

UNIVERSITY OF PITTSBURGH SCHOOL OF SOCIAL WORK



PENNSYLVANIA CHILD WELFARE RESOURCE CENTER



2013/2014 Annual Report



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

Vince Lombardi

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**University of Pittsburgh, School of Social Work
The Pennsylvania Child Welfare Resource Center**

Director's Report Fiscal Year 2013/2014 Highlights

The Pennsylvania Child Welfare Resource Center is pleased to present this annual report to you our stakeholders who provide us the opportunity to reflect on the past year's accomplishments and challenges as well as inform our future path. The Resource Center committed more resources to support research and evaluation to continue our commitment to provide our stakeholders quality products and services. The Demonstration Project resulted in a considerable expansion of the Resource Center's activities and staffing. In addition, the Resource Center completed the first component of its evaluation of the impact of DAPIM™, a technical assistance model. We are pleased to share the positive findings of this evaluation. Many of you participated in this evaluation and we wish to thank you for your time and commitment to quality improvement. We continue to work toward evaluating our products and services across the program to ensure we are meeting your needs.

In reviewing the report, you will observe a shift in the focus of our delivery of technical assistance. The Resource Center's delivery of Organizational Effectiveness (OE) experienced a significant increase in OE Technical Assistance. Our commitment to quality improvement remains firm and we are working to enhance our technical assistance model through the use of new tools and resources, including goal attainment scaling and the emerging field of Implementation Science. The Resource Center also invested considerable time and effort in enhancing its delivery of Transfer of Learning (TOL). Transfer of Learning is essential to the learning cycle as demonstrated by our past research. By promoting flexibility in the delivery of the critical components of TOL we have increased our ability to meet your needs given the demands and time constraints you experience.

The Resource Center delivered 1,156 training sessions and continued to expand the number of opportunities for online learning. Our certification series Charting the Course and Supervisor Training Series, comprised 51% of the total delivered trainings. Family Finding Series was the most frequently delivered training session outside of the certification series, likely fueled by the passage of legislation. By prioritizing the employment of instructional design specialists in the Curriculum and Trainer development department, we have continued to enhance our development of curriculum and related materials by incorporating instructional design principles and exploring varied learning solutions such as hybrid or blended training models.

The Youth Advisory Board (YAB) continues to influence policy development, especially around normal standards for foster youth. The YAB was among fourteen other programs awarded the *Youth Thrive*, for outstanding initiative, through the Center for the Study of Social Policy. They were considered from among 130 nominees. This award provided us an opportunity to connect with the other stellar programs and share advocacy strategies. The Resource Center is committed to incorporating the youth and family perspective to inform our products and services as well as support the work in the counties. We held another wonderful older youth retreat at the Pitt-Johnstown campus, where older youth from across the Commonwealth connect with each other, participate in workshops exploring their skills and interest, and share their talents! It is always amazing and well worth the effort, but isn't all of this work!



The Youth Advisory Board (YAB) was among fourteen other programs awarded the *Youth Thrive*, for outstanding initiative, through the Center for the Study of Social Policy.

RESOURCE CENTER OVERVIEW

The Pennsylvania Child Welfare Resource Center (Resource Center) is a collaborative effort of the University of Pittsburgh, School of Social Work, the Pennsylvania Department of Human Services, and the Pennsylvania Children and Youth Administrators. The Resource Center is centrally managed and regionally administered by the University of Pittsburgh, School of Social Work.

VISION

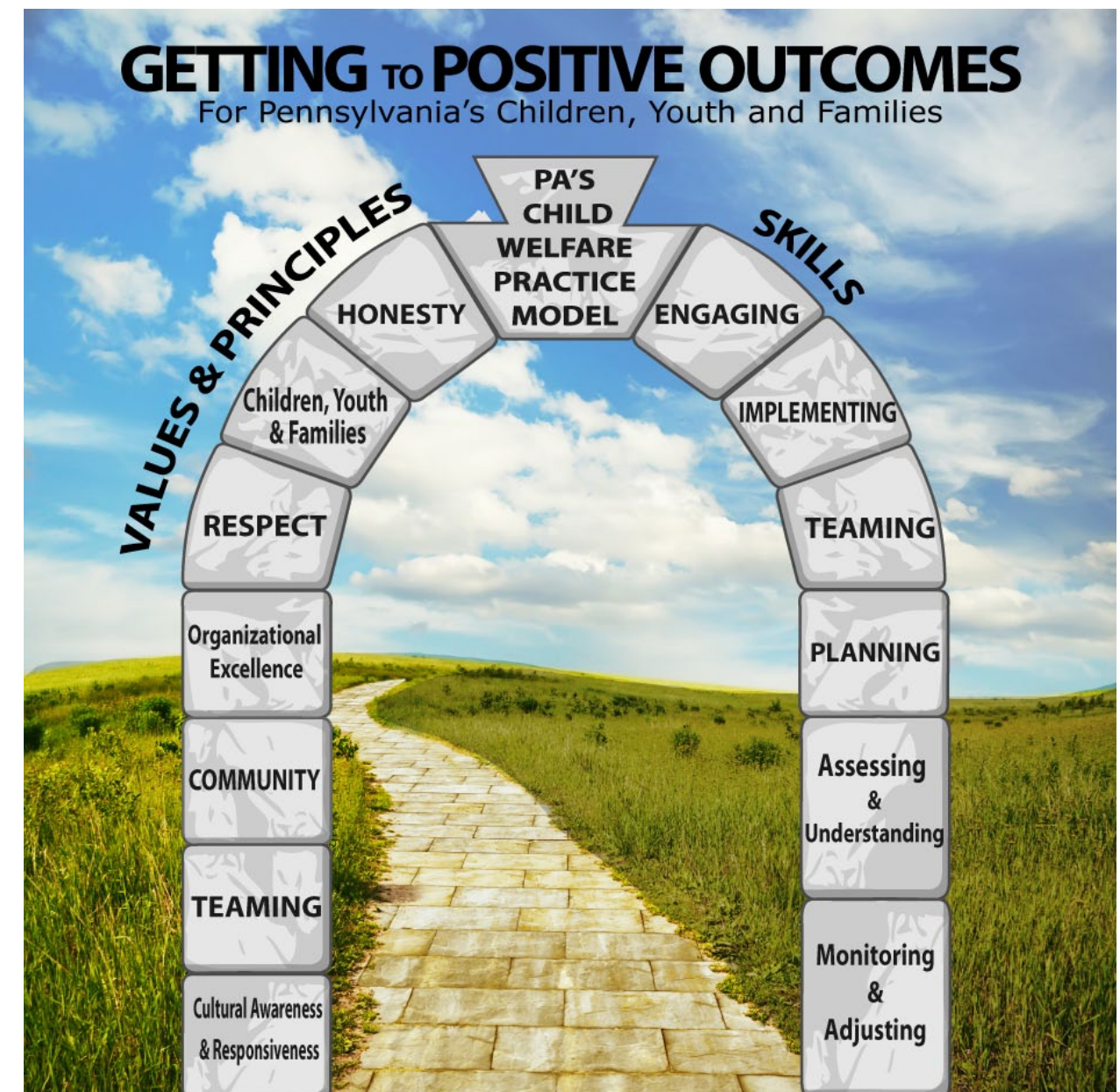
Every child, youth, and family experiences a life rich with positive opportunities, nurturing relationships, and supportive communities.

