Implementation Center

Partners for Change

What Child Welfare Agencies in Regions III and IV are Most Proud Of

Mini Poster Presentations

Regional Forum in Atlanta

March 17, 2009

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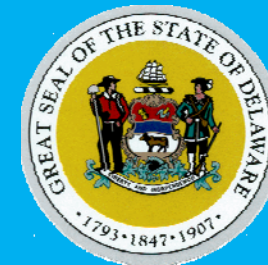
Community Collaboration in Alabama

Mission: The Alabama Department of Human Resources will help families receive the least disruptive services they need, when they need them, and for only as long as they need them in order to maintain children in or return them to a safe, stable home.

Motivation	Description	Outcomes
<p>The effort to enhance community collaboration emerged during the R.C. Consent Decree which was completed in 2007. Alabama realized that:</p> <ul style="list-style-type: none"> • Child welfare is a community issue • Community involvement is needed in serving families • No single agency can effectively meet families' needs 	<ul style="list-style-type: none"> • Counties are actively collaborating with community stakeholders to serve families • State office is communicating with other agencies at the state level to develop resources or to serve families • Partners include Administrative Office of Courts, local provider organizations including mental health, substance abuse treatment, schools, and local courts 	<ul style="list-style-type: none"> • State and local QA systems are made of volunteers that help monitor child welfare practice (operational in all 67 counties) • Collaborative efforts on individual cases as well as broader systems collaboration • Coordinated efforts to identify and develop resources across systems • Established relationships between systems make it easier to identify point of contact, have mutual discussions, and talk through issues

For more information contact Shirley Scanlan at Shirley.Scanlan@dhr.alabama.gov

The APPLA Workgroup in Delaware



Mission: The Department of Services for Children, Youth and Their Families' (The Delaware Children's Department) mission is to provide leadership and advocacy for Delaware's children while endorsing a holistic approach to enable children to reach their fullest potential.

Motivation	Description	Workgroup Outputs
<p>As many states were seeing a decrease in the numbers of children in care, Delaware's foster care numbers were increasing. The largest percentage of children entering care were age 13 and older. For many of those youth, returning home was not an option and adoption was not an appropriate permanency goal.</p> <p>The increasing volume of APPLA youth strained the state's independent living resources and no one believed aging out of foster care to be an ideal goal for youth in care. Resources were being diverted from younger children to meet the need of the growing teen population.</p>	<p>In 2007, the Division of Family Services (DFS) created the APPLA Workgroup to revamp Delaware's procedures related to APPLA and youth aging out of foster care. We needed to create a paradigm shift in thinking. The collaborative effort included all program areas within DFS, DFS front line workers, Family Court judges, child Guardian Ad Litem and CASAs, the Child Placement Review Board, the Department of Education, youth who had aged out of foster care, private placement agencies, youth organizations, the Division of Youth Rehabilitation and others.</p> <p>Since the workgroup began, the number of youth with an APPLA goal has declined, there is an increase in teens being reunified with family or other relatives and there has been a caseload reduction for workers specializing in APPLA.</p>	<ul style="list-style-type: none"> • Development of "compelling reason" criteria before a goal change to APPLA can be considered. • Family Court judges order parents to provide relative information at the Preliminary Protection Hearings. • Development of a video to be used as an education tool on the importance of keeping youth connected to family. • Revision of Department policy to require increased efforts to plan with family when youth are incarcerated or hospitalized prior to consideration for child welfare services. • A review of all youth in foster care with a goal of APPLA to determine whether the goal continues to be appropriate. • Judges continuing to review the ongoing appropriateness of the goal throughout the life of the case to determine whether reunification can be revisited. • Financial planning education provided by area banks including free savings accounts upon completion and money to begin the savings accounts. • S.T.E.P.S - Stairways To Encourage Personal Success - A youth driven conference that occurs for any youth in care at age 17 which allows them to invite important people in their lives to assist in planning for their transition from foster care. • Strengthened partnerships and a shared vision to improve services to youth.

