

B-01 Major Activities and Accomplishments This Period

1. Project Administration

Contracts with Consultants

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

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

On-Going Project Administration

CFA Steering Committee: This group, which meets twice a month, has continued to be a very effective vehicle for overseeing the development and implementation of our CFA model; coordinating Ramsey County activities with the University of Minnesota evaluation activities, coordination the Service Quality Assurance (SQA) and Concurrent Permanency Planning initiatives described below; and problem solving in a number of areas. 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 will be discussed below in the section on "Planning and Development"

of the model on Page 3 . In addition, during the period of this report the group continued developing plans and means for ensuring the sustainability of the CFA model (see Sustainability on Page 8).

Service Quality Assurance (SQA): The development of the SQA system is close to completion, and it is currently being used by one of the Traditional Case Management units. This system is an agency-wide initiative aimed at improving Targeted Case Management rates and improving performance in audits by developing training and tools to promote standardized clinical practice in each program area. Because the goals of SQA and CFA are somewhat similar and because they are being rolled out during the same period of time, a concerted effort has been made to prevent confusion in the design and implementation of the two initiatives and to create overlap and synergy between them insofar as is possible.

The SQA case auditing tool has intentionally been developed to include many CFA practice components. 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 addition, each month a sampling of cases for each worker is reviewed in depth by the supervisor using the SQA tool. This process will be one way of ensuring on-going adherence to the CFA practice model, and hence it will promote on-going fidelity. Feedback from the first unit to use the SQA process is that it is very helpful. Staff find it very valuable to be able to quickly see what the status of their cases is.

2. Planning and Development of the CFA Model

Incorporating Culture

The development of the CFA model with regard to the inclusion of cultural content has continued during the period of this report. In order to determine how to provide more guidance to staff about how to actively include cultural considerations in their assessments and on-going services to families, our primary cultural consultant, Mr. Sam Grant, has continued to attend all Steering Committee meetings. Our work in this area has included the following:

- During the period of this review the cultural consultants have completed their review of our case files, practice manuals, and assessment tools. They have recommended cultural content to be included in our manuals and have added cultural material to our assessment tools. Work on how and when to roll out the revised manuals and tools to the staff continued.
- Training sessions were conducted by Mr. Grant for supervisors and staff during the period of this review (see Training Section below).

3. Implementation and Training of the CFA Model

Training

During the period of this review 70 individuals, including managers, supervisors, social workers and case aides received a total of 502.5 hours of training from our CFA trainer, Ms. Lorrie Lutz, and our cultural consultant, Mr. Grant.

CFA Model Training:

Ms. Lutz made two site visits in order to provide training for the ten social workers who will be our internal trainers. These trainers will provide training for new staff as well as in-service training for existing staff. These sessions were very well received by the trainers, and they are enthusiastic about their new role. During the summer months the trainers began to provide some training for new staff. During her site visits, Ms. Lutz also provided training sessions for our case aides in intentional visitation practices.

Training on Culture:

Mr. Grant provided separate training sessions for supervisors and staff in which he walked them through the revised assessment tools that now include cultural content. He addressed the ways in which culture is significant in each of the assessment domains. In addition, he conducted a training session for all staff and supervisors on the impact of historical and individual trauma on families.

Motivational Interviewing Training:

As has been mentioned in a previous progress report, the University of Minnesota's fidelity testing indicated that the successful implementation of the CFA model could be enhanced by focusing on "finer skill development" including engagement skills training. Based on this recommendation and the information we have obtained from other teams within our cluster about Motivational Interviewing, Ms. Rolack, manager of Child Protection Intake, obtained permission to use Ramsey County funds for training in Motivational Interviewing. We researched possible models and providers for this training, and we began the process of selecting a provider during the period of this review.

Evaluation Activities Related to Implementation

The focus of the second half of Year 5 was data cleaning and analysis to support post-test evaluation. During the second half of Year 5 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. As such, the management study continued throughout the second half of Year 5 of the project to allow for continued data collection throughout the entire implementation process. The findings of the management study have been incorporated into the CFA Implementation Guide that is currently being developed.
- 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 the previous reporting period:
 - 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)
Data cleaning and analysis for Traditional Investigation Intake (n=60) and Family Assessment Intake (n=30) was completed during the current reporting period. Findings were presented to the RCCHSD Steering Committee.