MISSION

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



Pennsylvania's Practice Model



This practice model reflects the values, principles, and skills that Pennsylvania's child welfare system holds as critical to achieving positive outcomes for children, youth, and families. The Resource Center works to ensure all products and services are grounded in the practice model. For more information on Pennsylvania's Child Welfare Practice Model, go to the [Resource Center's Practice Model webpage](#).

Our Approach and Focus

The Resource Center provides a continuum of services designed to facilitate and sustain positive change in the child welfare system. Our services include: training, transfer of learning, technical assistance, research and evaluation, project management, and organizational development.

Our primary strategies include:

- Conducting research and evaluation;
- Providing consultation and support;
- Developing and revising tools, materials, and curricula;
- Training child welfare professionals;
- Integrating youth and family engagement;
- Advocating for policy and practice improvements;
- Developing and implementing a quality improvement process;
- Organizing and sponsoring events; and
- Providing resource coordination.

The Resource Center is comprised of the following departments:

- Administrative
- Curriculum and Trainer Development
- Fiscal and Human Resources
- Organizational Effectiveness/Regional Teams
- Statewide Quality Improvement
- Technology Development

Following is a summary of work completed within each key strategy.



Conduct Research and Evaluation

The Resource Center has undertaken the strategy of conducting research and evaluation to promote national leadership in child welfare research and implementation to practice. The Resource Center intends that research and evaluation efforts will improve the quality of practice and system functioning in the Commonwealth. During this fiscal year, the Resource Center advanced several major research and evaluation efforts described below.

Evaluation of Pennsylvania’s Child Welfare Demonstration Project

The Resource Center is the independent evaluator for Pennsylvania’s Title IV-E Waiver Child Welfare Demonstration Project. The Child Welfare Demonstration Project is testing the flexible use of Title IV-E funds to develop a new case practice model focused on family engagement, assessment, and the expanded use of evidence-based programs/practices driven by local needs. It is the intent that these activities will lead to improved placement decisions, and child and family functioning, and will ultimately result in improved safety, permanency, and well-being outcomes for children and families involved in the State’s child welfare system. Beginning July 2013 through June 2018, the Child Welfare Demonstration Project Evaluation Team is implementing an evaluation to investigate the processes, outcomes, and costs associated with the project. During 2013/2014, the focus has been on the process and outcome evaluations of assessment and family engagement and on collecting and synthesizing baseline fiscal and outcome data. Baseline data from the fiscal evaluation show that prior to the implementation of the Demonstration Project, IV-E revenue reimbursed less than 25% of the county’s out-of-home care expenditures. These data provide the outlines, and limits, of the potential for generating flexible Title IV-E funds in these counties. The implementation of assessment and family engagement has changed each county’s practice model. Information about the Demonstration Project and the evaluation can be found at the [Demonstration Project’s webpage](#).

Family Group Decision Making (FGDM) Evaluation

The Resource Center received surveys from over 1,500 Family Group Decision Making (FGDM) conferences that were held across the state. Some counties and providers do not participate in the Resource Center’s evaluation and other counties who had participated in this evaluation are now participating in the Demonstration Project; therefore, it is likely that the number of conferences held across the state is higher. The FGDM Evaluation measures fidelity to the Family Group Decision Making model by asking each conference participant to complete a survey that contains various questions measuring cultural safety, community partnerships, and family involvement. Results from the conference surveys continue to show that families view the conferences positively and find them to be beneficial. The number of family members and friends participating in conferences continues to grow as does the number of counties participating in the evaluation. The 2013/2014 Survey results and other reports can be found at the [FGDM webpage](#).

Organizational Effectiveness (OE)

The Resource Center has partnered with the American Public Human Services Association (APHSA) and an independent evaluator, Cindy Parry, Ph.D., since 2012 to assess Organizational Effectiveness (OE) practice. APHSA models and tools have been used since 2004 to institutionalize continuous quality improvements and to strengthen child welfare services, systems and outcomes.

