



University of Pittsburgh



University of Pittsburgh, School of Social Work
The Pennsylvania Child Welfare Training Program

Fiscal Year 2008/2009 Annual Report



**“The achievements of an organization
are the result of the combined effort of each individual.”**

Vince Lombardi

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TRAINING PROGRAM OVERVIEW

The Pennsylvania Child Welfare Training Program (Training Program) is a collaborative effort of the University of Pittsburgh, School of Social Work, the Pennsylvania Department of Public Welfare, and the Pennsylvania Children and Youth Administrators. It was established to train direct service workers, supervisors, administrators, and foster parents in providing social services to abused and neglected children and their families. The Training Program is centrally managed and regionally administered by the University of Pittsburgh, School of Social Work.

VISION

Every child, youth, and family experiences a life rich with positive opportunities, nurturing relationships, and supportive communities.

MISSION

The Pennsylvania Child Welfare Training Program is a national leader in advocating for an enhanced quality of life for Pennsylvania's children, youth, and families. In partnership with families, communities, public and private agencies, we prepare and support exceptional Child Welfare Professionals and systems through education, research, and a commitment to best practice.

PHILOSOPHY

The Training Program is guided by these beliefs, values, and principles and strives to demonstrate them in practice:

- ☞ Each person and family has strengths and resources, which should be maximized in our work with them. We respect each person's connections to their families and communities.
- ☞ All people deserve respect as individuals and are valued as part of the human family. Each person's unique blend of culture is valued and included in our work.
- ☞ The people who do the work in our communities to assure the safety and well-being of children, youth, and families demonstrate their status as professionals and deserve to be respected and paid at a professional level.
- ☞ Our learners are adults who need learning opportunities that are solution-focused, timed to their needs, built on their life experiences, and mesh with their self-concept. (Malcolm Knowles)

- ∞ The *Pennsylvania Standards for Child Welfare Practice* informs our work, including the development of curricula, the presentation of training and the transfer of learning into practice in order to achieve mission-critical outcomes.
- ∞ We are committed to using practitioners throughout the training process, including curriculum development and review.
- ∞ We value families and youth as members of our team and recognize their contributions to the history and future success of the Training Program.
- ∞ We value the professional development of our own staff and support their competency-development through a variety of training and learning opportunities.
- ∞ We are committed to the on-going development of the Training Program's Leadership Team, believing strong leadership is the key to an effective organization.

LEADERSHIP

The Child Welfare Training Steering Committee (TSC) provides leadership in setting the direction and planning for the Training Program. Members represent the key stakeholders of the Training Program, as well as the diversity of the Pennsylvania Child Welfare system. The TSC is co-chaired by the Department of Public Welfare and the Pennsylvania Children and Youth Administrators Association.

ORGANIZATIONAL STRUCTURE

The Pennsylvania Child Welfare Training Program is operated under the leadership and funding of the Department of Public Welfare (DPW) to the University of Pittsburgh, School of Social Work (the University). The University is responsible for the overall management of the Training Program, which includes the following: strategic planning, fiscal planning, and monitoring the development of all curricula and coordination and delivery of training, as well as the development and implementation of transfer of learning support, technical assistance, and evaluation efforts. In addition, the Child Welfare Training Steering Committee (TSC) provides oversight and consultation by operating as an advisory body on matters affecting curriculum content and program development.

The Training Program is comprised of the following departments:

- Fiscal and Operations
- Organizational Effectiveness
- Curriculum Development
- Training Delivery
- Technology Development
- Program Development

The purpose of each of these departments is described below:

Fiscal and Operations Department

- Develop and manage program budgets;
- Support the development and implementation of work plans;
- Prepare contracts for goods and services;
- Manage contracts, purchasing, and supply and equipment inventory;
- Process and monitor accounts payables;
- Provide human resources and payroll support;
- Monitor staff development for the Training Program;
- Manage building operations for a 40,000 sq. ft. training/office complex;
- Oversee office operations and procedures;
- Manage meeting facilities coordination; and
- Oversee in-house duplication center and outside printing jobs.

Roles within the Fiscal and Operations Department:

- **Fiscal Specialist** – Responsible for assisting with development and management of annual program budgets, supporting development and implementation of work plans for technical assistance and professional consultation, preparing and managing contracts for goods and services, preparing purchase orders and requisitions, processing invoices, monitoring accounts payables, travel management, and inventory maintenance.
- **Human Resource Specialist** – Responsible for recruitment, employee orientation, staff development, fringe benefit information, and human resources support. Manages interview process, human resource policies and procedures, staff job descriptions, time record keeping, payroll support, and personnel files. Serves as a liaison between University of Pittsburgh, Human Resource Department and the Training Program.
- **Operations Unit Lead** – Provides oversight of building and office operations and meeting room coordination as well as supervision of professional administrative support for the Fiscal and Operations Department.
- **Administrative Assistant** – Receives and directs all visitors and training participants at the Training Program, manages all incoming telephone calls to the Training Program, coordinates reservations for all training rooms, sets up training rooms per facilitator specifications, manages all general office supplies and incoming/outgoing mail for the Training Program, and provides all professional administrative support for the Fiscal and Operations Department

Organizational Effectiveness Department

- Support practice improvement within the Child Welfare system, providing training, transfer of learning support, and technical assistance in the areas of Family Engagement, Independent Living, Integrated Children's Services Plan, Organizational Effectiveness, Quality Services Review, Risk and Safety Assessment, Systems of Care, and Youth Engagement, as well as other appropriate areas requested by county Children and Youth Agencies;
- Promote transfer of skills learned in the classroom to the field through transfer of learning support;

- Promote best practice in services provided to youth in Independent Living programs;
- Recruit and approve practitioners as consultants for the Training Program and conduct ongoing evaluation to ensure the delivery of quality technical assistance;
- Elevate Child Welfare practice in Pennsylvania by supporting county children and youth administrators, supervisors, and caseworkers with the implementation of the Child and Family Services Review (CFSR), Integrated Children's Service Planning (ICSP), Practice Improvement initiative outcomes, and *the Pennsylvania Standards for Child Welfare Practice*;
- Promote long-term career development among child welfare professionals;
- Promote organizational development for child welfare agencies;
- Evaluate trainee success in applying classroom knowledge to casework practice; and
- Support practice improvement within Family Centers, providing training, technical assistance, and site monitoring in the areas of Fatherhood Initiative/Child Abuse Protection, and Time-Limited Family Reunification, as well as other appropriate practice areas requested by Family Centers.

Roles within the Organizational Effectiveness Department:

➤ Practice Improvement Specialist

- Familiar with the philosophical framework of Family Engagement, Integrated Children's Services Planning (ICSP), Systems of Care (SOC), and Youth Engagement; embraces these values and philosophy when working with county children and youth agencies and Family Centers and promotes evidence-based practices at the county level that support Family Engagement, ICSP, SOC, and Youth Engagement; provides training and technical assistance at the county level for Risk and Safety Assessment, according to recommendations from the Risk Assessment Task Force; assists in coordinating Quality Service Review (QSR) activity with county children and youth agencies; familiar with the Organizational Effectiveness (OE) Model of American Public Human Services Agency (APHSA); promotes use of the APHSA model in assisting county children and youth agencies in utilizing the data from their QSR to develop an agency-wide strategic plan that supports systemic change; facilitates the OE process and plan development with county children and youth agencies and conducts ongoing training needs assessment for their staff through the Organizational Needs Assessment (ONA) process; and familiar with the mission and values of Family Centers and promotes best practices at the local level with regard to Family Centers, Fatherhood Initiative/Child Abuse Prevention and Time-Limited Family Reunification;
- Supports the knowledge and skill development of county children and youth agency staff in topic areas specific to practice improvement; develops and/or revises transfer of learning (TOL) tools; provides on-site coaching and mentoring that supports transfer of learning and skills taught in training to the work place; assesses transfer of learning through collection of data; and conducts ongoing training needs assessment for agency staff through the ONA process;
- Familiar with Youth Engagement practices; embraces the values and philosophical framework of SOC; on-site Independent Living (IL) reviews and technical assistance for the IL programs, and embraces these values and philosophy when working with county children and youth agencies.

Curriculum Development Department

- Develop and/or revise foundation level curriculum, training outlines and transfer of learning (TOL) tools based on feedback from trainers and staff from county children and youth agencies, DPW-OCYF, PA Child Welfare Training Steering Committee, and the Training Program;
- Develop and/or revise standard curriculum and TOL tools based on ONA and ITNA data and feedback from staff from county children and youth Agencies, DPW-OCYF, PA Child Welfare Training Steering Committee, and the Training Program;
- Assist in recruiting practitioners as trainers for the Training Program and conduct ongoing evaluation and provision of technical assistance to trainers to ensure the delivery of quality training;
- Elevate Child Welfare practice in Pennsylvania by supporting county children and youth administrators, supervisors, and caseworkers with the implementation of the Child and Family Services Review, Individual Children's Services Plan, Practice Improvement initiative outcomes, and *the Pennsylvania Standards for Child Welfare Practice*;
- Promote long-term career development among child welfare professionals; and
- Evaluate trainee success in applying classroom knowledge to casework practice.