For more information contact Shirley Roberts at Shirley.Roberts@state.de.us



Reducing the Number of Children in Out of Home Care in Florida

Mission: The mission of the Florida Department of Children and Families is to Protect the Vulnerable, Promote Strong and Economically Self-Sufficient Families, and Advance Personal and Family Recovery and Resiliency.



Goal	Systemic Changes	Outcomes
<p>Working in collaboration with our community-based care agencies, law enforcement and other stakeholders, the Department has challenged the child welfare community to safely reduce the number of children in out of home care by 50% by 2012.</p>	<p>This initiative is possible through a number of recent systemic changes within Florida's child welfare system including:</p> <ul style="list-style-type: none"> • Changes to Florida's Title IV-E waiver • A redesigned Children's Legal Services • A redesigned quality assurance system • Regionalized Departmental operations • Continued maturation of the privatized community based care service delivery system • Development of a Family Centered Practice Model • State and community leadership and vision 	<ul style="list-style-type: none"> • In 2007-2008, Florida set a record with the number of completed adoptions. • Since 2007, there has been a 28% reduction in the number of children in out of home care. <p>The Department shares its quality assurance data publically, via it's web-page "Dashboard."</p>

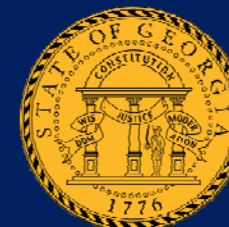
For more information contact Matthew Claps, Chief of Policy and Training, at matthew_claps@dcf.state.fl.us



Diversion (Family Support) Program in Georgia

Mission: To be a resource for strengthening families, not a substitute.

- * Supporting their self-sufficiency
- * Helping them protect their vulnerable children and adults.



Motivation	Description	Outcomes
<p>Efforts to enhance Georgia's child welfare system was a result of the following two questions :</p> <ol style="list-style-type: none"> 1. How can we support families and strengthen their well being versus being a substitute for family care? 2. Is the current system working to accomplish our mission? 	<ul style="list-style-type: none"> • A Diversion (Family Support) program was enhanced to utilize community partners and resources to assist families that did not necessarily need to be in DFCS' custody. • Case manager's case loads decreased drastically due to the Diversion program. • The amount of prevention services were increased for families by our contractors and through safe and stable families, and to prevent children from coming into DFCS' care. 	<ul style="list-style-type: none"> • In Metro Atlanta, the number of intakes have decreased by over 54% from June 2004 through June 2005 • Case loads have declined by nearly 14% • 2.8% average monthly rate of recurrence of maltreatment since January 2008 (National Standard: ≤ 5.4%) • 21% decrease in number of children in out-of-home placements since July 2006 • 4.8% average monthly rate of re-entry into foster care since Jan. '08 (National Standard: ≤ 8.6%)

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The In-Home Services Resource Coordination Project In Kentucky