Over 175 people responded to a survey and over 25 people participated in interviews to provide feedback about the experiences with OE. The findings indicate high satisfaction with OE facilitators and the practice as well the positive impacts on organizational goals and outcomes. Key factors affecting the success of OE efforts include organizational capacity, completing the DAPIM™ phases, staff buy-in, initial readiness, assigning staff to lead the work, satisfaction with facilitation, and doing intercession work. OE evaluation efforts continue. More information will be available in the near future on the Resource Center website.

In addition to the research and evaluation projects highlighted above, the Resource Center continued or completed efforts to study the effectiveness of a transfer of learning model, share findings from research on developmental and social-emotional screening, evaluate the organizational effectiveness model employed at the Resource Center, and evaluate the quality of the statewide safety assessment and management process. The Resource Center is also continuing efforts to evaluate the effectiveness of their training by incorporating knowledge assessments and embedded evaluations into select modules in Charting the Course and the Supervisor Training Series.



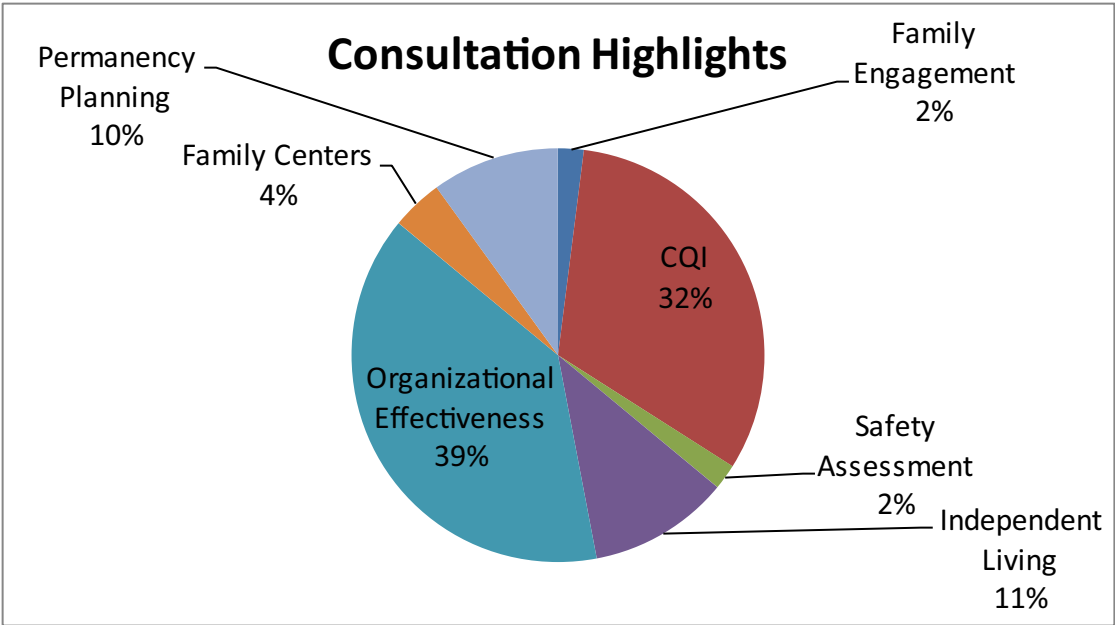
Provide Consultation and Support

The Resource Center provides consultation and support services across Pennsylvania with the goal of facilitating positive, strategic, organizational change, and the implementation of best practice to improve family serving systems. The American Public Human Services Association’s (APHSA) enhanced Organizational Effectiveness (OE) Framework DAPIM™ model is the primary vehicle to effect continuous quality improvement at the local and state level. Click [here](#) to visit APHSA’s website.

Consultation (also known as technical assistance) is provided through facilitating work sessions, cultivating organizational leadership, encouraging meaningful staff and consumer involvement, identifying root cause needs, embedding application of new knowledge and skills through transfer of learning, and supporting the monitoring and resourcing of continuous improvement efforts.

Successful implementation of change requires the active support of key internal and external stakeholders and the coordinated efforts of all external entities providing technical assistance. In all we do, much like children and youth agencies serve families individually, we meet our customers where they are and use our models, tools, and skills to help move forward together for positive outcomes for children, youth, and families, and the child welfare system.

The chart below shows the percentage of time spent in some of the core practice areas provided by Organizational Effectiveness staff.



Below are some specific examples of technical assistance services provided by the Organization Effectiveness Department during the past year in the core areas illustrated above:

- **Continuous Quality Improvement (CQI)**
 - Providing site lead support before, during, and after the Quality Service Review (QSR) portion of CQI including: Conducting county staff training sessions to understand the QSR process
 - Training for reviewers
 - Second layer quality reviews
 - Presenting QSR data to county staff and stakeholders
 - Facilitation of Continuous Improvement Plan development
 - Participation as QSR reviewers
- **Organizational Effectiveness**
 - Supporting the formation of sponsor teams and continuous improvement teams
 - Conducting Organizational Readiness for Change (ORC) assessments and providing analysis of data gathered
 - Facilitating focus groups and providing summary of findings
 - Supporting teaming and competency development with leaders, management teams, and supervisors
 - Assisting with the understanding and implementation of decision making structures
 - Modeling youth and family engagement through consumer participation in technical assistance services
 - Supporting communication plan development, implementation, and monitoring
- **Safety Assessment**
 - Co-facilitating (with Office of Children, Youth, and Families (OCYF)) safety support sessions to review family files with supervisors and caseworkers
 - Supporting the statewide Safety Sponsor Team and safety workgroups
- **Permanency Planning**
 - Co-facilitating (with OCYF) critical case reviews (also called NGA meetings in some counties)
 - Participating on the Administrative Office of Pennsylvania Courts' workgroups
 - Facilitating county assessments and plans related to the number of children in placement, prevention services, and placement decision criteria
 - Facilitating concurrent planning understanding, plan development, and implementation of expanded practice
 - Assisting with resource parent handbook development and procedures to strengthen birth family and resource parent relationships