Role within the Curriculum Development Department:

- Curriculum and Instructional Specialist – Develops curricula needed by county children and youth agencies through a variety of training needs assessment processes; and prepares trainers to present curriculum and/or to modify curriculum to meet the needs of the individual county children and youth agencies

Training Delivery Department

- Coordinate and deliver training throughout the Commonwealth;
- Recruit and approve practitioners as trainers for the Training Program and conduct ongoing evaluation and provision of technical assistance to trainers to ensure the delivery of quality training;
- Oversee the development of trainer developed workshops in order to meet individual county children and youth agency training needs as identified by the ONA and regional team assessments;
- Oversee the development of trainer developed workshops in order to meet specific training needs of Family Centers as identified through technical assistance and site monitoring, based on the availability of funding;
- Elevate Child Welfare practice in Pennsylvania by supporting county children and youth administrators, supervisors, and caseworkers with the implementation of the Child and Family Services Review (CFSR), Integrated Children's Service Planning (ICSP), Practice Improvement initiative outcomes, and *the Pennsylvania Standards for Child Welfare Practice*;
- Promote long-term career development among child welfare professionals; and
- Evaluate trainee success in applying classroom knowledge to casework practice.

Roles within the Training Delivery Department:

- Training Specialist – Coordinates training both regionally and on a per county basis from the data collected from a variety of needs assessment processes.

- Curriculum and Instructional Specialist – Oversees the development of curricula with trainers needed by county children and youth agencies through a variety of training needs assessment processes; and prepares trainers to present curriculum and/or to modify curriculum to meet the needs of the individual county children and youth agencies.
- Statewide Training Specialist – Coordinates all statewide training events based on the data collected from a variety of needs assessment processes.

Technology Development Department

- Develop and maintain computer applications used to support the initiatives of the Training Program and its affiliates;
- Develop and maintain reporting from multiple applications and databases for the Training Program, county children and youth agencies, DPW-OCYF, and private providers;
- Provide technical assistance and support to the Training Program and affiliates through operation of a help desk, media development and duplication, video conferencing, and function arrangements;
- Produce videos and technology-based tools used to enhance the delivery of curriculum, transfer of learning, and a variety of other initiatives;
- Maintain multiple networks and offsite training facilities;
- Maintain multiple websites updating daily to ensure accuracy; and
- Develop web-based training tools.

Roles within the Technology Development Department:

- Systems Programmer - Assists in the development, maintenance, and programming of internal applications, database software, and utilities; Ensures system-wide accuracy of computer systems and databases; Ensures appropriateness of data collection methods and accuracy of data and reporting; Performs diagnostics and maintenance on computers and applications; Creates system development methodologies; and provides technical assistance to the Training Program and all county children and youth agencies across the Commonwealth.
- Instructional Specialist – Collaborates with Training Program staff on the development of videos, and technology-based tools used to enhance the delivery of curriculum, transfer of learning, and a variety of other initiatives; and provides technical assistance to the Training Program and all county children and youth agencies across the Commonwealth.
- Technology Specialist – Provides programming and ongoing maintenance and support of all websites supported by the Training Program; performs set-up, configuration, security, maintenance, monitoring, troubleshooting, and upgrading of multiple networks, hardware, and software; provides testing and quality assurance for application and database development; provides all levels of personal computer and Microsoft Office trainings; and provides technical assistance to the Training Program and all county children and youth agencies across the Commonwealth.

Program Development Department

- Provides oversight with quality assurance to ensure the delivery of quality products and services and ensure relevancy of all products and services to current state laws, regulations, and best practice standards;
- Support OCYF initiatives regarding CFSR and CAPTA implementation;
- Assist the Department of Public Welfare in providing training and technical assistance to the Child Welfare System in the areas of CFSR and CAPTA; and
- Implement and maintain a continuous quality improvement plan for the Training Program.

Roles within the Program Development Department:

- Program Development Specialist: Child and Family Services Review - Provides support in the development of Pennsylvania's statewide assessment and program improvement plan as well as the onsite review as part of the federal Child and Family Services Review; provides oversight of the statewide Quality Services Review process; and participates on related workgroups and steering committees.
- Program Development Specialist: Child Abuse and Prevention Treatment Act - Coordinates the implementation and maintenance of citizen review panels in Pennsylvania; and participates on related workgroups and steering committees.
- Program Development Specialist: Juvenile Justice - Provides coordination and support to the development and delivery of training to staff working with youth who are adjudicated delinquent and are placed within the youth development center/youth forestry camp system; and participates on related workgroups and steering committees.

Regional Teams

- In addition, the Training Program ensures a collaborative approach to the development and implementation of its products and services through the use of regional teams assigned to work with county children and youth agencies. The purpose of regional teams is to assess the training, transfer of learning, and technical assistance needs of county children and youth agencies and to coordinate a seamless delivery of the Training Program's products and services. All departments from the Training Program are represented on each regional team.

Research and Evaluation Efforts

The Training Program designs and implements research and evaluation efforts to determine the impact of training, transfer of learning, and technical assistance on worker skill development.

Current research and evaluation efforts include:

- Embedded evaluations and qualitative analysis of the Charting the Course curriculum;
- Practice improvement initiative evaluation in the areas of Family Group Decision Making (FGDM) and Recruitment and Retention of child welfare staff; and
- Data collection and analysis of transfer of learning (TOL) efforts.

Research and evaluation efforts are designed to do the following:

- Provide all Training Program staff with current research and best practices in the field of child welfare and training development for use in all curriculum and tools developed by the Training Program;

- Elevate child welfare practice in Pennsylvania by supporting county children and youth administrators, supervisors, and caseworkers with the implementation of the Child and Family Services Review (CFSR), Integrated Children’s Service Planning (ICSP), Practice Improvement Initiative outcomes, and *the Pennsylvania Standards for Child Welfare Practice*; and
- Promote long-term career development among child welfare professionals.

A LOOK BACK ON FISCAL YEAR 2008/2009

During fiscal year (FY) 2008/2009, the Training Program focused its’ work in the following key responsibility areas:

- ❖ Needs Assessment
- ❖ Develop and Revise Training, Transfer of Learning, and Technical Assistance Materials and Tools
- ❖ Trainer and Consultant Recruitment, Development, and Approval
- ❖ Coordinate, Market, and Deliver Training, Transfer of Learning, and Technical Assistance
- ❖ Communication, Collaboration, and Quality Assurance with Key Stakeholders
- ❖ Computer Support, Application Development, and Reporting
- ❖ Certification
- ❖ Research and Evaluation

Following is a summary of work completed within each key responsibility area:

NEEDS ASSESSMENT

The Training Program utilizes an Individual Training Needs Assessment (ITNA), which assesses the individual training needs of child welfare professionals. The ITNA lists and prioritizes competencies required by child welfare professionals based on a caseworker’s specific position within his/her agency.

ITNAs collected over the past several years have consistently indicated the following as high training needs, by competency:

- ❖ 203 – Sexual Abuse
- ❖ 309 – Substance Abuse
- ❖ 310 – Domestic Violence
- ❖ 400 – Ethics and Values

In addition to the ITNA, the Training Program also offers the Organizational Needs Assessment (ONA) process, which assesses the organizational needs of county children and youth agencies and includes the development of a recommended training, transfer of learning, and technical assistance plan designed to support the agency’s outcomes. County children and youth agencies assess their needs through local planning processes, but may request the Training Program to assist with further assessment, as well as provide support with the implementation of changes.

Using the previously developed ONA discussion guide to aid the assessment, regional teams completed 15 on site Organizational Needs Assessments (ONA) directly with county staff. Typically, the ONA meetings were preceded by regional teams reviewing county Needs Based Budgets, ICSP reports, and QSR results. At the on site visit, counties selected staff who could speak to their county's individual needs. The Training Program was represented by staff from all departments within the Training Program.

Subsequent to the ONA on site meeting, Training Program staff developed a comprehensive report reviewing the issues raised during the meeting that provided specific training, technical assistance, and transfer of learning recommendations.

Training topic trends from the ONAs consisted of Family Engagement, Family Group Decision Making, Drug and Alcohol/Substance Abuse, Permanency Planning, and Kinship. Technical assistance trends surrounded the areas of Cross Systems Collaboration, Performing Casework, Strength-Based Practice, Quality Assurance, Safety Assessment, and Organizational Effectiveness with a focus on Supervision and Recruitment and Retention. The over arching ONA topics generating all three components of the Training Program's functions of training, technical assistance and transfer of learning consisted of foundational practices of Family Engagement, Solution-Focused Interviewing and Strength-Based Practice. The topic area of Independent Living was also recommended as needing focus in all three functions provided by the Training Program.

The identified recommendations support the areas of specialized training, on-site technical assistance and practice improvement efforts provided at multiple levels that continue to promote positive outcomes toward the safety, permanence and well-being for families and children.

Another aspect of the Training Program's needs assessment efforts includes an on-site Annual Program Evaluation for county children and youth agencies who have federally funded Independent Living (IL) Programs. An IL Program Review typically consists of an overall evaluation, as well as a technical assistance component. In FY 2008/2009, all sixty-three federally funded IL Programs received an on-site Program Review.

DEVELOP AND REVISE TRAINING, TRANSFER OF LEARNING, AND TECHNICAL ASSISTANCE MATERIALS AND TOOLS

The Training Program ensures that all of the materials and tools developed and/or revised are Pennsylvania specific, based on current research, promote the implementation of the *Pennsylvania Standards for Child Welfare Practice*, focus on skill development and permanency issues, and support casework practice that promotes the Child and Family Services Review (CFSR) outcomes of safety, permanence, and well-being for children and their families. The Training Program also develops and evaluates curricula according to guidelines consistent with training needed for social work licensure and ensures that the content is consistent with current research and relevant to practice through the implementation of a quality assurance (QA) process.

Training Materials and Tools

The Training Program offers both knowledge and awareness and skill-based curricula, which are divided into foundation skills and specialized and related.

❖ **Foundation Skills**

The Training Program designs foundation or core skills training to provide child welfare professionals with the fundamental attitudes, knowledge, and skills necessary to provide services to children and their families. Core skills training is developed for direct service workers, supervisors, and administrators.