- 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 Studies have been completed. All subject children's data from the baseline studies have been matched to educational records using the Minn-LInK administrative database. Baseline data analysis is on-going (as educational outcomes data were not available until approximately one year after the end of the academic year). Data regarding school/child welfare collaboration to support the post-test school outcomes study was collected during the previous reporting period in conjunction with the posttest case record review.
- 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; preliminary findings have been presented to the RCCHSD Steering Committee.
- Post-Test Focus Groups: Focus groups will be utilized as part of the process evaluation. 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. Instrumentation to be utilized in focus groups was developed during the previous reporting period. One focus group was held during the current reporting period.

- 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. Data was collected and cleaned during the previous reporting period. Analysis was completed during the current reporting period and findings were shared with the RCCHSD Steering Committee.
- Intake Baseline Family Interviews: The report for this study was finalized during the current reporting period. [See Attached Copy]
- Cultural Consultant Addendum: An addendum to the baseline report was finalized during the current reporting period. The addendum summarizes information shared by the cultural consultants as it relates to families' experiences with RCCHSD Child Protection and their recommendations for future Child Protection work. [See Attached Copy]
- CFA Implementation Guide: The first six chapters of an implementation guide, entitled "*Comprehensive Family Assessment: An Implementation Guide*" were drafted and these chapters were reviewed during the current reporting period.

4. Sustainability

During this reporting period the Steering Committee continued its planning for sustaining the integrity of the CFA model following the conclusion of the grant. CFA is the only child protection practice model used in Ramsey County. It is used by all Child Protection staff for all types of cases. In order to strengthen and maintain the level of practice following the conclusion of the grant the following steps are being taken:

1) Practice Oversight Committee

The Steering Committee will expand to become the practice oversight committee for Children's Services (Child Protection, Children's Mental Health, Foster Care, and Adoption). The scope of the committee will broaden to provide oversight not only for CFA, but also for SQA and other agency initiatives such as concurrent permanency planning. We have identified the relevant staff from the new areas that will be represented on the committee.

2) Evaluation

Allan Malkis, internal Ramsey County evaluator, will continue to track data that will provide a picture of the state of CFA practice, with particular reference to indicators of fidelity. During the period of this review Mr. Malkis facilitated a discussion and decision-making process regarding which areas it will be most important to track data in.

3) Training of Trainers

During the period of this review ten social workers were chosen to be internal trainers, and they received training from Ms. Lutz during two site visits.

B-02 Problems

1. Challenges/Barriers

Supervisory Vacancies and Appointment of the New Manager

During the period of this review, Ramsey County Child Protection experienced a great deal of turn-over in supervisory positions. There are seven units within Child Protection. During this period the supervisors of four of those seven units left Child Protection supervisory positions. Currently, the positions are being filled with temporary supervisors who are very experienced child protection workers. Ms. Charlesetta Rolack, Manager of Child Protection Intake, and Ms. Cleminson, Manager of Child Protection Program, are providing strong support for the temporary supervisors. On the one hand, the supervisory vacancies have caused disruption in the work of the Child Protection Section, and the process of advertising for new supervisors and filling the vacancies will be time-consuming and cumbersome and will significantly increase workloads of the two managers.

However, the supervisory vacancies have provided an unanticipated opportunity to strengthen CFA practice. The hiring process used to select the four new supervisors will be informed by knowledge of specific qualities that are desirable for supervising the CFA model. First, a strong knowledge of CFA will be looked for in prospective candidates, and with this goal in mind the hiring process will be "by promotion only". In other words, only internal candidates who currently use the CFA model will be considered for the positions. Second, the ability to provide the increased level of clinical supervision required by the CFA model will be an important hiring criterion. It is believed that using these hiring criteria will help us select new supervisors' with the ability to

2. Changes

New Manager

During the period of this review the Child Protection Program management position vacated by Ms. Cheryl Barnes was filled by Ms. Kim Cleminson. Ms. Cleminson has an MSW and has worked in Child Protection and Children's Mental Health for 15 years. Prior to her appointment as manager, Ms. Cleminson supervised in Child Protection Intake for five years.

The appointment of the new manager also provided an opportunity to strengthen CFA practice. The change in managers has permitted us to restructure which units report to which of the two managers. Previously, for historical reasons, one Family Assessment unit (Differential Response) reported to Ms. Rolack and one to Ms. Cleminson. Since the supervisory vacancies have occurred, it has been decided to have both of those units report to Ms. Rolack. This will provide much more consistency of practice for those two units.