- **Independent Living (IL) (services to support older youth)**
 - Conducting site visits in all counties to support IL services
 - Communicating information to support statewide changes
 - Supporting new IL coordinators and providing networking opportunities
 - Supporting National Youth in Transition Database and Pennsylvania Independent Living Outcomes Tracking System
- **Family Engagement**
 - Supporting Family Group Decision Meeting (FGDM) Leadership Team and Statewide Meetings
 - Facilitating Family Finding efforts
 - Assisting with father engagement efforts
- **Family Centers**
 - Conducting Family Center, Time-Limited Family Reunification, and Promoting Responsible Father site visits
 - Supporting community meetings and collaboration
 - Assisting with the Peer Review process between centers
 - Supporting collaboration between Family Centers and Children Youth Services (CYS) agencies

Here is what some of our customers had to say about our services:

“The initial reorganization our agency went through reduced the number of caseworkers a family may see to two instead of five or six. Because of our changes, families experience less change.”

“After initially being ‘volunteered’ for this process, I have come to love it. I really like the process and DAPIM™. It lets you look at how everything fits together....”

Develop and Revise Tools, Materials, and Curricula

Primary Purpose: Elevate Child Welfare Practice in Pennsylvania

The primary purpose of developing and revising tools, materials and curricula is to support the elevation of child welfare practice by promoting the long-term career development of public child welfare professionals.

This purpose is accomplished through the development and delivery of tools, materials, and curricula that support and is aligned with Pennsylvania's Child Welfare Practice Model and improvement initiatives such as the Child Family Service Review, the Continuous Quality Improvement project, and established empirically-based best practices.

Tools, materials, and curricula are developed for specific classifications of child welfare professionals including direct service workers, supervisors, and administrators.

Tools, materials, and curricula are competency-based with an emphasis on the knowledge (information), skills (observable competence), and ability (observable behavior) necessary for child welfare professionals to competently perform job tasks to ensure the safety, well-being, and permanency of Pennsylvania's children and youth.

Competencies are currently under revision to ensure that they are aligned with Pennsylvania's recently updated Child Welfare Practice Model.

In FY 2013/2014, the Resource Center completed the development of twenty-three (23) new curricula and revisions to twenty-seven (27) existing curricula.

23 new curricula developed
27 curricula revised

With a few exceptions, due to copyright restrictions, all Resource Center curricula are located at the [Resource Center's Curriculum Page](#).

In the development and revision of tools, materials and curricula that will achieve the professional development needs of the child welfare professionals, assigned curriculum and instructional development specialists engage in multiple activities and strategies including but not limited to:

- Partnering with Resource Center's key stakeholders, the Department of Human Services, and the Pennsylvania Children and Youth Administrators in the identification of tools, materials, and curricula to be developed or revised;

- Collaborating with the Administrative Office of Pennsylvania's Court to support both the improved functioning of the child welfare system and dependency courts;
- Convening and conducting quality assurance committees consisting of multidisciplinary professionals who have expertise in topics related to the development of the tools, materials, and curricula;
- Consulting with content experts and established advisory committees such as the Diversity Task Force and Supervisor Advisory Workgroup;
- Incorporating empirically-based literature and best practices;
- Incorporating the role and voice of youth and parent consumers;
- Analyzing Child and Family Service Review and Quality Service Review data to identify knowledge and skill gaps and strengthening those concepts in the development of tools, materials, and curricula;
- Participating in Quality Service Reviews to facilitate understanding of practice improvement initiatives and the front-line experience;
- Intentionally incorporating and reinforcing values and themes from the practice model in the curricula;
- Developing transfer of learning components and activities to support the curricula;
- Using the Assessment Design Development Implementation Evaluation Model to clearly determine the learning objectives, the audience, and the scope of the tools, materials, and curricula to be developed; and
- Employing decision guides to support the determination of the format of the tools, materials and curricula to be developed, such as in-classroom, online, or blended.

The selection of tools, materials, and curricula to be developed or revised is based upon an established criteria which prioritizes statutory enactments and amendments, the availability of existing resources that will meet identified professional development needs, how extensive or widespread the professional development need, and the time frame in which the professional development need must be met.

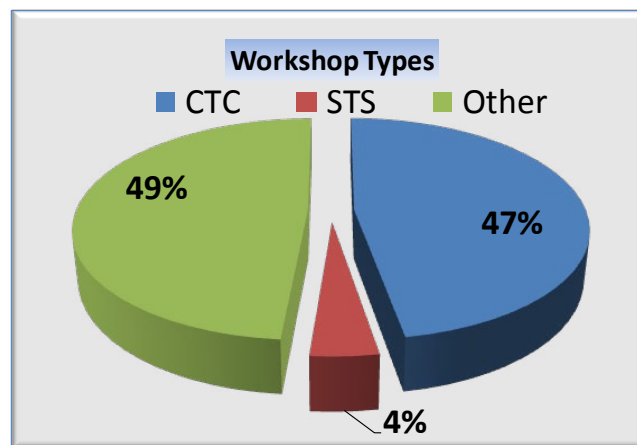
The Resource Center offers both foundational and specialized related curricula in the classroom, online, and in blended formats. Charting the Course, the foundational curriculum leading to Direct Service Worker certification, consists of 120 hours of in-classroom instruction and six hours of pre and post online transfer of learning activities and instruction. Supervisor Training Series is a 60 hour certification series delivered to newly assigned supervisors. The Leadership Academy includes the Foundation of Leadership series which provides certification for administrators.