Direct Service Worker Foundation Skills Training

Charting the Course towards Permanency for Children in Pennsylvania (Charting the Course) curriculum is a skill-based curriculum that assists in the development of initial skills in newly hired caseworkers. *Charting the Course*, a 126 hour curriculum, was fully implemented in 2006/2007 but continued to be refined and updated throughout 2008/2009. The *Charting the Course* curriculum contains the following 15 Modules:

- *Introduction to Pennsylvania's Child Welfare System*
- *Introduction to Pennsylvania's Child Welfare Practice*
- *Using Interactional Helping Skills to Develop Caseworker/Client Relationships*
- *Overarching Framework for Practice*
- *Identification and Assessment of Child Abuse/Neglect*
- *Safety Assessment*
- *Risk Assessment and Family Assessment*
- *Screening, Investigation, and Documentation*
- *Child Development*
- *Introduction to Community and Community Partnerships*
- *Family Service Planning Process – Case Transfer and Closure*
- *The Court Process*
- *Out-of-Home Placement and Visitation*
- *When Reunification is Not in the Best Interest of the Child*
- *Applying Knowledge and Skills to Achieve Outcomes*

In FY 2008/2009, the Training Program began to conduct research based on the following technology tools used with *Charting the Course*:

- *Embedded Evaluations*: Written questions for the Risk Assessment, Family Service Plan, and Interactional Helping Skills that were used to gather data to help measure participant learning within those modules.
- *Embedded Evaluation Tracking Tool*: This database was used to store the results from all embedded evaluations.

Administrator Foundation Skills Training

Charting the Course Towards Permanency for Children in Pennsylvania: An Administrator's Overview is a four day curriculum that gives administrators an overview of the learning that direct service workers receive as part of the Charting the Course curriculum. This was fully piloted and implemented during 2008/2009.

❖ **Specialized and Related**

Beyond the foundation skills training, child welfare professionals require on-going training to support their long-term professional development. The Training Program designs specialized and related training that builds upon the foundation level training and covers a variety of topic areas. Specialized and related training is developed for caseworkers, supervisors, and administrators.

Direct Service Workers and Supervisors

In FY 2008/2009, the Training Program developed or revised the following specialized and related curricula:

- 202: Foundations of Independent Living: An Overview (6 hours)
- 202: The Independent Living Services Continuum: Engaging Youth In Their Transition Process (12 hours)
- 203: Overview of Child Sexual Abuse (12 hours)
- 203: Investigative Interviewing in Child Sexual Abuse (12 hours)
- 203: Working with Juveniles who Sexually Offend (12 hours)
- 204: Forensic Interviewing of Children (6 hours)
- 204: Forensic Interviewing of Children: Minimal Facts (12 hours)
- 204: An Introduction to the Safety Assessment and Management Process (18 hours)
- 204: An Introduction to the Safety Assessment and Management Process: A Brief Overview (6 hours)
- 207: Solutions to Engaging Families in the FGDM Process (6 hours)
- 209: Aftercare Planning (6 hours)
- 209: Family Reunification and Case Closure in Child Sexual Abuse Cases (6 hours)
- 209: Permanent Legal Custodianship in the Context of Permanency Planning (6 hours)
- 301: Choice Theory and Reality Therapy (12 hours)
- 301: Engaging Clients from a Strength-Based, Solution-Focused Perspective (TOL) (24 hours)
- 305: Engaging Incarcerated Parents (6 hours)
- 307: Engaging Latino Families / Entendiendo La Cultura Latina Y Su Familia (6 hours)
- 308: Adult Mental Health Issues: An Introduction for Child Welfare Professionals (12 hours)

- 309: Drug and Alcohol Issues: An Introduction for Child Welfare Professionals (12 hours)
- 317: Gangs (12 hours)
- 400: The CPS Worker: Making the Case for Safety (6 hours)
- 411: Child Welfare Revenues (6 hours)
- 521: Strength-Based, Solution-Focused Supervision (6 hours)
- 820: Development of Trainers Training: An Overview for County Safety Leads (6 hours)
- 910: Resource Parent Orientation Training Series: An Overview of Foster Care (2 hours)
- 911: Resource Parent Orientation Training Series: Child Development (2 hours)
- 912: Resource Parent Orientation Training Series: Separation, Grief, Loss and Behavior Management (2 hours)
- 922: Resource Parent Orientation Training Series: Parenting the Child Who Was Sexually Abused (2 hours)

In addition, the Training Program developed the following workshops or presentations for statewide training opportunities:

- **Fall 2008 Supervisor Training Event**
 - ✓ 313: Traumatic Stress: Signs, Symptoms and Recovery (3 hours)
 - ✓ 400: Ethical Boundaries: Crossing the Communication Generation Divide (3 hours)
 - ✓ 501: 7 Habits of Highly Effective Supervisors (3 hours)
 - ✓ 503: Building a Positive and Collaborative Work Environment through Effective Small Group Leadership and Problem Solving (3 hours)
 - ✓ 523: The Supervisor's Role in Improving Outcomes for Children and Families (3 hours)
 - ✓ 533: Beyond the Evaluation: Managing Performance to Increase Caseworker Retention and Job Satisfaction (3 hours)
- **Spring 2009 Supervisor Training Event**
 - ✓ 521: Legislative Update 2009 (3 hours)
 - ✓ 521: Safety Assessment and Management Process Learning Community (3 hours)
 - ✓ 533: Retaining Staff: What Can I Do? (3 hours)
 - ✓ 703: But It's My Space: Social Networking Sites and Other Internet Issues (3 hours)
 - ✓ 870: What Supervisors Can Do to Recruit and Retain Staff (3 hours)

In FY 2008/2009, the Training Program also revised the following resources:

- Lesbian, Gay, Bi-Sexual, Transgender and Questioning Youth Resource Book (in collaboration with the Diversity Taskforce)
- Indian Child Welfare Act Desk Guide (in collaboration with the Diversity Taskforce)

- Drug and Alcohol Issues Resource Book
- Adult Mental Health Issues Resource Book
- Safety Assessment and Management Process Manual

In FY 2008/2009, the Training Program developed videos to be used with specialized and related curricula:

- 927: *Adolescent Behavior and the Caregiver Response*
- 305: *Engaging Incarcerated Parents*
- 301: *Engaging Clients from a Strength-Based, Solution-Focused Perspective*
- 307: *Engaging Latino Families/Entendiendo La Cultura Latina y Su Familia*
- 1200: *Introduction to Working with Juvenile Offenders*

The Training Program also produced videos for the following events:

- *Independent Living Yearbook*
- *Development of Trainers Presentations (27)*
- *Introduction to Organizational Excellence*
- *“My Life” documentary (with IL ambassador)*

In all, 1202 DVD’s and 7038 CD’s were created, labeled, and cased to be distributed for various purposes across the state.

Administrators

In FY 2008/2009, the Training Program continued to develop curricula designed to assist administrators in meeting their agency’s practice improvement goals through subject knowledge and leadership skills. Trainings developed for the Pennsylvania Children and Youth Administrators Association (PCYA) quarterly meetings included:

- PCYA Quarterly Training Events:
 - 700: How Leadership Can Encourage Staff to Build A Career in Child Welfare (3 hours)
 - 700: Policy Development (3 hours)
 - 701: Use of Technology in Child Welfare (3 hours)
 - 701: Multigenerational Differences in the Workplace (3 hours)
 - 703: But It’s MySpace: Employees, Social Networking Sites, and Other Internet Issues (3 hours)
 - 706: Helping Improve Outcomes for Pennsylvania’s Children and Families through the CFSR (3 hours)

Transfer of Learning Materials and Tools

The Training Program utilizes its own *Ten Step Transfer of Learning (TOL) Process* to provide structured activities for caseworkers and supervisors to work together in order to enhance the application of knowledge and skills learned in the classroom. The process written to correspond to an existing curriculum is known as a TOL Package. A TOL Package includes the following:

- ❖ Initial Visit with Supervisors
- ❖ Initial Visit with Caseworkers
- ❖ Pre-Work Activities
- ❖ Initial Training
- ❖ 30-Day Follow-Up TOL Visit
- ❖ 60-Day Follow-Up TOL Visit
- ❖ 90-Day “Booster Shot” Training
- ❖ 5-Month Follow-Up TOL Visit
- ❖ 6-Month On-the-Job Assessment
- ❖ Closure TOL Visit

During FY 2008/2009, the Training Program also developed the following TOL Packages:

- 1300: Integrating Concurrent Planning into Child Welfare Practice: TOL Package (19 hours)
- 1300: Strength-Based, Solution-Focused Supervision: TOL Package (19 hours)
- 1300: Juvenile Justice Counseling Academy: TOL Package (44 hours)

Technical Assistance Materials and Tools

The Training Program develops individualized technical assistance plans for county children and youth agencies, per the approval of DPW, in a variety of practice improvement areas, which include but are not limited to Family Engagement, Integrated Children’s Services Plan (ICSP), Independent Living (IL), Organizational Effectiveness (OE), Quality Services Review (QSR), Systems of Care (SOC), and Youth Engagement.

In FY 2008/2009, the Training Program developed the following trainings, or resources for county children and youth agencies:

- ❖ *Organizational Effectiveness*
Transfer of Learning (TOL) Assessment Tool
- ❖ *Independent Living/Youth Engagement*
 - Coordinated the 2009 Independent Living Youth Retreat: D.R.E.A.M (Determine, Realize, Educate, Achieve, Motivate) with a committee of youth, public and private child welfare professionals and staff from the Department of Public Welfare.

