

State of Hawaii  
Department of Human Services  
Child Welfare Services Branch

# Child and Family Services Review: Program Improvement Plan

10/1/2004

1

## ***We envision a Hawaii where:***

- ✍ All children grow up and thrive in a safe, supportive and stable home environment***
- ✍ When it becomes necessary to remove a child from home, family connections are preserved through regular visits with parents and siblings***
- ✍ Our interventions are:***
  - ✍ Tailored to the individual needs of each child and family, while fully utilizing the strengths, problem-solving abilities and unique capacities of each family and local community***

***✍ Our interventions are:***

***✍ Culturally sensitive and respectful of families' lifestyles, dynamics and choices for themselves and their children***

***✍ Undertaken in a spirit of partnership and collaboration with all parties interested in and committed to strengthening families' capacity to make healthy choices for the safety and well-being of their children***

***✍ Our actions nurture, enhance and sustain the natural support systems for families in the community***

# The CFSR Process

- The Child and Family Services Review (CFSR) is a federally mandated review of the State's Child Welfare System
- The CFSR reviewed Safety, Permanency, and Well-Being outcomes as well as Systemic Factors for the children and families in our care.
- There is no choice: States must participate and reform their programs to meet the Federal outcome measures
- Federal funds are at stake that affect staffing and services

# CFSR – Guiding Principles

- Federal and State accountability for outcomes
- Self-evaluation of practice that leads to better outcomes for families and children
- Evaluation through continuous, multiple and verifiable sources of information
- Reviews conducted in partnership with the states
- Identification of strengths as well as needs

# Federal Requirements

- The CFSR requires any state to implement a Program Improvement Plan (PIP) if the state is found to be in non-conformity with the requirements of the CFSR:
  - ✍ On any of the seven outcomes; or
  - ✍ On any of the seven systemic factors

# Hawaii's Results

- The CFSR onsite review found we did not meet the standard in 6 of the 7 outcome areas and 5 out of the 7 systemic factors
- Hawaii must develop and successfully implement a Program Improvement Plan (PIP)

# CFSR – Key Areas Needing Improvement in Hawaii

- Timely response to reports
- Action must be taken to ensure the risk of harm to children is addressed
- Involvement of the family & child in case planning
- Less reentry into foster care and more stability in foster placements
- Face-to-face contacts with children, parents and foster parents
- Quality assurance monitoring and continuous system improvement



# What We Have Accomplished So Far

- Initiated PIP Workgroups and developed a strategy for each area in non-conformity
- Developed a PIP Workplan using the input from the workgroups and with the assistance of our Federal PIP partners.
- Designated specific percentages of improvement in each area that must be achieved within 2 years as required by the CFSR

# What We Are Doing Now

- Prioritizing child safety
- Implementing an action strategy that includes benchmarks on our performance
- Identifying persons responsible for carrying out each step of the PIP

# Child Welfare Services Branch Priorities

- Ensure child safety by a timely response to all reports of child abuse and neglect accepted for investigation by CWS
- Conduct ongoing safety, risk and needs assessments on all children and families in cases active with CWS
- Ensure that every family and every child, as appropriate, are actively involved in developing their case plan
- Ensure that every child in our care, every family and every foster family are visited at least once a month by the assigned caseworker and afforded the opportunity of a face-to-face interview in cases active with CWS

# Key Strategies to Improve Practice

- Substantial decrease of CWS workload
- Ensure that primary case managers visit the child, parents and foster parents at least once a month
- Increase service array to provide services to threatened harm cases
- Strengthening the role of the Section Administrators and Supervisors
- Ongoing comprehensive assessment
- Involvement of the family in case planning
- Preserve family connections through regular visits with parents and siblings
- Increase recruitment and retention of foster and adoptive parents
- Ongoing quality assurance

# Front End Strategies

- Prioritize intake referrals to comply with the Federal Child Abuse Prevention and Treatment Act (CAPTA)
- Improve training, procedures, and tools
- Increase resources
- Expand Ohana Conferencing

# CAPTA Requirements

- “...establishment of a triage system that-
- (A) accepts, screens, and assesses reports received to determine which such reports require an intensive intervention and which require voluntary referral to another agency, program, or project;
  - (B) provides, either directly or through referral, a variety of community-linked services to assist families in preventing child abuse and neglect; and
  - (C) provides further investigation and intensive intervention where the child's safety is in jeopardy. (Section 105(2) amended June 25, 2003)

# New Comprehensive Assessment

- Expanded opportunities to engage families through the use of the new Ohana Community Outreach program
- Promote personal responsibility and family engagement through the use of the new “service record” for families
- Identify strengths and needs together with the family
- Develop safety and service plans with families as full and equal partners

# Comprehensive Assessment

- ? Assessment is a continuous reevaluation process based on multiple and verifiable sources of information ***throughout the life of a case***
- ? We must always assess for:
  - ✍ safety & risk
    - protective capacities
    - child vulnerability
  - ✍ permanency
  - ✍ well-being