Train Child Welfare Professionals

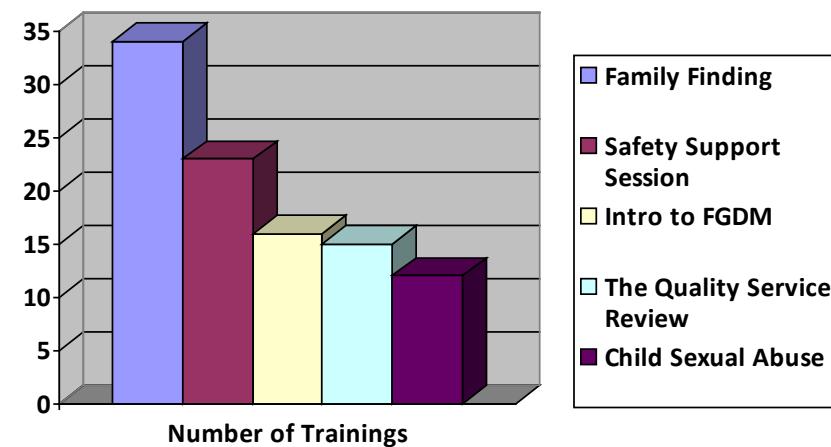
The Resource Center delivered over 1,100 workshops in FY 2013/2014 to child welfare professionals throughout Pennsylvania.

1,156 Workshops delivered!

The following chart identifies the percentage of training sessions by workshop type. Fifty-one percent of all offerings represent one of the certification series for caseworkers and supervisors. Five hundred and twenty six (526) caseworkers and 95 supervisors were certified this fiscal year.



To breakdown the “other” category in more detail, the following chart identifies the top five training/transfer of learning sessions delivered outside of the certification areas.



In addition, the Resource Center has continued to expand the number of online training options available to Pennsylvania’s child welfare professionals. There are now 24 online courses available. During this fiscal year, 911 participants completed 1,141 online courses.

24 Online course options 911 participants completed 1,141 courses

To support continuous quality improvement and the consistent and competent delivery of training sessions and workshops, the Resource Center engages in multiple activities and strategies in its recruitment, selection, and development of its trainers including but not limited to:

- Conducting an extensive trainer/consultant selection process consisting of an application, reference check, and panel interview;
- Prioritizing the selection of experienced child welfare professionals who have worked in Pennsylvania’s child welfare system and with training experience;
- Recruiting youth and parent consumers as co-trainers;
- Providing selected trainers/consultants with a foundational course on training, platform, and facilitation skills;
- Requiring trainer/consultants to deliver a practice training session which includes critical feedback from peers and Resource Center staff;
- Supporting trainers/consultants participation in quality service reviews;
- Training or mentoring trainers/consultants on curriculum content prior to approving them to train the curriculum;
- Observing trainers/consultants the first time they deliver a curriculum and on a periodic basis and providing them critical feedback on their training, platform, and facilitation skills;
- Providing trainers/consultants technical assistance;
- Requiring trainers/consultants to obtain a minimum of six professional development hours annually;
- Providing professional development opportunities for trainers/consultants through training sessions, quarterly newsletter, and a trainer/consultant handbook;
- Convening monthly consultant/trainer advisory group conference call meetings;
- Conducting level one evaluations of all training sessions;
- Requesting trainers/consultants to provide feedback after every time they train a curriculum; and
- Developing a trainer utilization process to ensure the equitable assignment of trainers to deliver curriculum.

Youth and Family Engagement and Integration

The Resource Center has undertaken the key strategy of Youth and Family Engagement and Integration to support the increased engagement of consumers at the individual, community, and systems level toward improved service and outcomes. There are a variety of means by which the Resource Center supports family engagement including training and technical assistance. The following sections will highlight significant youth and family engagement work by the Resource Center.

The Resource Center employs a Parent Ambassador who supports family engagement efforts and brings the family perspective to the development of curriculum, policies and initiatives. Some roles of the Parent Ambassador include:

- Participation in Quality Service Reviews (QSRs) and panel presentations to uphold the efforts of Continuous Quality Improvement in Pennsylvania.
- Provides technical assistance to counties, private providers, and collaborates with stakeholders such as Family Centers, Statewide Adoption Network, Administrative Office of PA Courts, and Office of Children, Youth, and Families.
- Co-Chairs the Families and Communities United workgroup.

Families and Communities United (FCU)

Families and Communities United (FCU) is an advisory board comprised of a passionate group of family members, community members, and professionals working together to improve the lives of children, youth and families involved in the child welfare system and to impact positive change. FCU advocates, educates, supports, and empowers individuals involved with family service systems to be resources for themselves and their communities. Communities have the tools and support needed to assist individuals involved with family serving systems to build permanent relationships in their community and to nurture a healthy quality of life for families in Pennsylvania.

The Pennsylvania Child Welfare Practice Model continues to guide the development of FCU's strategic plan.

FCU's 2013/2014 highlights include:

- FCU has maintained a membership of diverse representation including family members, community partners and cross system professionals for over five years.
- FCU provides family engagement resources via the FCU website and quarterly newsletter.
- FCU members are in the process of creating a Frequently Asked Questions Booklet for Birth Parents involved in the child welfare system.

Youth Engagement

In 2013/2014, the Resource Center continued to employ two Youth Quality Improvement Specialists to assist in the delivery of trainings and technical assistance, as well as provide oversight to the Older Youth Retreat and Youth Advisory Board (YAB). These positions represent the highest level in our continuum of volunteer and employment opportunities.

