

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: 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; coordinating Ramsey County activities with the University of Minnesota evaluation activities; coordination with 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 as is 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 to develop plans and means for ensuring the sustainability of the CFA model (see “Sustainability” on Page 8). During the period of this report, which is the first half of our no-cost extension year, the Steering Committee began to transition to an ongoing standing committee whose function will be to maintain consistency of practice of the CFA model and to maintain alignment with other children’s programs such as Foster Care and Children’s Mental Health. This committee will be important in sustaining the fidelity of the practice model following the completion of the grant. During this transition period we have added two new members: the manager of Child Protection Program and a Child Protection FA (Alternative Response) supervisor.

Service Quality Assurance (SQA): The development and full implementation of the SQA system are close to completion, and it is currently being used by all of the Traditional Program 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 have been developed and 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. The staff and supervisors who are currently 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. In addition, each month a sampling of cases for each worker is reviewed in depth by the supervisor using the SQA tool. This case auditing process will be a means of ensuring adherence to the CFA practice model, and hence it will promote on-going fidelity to the model. Feedback from the units using 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 process of incorporating cultural material into the CFA model has continued during the period of this report. We have worked closely with our primary cultural consultant, Mr. Sam Grant. Our work in this area during the period of this review has included:

- The Steering Committee has continued to edit and refine the cultural material that is being incorporated into our practice documents.
- 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 84 individuals, including managers, supervisors, social workers and case aides received a total of 304.5 hours of training. The training was provided by our CFA trainer, Ms. Lorrie Lutz, by Mr. Grant, and by our internal trainers.

CFA Model Training:

- In November Ms. Lutz conducted a two hour “webinar” to clarify questions regarding the CFA model.
- Training by Internal Trainers: During the period of this review the first training group, consisting of five new workers and a new supervisor, was trained by the internal trainers. The training occurred in three four hour sessions and was very well received. Prior to this

training, the structure and curriculum for the internal training group, now composed of nine social workers, were established. The structure for the internal training program is as follows:

- There will be two pairs of trainers who will do classroom style, “stand-up” training for new staff. They will also conduct refresher in-service training for existing staff.
- The remaining five trainers will mentor new staff in the CFA model.
- The trainers established their curriculum using the materials and suggestions provided to them by Ms. Lutz during her two site visits which occurred during the previous reporting period.
- A series of three “mock” training sessions was conducted by the classroom-type trainers for the rest of the trainers in order for everyone to gain familiarity and comfort with the process and to help ensure consistency among all the trainers. (See more about training in “Lessons Learned” Section on Page 10.)

Training on Culture

Mr. Grant conducted two training sessions: one for supervisors and managers and one for staff in order to deepen their knowledge of the ways in which culture affects child protection practice.

Motivational Interviewing Training

As has been discussed in previous progress reports, we have been exploring providing training in Motivational Interviewing to help our staff focus on “finer skill development” including engagement skills. Ms. Rolack has received permission to use Ramsey County funds for this training, and during the period of this report we have continued to research possible models and providers for the training. During this report period we also issued a “request for quotations” (RFQ) in order to help select a provider.

Evaluation Activities Related to Implementation:

The focus of the first half of the No-Cost Extension year was data cleaning and analysis to support post-test evaluation; proposals to support dissemination were also developed.

During this period, the following evaluation activities took place:

- Management Study: The management study of Ramsey County Human Services 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 Ramsey County. 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 have been incorporated into the CFA Implementation Guide that is currently being developed. (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)
Data cleaning and analysis for Traditional Investigation Case Management (n=30) and Family Assessment Case Management (n=15) was completed during the current reporting period. Comparisons between baseline and posttest case records began during the current reporting period. (Baseline case records consisted of 60 Traditional Intake, 60 Family Assessment Intake, and 60 Traditional Case Management - 25 in home, 15 out-of-home, and 10 out-of-home for a 16/17 year old cases.) Statistical analysis is on-going.