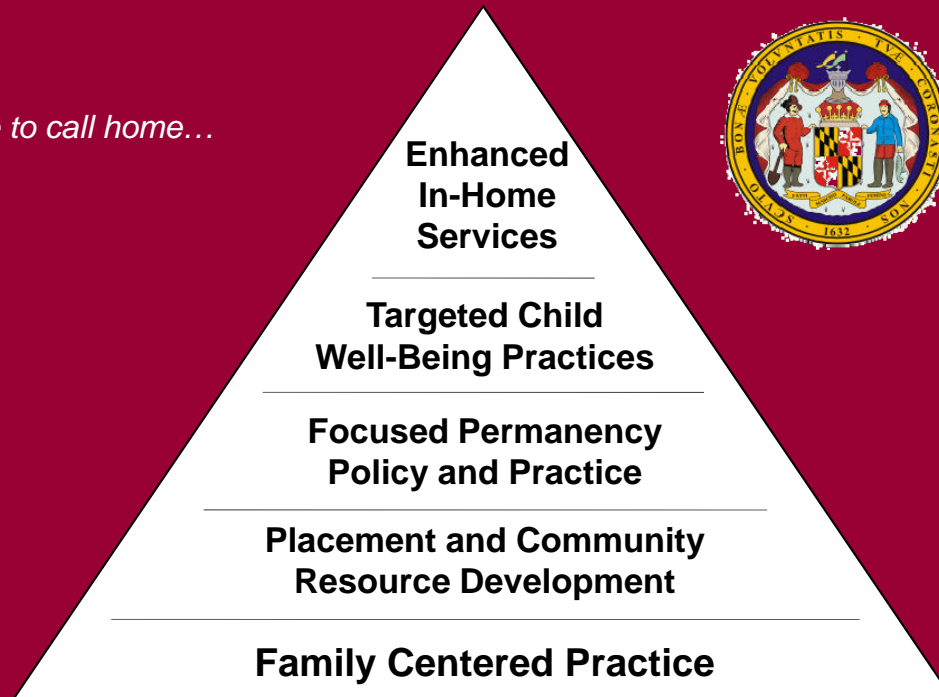
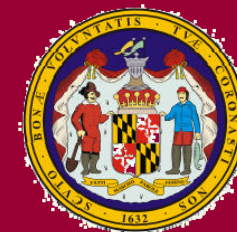
Mission: To provide leadership in building high quality, community based human service systems that enhance safety, permanency, well-being and self-sufficiency for Kentucky's families, children and vulnerable adults.

Description	In-Home Services	Anticipated Outcomes
<p>Kentucky has worked with all of their local service providers throughout the state to coordinate the provision of In-Home Services.</p> <p>Families in Kentucky have access to regional coordinators and local services providers who provide an array of in-home services to meet their needs.</p>	<ul style="list-style-type: none"> • Diversion Prevention • Diversion Reunification • In-Home Based Services • In-Home Based Services Targeting Birth to Five • Intensive Family Preservation Services • Time Limited Reunification Services • Families and Children Together Safety • FPP Adoption Support 	<ul style="list-style-type: none"> • Children are safely maintained in their homes whenever safe and appropriate • Children have permanency in their living situation. • Children are maintained in their home rather than entering foster care. • Children who reunify with their families will not re-enter foster care.

For more information contact Tina Webb at Tina.Webb@ky.gov

Place Matters in Maryland

Because nothing matters to a child more than a place to call home...



Goals

- Keep children in families first
- Maintain children in their communities
- Reduce reliance on out of home care
- Minimize the length of stay
- Manage with data and redirect resources

Strategy

- Guide the system to be rooted in family centered practice and community based service delivery.
- Establish partnerships where responsibility and accountability are shared.
- Focus on outcomes, learning, and continuous improvement to our practice.
- Embrace new ideas, evidenced based practices, and build on success.
- Celebrate the strengths of the families we serve.

Technical Assistance Providers: National Resource Centers: Child Protective Services, Adoption, Adopt-US-Kids, Child Welfare Organizational Improvement, Child Welfare Data and Technology, Permanency Planning; University of Maryland: School of Social Work, School of Psychiatry, Innovations Institute; The Annie E. Casey Foundation, Casey Strategic Consulting; Casey Family Programs

Early Outcomes		
	Before Place Matters	Since Place Matters
Children in out-of-home care	10,164	9,074
Number of children in family foster care	6,346	6,426
Number of children in Group Homes	1,901	1,261
Number of Resource Homes	2,890	3,087



Court Collaborative in Mississippi



Mission: The Mississippi Department of Human Services Division of Family and Children Services will protect vulnerable children and adults from abuse, neglect or exploitation; support family preservation and community living; prevent family violence and disruption.

Motivation

It is our belief that by working together, the families and children of Mississippi will reap the benefits in child safety, permanency and well-being. While the court system has a role that is different from the role of Family and Children's Services, the goals are the same, which is to serve the best interests of children and families while promoting safety, permanency and well-being.