The Resource Center's second level of opportunity is a paid internship. These positions are titled Youth Ambassadors and during this fiscal year we employed three. Youth Ambassadors continue to lead youth engagement training and technical assistance efforts across Pennsylvania. Youth continue to support the Youth Advisory Board, Older Youth Retreat, Know Your Rights trainings, as well as, providing keynote presentations at multiple conferences and events. Additionally, Youth Ambassadors and the Youth Quality Improvement Specialist continue to support internal Resource Center operations including reviewing curriculum, participating on workgroups, and the interviewing and selection of new staff.

The YAB continued to strengthen its efforts with advocating, educating, and forming partnerships to create positive changes in child welfare. There has been a bigger push for leadership within the regional structure of the YAB. The YAB has over 300 youth members participating in statewide and regional meetings, speaking engagements, community service projects, Know Your Rights trainings, Strategic Sharing workshops, peer mentoring, and consultation with child welfare professionals.

Over 300 youth actively participate on the YABs

The Resource Center continued to provide leadership and oversight to YAB (spearheaded in partnership with youth) through four statewide meetings and support of six regional YAB's. The YAB's current strategic plan focuses on building more conversation and standardization around normalcy for older youth in care. They did this by updating the "Youth Developed IL Practice Standards" from 2006 to reflect current trends and updated information on what is developmentally appropriate.

The YAB Leadership Summit held in June 2014 hosted over 36 youth and 18 staff at the Child Welfare Resource Center. Youth continued their work with normalcy standardization guidelines, and also heard from a motivational speaker who performed poetry and worked with them on a sacred circle. Youth were empowered to share their stories in a safe way and walked out feeling closer to other youth across the state.

The Child Welfare Resource Center continued its support of increasing youth engagement with the National Youth in Transition Database (NYTD) by purchasing items with the youth-developed NYTD logo on them to be passed out at YAB and Older Youth Retreat events. This is an ongoing effort to help youth recognize the importance of their participation in the survey.

The Resource Center continues to provide SAT Waivers to youth across the Commonwealth. The Resource Center also continues to update the YAB Financial Aid Guide, which is used across the state to assist older youth in care in finding ways to finance post-secondary education.

The Resource Center and the Pennsylvania Youth Advisory Board received an outstanding initiative award from *Youth Thrive*, a national program through the Center for the Study of Social Policy (CSSP) with a goal of emphasizing outstanding efforts to improve outcomes for older youth in care. Continuing work with CSSP and the other thirteen national award recipients allows for sharing of knowledge and establishes the Resource Center as a national example in best practices for youth engagement.

In addition to supporting the Pennsylvania Youth Advisory Board, the Resource Center continues its partnership with youth in planning and facilitating the annual Older Youth Retreat. A committee comprised of youth, county staff, Resource Center staff, and other statewide partners planned and implemented the week's activities which included classroom sessions, tournaments, a banquet, a dance, a talent show, and activity sessions. The purpose of the retreat is to afford current and former foster care youth educational, practical, and social experiences for a week while living on a college campus. This year, the retreat, *We Are Infinite*, was held the week of August 11-15, 2014, on the University of Pittsburgh's Johnstown campus. Participants included 98 youth, ranging in age from 16-21 years of age, and over 40 staff from 32 counties across the state.

98 Youth from 32 counties attended the Older Youth Retreat

The Resource Center remains committed to lead efforts across the Commonwealth to help counties engage youth and family members in their planning, service delivery, management, and evaluation processes. For more information, please visit the [PA Youth Advisory Board website](#). Success will be achieved when youth, alumni, and family voices are not only heard, but when their voices are the ones leading the process.



Advocate for Policy and Practice Improvements

The Resource Center has undertaken the strategy of advocating for policy and practice improvements in order to influence public policy decisions related to children, youth, and families. Our intent is to help customers and partners enhance collaboration with their partners and increase engagement of youth and families in their practice and policy decisions. Strategies in this area include support of Pennsylvania's Continuous Quality Improvement Efforts and supporting activities related to the Child Abuse Prevention and Treatment Act.

Child Abuse Prevention and Treatment Act (CAPTA)

In 2010, Pennsylvania became CAPTA compliant when three Citizen Review Panel's (CRP) were established. The CRPs are located regionally and cover 36 of Pennsylvania's 67 counties. Members serving on the panels are volunteers and are charged with developing an annual report to the Department of Human Services. Contained in the report are recommendations aimed at improving Pennsylvania's child protective services policies, procedures, and practices. These reports cover the calendar year but are published, along with the State's responses, within Pennsylvania's Annual Child Abuse Report. These reports are typically published every April and also include a list of the activities completed by the panel members each year. The complete report can be viewed on line by clicking on the following link: [Pennsylvania Department of Human Service's Annual Child Abuse Reports](#).

While these panels are independent entities, the Resource Center provides support for their work in a variety of ways, including but not limited to, supporting their bi-monthly regional and bi-annual state meetings, data collection, and communication to key stakeholders. For more information on Resource Center's work related to the CRPs go to the [Resource Center's CAPTA webpage](#).

Children's Justice Act (CJA)

The Resource Center continues to support the work related to CJA in Pennsylvania, including supporting the work of the CJA Subcommittee. This year, the Resource Center assisted in the development of the Model Set of Standards for Pennsylvania's Multidisciplinary Investigative Teams and assisted in the planning for the Second Annual Penn State Conference on Child Maltreatment where The Model Set of Standards were introduced. Resource Center staff also assisted the subcommittee in developing Pennsylvania's federally mandated three-year assessment as well as the annual CJA application. In addition, a member of our staff attended the Children's Justice Act Annual Grantee meeting in April 2014.

