

B-01 Major Activities and Accomplishments This Period

1. Project Administration

Contracts with Consultants

Cultural Consultants: During the period of this review we continued to work closely with our cultural consultants, Full Circle Community Institute, Inc., in order to incorporate into our CFA model what we have learned about the cultural aspects of child protection practice. (See Incorporating Culture Section below.)

Training Contract: The Training contract with Lorrie Lutz from L3P Associates continued during the period of this report. (See Training Section below.)

On-Going Project Administration

CFA Steering Committee: This group has continued to be a very effective vehicle for overseeing the development and implementation of our CFA model. The committee coordinates Ramsey County activities with the evaluation activities of the University of Minnesota; coordinates the CFA model with the Service Quality Assurance (SQA) and Concurrent Permanency Planning initiatives described below; and develops strategies for moving the model forward and ensuring the sustainability of the model.

During the period of this report the Steering Committee continued the process of incorporating the information we have learned about how culture impacts child protection services into our practice model. This is discussed in the section on “Planning and Development of the CFA Model” on Pages 3-4. During the period of this report, which is the second half of our no-cost extension year, the Steering Committee continued to transition to becoming an on-going standing committee whose function will be maintaining consistency of practice of the CFA model and maintaining alignment with other children’s programs such as Foster Care, Adoption, and Children’s Mental Health.

Service Quality Assurance (SQA): The development and full implementation of the SQA are near completion, and the SQA case monitoring protocol is currently used by all Child Protection Program (Case Management) units. Full implementation in all of the differential response (Family Assessment or “FA”) and Child Protection Intake units is anticipated by February, 2014. The SQA system is an agency-wide initiative aimed at improving performance in audits by developing tools to promote standardized clinical practice in each program area. Because of the similarity of the goals of CFA and SQA and because they have been developed and rolled out during the same period of time, a concerted effort has been made to create overlap and synergy between them insofar as possible.

The SQA case auditing tool was intentionally developed to include a number of CFA practice components. All staff and supervisors who are using the system have software that enables them to see at a glance whether policies and practices are being carried out in a timely way in each of their cases. Each month a sample of cases for each worker is reviewed in depth by the supervisor using the SQA tool. This case auditing process is a means of ensuring adherence to the CFA practice model. Hence it will promote on-going fidelity to the model. Units using the SQA process have reported that it is very helpful.

2. Planning and Development of the CFA Model

Incorporating Culture

The process of incorporating cultural material into the CFA model continued during the period of this report. We have worked closely with our cultural consultant, Mr. Sam Grant. Mr. Grant conducted training sessions for supervisors and staff (see Training Section below) and, in addition, he consulted with members of the Steering Committee to assist them in creating the sections of the CFA Assessment document that deal with culture. The final version of that document will be submitted with the Final Report in December, 2013.

3. Implementation and Training of the CFA Model

Training

During the period of this review 72 individuals, including managers, supervisors, social workers and case aides received a total of 690 hours of training. The training was provided by our CFA trainer, Ms. Lorrie Lutz, by Mr. Grant, and by our internal trainers. The internal training program was described in the previous Semi-Annual report.

CFA Model Training

- Ms. Lutz conducted on-site training in April and again in September. During both site visits she focused her training on supervisors and on our internal trainers. In April two internal trainers conducted an all-day “mock” training session for Ms. Lutz and for the rest of the internal trainers. The purpose of this exercise was to allow Ms. Lutz to give feedback on the curriculum developed by the internal trainers as well as on their methods of presenting and explaining the training

material. Ms. Lutz provided very helpful feedback and was extremely validating to the trainers.

- Training by Internal Trainers: During this period two pairs of internal trainers provided refresher CFA training for four of the seven Child Protection Program and Intake units. The training consisted of three 3.5 hour sessions for each unit. The training was very well received by the units. One of the remaining three units will be trained in November and two in January, 2014.