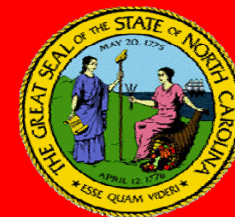
Description

- Phase I
 - Formation of Workgroup that included DFCS Staff, AOC, and other stakeholders
 - Survey of Court and DFCS Staff
 - Development of Training Curriculum for DFCS Staff
- Phase II
 - Development of ICPC and Title IV-E Training for DFCS staff and court personnel
 - MYCIDS

Goals of the Program

- Repair relationships and "build bridges" with some of our court partners
- Increase credibility with the courts in some key areas of the state
- Continue to produce quality training programs that benefit staff and improve worker's professionalism in the courts
- Plan for an Agencies and Courts' Summit meeting in 2010

For more information contact Denise Brown-Rouse at denise.rouse@mdhs.ms.gov



North Carolina's Multiple Response System (MRS)

Mission: The mission of the North Carolina Department of Health and Human Services is to provide efficient services that enhance the quality of life of North Carolina individuals and families so that they have opportunities for healthier and safer lives resulting ultimately in the achievement of economic and personal independence.

Description	Seven Strategic Components	Anticipated Outcomes
<p>North Carolina's Multiple Response System (MRS) is our state's on-going effort to reform the entire continuum of child welfare services.</p> <ul style="list-style-type: none"> • Begins with the first report of concerns about a child and his or her family • Continues all through finding a permanent home for children in foster care. <p>MRS, as a reform effort, is not one single program. Rather, it is comprised of seven separate strategies delivered to families through a practice model grounded in the use of Family-Centered practice and System of Care principles.</p>	<ol style="list-style-type: none"> 1) Collaboration between Work First and Child Welfare 2) Strengths based structured intake 3) Choice of two approaches to reports of child abuse, neglect, or dependency 4) Coordination between law enforcement agencies and child protective services for the investigative assessment approach 5) Redesign of CPS In Home Case Planning And Case Management Services 6) Child and Family Teams during the provision of CPS In Home Services and Placement Services 7) Shared Parenting meetings during the first 7 days of placement out of the home 	<ul style="list-style-type: none"> • Reduced recidivism • Preventing / Reducing Re-traumatization • Increased ability to identify risk • Increased engagement of families in the planning process • Increased involvement of family of origin • Specific, individualized, and appropriate interventions for children and families • Improved safety, permanence, and well-being outcomes for children.

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Permanency Practice, Safety Assessments and Funding Evidence Based Practice in Pennsylvania

Mission: The mission of the Department of Public Welfare is to promote, improve and sustain the quality of family life; break the cycle of dependency; promote respect for employees; protect and serve Pennsylvania's most vulnerable citizens; and manage our resources effectively.



Permanency Practice Initiative	Statewide Safety Assessment Protocol	Funding Evidence-Based Practices
<p>In collaboration with the Pennsylvania court system, the Office of Children, Youth and Families has developed strategies for:</p> <ul style="list-style-type: none"> effectively searching for extended family members training private providers to engage families as consumers and partners providing additional resources to increase review hearings to every three months. 	<p>The Department instituted a paradigm shift in conducting safety assessments; moving from an allegation-based investigation/assessment to an information-based, analytical approach. The new assessments:</p> <ul style="list-style-type: none"> incorporate individualized, behaviorally-specific plans; outline safety concepts to provide focus for all interventions <p>To ensure uniform implementation, all 67 counties have appointed Safety Leads.</p>	<p>To ensure the efficacy of the services throughout the Commonwealth, while still funding the services through individual counties, the Department has promoted evidence based practice through the needs-based budgeting process.</p> <p>Current EBPs being supported:</p> <ul style="list-style-type: none"> Multi-Systemic Therapy Functional Family Therapy Multi-dimensional Treatment Foster Care Family Group Decision Making.