- Continued to employ Youth Ambassadors (youth alumni from foster care)
- Supported statewide and regional Youth Advisory Board (YAB) efforts to educate, advocate, and form partnerships for positive change in the child welfare system.
- Enhanced the YAB website, <http://www.independentlivingpa.org>
- Revised the Independent Living Overview and Engaging Youth in Their Transition Planning curricula

❖ *Quality Service Reviews (QSR)*

- The Training Program continued to assist counties in their internally lead Quality Service Reviews during this fiscal year. The Training Program also supported the three counties chosen to experience the qualitative review for the federal Child and Family Services Review.

**TRAINER AND CONSULTANT
RECRUITMENT, DEVELOPMENT, AND APPROVAL**

Trainers

The Training Program uses a workshop model for most of its trainings. Trainers must have thorough knowledge of Pennsylvania Child Welfare practice, the *Pennsylvania Standards for Child Welfare Practice*, and the outcome measures from the Child and Family Services Review (CFSR) in the areas of safety, permanence, and well-being. Trainers must also be experienced with well-developed presentation, facilitation, and group process skills. All applicants go through a screening, interview, and assessment process according to Training Program standards. In addition, participants for each workshop evaluate the trainer's performance utilizing the Training Program's workshop evaluation form, and Training Program staff conduct observations and evaluations on all trainers in order to ensure quality.

The Development of Trainers (DOT) training provides new trainers with an understanding of the adult learning theory, as well as its importance to the delivery of training, and supports the development of platform skills in new trainers. In FY 2008/2009, the Training Program conducted ten (10) Development of Trainer (DOT) sessions for contracted trainers, Youth Development Centers and Forestry Camp staff, youth from the Youth Advisory Board, county children and youth safety leads, Pennsylvania State Resource Parent Association board and members, and individuals from private provider agencies. As a result, 42 new contracted trainers were brought into the Training Program along with 123 county safety leads resulting in a total of 303 contracted trainers for the Training Program.

The Training Program completed 101 trainer observations consisting of 247 days which include mentoring, first-time trainer, new content, bi-ennial and county safety lead observations. The Training Program also completed 37 technical assistances throughout FY 2008/2009.

A Training on Content (TOC) session is held for approved trainers to review the content, sequencing, timing, activities, key learning points, facilitation issues, and training aids of a new curriculum. In FY 2008/2009, a total of 35 TOC sessions were conducted for the following curricula:

- 110: Charting the Course: Modules 1-8
- 110: Module 6: Safety Assessment and Management Process (Revisions)
- 202: Adolescent Issues: Risk, Resiliency and Positive Youth Development
- 202: Foundations of Independent Living: Overview
- 202: The Independent Living Services Continuum
- 204: An Introduction to the Safety Assessment and Management Process
- 207: Solutions to Engaging Families in the FGDM Process
- 209: Integrating Concurrent Planning into Child Welfare Practice
- 303: Childhood Mental Health Issues: An Introduction for Child Welfare Professionals
- 303: Childhood Mental Health Issues : An Application to the Casework Process
- 305: Engaging Incarcerated Parents
- 306: Peer Review Training
- 400: Using Ethics to Guide Casework and Decision Making
- 411: Overview of Child Welfare: Service Provider Contracting
- 521: Strength-Based, Solution-Focused Supervision
- 1100: Juvenile Justice: An Introduction for Working with Juvenile Offenders
- 1100: Juvenile Justice: Counseling Academy
- 1300: Strength-Based, Solution-Focused Supervision: TOL Package

Consultants

The Training Program utilizes consultants to provide consulting services to county children and youth agencies. Consultants must have thorough knowledge of Pennsylvania Child Welfare practice, the *Pennsylvania Standards for Child Welfare Practice*, and the outcome measures from the CFSR in the areas of safety, permanence, and well-being. Consultants must also be experienced with well-developed presentation, facilitation, and group process skills.

In FY 2008/2009, the Training Program revised and implemented a consultant interviewing, selection, and assessment process. The Training Program also finalized the Development of Consultants (DOC) training. The DOC prepares prospective consultants for assignments in county children and youth agencies that have requested technical assistance. By attending the DOC, consultants are able to:

- ❖ Know the role of a child welfare consultant;
- ❖ Describe the Organizational Effectiveness processes and framework used to enhance child welfare organizations;
- ❖ Describe the basics of Pennsylvania's major initiatives (including Systems of Care and Family Group Decision Making) and programs that may need the guidance of consultants in county children and youth agencies; and
- ❖ Discuss basic legal underpinnings of the child welfare system, as well as the CFSR's impact on child welfare practice in Pennsylvania.

In FY 2008/2009, the Training Program brought in 20 new consultants through the Development of Consultant training.

**COORDINATE, MARKET, AND DELIVER TRAINING,
TRANSFER OF LEARNING, AND TECHNICAL ASSISTANCE**

The Training Program offers training, transfer of learning, and technical assistance to child welfare professionals, as well as county children and youth agencies. These services are made available at the local level in order to ensure that the unique needs of county children and youth agencies are being served. Quality assurance is maintained in products that are developed through centralized development processes.

Training

Training is designed to provide child welfare professionals with the attitude, knowledge, and skills necessary to provide quality services related to the protection of abused and neglected children and to stabilizing families.

In FY 2008/2009, the Training Program delivered 2416 workshops consisting of 2,318 days of training. A total of 21,613 participants attended training with 1,174 child welfare professionals receiving at least one day of Charting the Course training.

Type of Workshop	Number of Workshops	Number of Days	Number of Hours
Charting the Course	617	816	4896
Supervisor Training Series (CORE)	90	180	1080
Specialized and Related Training	1344	541	3246
Supervision Trainings	24	32.5	195
Fiscal Trainings	9	17	102
Trainer and Consultant trainings	33	18	108
Administrator Trainings	12	13.5	81

Safety Trainings	235	674	4044
Foster Parent Trainings	52	26	156
TOTAL	2416	2318	13908

Statewide Training Information

❖ **Foundation Skills - Administrators**

Title	Days
<i>501 Leadership Academy: Foundations of Leadership</i>	4

❖ **FISCAL**

Title	Days
<i>411 Overview of Child Welfare and Fiscal</i>	3
<i>411 Act 148 Invoicing</i>	9
<i>411 Overview of Child Welfare Service Provider Contracting</i>	3

❖ **Juvenile Justice Specific Trainings**

Title	Days
<i>1200: Juvenile Justice: An Introduction to Working with Juvenile Offenders</i>	5
<i>1200: Juvenile Justice: Counseling Academy</i>	15
<i>1200: Juvenile Justice: Supporting Youth's Mental Health</i>	2

❖ **Family Center Specific Trainings**

Title	Days
<i>207: Introduction to Family Group Decision Making: Part 1</i>	1
<i>207: Introduction to Family Group Decision Making: Part 2</i>	3
<i>304: Signs of Abuse and Neglect</i>	1
<i>305: Engaging Absent Fathers</i>	2
<i>306 Peer Review Training</i>	4
<i>400 The CPS Worker: Making the Case for Safety</i>	3

Transfer of Learning and Technical Assistance

The Training Program provides individualized transfer of learning and technical assistance to county children and youth agencies, per the approval of DPW, through facilitation, meetings with management, coaching, or working with family groups.

In FY 2008/2009, the Training Program provided 2607 hours of on-site transfer of learning and technical assistance for 65 county children and youth agencies in the following practice improvement areas:

❖ *Concurrent Planning*

Concurrent Planning includes the development of a contingency or back-up permanency plan for the child at the time of placement in the event that reunification cannot be achieved.

❖ *Family Engagement*

Family Engagement practices empower families to make well-informed decisions and plans to keep their children safe and to ensure the formation of life-long relationships with their families, in whatever way they define family, and their communities. These practices are underscored by the basic principle that the inherent strengths of families and their resources can be engaged to respond to the safety, permanence, and well-being needs of children. Effective family engagement begins with the formation of a collaborative partnership with families, communities, and all helping agencies within each community. The collaborative partnership guides the development of a vision and mission, assessment of involved organizations, and strategic planning for change and implementation. One growing Family Engagement practice in Pennsylvania is Family Group Decision Making (FGDM).

❖ *Independent Living*

Independent Living Programs exist in most counties in Pennsylvania to prepare and support youth in foster care to successfully transition from the substitute care system and to maximize their potential as members of the community. This transition requires significant support, which can only occur through collaborative efforts across services, systems, and with the involvement of key stakeholders.

❖ *Integrated Children's Services Plan*

Integrated Children's Services Plan (ICSP) is a way of providing services that is inclusive of families, county children and youth agencies, community partners, and helping agencies who work together to provide culturally competent and coordinated support and services that are child-centered and family-focused for all children, youth, and families. To build an integrated system, collaborative partners, including families and youth, must first look to the services and functions provided within each agency and then work to build those services and functions into one comprehensive system. Supporting the integration of services, which touch the lives of children and families across Pennsylvania, involved organizational and systems assessment, strategic planning for integration, and communication planning. ICSP often dovetails with Systems of Care.

❖ *Organizational Effectiveness*

Organizational Effectiveness (OE) provides a framework for a systemic and dynamic approach to improving an organization's capacity for performance. OE underscores the importance of viewing an organization through its operations, key processes, systems and strategies. Effective change management generally begins with the engagement of upper and middle managers within an organization and extends to all of its members. Once on board, the team assesses the agency need; it evaluates change, anchors new approaches within the agency culture, and guides strategic planning for continued change and implementation of best practices.