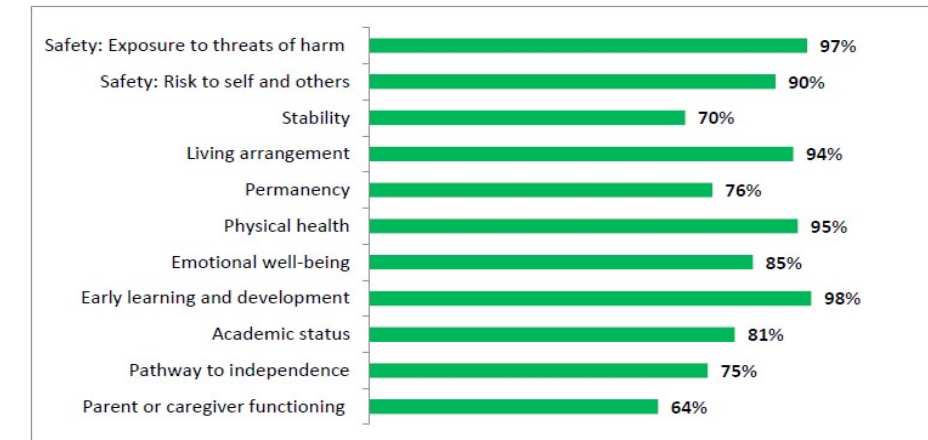
Develop and Implement a Quality Improvement Process

Implementing change at the local level is critical to the achievement of positive child, youth and family outcomes, particularly in a state-supervised and county-administered state. Pennsylvania's Continuous Quality Improvement (CQI) approach continues to be an effort focused on reshaping the system at the local and state level to support the achievement of positive outcomes for our children, youth, and families. The Resource Center has remained a key stakeholder and partner in the strategies of implementing and monitoring Pennsylvania's Continuous Quality Improvement effort.

The Quality Services Review (QSR) process is one critical component of the CQI effort, which is used to evaluate safety, permanency and well-being outcomes as well as practice performance. The QSR uses a combination of record reviews, interviews, observations, and deductions made from fact patterns gathered and interpreted by trained cross-systems reviewers regarding children, youth and families receiving services. Pennsylvania's QSR Protocol, developed in collaboration with Human Systems and Outcomes (HSO), outlines a specific set of 23 indicators that are then used to examine the status of the child/youth and parent/caregiver and analyzing the responsiveness and effectiveness of core practice functions. Indicators are divided into two distinct domains: Child, Youth and Family Status and Practice Performance.

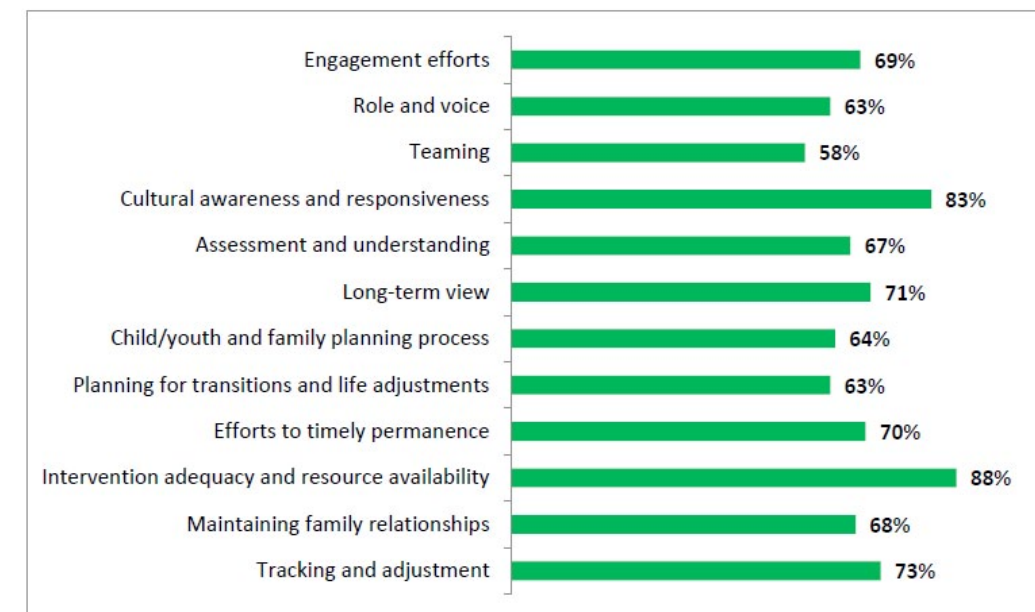
The following information includes the summary findings from a report released in April 2014 regarding the third round of state-supported Quality Service Reviews (QSR) which were conducted between December 2012 and November 2013. The [full report](#) can be found on the [Child Welfare Resource Center's CQI webpage](#). During the third round, QSRs were held in 11 counties and 143 cases were in the original sample, 60 out-of-home cases and 83 in-home cases.

The Child/Youth and Family Status Domain section examines the safety, permanence, and well-being of the child/youth, as well as the capacity of the child/youth's caregivers (both familial and substitute) to provide support to that child/youth. Nine indicators are utilized with the indicators generally focusing on the 30 days immediately prior to the onsite review.



“Child/Youth & Family Domain” Overall Percentage of Acceptable Ratings

The Practice Performance Domain section examines the twelve indicators used to assess the status of core practice functions. These indicators generally focus on the past 90 days from the date of the onsite review, unless otherwise indicated.