# Case Planning

- Ongoing activity (not a one time event)
- Plan concurrently for temporary and permanent placements
- Done with families who will help develop their own plan and can directly access Ohana conferencing and other services
- Level playing field – we are all equal at the table
- Ohana conferences at the front end, prior to reunification and case closure and for youth transitioning from foster care into independent living
- Family connections are preserved through regular visits with parents and siblings

# Case Planning

- The family is the *expert!* The structured family decision-making process enlists the aid of those in the family circle who can identify:
  - ✍ Strengths
  - ✍ Family resources
  - ✍ Outcomes
  - ✍ What needs to be done
  - ✍ How to get there
  - ✍ The best permanency plan for the child

# Family Involvement

- Family-centered services
  - ✍ Family is informed
  - ✍ Family has voice, choice, and accountability
  - ✍ Service Plan developed & supported by family and CWS
  - ✍ Family supports the plan because they own it

# Services to the Family

- Based on competent ongoing assessments of the family's needs
- Individualized
- Strengths-based
- Realistic
- Culturally sensitive
- Outcome focused
- Family needs driven
- Flexible

# Service Array

- Infusion of promising new services:
  - ✍ Ho`oikaika Po`ohala Services
  - ✍ Kokua Voluntary Case Management Services
  - ✍ Enhanced Comprehensive Counseling and Supportive Services

# Timely Adoption and Permanency Actions

## Recruit and Retain Foster and Adoptive Homes

- ✍ Streamline / redesign the recruitment process
- ✍ Targeted recruitment of culturally diverse foster and adoptive parents
- ✍ Expedite the early identification of kin and the approval process
- ✍ Recruit “smart” involving the family circle through expanded ‘Ohana Conferencing and other new services
- ✍ Encourage open adoptions to preserve family connections
- ✍ Expand training statewide for child specific foster parents by the Hawaii Foster Parent Association’s Child Specific Foster Parent Training

# Partnering and Supporting Foster and Adoptive Parents

- Increase the pool by targeted recruitment and increases in relative placement through Ohana Conferencing
- Improve training for Child Specific homes and ongoing training for all foster parents
- Retain our pool of foster and adoptive parents by improving our working relationship, keeping them informed and involved

# Strengthening the Role of the Section Administrators and Supervisors

- Proactive and intentional
- Move/oversee cases through the system
- Direct (re-direct) critical decisions
- Set timeframes based on case complexity
- Help analyze and interpret information
- Prioritize work appropriately
- Ensure quality of work and compliance with policy, procedures and achieving the PIP outcomes
- Identify training needs



# Staff Training

- Enhance CORE training for new staff
- Provide new ongoing training for all staff
- Create a supportive supervision series
- Partner with University of Hawaii to create a new CWS Training Academy

# Teaming and Collaboration

- Within the Branch, between sections, units and workers by helping each other
- Within the Division, between branches
- Within the Department (BESSD, MQD, OYS)
- Between Departments (DOH, DOE, JUD)
- With the community (e.g., Hawaii Foster Parents Association, Adoption Connection, Project Visitation, the Court Improvement Program, the Citizen Review Panels, service partners)
- And *most importantly*, with families

# Quality Assurance

- QA is about improving Protection and Safety (not blame)
- Holding ourselves accountable to follow our policies and procedures and produce the desired outcomes
- Building our own system to recognize areas for improvement (based on reliable and verifiable information)
- Use of supervisory review and quality case reviews
- Components
  - ✍ Peer reviews and mini-CFSR reviews
  - ✍ Practice standards: clear expectations and indicators of standards for day-to-day practice

# Quality Assurance

- QA is a continuous process

- ✍ Adopt outcomes

- ✍ Incorporate QA through policies and procedures

- ✍ Gather and analyze system data & other reliable and verifiable information

- ✍ Use results!



# Messages from the PIP Team

“All things are possible” - Amy Tsark

“Think positive, the glass is half-full.” – Cynthia Goss

“All are needed to get the work done” – Debby Lee

“In order to create change there must be opportunity, discomfort and hope, we can do this if we believe in ourselves and in our mission for the children and families”  
– Lynne Kazama

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.” –Margaret Mead – (Contributed by Joe Borgo)

“Defeat is not the worst of failures. Not to have tried is the true failure.” George Woodberry – (Contributed by John Walters)

# Messages from the PIP Team

- “You must be the change you wish to see in the world.” – Mahatma Gandhi (Contributed by Susan Ogami-Van Camp)
- “That which does not destroy you, makes you stronger” – Contributed by Jeanne Reinhart)
- “The raggy colt often makes a powerful horse” – Irish proverb (contributed by Lee Dean)
- They always say time changes things, but you actually have to change them yourself.” – Andy Warhol (contributed by Kathy Swink)
- “Ready, Fire, Aim” - Lillian Koller