B-03 Lessons Learned

Culture:

As was reported in the last progress review, the preliminary findings of the University of Minnesota's cultural survey (see Page 7) indicated that staff and supervisors have widely different levels of comfort in discussing issues of culture. Therefore, we planned Mr. Grant's training sessions (see Page 4) with this in mind. Mr. Grant provided the cultural content within the context of a dialogue with

the staff and supervisors attending the training. There was much opportunity for discussion and questions. This approach helped minimize defensiveness, and the sessions were extremely well received.

B-04 Dissemination

a. Current

Project Presentations

- Presentation April 18, 2012 18th National Conference on Child Abuse and Neglect, Celebrating the Past- Imagining the Future- Washington D.C.
 - Audience: About thirty individuals attended this conference breakout session. The audience was composed primarily of child welfare agency supervisors and other administrators.
 - Goal: three CFA teams, Alabama, Alamance County, and Ramsey County jointly made a presentation titled "Implementing Comprehensive Family Assessment: Lessons Learned in Changing Professional Behavior, Adapting Organizational Structures, and Redefining Relationships with Stakeholders". The presentation focused on an overview of the CFA grant, changes in practice, results of the interventions, implementation drivers, and identified challenges in implementation.
 - Contact: Dr. Kantahyane Murray: kmurray@ssw.umaryland.edu.

- Presentation April 18, 2012 18th National Conference on Child Abuse and Neglect, Celebrating the Past- Imagining the Future- Washington, D.C.

- Audience: About 40 individuals, many of them child welfare evaluators, attended this conference breakout session.
- Goal: four presenters from the University of Minnesota and Ramsey County presented “High-Fidelity; It’s not just for the music world”. The presentation described fidelity testing for the Ramsey County CFA project.
- Contact: Dr. Traci LaLiberte at 612-624-2279.

Project Updates

- University of Minnesota Evaluation Website: “Comprehensive Family Assessment Model in Child Welfare. URL:
<http://www.chd.umn.edu/ssw/cascw/research/RamseyCFAProject/>
 - Audience and Goal: This website is designed to share information regarding the CFA project with the Children’s Bureau, other grantees, and the broader audience of those interested in comprehensive family assessment. In addition, in order to be transparent it will provide a feedback loop to Ramsey staff and management with on-going information regarding the status of evaluation activities and findings. The website is divided into three content sections: Model Overview, Training and Resources, and Evaluation. It contains the Semi-Annual Progress Reports, evaluation reports, training materials, and resources relating to comprehensive family assessment. In addition, the website contains explanatory videos by the Federal Project Officer, Cathy Overbagh, and the project manager; and an informational narrated power point for prospective vendors.
 - Results of Strategy: The website is heavily visited. Since its inception in June 2011, the site itself has had over 16,000 visitors, and more than 35,000 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 California, Washington, Michigan, New York, Florida, Virginia, Texas, North Carolina, and even Beijing, Moscow, and Norway.

- Contact Person: Dr. Traci LaLiberte- 612-624-2279.

b. Planned

Publications

- *“Comprehensive Family Assessment: An Implementation Guide”*
 - Audience: any jurisdiction interested in replication of the Ramsey County CFA model.
 - Goal: 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 is informed by principles of the National Implementation Research Network (NIRN). Core components of implementation efforts are highlighted, with an emphasis on the importance of program evaluation. This guide is 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.
 - Contact: Jenny Gordon at jenny.gordon@co.ramsey.mn.us.

Project Updates

- Series of Informational Sessions to Present Findings of Post-Test Studies to be Held January-March, 2013.
 - Audience: Individual sessions will be held with the following groups: Ramsey County managers and directors; supervisors; social workers; community providers; Minnesota Association of County Social Service Agencies (MACSSA); and Ramsey County commissioners.
 - Goal: to provide the findings from the final CFA studies completed by the University of Minnesota.
 - Contact: Jenny Gordon at jenny.gordon@co.ramsey.mn.us.