Training on Culture

Mr. Grant conducted two training sessions: one for supervisors and managers and one for staff to present and discuss the cultural material that has been included in the CFA Assessment document.

Motivational Interviewing Training

The CFA Steering Committee and Child Protection supervisors have identified training in Motivational Interviewing as an effective way to help our staff focus on “finer skill development” and enhance their abilities to engage with families. The search for a provider for this training service has continued during the period of this review. Ms. Charlesetta Rolack, Manager of Child Protection Intake, has received permission to use agency funds for this training, and it is hoped that a provider will be identified by December.

Evaluation Activities Related to Implementation:

The focus of the second half of Year 6 was analysis and reporting of post-test evaluation findings. During the second half of Year 6 of the CFA Project, the following evaluation activities took place:

- **Management Study:** The management study of RCCHSD management structure, policies, and practice is an on-going study designed to allow evaluators to identify the change process that is occurring during the development and implementation of CFA in RCCHSD. Specifically, the management study will provide a better understanding of agency changes that took place prior to and during the implementation of CFA. Findings of the management study were incorporated into the CFA Implementation Guide that has been in development; content from the Guide is being transitioned into another format (namely, two to three on-line modules) to better make use of the information for Minnesota's stakeholders. (See CFA Implementation Guide section below.)

- **Post-Test Case Record Review:** The Post-Test Case Record Review Study continued to be a major focus of activity during the current reporting period. The evaluation included the completion of a case record review of 90 cases during Year 5 of the project:
 - **30 Traditional Investigation Intake only cases** – cases that were served by Traditional Investigation Intake but did not go on to receive case management services
 - **30 Traditional Case Management (Program) cases** – cases that received both Traditional Investigation Intake and Case Management services

(inclusive of 13 in-home cases, 14 out-of-home cases, and 3 out-of-home cases in which the subject child was 16 or 17 years of age)

- 30 “One Worker One Family” Family Assessment (Differential Response) cases – cases that were served by One Worker One Family Differential Response (inclusive of 15 cases that were closed following Family Assessment Intake/Assessment and 15 cases that received both Family Assessment Intake/Assessment and Case Management services)

Analysis of Traditional Investigation Intake & Case Management and Family Assessment Intake & Case Management data was conducted during the current reporting period (including comparisons between baseline and post-test findings). Findings have been presented to the RCCHSD Steering Committee, groups of workers and supervisors, as well as to the Minnesota Department of Human Services in the current reporting period. The post-test report is being finalized and will be disseminated during project closeout activities.

- SSIS School Outcomes Study: The goal of the school study is to better understand the processes by which child protection workers interact with school systems, as this may affect educational outcomes of children involved in child protection. Case record reviews of worker/school collaboration in all cases included in the Intake and Program (Case Management) Baseline and Posttest Studies have been completed. All subject children’s data from the posttest studies were matched to educational records using the Minn-LInK administrative database during the current reporting period. Data cleaning was completed; analysis is on-going. Final analysis and dissemination will occur during project closeout activities.
- Fidelity Study: An (abbreviated) evaluation of worker fidelity to the adapted CFA practice was added to the evaluation plan as a means of providing additional information about worker practice fidelity to RCCHSD and for dissemination of findings to a larger audience. Data has been cleaned and

analyzed, and preliminary findings have been presented to the RCCHSD Steering Committee. Findings will be included in the final post-test evaluation report which will be disseminated during project closeout activities.