❖ *Quality Service Reviews*

Quality Service Reviews (QSRs) provide a means to assess the quality of casework practice. The reviews being used in Pennsylvania are patterned after the Child and Family Services Review (CFSR) established by the Federal Administration for Children and Families (ACF). They are designed to help improve Child Welfare services and the outcomes for children, youth, and families who receive services by identifying strengths and needs within county children and youth agency programs, as well as areas where technical assistance can lead to program improvements.

❖ *Risk and Safety Assessment*

Risk and Safety Assessments are a primary responsibility of all child welfare staff and are a crucial skill in successfully working with children and their families. Being able to accurately assess risk to a child may save a child's life. Accurately assessing safety threats and indicators will allow a plan to be developed that will enable a child to safely remain in their own home. The Department of Public Welfare (DPW) has created specific protocols for risk and safety assessment that, when followed correctly, will facilitate a complete, strength-based, and valuable assessment to serve as a baseline of information for safety and service planning. Child welfare staff will be equipped to perform their job fully and ultimately improve outcomes for children and families by being completely familiar with the required process for risk and safety assessment.

❖ *Systems of Care*

Systems of Care (SOC) is a synchronized network of families, communities, and helping agencies working together to provide culturally competent and coordinated support and services that are child-centered and family-focused for all children, youth, and families. To build a SOC network, collaborative partners, including families and youth, must first look to the services and functions provided within each agency and then work to build those services and functions into one comprehensive system. Supporting the SOC effort across Pennsylvania involves organizational and systems assessment, strategic planning for integration, and communication planning. In Pennsylvania, SOC is closely tied to ICSP.

❖ *Transfer of Learning*

Transfer of Learning (TOL) support sessions include activities designed to enhance the transfer of knowledge and skills from training to the job, promote knowledge and skill development of child welfare professionals, and support effective learning. TOL support sessions are implemented through a partnership between Training Program staff, county

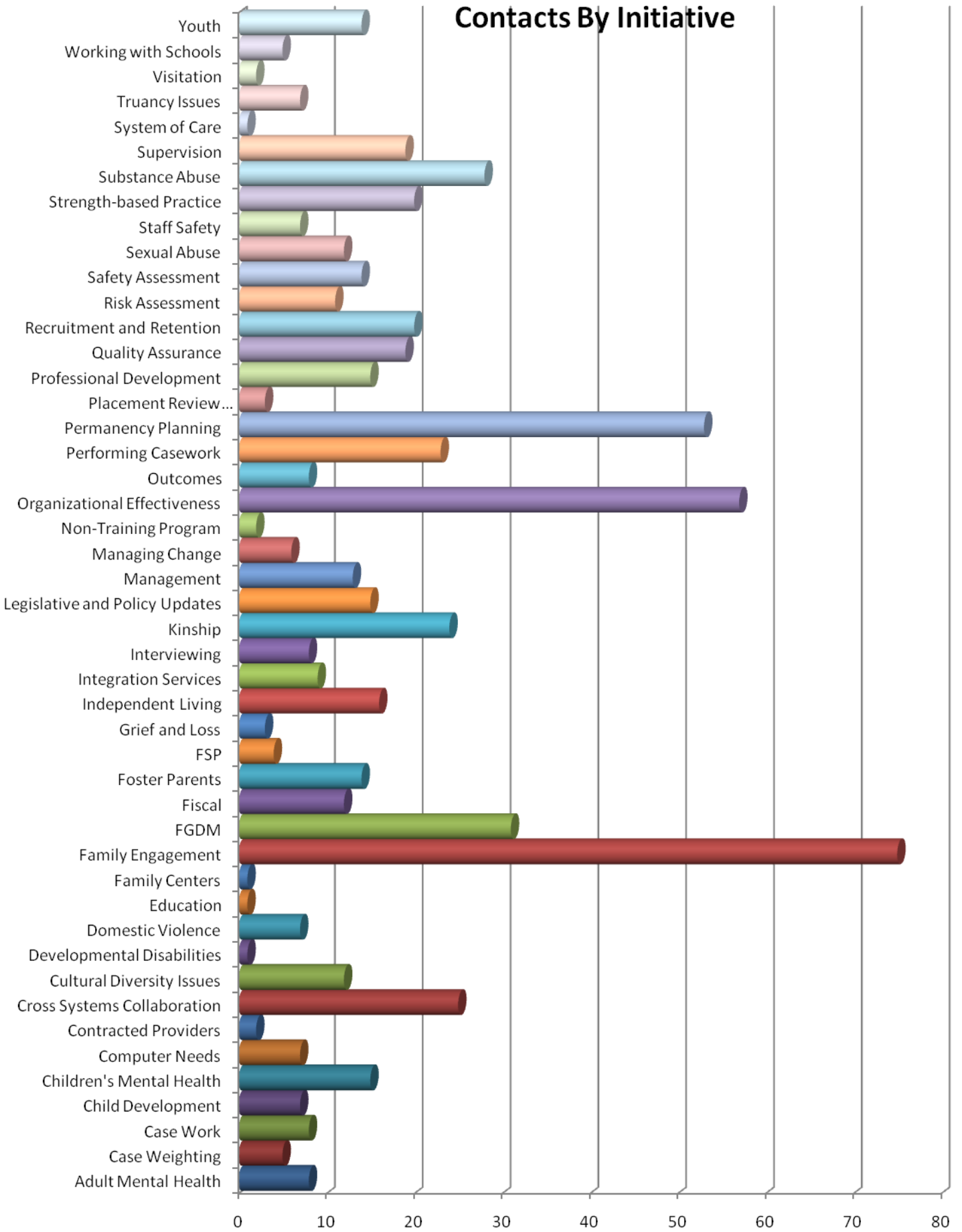
children and youth agency representatives (i.e. supervisors and administrators), and Trainees.

❖ *Youth Engagement*

Youth Engagement practices empower youth and young adults to reach their fullest potential and convey the strengths and values that all youth possess. In addition, these practices encourage youth and young adults to be active participants in the individual and system level decisions that impact their lives. Engaging youth and young adults provides invaluable feedback not only for individualized planning, but for evaluating and improving the array of independent living services and supports that aid in their transition to adulthood. Effectively engaging youth begins with actively listening to them, and acknowledging that their perspectives are critical to the system that exists to protect and seek their best interests. To aid Youth Engagement efforts in Pennsylvania, the Training Program began employing youth ambassadors in FY 2005/2006. The purpose of including youth ambassadors on staff was to provide a youth perspective, as well as the opportunity to voice youth-related issues and concerns in the development and implementation of Training Program products and services.

Total Contacts by Initiative	Number	Hours
CAPTA	19	47.5
Child and Family Services Review	233	1050.75
Concurrent Planning	8	57
Encompass Training	1	2
FA/CAP Review	1	2
Family Centers	43	103.5
Family Engagement	169	579.5
FC Review	21	75.5
Independent Living	156	634
Independent Living (Annual Review)	49	148.5
Integrated Children's Services Plan	27	59.5
Juvenile Justice	61	201
Mentored Visitation	1	3
Organizational Effectiveness	309	922.7
Organizational Needs Assessment	53	113.5
Permanency Planning	127	375.25
Quality Service Review	21	91
Regional Team Liason Meetings	65	123
Risk and Safety Assessment	240	882.25
Systems of Care	108	189.75
TLFR Review	2	4
Transfer of Learning Meeting	27	62.5
Transfer of Learning Support Session	110	563.5
Youth Engagement	142	535.5
	1993	6826.7

Contacts By Initiative



In FY 2008/2009, the Training Program also provided or assisted in the delivery of the following regional and statewide opportunities:

- ❖ 12 Statewide Adoption and Permanency Network (SWAN) and Independent Living (IL) Regional Meetings – collaborated with SWAN’s prime contractor, Diakon Family Design Resources (FDR), to provide these events
- ❖ 1 SWAN Statewide Meeting: Summer 2009
- ❖ 1 SWAN Statewide Meeting: Winter 2009
- ❖ 4 Youth Advisory Board (YAB) Statewide Meetings
- ❖ Pennsylvania State Resource Parent Association Fall Conference: Fall 2008
- ❖ Supervisor Training Event in Fall 2008 entitled “From Post-Its to Palm Pilots: Our Changing World and Its Impact on Child Welfare” (individuals who attend are inclusive of public, private, and state representatives) – collaborated with the Supervisory Training Advisory Group (STAG) to provide these trainings
- ❖ Supervisor Training Event in Spring 2009 entitled “Building Upon Practices” (individuals who attend are inclusive of public, private, and state representatives) – collaborated with the Supervisory Training Advisory Group (STAG) to provide these trainings
- ❖ Consultant and Trainer Regional Events in Fall 2008 (individuals who attend include Consultants and Trainers of the Pennsylvania Child Welfare Training Program)- collaborated with the Consultant and Trainer Advisory Group (CTAG) to provide these trainings.
- ❖ Consultant and Trainer Statewide Training Event in the Spring 2009 entitled Pennsylvania’s Expertise: Taking It To The Next Level” (individuals who attend include Consultants and Trainers of the Child Welfare Training Program)-collaborated with the Consultant and Trainer Advisory Group (CTAG) to provide these trainings.
- ❖ PCYA quarterly meeting training in the Fall 2008 entitled “But It’s MySpace: Employees, Social Networking Sites, and Other Internet Issues” as well as the “Use of Technology in Child Welfare” (individuals who attend include Pennsylvania Children and Youth Administrators) - collaborated with the Leadership Academy QUAC to provide this training.
- ❖ PCYA quarterly meeting training in the Winter 2009 entitled “Multigenerational Differences in the Workplace” as well “Helping Improve Outcomes for Pennsylvania’s Children and Families through the CFSR” (individuals who attend include Pennsylvania Children and Youth Administrators) - collaborated with the Leadership Academy QUAC to provide this training.
- ❖ PCYA quarterly meeting training in the Spring 2009 entitled “How Leadership Can Encourage Staff to Build A Career in Child Welfare” (individuals who attend include Pennsylvania Children and Youth Administrators) - collaborated with the Leadership Academy QUAC to provide this training.
- ❖ Provided 235 SAT Waivers to IL youth through the IL Project’s SAT and College Fee Waiver Program
- ❖ Interviewed substitute care youth from approximately 30 county children and youth agencies for the purpose of evaluating the effectiveness of independent living and child welfare services aimed at aiding youth in transition. Most of these interviews were done as part of the annual independent living site visits/reviews. In addition, supported youth

participation in the Child and Family Services Review and Program Improvement Plan efforts.