For more information contact Richard Gold at RGold@state.pa.us

POARCH BAND OF CREEK INDIANS

Mission: Seeking Prosperity and Self Determination

- Build Tribal Capacity for Sovereignty and Self-Sufficiency
- Tribal Responsibility for Services
- Investment in Tribal Members

Core Investments

- Commitment to providing a safe, sanitary, healthy environment for tribal members
- Commitment to developing basic need resources
- Build staff capacity
- Develop an internal infrastructure for delivery of tribal services
- Foster tribal and family connections
- Build a quality adult and child welfare practice
- Collaborate with tribal and non-tribal participants
- Resource Advocacy
- ICWA Compliance
- Reduction of Foster Care Caseload
- Focus on Prevention and Family Preservation

Outcomes

- No children in Foster Care
- No ICWA cases
- Ongoing resource(s) established



For more information contact Carolyn White at cwhite@pci-nsn.gov



Consortium of Colleges and Universities in South Carolina

Mission: The mission of the consortium is to equip BSW and MSW graduates with the knowledge, skill, and cultural/ethnic sensitivity to become excellent child welfare workers; to increase the professionalism of the public child welfare system; to increase the number of BSW and MSW graduates hired by DSS; and to increase the retention of child welfare workers at DSS.

Motivation	Description	Outputs
<p>Staff shortages, high caseloads, and high worker turnover have impeded the achievement of positive outcomes for children and families.</p> <p>Reducing turnover, stabilizing our child welfare workforce and increasing the opportunity for professional development is a high priority for SCDSS.</p>	<p>The Department of Social Services has developed a consortium among CSWE accredited colleges and private universities in South Carolina, to produce child welfare workers for the near and distant future.</p> <p>The consortium, formed in 2008, meets monthly. Each institution has identified at least two representatives; one of whom is empowered to vote on parliamentary matters.</p>	<p>All seven programs have developed core courses for Child Welfare, which creates a common foundation for child welfare practice. The courses include pre-and post test evaluation protocols for enrollees. using a common test bank.</p> <p>A Consortium Scholars Program awards stipends to students.</p> <p>It is our hope that the consortium will improve safety and permanency performance indicators.</p>

For more information contact Marion Kelly at Marion.Kelly@dss.sc.gov



Performance Based Contracting (PBC) in Tennessee

Mission: Our mission is to empower families, and support community safety and partnerships, to help ensure safety, permanency and well-being for children.

Motivation	Description	Outcomes
<p>Tennessee Department of Children’s Services is committed to increasing the alignment between the agency and private providers toward achieving positive outcomes for children.</p>	<p>Performance Based Contracting uses an innovative approach that uses a payment structure to reinforce provider agencies’ efforts to offer services that result in improved permanency outcomes for children.</p>	<ul style="list-style-type: none"> • Increase the number of children/youth exiting to permanency (reunification or adoption) • Decrease the length of time in care. • Reduce the number of bed days. • Decrease re-entries into care. • Decrease placement moves. • Decrease transfers.

For more information contact Bonnie Hommrich at bonnie.hommrich@state.tn.us

Virginia Children's Services System Transformation



Collaborators: This initiative is led by Raymond Ratke, appointed by Governor Timothy Kaine to be the Special Advisor for Children's Services. Additional leaders include: The Special Advisor for Children's Services, Representatives from Virginia Department of Social Services, Department of Mental Health Mental Retardation and Substance Abuse, Department of Juvenile Justice, Department of Education, the Office of Comprehensive Services, The Casey Strategic Consulting Group

Motivation

For Keeps initiative begun by First Lady Anne Holton to focus on ensuring that all of Virginia's children have permanent, stable family connections and the community support to sustain them.

2007 Child Trends, report that revealed that Virginia had a high percentage of children in foster care exit the system without permanent connections to family.