- **Post-Test Focus Groups:** The post-test focus group study was designed to gain an understanding of workers' perceptions of practice change as a result of implementing CFA at RCCHSD. Focus group data collection was completed during the previous reporting period; data cleaning and analysis is on-going; dissemination will occur during project closeout activities.
- **Worker & Supervisor Cultural Survey:** A large part of the RCCHSD CFA practice model is devoted to focusing on the inclusion of culture during assessment, case planning, and decision-making. Because of this, a survey was added to the evaluation plan to assess worker and supervisor definitions of, comfort with, and use of, culture in their child protection practice. Analysis of data was completed during the previous reporting period and findings were shared with the RCCHSD Steering Committee. The report outlining findings of this study was finalized and disseminated during the current reporting period. (See Attached Report)
- **CFA Implementation Guide:** This implementation guide was designed to be a comprehensive guide for child welfare administrators to be used in the implementation of Comprehensive Family Assessment (CFA). The guide represents a cooperative effort of the Center for Advanced Studies in Child Welfare (University of Minnesota) evaluation team and the Ramsey County Community Human Services Department. The organization of the guide was

informed by principles of the National Implementation Research Network (NIRN). Core components of implementation efforts were highlighted, with an emphasis on the importance of program evaluation. This guide was intended to be user-friendly (e.g., use of icons noting important information in chapters) and information learned through the implementation and evaluation of CFA practice at RCCHSD is used as a case example throughout. All chapters of the guide were drafted and reviewed during the current reporting period. However, substantial overlap was evident between our guide a very similar guide that was developed and disseminated by the National Child Welfare Resource Center for Organizational Improvement. Because of the concern regarding duplication of effort, it was determined that a better way to utilize this content was through two to three on-line training modules. Transitioning of the content is currently underway and will be completed during project closeout activities.

- **Dissemination:** Findings and information stemming from the CFA project will continue to be disseminated after the grant-funded period via conference presentations, additional web publications, sharing with federal cluster partners, research reports and presentations to RCCHSD and federal funders, and other outlets that may arise (e.g., presentation invitations, articles directed towards county workers, etc.).

Sustainability

1) **Practice Oversight Committee**

As was mentioned above, the Steering Committee will expand its membership to include representatives from aligned Children's programs such as Foster Care, Adoptions, and Children's Mental Health. The expanded group will become "The Life

of the Case” committee and will integrate the policies and perspectives of all aspects of Children’s Services from Child Protection Intake through Foster Care, Guardianship, and Adoption. One of the first issues to be dealt with is the roll-out of an ambitious Concurrent Permanency Planning initiative that affects virtually all programs within Children’s and Family Services. It is believed that the Life of the Case Committee will prove to be a good vehicle for the on-going review of the CFA model and for making necessary modifications over time as changing circumstances warrant.

2) Evaluation

Mr. Allan Malkis, internal Ramsey County evaluator, will assume responsibility for evaluation of CFA-related activities and outcomes following the completion of their final reports by the University of Minnesota evaluators. Currently, in conjunction with the CFA Steering Committee, Mr. Malkis is determining which data elements will be the most helpful to track in order to tell us “how we are doing”. A plan is being developed to track the performance of the vendors of purchased Child Protection Services in order to make sure that they are working within the CFA parameters set for them by Child Protection. In addition, there is discussion occurring between the University of Minnesota and Mr. Malkis in regard to collaboratively conducting a review of case files in order to track the extent to which a family’s culture has been factored into case planning with families.

3) Training by Internal Trainers

During the period of this review much progress was made in developing and utilizing our internal training program. As was mentioned above on Page 3-4 in the “Training” Section, we used two teams of two trainers to provide refresher training to four of the seven Child Protection units. The remaining three units will be trained by January, 2014. The feedback about the training from staff and supervisors has been very positive. Five additional staff act as one-to-one mentors to new workers. It is anticipated that all Child Protection workers will receive refresher training each year, and that, in addition, the trainers will train all new staff and supervisors.

4) Internal Monitoring of Adherence to CFA Model

Another means of ensuring the sustainability of the CFA model is the use of various quality assurance tools by the Child Protection supervisors and managers to monitor the application of the CFA model by their staff. The SQA case review forms used by supervisors to track adherence to Child Protection policies include some CFA elements, as was discussed above on Page 2 in the "SQA" section. In addition, there are other quality assurance tools specific to the CFA model. These include the "Guide to Clinical Supervision" created by Ms. Lorrie Lutz of L3P Associates (see attached). The data obtained through the use of these tools will be part of the data used by the Program Managers, Mr. Malkis, and the Life of the Case Committee to monitor on-going fidelity to the model and consistency of practice by staff.