Continuing Education Credits for Social Workers

Continuing its collaboration with the University of Pittsburgh's Continuing Education Department, the Training Program offers continuing education (CE) credits for Licensed Social Workers (LSWs).

In FY 2008/2009, the Training Program awarded over 9000 professional continuing education credit hours to participants.

In addition, the Training Program collaborated with the following organizations to provide continuing education credits for their training events:

- Processed requests from eight (8) different agencies:
 - PA Family Support Alliance
 - Beaver County C&Y
 - Berks County C&Y
 - Bucks County C&Y Advisory Board
 - Chester County C&Y
 - Washington County
 - Office of Children and Families in Court (AOPC)
 - American Humane.
- Among the eight (8) agencies listed above, there were 111 trainings requested with 382 participants issued continuing education credits.

COMMUNICATION, COLLABORATION, AND QUALITY ASSURANCE WITH KEY STAKEHOLDERS

The Training Program utilizes a comprehensive approach, which includes communication, collaboration, and quality assurance with key stakeholders, for the development of curriculum, delivery of training, transfer of learning, and technical assistance, and on-going review of the Training Program's success. One component of this approach is the establishment of Quality Assurance Committees (QUACs), Advisory Groups, and Project Teams. In addition, the Training Program continually solicits feedback through regular contact with county children and youth agencies, the Department of Public Welfare (DPW), and private provider agencies.

In FY 2008/2009, the number of outside agencies approved to use training/meeting space in our building as of June 30, 2009 was 132 and the number of meetings/trainings held in our building by outside agencies was 459.

In FY 2008/2009, the following Quality Assurance Committee was hosted by the Training Program:

- Leadership Academy QUAC

In FY 2008/2009, the Training Program held QUACs on the following topic areas:

- *Overview of Child Welfare Service Provider Contracting*
- *Interstate Compact for Children and Families*
- *Autism*
- *Supervisor Training Series*
- *Charting the Course*
- *Valuing Diversity*
- *Engaging Latino Families*
- *Disciplinary Process Overview*

In FY 2008/2009, QUACs, Advisory Groups, and Project Teams for the Training Program included:

❖ *Diversity Task Force:*

The Diversity Task Force is committed to issues of human diversity in child welfare. Membership includes individuals from county children and youth agencies, DPW, and *the Training Program, as well as trainers and foster parents.* In FY 2008/2009, the Diversity Task Force established its own portion of the Training Program website, which includes culturally-sensitive resources. In addition, they reviewed and contributed to the development of the Engaging Latino Families/Entendiendo La Cultura Latina y Su Familia curriculum and the revision of the Valuing Diversity curriculum for caseworkers. They assisted in review and recommendations for inclusion of LGBTQ (Lesbian, Gay, Bisexual, Transgender and Questioning) Manual, which is now posted on the Training Program website. They began planning for incorporation of Considering the Diversity Factor in Training: A Trainer's Handbook into a more comprehensive inclusion in the Development of Consultants and the Development of Trainers programs for the Training Program.

❖ *Leadership QUAC:*

The Leadership QUAC is a collaborative effort of the Pennsylvania Children and Youth Administrators Association (PCYA), DPW, and the Training Program. During FY 2008/2009, the Leadership QUAC continued to develop the components of an administrator certificate program, as well as identify topic areas to be trained at the PCYA quarterly meetings.

❖ *Supervisor Training Advisory Group (STAG)*

The STAG is responsible for assisting in the development of the agenda for the Supervisor Training Events, as well as identifying the topic areas of additional standard workshops to be developed for supervisors. In FY 2008/2009, the STAG provided guidance and leadership in the development for the Fall 2008 and the Spring 2009 Supervisor Training Events.

❖ *Consultant and Trainer Advisory Group (CTAG)*

The CTAG was formed in response to the need to provide consultants and trainers with increased communication with the Training Program. The CTAG works to increase professional development opportunities for consultants and trainers and promotes pride and belonging as an integral part of the Training Program. The input from consultants

and trainers assists the Training Program in ensuring that materials are relevant to their current needs. During FY 2008/2009, the CTAG:

- Designed the consultant and trainer website with specific information to meet their growing needs
- Implemented the trainer feedback form and process
- Advocated and planned for required professional development training hours for consultants and trainers.

❖ CAPTA Workgroup

Act 146 of 2006 provided Pennsylvania with the necessary statutory requirements for full compliance with the Federal Child Abuse Prevention and Treatment Act (CAPTA). As part of those requirements, Pennsylvania is to establish citizen review panels. The Department of Public Welfare (the Department) has embraced the requirement to establish citizen review panels by reconvening the CAPTA Workgroup to assist with implementing the citizen review panels. Consisting of volunteers from a variety of backgrounds and specialties, the CAPTA Workgroup assisted with drafting statutory language that became Act 146.

In FY 2008/2009, the Training Program collaborated with the DPW to staff the CAPTA Workgroup. Workgroup meetings continued monthly through the end of the fiscal year. The workgroup has been divided into two subcommittees to address the citizen review panel aspect of CAPTA, as well as the Children's Justice Act component.

The citizen review panel subcommittee met monthly to build the foundation of what will become Pennsylvania's citizen review panel process. This process seeks to strengthen the child welfare system by providing opportunities for members of the community to take an active role in protecting children from abuse and neglect.

The mission of the workgroup is to facilitate citizen participation and provide opportunities for citizens to evaluate state and local child welfare systems to ensure that these systems:

- Provide the best possible services ;
- Prevent and protect children from abuse and neglect; and
- Meet the permanency needs of children.

The vision is that, as a result, Pennsylvania children will have the opportunity to develop to their full potential living in nurturing, safe, healthy, permanent families.

Eight citizen review panels will be established across the Commonwealth. The first phase will consist of a total of three panels in the northwest, south central and northeast regions of Pennsylvania. The citizen review panel subcommittee began active recruitment for citizen volunteers in the three identified regions during this time period, and began accepting applications for membership.

Citizen review panels are composed of volunteer members, including individuals with expertise and interest in the prevention and treatment of child abuse and neglect. citizen

review panels evaluate practices as well as policies and procedures, develop a means for public outreach, and prepare an annual report highlighting panel activities and recommendations to improve child welfare services. The annual report will include recommendations to the Department regarding continuous improvement of child welfare services in Pennsylvania. The panels are required to meet at least quarterly.

The Children's Justice Act subcommittee met monthly to develop and implement a survey to all 67 counties in Pennsylvania. Surveys of all the county children and youth agencies and/or district attorney's offices began in June 2009 regarding their MDT protocol and process. Surveys will be completed by subcommittee members and the University of Pittsburgh's Pennsylvania Child Welfare Training Program (CWTP) staff. Information gathered from the surveys will be reviewed by the Children's Justice Act subcommittee, and recommendations will be made regarding policy and training in each of the three areas required. Following completion of these required tasks, the State will apply to receive grant funds under the Children's Justice Act.

Information gathered through the surveys and funding ultimately received through the Child Abuse Prevention and Treatment Act under the Children's Justice Act will be used to enhance the existing protocols regarding investigation and make investigation protocols more consistent for child victims and their families in Pennsylvania.

The Training Program provides a Program Development Specialist to assist in staffing the workgroup along with administrative assistance. Additional staff support is provided by all departments of the Training Program in order to assure seamless delivery of service.

❖ Juvenile Justice Training Series

The Bureau of Juvenile Justice Services (BJJS) was awarded a grant from the John D. and Catherine T. MacArthur Foundation to develop skill-based training for staff working in Pennsylvania's Youth Development Center / Youth Forestry Camp (YDC/YFC) system. The Training Program is in its second year of a three year intergovernmental agreement with BJJS to develop and deliver curriculum as outlined in the grant.

A total of 200 hours of training is included in the project. The hours are divided among four areas; Clinical Counseling, Mental Health, Substance Abuse and Mental Retardation. Each area include a six-hour introductory course, a thirty-hour advanced course and a fourteen hour transfer of learning package. Much of the first year was spent reviewing needs assessments, facilitating focus groups and developing an infrastructure to support the project. The second year of the intergovernmental was largely dedicated to curriculum development.