- 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.
- 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: 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 Ramsey County. One focus group was held during the previous reporting period; all remaining focus groups (n=6) were held during the current reporting period. Data cleaning and analysis is on-going.

- Worker & Supervisor Cultural Survey: A large part of the Ramsey County 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 Ramsey County Steering Committee.
- 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 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 Ramsey County is used as case example throughout. The first six chapters of the guide were drafted and reviewed during the previous reporting period. It came to the attention of the program and evaluation teams during the current reporting period that another, very similar guide was developed and disseminated by the National Child Welfare Resource Center for Organizational Improvement. Because of the concern regarding duplication of effort, the evaluation team mapped both the National Resource Center's guide and the

Ramsey guide during the current reporting period to determine if our effort was duplicative. It was determined that while the guiding framework of both guides is the same (and therefore general content regarding implementation is similar), the Ramsey guide provides a focus on implementing CFA in practice (rather than practice change in general) and includes deeper case examples. Therefore the Ramsey team has decided to continue to develop the implementation guide as planned.

4. Sustainability

1) Practice Oversight Committee

As was mentioned above, the Steering Committee added two members, the Child Protection Program manager and a Child Protection FA supervisor. The addition of these two members represents the beginning of the transition of the group from a project steering vehicle to a practice oversight committee that will help to sustain the fidelity of the CFA model following the completion of the grant.

2) Evaluation

Following the completion of the grant in September, 2013, the evaluation responsibility for CFA practice will be assumed by Mr. Allan Malkis, internal Ramsey County evaluator. Discussions were held during the Steering Committee meetings about which indicators should be tracked by Mr. Malkis in order to track fidelity to the CFA model and achievement of performance goals.

3) Training of Trainers

Much progress was made during the period of this review on developing our group of internal trainers (see Training Section above and Lessons Learned Section below). The internal trainers will be perhaps the most important element in the sustainability of the CFA model.

B-03 Lessons Learned

Training of Internal Trainers

The development and roll-out of our internal training program was extremely gratifying for all those who have worked with the program. The development of the internal training group described above (see Internal Training on Pages 3-4) culminated with the first actual training of five new workers and a new supervisor. The staff who are acting as trainers clearly understood the CFA model very well and were able to convey their knowledge to the individuals they were training.

The development and structuring of our internal training program has provided some very important lessons for us. We initially planned to have all nine trainers perform identical training functions. That is, we thought that they would all do classroom-style training for groups of new workers and also do one on one mentoring for any staff needing assistance with the CFA model. During the course of our planning meetings with the group, it became clear that several people were uncomfortable doing "stand-up" classroom type training for groups. Therefore, we identified four staff who do enjoy doing that type of training, and they will work in pairs. The remaining five trainers will do one on one mentoring as needed.

We found that it was very helpful to have the trainers practice their presentation in front of the other trainers. The practice helped to clarify the curriculum and provide consistency among the trainers.

B-04 Dissemination

a. Current

Project Updates

- University of Minnesota Evaluation Website: "Comprehensive Family Assessment Model in Child Welfare. URL:
 - 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, Ms. 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 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 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

Project Presentations

- Presentation at the American Professional Society on the Abuse of Children's 21st Annual Colloquium, June 25-28- Las Vegas, Nevada
 - Audience: Professionals who serve children and families affected by child maltreatment and violence.
 - Goal: Dr. Kristine Piescher, Dr. Traci LaLiberte, and Ms. Elizabeth Snyder from the University of Minnesota evaluation team will make a presentation, "*Changing the tire while the car is moving: Implementing significant practice change using an implementation science framework.*"
 - 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: Professionals who serve children and families affected by child maltreatment and violence.
 - Goal: Dr. Kristine Piescher, Dr. Traci LaLiberte, and Ms. Elizabeth Snyder from the University of Minnesota evaluation team will make a presentation, "*Practice change and family outcomes associated with using Comprehensive Family Assessment in child welfare practice*".
 - Contact: Dr. Kristine Piescher at kpiesche@umn.edu.