B-02 Problems

1. Challenges/Barriers

Supervisory Hiring

At the time of the last review it was reported that although there had been considerable turnover of supervisors during the previous year, three new supervisors had recently been hired leaving only one supervisory position vacant. It had been hoped that when that vacancy was filled, there would be a stable cohort of supervisors. At the present time there is still one supervisory position vacant in Child Protection Program (Case Management Services).

2. Changes

Expansion of Differential Response (FA) Services

Over the last two years, the percentage of families served by FA Services workers has gradually risen to exceed 70%, with the remaining 30% of families being served by Traditional Investigation and Case Management workers. The CFA model has proven to be a particularly effective way to serve families in FA services, and in order to maximize the value to families of differential response, a new unit of FA workers is being created. No new positions have been added to the staff complement. Rather, six workers from traditional Case Management Services are being converted to FA positions. The two current units of FA workers are managed by Ms. Charlesetta Rolack of Child Protection Intake. The new unit now being formed will be managed by Ms. Kim Cleminson of Case Management Services. It is hoped that having both managers share in the administration of FA services will have the effect of further integrating the differential response function and “mind-set” into Child Protection Services.

B-03 Lessons Learned

Training by Internal Trainers

During the period of this review we expanded the function of our internal trainers. Initially, we had planned to use them to train and mentor new workers and workers who were having difficulty in successfully applying the model. During the spring we decided to provide “refresher” CFA training to all staff and supervisors, possibly as frequently as once per year. This decision was made because it seemed that all workers could benefit from refresher training and that repeated exposure to and discussion of the CFA practice concepts and methods will deepen the knowledge of

each individual. Therefore, a curriculum of three 3.5 hour sessions was designed. To date, four of the seven Child Protection units have received refresher training. The feedback on the training has been very positive. The workers who are providing the training have very good skills, and they have been able to function very effectively in a teaching role with their peers.

B-04 Dissemination

a. **Current**

Project Presentations

- Presentation at the American Professional Society on the Abuse of Children's 21st Annual Colloquium. June 25-28, Las Vegas, Nevada
 - Audience: Thirty professionals who serve children and families affected by child maltreatment and violence.
 - Goal: Dr. Traci LaLiberte, and Ms. Elizabeth Snyder from the University of Minnesota evaluation team made a presentation, *"Changing the tire while the car is moving: Implementing significant practice change using an implementation science framework."*
 - Result: The presentation was very well received.
 - Contact: Dr. Kristine Piescher at kpiesche@umn.edu.

- Presentation at the American Professional Society on the Abuse of Children's 21st Annual Colloquium, June 25-28- Las Vegas, Nevada
 - Audience: Thirty professionals who serve children and families affected by child maltreatment and violence.
 - Goal: Dr. Traci LaLiberte and Ms. Elisabeth Snyder from the University of Minnesota evaluation team made a presentation, *"Practice change and family outcomes associated with using Comprehensive Family Assessment in child welfare practice"*.
 - Result: The feedback received about the presentation was very positive.
 - Contact: Dr. Kristine Piescher at kpiesche@umn.edu

- Presentation at the 8th Annual Differential Response Conference, October 23-25, Vail, Colorado
 - Audience: Forty-five child welfare professionals from a variety of backgrounds.
 - Goal: Dr. Kristine Piescher from the University of Minnesota evaluation team made a presentation, *"Comprehensive Family Assessment: Implementation and outcome comparisons for Alternative Response and Traditional child welfare cases"*.
 - Result: The presentation was very well received.