- Facilitated three Juvenile Justice Training Steering Committee Meetings (JJTSC) to support the development of the Clinical Counseling curriculum
 - Developed and delivered the six-hour introductory course in the Clinical Counseling training series (Juvenile Justice: An Introduction to Working with Juvenile Offenders)

- Delivered two pilot workshops
 - Delivered four workshops as part of the statewide implementation
 - Developed and delivered the thirty-hour advanced course in the Clinical Counseling training series (Juvenile Justice: Counseling Academy)
 - Delivered one pilot workshop
 - Delivered two workshops as part of the statewide implementation
 - Began development of a fourteen-hour transfer of learning package to support the Juvenile Justice: Counseling Academy curriculum
 - Delivered a two-day Training on Content workshop to contracted trainers and YDC/YFC treatment staff
 - Developed and delivered three regional presentations to YDC/YFC Management and Training staff to prepare for statewide implementation of the Clinical Counseling Series
- Solicited feedback from the JJTSC regarding mental health curriculum content and subcommittee membership
- Formed a JJTSC Mental Health subcommittee to support the development of the Mental Health training series
- Facilitated seven JJTSC Mental Health subcommittee meetings
 - Developed the pilot curriculum for the six-hour introductory course (Juvenile Justice: Supporting Youth's Mental Health)
 - Delivered two pilot workshops
 - Began development of the thirty-hour advanced course (Juvenile Justice: Counseling Strategies to Support Youth's Mental Health)
- Solicited feedback from the JJTSC regarding substance abuse curriculum content and subcommittee membership
 - Formed a JJTSC Substance Abuse Subcommittee to support the development of the Substance Abuse training series
 - Facilitated three JJTSC Mental Health subcommittee meetings
 - Developed the pilot curriculum for the six-hour introductory course (Juvenile Justice: Introduction to Substance Abuse Issues)
 - Began development of the thirty-hour advanced course (Juvenile Justice: Substance Abuse Issues and Counseling Strategies)
- Solicited feedback from the JJTSC regarding mental retardation curriculum content and subcommittee membership
 - Solicited for membership to the JJTSC Intellectual and Developmental Disabilities development of the Mental Retardation Training Series
 - Conducted outreach for content area experts
- Developed a database to capture pre/post test results
- Modified Encompass to capture data on participants ratings related to training content, level of learning and adherence to cultural diversity and Balanced and Restorative Justice principles

- Developed monthly reports on the activities of the Training Program as they related to the Intergovernmental Agreement
- Developed reports on all pilot sessions conducted. Reports included:
 - Participant Demographics
 - Training Evaluations Data Summaries
 - Written feedback from participants
 - After Action Review Comments
 - Information gathered from two-week follow-up with participants
 - Final Curriculum Recommendations
- Developed Quarterly Reports on all workshops conducted. Reports included:
 - Pre and Post test results
 - Pre and Post test analysis
 - Composite participant evaluation
- Developed brochures and other information packets for pilot sessions and statewide implementation of workshops

The final year of the grant (FY 09/10) will be dedicated to finalizing curriculum and conducting training sessions in all four of the areas.

❖ Child and Family Services Review

- The Training Program partnered with DPW to coordinate the 2008 Child and Family Services Review (CFSR). The process included a statewide self-assessment, onsite review, and Program Improvement Plan (PIP). The Training Program partnered with key stakeholders from across the Commonwealth to complete the assessment, which included conducting over twenty focus groups. The three identified counties for the onsite review portion of the CFSR, Philadelphia, Allegheny, and Northumberland, went through extensive training and preparation for the week of the review. In addition, the state reviewers went through preparatory work. From August 2008 through May 2009, the Training Program worked with a large stakeholder group to develop the Program Improvement Plan, which was submitted on May 26, 2009. Training Program staff co-facilitated the workgroups and authored many sections of the PIP.

In addition, the Training Program participated on the following statewide committees:

- ❖ Child and Adolescent Service System Program (CASSP) Advisory Committee
- ❖ Family Group Decision Making Leadership and Implementation Teams and Sub-Committees
- ❖ Fiscal Workgroup
- ❖ CAPTA
- ❖ Practice Standards
- ❖ In-home Safety Assessment and Management Process
- ❖ Substitute Care Safety Assessment

- ❖ Integrated Children's Services Plan (ICSP) Stakeholders Advisory Committee
- ❖ IV-B Planning Committee
- ❖ Recruitment and Retention Committee
- ❖ Risk Assessment Task Force (RATF) and sub-committees
- ❖ Statewide Adoption and Permanency Network (SWAN) Advisory Committee
- ❖ Statewide Quality Assurance Committee
- ❖ Systems of Care Management Team
- ❖ CFSR Steering Committee
- ❖ Achieving Independence Center Advisory Board
- ❖ Office of Mental Health and Substance Abuse Services (OMHSAS) Cross Systems Workgroup

In addition, the Training Program accomplished the following during FY 2008/2009:

- ❖ Participated in the development of an in-home Safety Assessment tool and curriculum in collaboration with the Department of Public Welfare
- ❖ Produced and distributed six (6) editions of *The Palette* newsletter for Consultants and Trainers
- ❖ Produced and distributed the monthly newsletter, *County Connection*, to county Children and Youth Agency Training Liaisons and Administrators
- ❖ Produced and distributed the email resource updates for cross-system partners, the Pennsylvania State Resource Parent Association and SWAN affiliates
- ❖ Wrote articles for SWAN Network News
- ❖ Compiled and distributed Family Center Resource Guides
- ❖ Compiled and distributed IL Resource Guides

**COMPUTER SUPPORT, APPLICATION DEVELOPMENT,
AND REPORTING**

The Training Program has expanded its technology capacity over the years to create a system that includes computer support, application development, and reporting for staff, as well as key stakeholders. The Training Program provides day-to-day administration, maintenance, and support of computer systems and networks. Its application development capabilities include analysis, design, development, testing, and implementation of applications, as well as website management. In addition, data is collected and reported regarding all Training Program activities using computerized databases and other Management Information Systems (MIS).

In FY 2008/2009, the Training Program resolved approximately 412 help desk tickets, provided network and infrastructure support for its staff, and provided on-site computer assistance to approximately 564 on-site functions.

In FY 2008/2009, the Training Program developed or revised the following applications to assist staff, as well as county children and youth agencies with practice improvement efforts:

- ❖ Encompass

- FGDM Fidelity Survey: This survey was created and converted into a scantron form which allows for speedier data entry. This work in Encompass included building tables, reports, and the connection from the scantron software to the Encompass database
 - Online course repository: Created login and registration screens for the online course repository. This site links to Encompass and issues credits per online course, produces certificates, and tracks course progress
 - Contact Logs: Developed a module and reports to track time spent on various initiatives throughout the Commonwealth
 - TOL: Upgraded the TOL module and created reports and certificate of attendance
 - Juvenile Justice: Additional programming and reports for the Juvenile Justice module
 - Survey Module: Created a survey tool to research data collected on various initiatives
 - Safety: Created an online Safety Assessment calendar
 - Fiscal Module: Modified fiscal module to allow consultant and trainer contracts to be added and reporting functions
- ❖ Ages and Stages Application
- Released on July 1, 2009 the Ages and Stages application provides a repository for counties to enter information on children, caregivers, Ages and Stages screenings, and Ages and Stages Social - Emotional screenings. The application also includes reporting capabilities as well as case closure functionality.
- ❖ Websites
- Youth Advisory Board: Completely overhauled the website. Adding new features such as a discussion forum, Legislative Action pages, Alumni section, E-newsletter, and other updated content.
 - PACWTP: Completely overhauled the website. Adding new pages and sections such as CFSR, FGDM, CAPTA, Safety Assessment, Program Development, and Consultant and Trainer information. Also added new features such as discussion forums, online surveys, FAQ's, online trainings, and forms while maintaining accurate and timely information.
 - Independent Living PA: Completely redesigned and restructured the site as well as maintained the content.

CERTIFICATION

The Training Program offers *Charting the Course towards Permanency for Children in Pennsylvania*, and the Supervisor Training Series (STS), to ensure that all county children and youth agency direct service workers and supervisors complete certification training requirements within 18-24 months of employment.

The Core curricula for direct service workers and supervisors have been developed to ensure uniform training of the foundation level competencies. These curricula are also organized around the goals of the child welfare system and are consistent with the *Pennsylvania Standards for Child Welfare Practice* and outcomes from the Child and Family Services Review (CFSR).

In FY 2008/2009, over 800 days of *Charting the Course* training, and over 180 days of Supervisor Training Series were offered throughout the state to assist county children and youth agency direct service workers and supervisors with meeting certification training requirements. A total of 522 direct service workers and 59 supervisors completed certification during FY 2008/2009.

RESEARCH AND EVALUATION

The Training Program's Research and Evaluation efforts include the following:

- ❖ Measuring and assessing training effectiveness on individual's knowledge, skills, and values acquisition;
- ❖ Providing feedback for revisions to curricula;
- ❖ Studying the statewide implementation of developmental screenings for all young children involved with child welfare;
- ❖ Evaluating Pennsylvania's use and implementation of Family Group Decision Making;
- ❖ Studying caseworker visitation and technology's impact on visitation quality;
- ❖ Surveying stakeholders for their input on various topics and themes related to Pennsylvania's Program Improvement Plan (PIP).

In addition, the Training Program continued embedded evaluations for Risk Assessment, Family Service Planning, and Interactional Helping Skills to be utilized during *Charting the Course*. Improvements to the embedded evaluations, due to revisions of *Charting the Course*, are in initial development. The data collected from the embedded evaluations provide the Training Program with information to assess content and delivery revisions.

In FY 2008/2009, the Training Program also assisted in the development of the following research and evaluation resources:

- ❖ Transfer of Learning (TOL) Assessment Tool: This tool was created for the Engaging Clients through a Strength-Based, Solution-Focused Perspective: TOL Package curriculum and designed to collect quantitative data around learning objectives for this specific TOL Package
- ❖ Literature Reviews for research purposes

SHARING OUR KNOWLEDGE WITH OTHERS

Regional and Statewide Events

July 2008

- IL/SWAN Statewide Meeting – Lancaster – July 8, 2008
 - Engaging Youth in the Transition Process (Workshop)
 - Steve Eidson/Todd Lloyd
- 16th Annual Pennsylvania Permanency Conference – Lancaster - July 9, 2008
 - Considering Outcomes in Permanency Work (Workshop)
 - Laura Borish
- 16th Annual Pennsylvania Permanency Conference – Lancaster - July 10, 2008
 - The Resource Parent’s Role in the Juvenile Court Process (Institute)
 - Laura Borish
- FGDM Statewide Meeting – July 16, 2008
 - Outcomes Accountability and Logic Models (Workshop)
 - Debbie Mock

September 2008

- IL/SWAN Fall Quarterly Meeting - Philadelphia – September 2008
 - Improving Transition Outcomes for IL Youth (Workshop)
 - Justin Lee, Steve Eidson, and Christine Tirendi
- Statewide FGDM Conference – September 2008
 - Fidelity to Family Group Decision Making in Pennsylvania: Do Practices Mirror Principles?
 - Mary Beth Rauktis, Ph.D.