- 23% of Virginia's children aged out of foster care
- 43.7% of teens (12 & older) achieved permanence
- 25% of foster care youth were in a group care setting
- Fewer than 5% of children in care were placed with relatives

Goals

- Increase the number and rate at which youth in foster care move into permanent family arrangements,
- Increase the number of at-risk children and youth placed with kin and foster parents,
- Devote more resources to community-based care, reduce the number of group care placements, and
- Embrace data and outcome-based performance management.

VDSS Strategy

Focus on building capacity and improving the agency's internal structure by:

- Identifying best practices in family engagement and implementing a formal model for Virginia,
- Strongly supporting policy and regulation,
- Developing external partnerships,
- Improving communication,
- Realigning division structure to fully support local departments in the Transformation.
- Improving the use of data to drive decision making
- Supporting local agencies to increase capacity to recruit, develop, and support resource families.

Local DSS Strategy

- Council on Reform or CORE was established to pilot the first phase of the Transformation
- CORE includes 13 geographically diverse localities that account for nearly 50% of statewide foster care population
- Second phase of Transformation includes all 120 Local DSS agencies to implement reform statewide

Outcomes

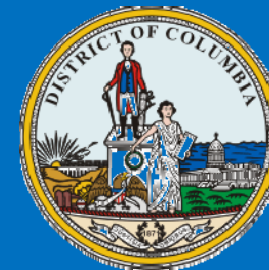
- In comparison to baseline data from 2007, CORE localities have reduced the total number of children in foster care by 10%
- The number of children discharged from care to permanent family arrangements has increased by 6%.
- The number of family-based placements increased by 5%
- The number of children in group care settings decreased by 28%.

Visit www.vafamilyconnections.com for more information regarding the Virginia Children's Services System Transformation. Contact Mary Nedell at Mary.Nedell@dss.virginia.gov or Hayley Brooks at Hayley.Brooks@dss.virginia.gov



Family Team Meetings in Washington DC

Mission: The Child and Family Services Agency provides safety, permanence, and well being for abused and neglected children and troubled families in the District of Columbia.



Description

The Family Team Meeting (FTM) initiative has been operational since January 2005. Family Team Meetings are structured planning and decision-making meetings that use skilled and trained facilitators to engage families, family supports, and professional partners in creating plans for children's safety and in laying the groundwork for permanency.

Family Team Meeting Values

The FTM model is based upon a core set of values which guide all aspects of the practice. These values include:

- Family inclusive philosophy
- Strength and need based planning
- Ongoing assessment and planning
- Team based approach
- Multi-systemic intervention
- Cultural and community responsiveness
- Brief strategic solution focused intervention
- Organizational competence

Outcomes

- There is an increase in the rate of foster care placements with relative families for children who are members of FTM participating families
- Reunification is greater for children who are members of families participating in FTMs

For more information contact Nicole Wright-Gurdon at nicole.wright-gurdon@dc.gov



Commission to Study Residential Placements in West Virginia

The Commission to Study the Residential Placement of Children was created within the Department of Health and Human Resources.



Motivation	Key Collaborators	Accomplishments
<p>Key finding revealed problems with the current child placement system including:</p> <ul style="list-style-type: none"> • Lack of Standards and Consistency • Need for Stability of Placements • Need for accurate data to support decision making 	<ul style="list-style-type: none"> • Circuit judges • Family court judge • Supreme Court of Appeals • Division of Juvenile Services • Department of Education • Prosecuting Attorneys Institute • Service providers & family members 	<ul style="list-style-type: none"> • West Virginia Child Placement Network (WVCPN) website was launched • New Group Residential Provider Agreement • Improvement in quality of data for children in out of state placements • Made necessary changes in the West Virginia Certificate of Need Summary Review process • Implementing uniform statewide protocols for timely and appropriately pre-reunification and discharge services • New Legislation for licensed group residential facilities to limit disruption

For more information go to the commission's website at www.residentialplacementcommission.org