- Contact: Dr. Kristine Piescher at kpiesche@umn.edu

- Presentations to senior Managerial Staff at the Minnesota Department of Human Services about the CFA Model, July 22, 2013 and August 29, 2013
 - Audience: The Assistant Commissioner for Children and Families and the Director of the Child Safety and Permanency Division of the Minnesota Department of Human Services (DHS).
 - Goal: This presentation was a follow-up to one that occurred in October, 2011. The purpose of the presentation and discussion was to update the administrators on the development and implementation of the CFA model in Ramsey County and to discuss further dissemination plans.
 - Result: The DHS administrators were extremely interested in the project and have recommended that the CFA project team conduct a day-long work shop in the winter of 2014 for county directors from across the state. The on-line modules mentioned above in “CFA Implementation Guide” on Page 7 will be used in conjunction with this workshop. The directors will view the modules prior to attending the workshop in order to give them some grounding in the CFA model. DHS will provide some financial support for this workshop. Planning has already begun with a target date of March, 2014.
 - Contact: Dr. Traci LaLiberte at 612-624-2279.

- Presentation for St. Paul School Social Workers, August 29, 2013
 - Audience: 120 school social workers from the St. Paul Public School System.
 - Goal: The presentation was made in order to familiarize the school social workers, who are the highest frequency reporters to Child Protection Intake, with the CFA model and to help them understand changes in Child Protection practice that have come about as a result of the CFA Model. There was an explanation of our method of safety assessment and the ways in which on-going services are provided to target parental behaviors that cause children to be unsafe.
 - Result: The presentation was very enthusiastically received, and the hope was expressed that it was a beginning of enhancing our already strong partnership with the public schools.
 - Contact: Ms. Charlesetta Rolack at charlesetta.rolack@co.ramsey.mn.us

Project Updates

- University of Minnesota Evaluation Website: “Comprehensive Family Assessment Model in Child Welfare. URL:
[http://www.cehd.umn.edu/ssw/cascw/research/RamseyCFA Project/](http://www.cehd.umn.edu/ssw/cascw/research/RamseyCFAProject/)
 - Audience and Goal: Findings from the CFA project have continued to be disseminated in the second half of Year 6 mainly via the CFA website. The website hosts information and resources

about the federal CFA grant, CFA guidelines, RCCHSD CFA practice model (including training materials, forms, and guides), and evaluation (including findings).

- **Results of Strategy:** The website is heavily visited. Since its inception in June 2011, the site itself has had over 17,000 visitors, and more than 36,000 people have looked at the documents that are hosted on the site. About a third of all visitors are utilizing the home page, and about one fifth of all visitors each are utilizing the model overview, training/resources, and evaluation pages. Visitors are located predominately in Minnesota. However the site has both a national and international audience, with a large number of visitors from Illinois, Kansas, New Jersey, California, Washington, Michigan, New York, Florida, Virginia, Texas, North Carolina, and even Beijing, Moscow, Norway, and British Columbia.
- **Contact Person:** Dr. Traci LaLiberte at 612-624-2279

b. Planned

Project Presentations

- A series of presentations is planned over the next six months with important stake holders.
 - **Audience:** Presentations similar to the one made to the St. Paul Public School Social Workers are planned for representatives of the Guardian Ad Litem Program, Ramsey County Foster Parents,

Ramsey County Attorneys, the Children's Justice Initiative, and the St. Paul Police Department.

- Goal: The purpose of the presentations is to familiarize these stake holders with the changes in our Child Protection practice in order to strengthen our partnerships and facilitate our ability to work productively together.
- Contact: Ms. Charlesetta Rolack at Charlesetta.Rolack@co.ramsey.mn.us

B-05 Other Activities

A) Other Activities Not Previously Noted

N/A

B) I. Process Evaluation

(See Attached)

II. Practice Evaluation

(See Attached)

III. Outcome Evaluation

(See Attached)

C) Information and Knowledge Obtained from Grantees Meeting

N/A

B-06 Activities Planned for Next Reporting Period

N/A