October 2008

- Consultant and Trainer Regional Event – Monroeville – October 8, 2008
 - 708: Consultant and Trainer Regional Event (Workshop)
 - Jennifer Kerr, Jeanne Schott, and Claudia Witmer
- Consultant and Trainer Regional Event – Mechanicsburg – October 9, 2008
 - 708: Consultant and Trainer Regional Event (Workshop)
 - Jennifer Kerr, Jeanne Schott, and Claudia Witmer
- Consultant and Trainer Regional Event – Montgomery – October 10, 2008
 - 708: Consultant and Trainer Regional Event (Workshop)
 - Jennifer Kerr, Jeanne Schott, and Claudia Witmer
- IL/SWAN Quarterly Meeting – Clarion – October 15, 2008
 - Changes in IL and Transition Services (Workshop)
 - Steve Eidson and Christine Tirendi
- IL/SWAN Quarterly Meeting – Monroeville – October 26, 2008
 - Changes in IL and Transition Services (Workshop)
 - Steve Eidson and Christine Tirendi

December 2008

- Kids Peace Regional Training – Johnstown – December 5, 2008

- Helping Youth Succeed in College and Careers (Workshop)
 - Steve Eidson

January 2009

- Family Centers – Mechanicsburg - January 8, 2009
 - Peer Review Training (Workshop)
 - Debbie Mock
- Leadership Academy – Harrisburg - January 21, 2009
 - Multi-Generational Differences in the Workplace (Workshop)
 - Debbie Mock and Jerry Sopko
- IL/SWAN Winter Statewide – State College - January 28-29, 2009
 - Outcomes Accountability and Logic Models (Workshop)
 - Debbie Mock and Mike Kovacevic
- IL/SWAN Winter Statewide – State College - January 28-29, 2009
 - Casey Life Skills: Tools for Teaching Youth (Workshop)
 - Justin Lee

April 2009

- IL/SWAN Spring Quarterly Meeting – Philadelphia – April 2009
 - What Works? Promising Practices for Adolescents and Young Adults (Workshop)
 - Justin Lee

May 2009

- PA Partners Statewide Education, Employment and Training Conference – Hershey – May 6, 2009
 - Improving Educational and Employment Outcomes for Youth Leaving Child Welfare Systems (Workshop)
 - Steve Eidson
- Family Centers – May 12, 2009
 - Peer Review Debrief (Workshop)
 - Debbie Mock
- Pennsylvania Family Support Alliance – Helping Parents With Psychiatric Disabilities: Strategies for Child Welfare – May 14, 2009
 - Assessing Risk and Competencies of Parents with Psychiatric Disabilities (Workshop)
 - Elizabeth Boulware Bair

June 2009

- Family Centers/CYS Staff – Mechanicsburg and via WebEx - June 1, 2009
 - Understanding and Responding to Abuse and Neglect of Infants and Toddlers (Workshop)
 - Debbie Mock and Jennifer Caruso
- One Child, Many Hands: A Multidisciplinary Conference on Child Welfare – Philadelphia – June 3-5, 2009
 - Pennsylvania's Efforts to Improve Outcomes for Children and Families (Workshop)

- Mike Byers, Justin Lee, and Shaheed Days
- Family Centers/CYS Staff Mechanicsburg and via WebEx – June 15, 2009
 - Understanding and Responding to Abuse and Neglect of Infants and Toddlers (Workshop)
 - Debbie Mock and Jennifer Caruso
- IL/SWAN Summer Statewide - Lancaster – June 23, 2009
 - Building Capacity to Expand Your IL Program (Workshop)
 - Justin Lee, James Wilson, Emma Fox, Shaheed Days, and Christine Tirendi
- CASA Judicial Services Northwest Regional Training Series - Meadville – June 24, 2009
 - IL and Transition Services in Child Welfare Systems: Improving Outcomes for Older Youth (Workshop)
 - Steve Eidson
- 17th Annual Pennsylvania Permanency Conference – Lancaster – June 25, 2009
 - Integrating Concurrent Planning into Child Welfare Practice (Institute)
 - Laura Borish
- 17th Annual Pennsylvania Permanency Conference – Lancaster – June 25, 2009
 - The Numbers Are In: Improving Permanency Outcomes in Pennsylvania (Workshop)
 - Laura Borish, Jeanne Schott, and Stephanie Maldonado
- 17th Annual Pennsylvania Permanency Conference – Lancaster – June 25, 2009
 - Youth Engagement and Systemic Change: What Works?
 - Justin Lee, Shaheed Days, and Stacy Johnson

National Events

- American Humane Association 2008 Family Group Decision Making Conference – Pittsburgh, PA – June 3-6, 2009
 - Engaging Absent Fathers to Improve Outcomes for Children (Workshop)
 - Christina Fatzinger and Jody Price
- American Humane Association 2008 Family Group Decision Making Conference – Pittsburgh, PA – June 3-6, 2009
 - Strengthening FGDM Through Interactional Skills (Workshop)
 - Wendy Unger
- American Humane Association 2008 Family Group Decision Making Conference – Pittsburgh, PA – June 3-6, 2009
 - Fidelity to Family Group Decision Making in Pennsylvania: Do Practices Mirror Principles?
 - Molly Keresty, Mary Beth Rauptis Ph.D., Helen Cahalane, Ph.D., Maryrose McCarthy and Andrea Richardson
- Additionally, Training Program staff and Youth Ambassadors presented youth engagement and IL related topics at numerous statewide and national conferences including American Humane’s Family Group Decision Making conference in Pittsburgh in June 2009, the Transition Conference in State College in June, the SWAN Permanency Conference in June, the Youth and Family Institute Youth Leadership Summit in May in State College, Pennsylvania

Housing Conference, and the One Child, Many Hands Conference in Philadelphia.

National Committees

- ❖ National Staff Development and Training Association Board
 - Jerry Sopko
- ❖ American Humane Association Family Group Decision Making Best Practice Guidelines
 - Wendy Unger
- ❖ American Humane Association's Family Group Decision Making and other Family Engagement Practice 2009 Conference Planning Committee
 - Christina Fatzinger and Wendy Unger

YEAR IN REVIEW...

The Pennsylvania Child Welfare Training Program has undertaken a strategically planned reorganization of its program. The process has taken approximately one year to complete from the collection of data to the official start of the new organizational structure. The purpose of the reorganization was to realign the current level of resources to best meet the changing demands of its stakeholders and funders. The Training Program, not unlike those it serves, needed to be better positioned for a very dynamic environment. We needed to be able to respond to and produce both products and supports in a timely fashion. Our new structure will allow us to measure and demonstrate the impact of our interventions in a more meaningful way. In order to do this, our approach to restructuring was grounded in our commitment to examine the strategies we employ to achieve our desired outcomes. Therefore we began by examining both the mission and vision statements, being inclusive of all levels within the Training Program.

The Vision of the Training Program is every child, youth, and family experiences a life rich with positive opportunities, nurturing relationships, and supportive communities. The Mission of the Training Program is The Pennsylvania Child Welfare Training Program is a national leader in advocating for the enhanced quality of life for Pennsylvania's children, youth, and families. In partnership with families, communities, public and private agencies, we prepare and support exceptional child welfare professionals and systems through education, research, and a commitment to best practice as our mission.

The Pennsylvania Child Welfare Training Program has adopted values that are the cornerstone of efforts to improve practice: service excellence, honesty, accountability, respect, engagement and diversity. The new structure of the Training Program will reflect the principles clearly articulated in the Pennsylvania Program Improvement Plan (PIP) and demonstrate a commitment to continuous quality improvement.

The new structure will be completely implemented by December 1, 2009. The departmental functions remain the same but with responsibilities changing. We value the regional response to counties and solidified that structure. Therefore, we organized the Organizational Effectiveness Department into regional teams and assigned each team a supervisor. This structure aligns with our partners at the Regional OCYF offices. It will allow us to work in a coordinated manner to provide support to the counties. The same intention was designed for the statewide work, defining project management for the unit that responds to separate initiatives. This enables the Training Program to utilize all resources focusing on individual's strengths to accomplish our goals. We have reassigned resources to support a grant writer position with the intent to expand our revenue sources to best serve our stakeholders. The hope is to increase youth and family advocacy as well as research endeavors in order to validate our work in Pennsylvania and contribute to the evidence base for effective child welfare practice.

We have realigned operations with the administrative functions in order to improve efficiency and quality. The Training Program has also committed to measuring outcomes and a continuous quality improvement cycle, modeling the practice we will be supporting counties to adopt as we move forward with implementing Pennsylvania's Program Improvement Plan. We believe the new structure of the Training Program will promote the opportunity to model best practices to achieve better outcomes for children, youth, and their families. Our mandates remain intact, but the expansion of our efforts is expected to be reflected in the outcomes of our stakeholders.

The Pennsylvania Child Welfare Training Center



The test of the morality of a society is what it does for its children.
- *Dietrich Bonhoeffer*

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