- Presentation at the 8th Annual Differential Response Conference, October 23-25, Vail, Colorado
 - Audience: A broad array of child welfare professionals.
 - Goal: Dr. Kristine Piescher from the University of Minnesota evaluation team and Ms. Charlesetta Rolack, Child Protection Intake Manager at Ramsey County will make a presentation, "*Comprehensive Family Assessment: Implementation and outcome comparisons for Alternative Response and Traditional child welfare cases*".
 - Contact: Dr. Kristine Piescher at kpiesche@umn.edu.

Publications

- "*Comprehensive Family Assessment: An Implementation Guide*"
 - Audience: Any jurisdiction interested in the replication of the Ramsey County CFA model.
 - Goal: This implementation guide is 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 use-friendly (e.g., use of icons noting important information in chapters) and information learned through the implementation and evaluation of CFA practice at Ramsey County is used as a case 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 May-September, 2013.
 - Audience: Individual sessions will be held with the following groups: Ramsey County managers and directors; supervisors, social workers, and community providers.
 - 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/casw/research/RamseyCFAProject/>
(See description on Pages 11-12)

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

N/A

B-06 Activities Planned for Next Reporting Period

1. Project Administration

Contracts with Consultants: During the last half 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 into the remaining Child Protection units during the period of the next review. It will be rolled out in Child Protection Intake in June and in Child Protection FA in July.

2. Planning and Development of the CFA Model

Incorporation of Culture in the CFA Model:

Mr. Grant will provide training to supervisors, managers, and staff in April and June on the final version of the cultural material that has been incorporated into our practice tools.

3. Implementation of the CFA Model

Training:

CFA Model Training

Training with Ms. Lutz: During the next reporting period Ms. Luz will conduct her final training site visits in April and September, 2013. She will work with the internal training group in order to ensure that the material they present to trainees has fidelity to the CFA model and that the trainers are consistent in their training with one another. During the course of the next reporting period the internal trainers will not only train any new staff that are hired, they will also provide refresher training for each of the seven Child Protection units.

Motivational Interviewing Training

The responses to the Request For Quotations mentioned above will be evaluated, and the next steps will be determined.

Manuals and Practice Tools

During the period of this review we will finalize the material relating to culture and historical trauma that is currently being incorporated into our manuals and practice tools.

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.

Evaluation Activities

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

- Post-test Case Record Review: Findings of the review will be presented to the Ramsey County Steering Committee, Children's Service Team, and groups of workers in the coming reporting period. Findings of the Case Management post-test will be disseminated in the same report as the Intake post-test during the second half of the No- Cost Extension period.
- SSIS School Outcomes Study: Final analysis and dissemination will occur during the second half of the No- Cost Extension period.
- Post-Test Focus Groups: Dissemination will occur in the second half of the No-Cost Extension period.
- Fidelity Study: Findings will be included in the final posttest evaluation report which will be disseminated during the second half of the No-Cost Extension period.

- Worker and Supervisor Cultural Study: The report outlining findings of this study will be finalized and disseminated during the second half of the No-Cost Extension period.
- CFA Implementation Guide: Finalization of this guide (including writing the remaining three chapters and finalizing the remaining six chapters) will be completed during the second half of 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 Ramsey County and federal funders, and other outlets that may arise (e.g., presentation invitations, articles directed toward County workers, etc.)

4. Sustainability

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

- We will continue to review and revise the membership of the Steering Committee. During the period of this review we have added two members, and we will likely add more members so that the “practice oversight committee” will have a broad enough membership to adequately oversee all aspects of Child Protection practice.
- During the period of this review we will finalize decisions about which data elements our internal evaluator, Allan Malkis, will collect to provide on-going information to the practice oversight committee in order to help gauge the fidelity and effectiveness of the practice model.
- The development of the internal training program will continue.