- University of Minnesota Evaluation Website: "Comprehensive Assessment Model in Child Welfare". URL:
<http://www.cehd.umn.edu/ssw/cascw/research/RamseyCFAProject/>
(See description on Pages 12-13)

B-05 Other Activities

A) Other Activities Not Previously Reported

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

The Grantees Meeting was helpful in a number of ways. Hearing the experiences of the other teams helped us clarify some aspects of our own project. This is particularly true of the discussions about supervisors and the role of coaches in furthering CFA practice. As we are about to provide training to our staff in Motivational Interviewing (see above), this was particularly helpful. Also, this year's Grantees meeting helped us review and assess our areas of strength as well as those areas where further development is required. This assessment helped us focus and finalize our plans for sustainability as we met in our individual team work sessions. With regard to dissemination, the session on dissemination and sustainability helped us to create a plan for disseminating the findings of the University of Minnesota final studies to a variety of internal and external stakeholders (see Dissemination Section, Page 14). In addition, the session on trauma-informed and trauma-focused practice helped us consider how we can begin to provide information for our staff in these areas.

B-06 Activities Planned for Next Reporting Period

1. Project Administration

Contracts with Consultants: During the first six months of our No-Cost Extension period we will continue contracts with Full Circle Community Institute, Inc. for cultural consultation; with L3P Associates (Lorrie Lutz) for training; and with Jenny Gordon for project management services. The cultural consultation and training activities are described below.

Steering Committee: Team meetings of the project management staff, University of Minnesota evaluators, and cultural consultants will be held once per month during the period of the next progress review.

Service Quality Assurance: the SQA case auditing procedure will continue to be phased in to the remaining Child Protection units.

2. Planning and Development of the CFA Model

Incorporation of Culture in the CFA Model:

Mr. Grant will provide three training sessions during the period of the next review aimed at helping workers and supervisors address cultural issues with the families they work with. These sessions will build on the training provided during the past six months.

3. Implementation of the CFA Model

Training:

CFA Model Training

Ms. Lutz will continue her training of the trainers during the period of the next review by providing telephone consultation with them. During the final report period of the No-Cost Extension (April 1, 2013-September 29, 2013) Ms. Lutz will conduct two site visits.

Motivational Interviewing Training

During the period of the next review a Request for Quotations will be issued to solicit proposals from potential providers of motivational interviewing training. It is hoped that a provider will be selected by early winter.

Manuals

During the period of this review we will continue to edit and finalize the CFA practice manuals and related materials by adding material relating to culture and historical and individual trauma.

Coordination with Concurrent Permanency Planning:

During the period of the next review, we will continue to work on coordinating the CFA grant activities with those of the Permanent Families grant project. This coordination will be facilitated by the addition in late winter of a representative of the Foster Care/Adoptions Section to our expanded Steering Committee.

Evaluation Activities

During the first half of the No-Cost Extension year the following evaluation activities will take place:

Post-Test Case Record Review

Data cleaning and analysis for Traditional Investigation Case Management (n=30) and Family Assessment Case Management (n=15) will occur during the no cost extension period. Findings of the Case Management post-test will be disseminated in the same report as the Intake post-test during the no cost extension period.

SSIS School Outcomes Study:

Data cleaning and analysis is on-going. Educational records using the Minn-LInK administrative database will become available in late 2012. Final analysis and dissemination will occur during the no cost extension period.

Fidelity Study

Final analysis and dissemination will occur during the no cost extension period.

Post-Test Focus Groups

The remaining focus groups (n=6) will be held during the first half of the No-Cost Extension period. Data cleaning, analysis and dissemination will occur thereafter.

Worker and Supervisor Cultural Survey:

The report outlining findings of this study will be finalized and disseminated during the No-Cost Extension period.

CFA Implementation Guide:

Work on the guide (including writing the remaining three chapters and finalizing the remaining six chapters) will continue throughout the No-Cost Extension period.

Dissemination:

The website Findings and information stemming from the CFA project will continue to be disseminated in the no cost extension 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.).

4. Sustainability

During the first half of the No-Cost Extension we will continue to put into operation the plans we have made to maintain to sustain the CFA practice model:

- In the late winter we will add new members to our Steering Committee. These will be representatives of Children's Mental Health, Adoptions, Foster Care, and a liaison supervisor to the Director of Children' Services. The newly configured group will be the on-going practice oversight committee that will work to provide practice integrity and to integrate new initiatives and policies with the CFA model.
- During the period of this review further clarification will be obtained from Administration about what data elements our internal evaluator, Allan Malkis, will collect to provide on-going information to the oversight group in order to help gauge the fidelity and effectiveness of the practice model.
- The training and development of the ten internal trainers will continue.