“Practice Performance Domain” Overall Percentage of Acceptable Ratings

This round 3 data reveals an improvement in all but one of the twenty-three indicator ratings from round 2. Gathering data is only one step in the CQI process. In addition to supporting the Quality Service Reviews conducted in the counties, Resource Center staff and other technical assistance providers also work diligently to support the individualized county specific improvement efforts. Much of the focus of these improvement efforts have centered around: enhancement of the practices of teaming, engagement, assessing, planning and improvement of outcomes for children/youth, especially older youth. Resource Center staff members and key stakeholders will continue to support the improvement efforts by



facilitating local and statewide analysis of the data collected from QSRs and other data sources to inform strategic decision making, promote Pennsylvania’s Child Welfare Practice Model, and support continuous improvement planning, implementation, and monitoring.

In March 2014, the Children’s Bureau released Child and Family Services Review (CFSR) Technical Bulletin #7, which announced the initiation of the next round of federal reviews, described the general direction of improvements made to the review process and outlined the tentative schedule. In May 2014, Pennsylvania representatives participated in the regional briefings offered by the Children’s Bureau which was focused on: the purpose of the review; the connection to continuous quality improvement efforts; the enhancements made to the process, tools and measurements; as well as the establishment of targets and the importance of tracking performance improvements. Future efforts will focus on the integration of the ongoing statewide continuous quality improvement efforts and the federal review process of evaluating and improving outcomes. Pennsylvania is scheduled to participate in the CFSR process in the year 2017.

Organize and Sponsor Events

The Resource Center organizes and sponsors many events each year with the intention of enhancing child welfare practice and integrating our key stakeholders, consumers, families and youth into our work. The events help to enhance collaboration and increase engagement with the hopes that strengthening these areas will lead to an improved quality of practice.

Continuing Education Credits

The Resource Center continued to offer continuing education credit hours in partnership with the University of Pittsburgh, School of Social Work Continuing Education Department.

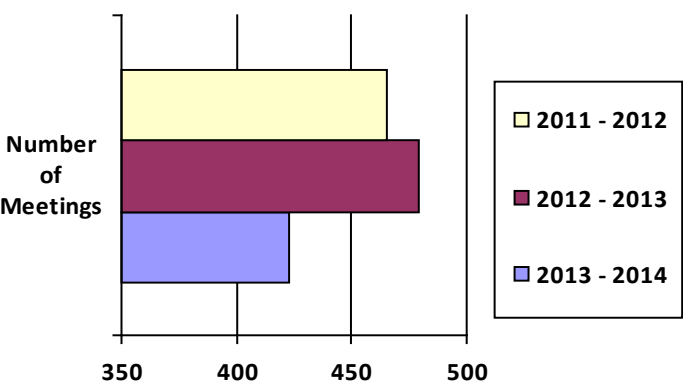
Training Partnerships

The Resource Center provided leadership within identified task areas for partner committees and provided support with identifying training and curriculum needs. The Resource Center also collaborated with the below partners to support events and meetings. These partners included:

- Pennsylvania Children and Youth Administrators and the Leadership Academy Workgroup
- Office of Children, Youth and Families (OCYF)
- Pennsylvania State Resource Family Association (PSRFA)
- Family Group Decision Making Statewide and Leadership Teams
- Fiscal Quality Assurance Committee (QUAC)

- Statewide Adoption and Permanency Network (SWAN)
- Administrative Office of Pennsylvania Courts (AOPC)
- American Bar Association (ABA)
- National Staff Development and Training Association (NSDTA)

The Resource Center utilizes leased training rooms both in our home office building in Mechanicsburg, as well as in locations across the state for trainings, meetings and various events. The chart below shows the training room usage in the Mechanicsburg office.



- There are 173 agencies currently on the approved list.
- Of these, 62 agencies currently schedule meetings/trainings on a regular basis.

Finally, the department produced and distributed the monthly newsletter, County Connection, to county children and youth agency training liaisons and administrators. Please click [here](#) to access these newsletters.

Resource Coordination

The Resource Center continued to expand and refine efforts in the delivery of products and services using a variety of methods to meet the needs of our consumers and stakeholders. During FY 2013/2014, the Resource Center undertook several resource coordination efforts, including those listed below.

Identify County Specific and Statewide Consultation and Training Needs

One of the ways the Resource Center coordinates and prioritizes work is through the assessment of training needs. In FY 2013/2014, Individual Training Needs Assessments (ITNAs) were distributed to 21 counties in January 2014. By May 2014, the Resource Center

had received completed ITNAs from 17 counties. The following is list of the five content areas most frequently identified as a high need:

- High Need Areas**
- Sexual Abuse
- Ethics
- Family Violence
- Emotional Disorders Independent Living Services

Child Welfare Education for Baccalaureates (CWEB)

Designed to recruit and prepare students for a career in the public child welfare field, the Child Welfare Education for Baccalaureates (CWEB) Program is offered at 14 schools of social work throughout Pennsylvania. Undergraduate students who are official Social Work majors in any of the fourteen approved, participating undergraduate schools are eligible to apply for the CWEB program. Qualified students receive substantial financial support during their senior year in return for a commitment to work in one of Pennsylvania’s county public child welfare agencies following graduation. Students must satisfactorily complete child welfare course work and an internship at a public child welfare agency. During the course of the internship, most students are able to complete some or the entire competency based training required for public child welfare caseworkers. Upon graduation, students also receive assistance with their employment search.

Requirements as a student:

- Complete child welfare course work
- Enroll in Charting the Course; and
- Complete an internship at a public child welfare agency

Requirements as a graduate:

- Gain and maintain, for one year, employment at a public child welfare agency

Child Welfare Education for Leadership Program (CWEL)

The Child Welfare Education for Leadership (CWEL) Program provides substantial financial support for graduate-level social work education for current employees of public child welfare agencies. Caseworkers, supervisors, managers, and administrators of any Pennsylvania county children and youth agency are eligible to apply to participate in the CWEL program. All persons enrolled meet these criteria as determined by their CWEL applications, résumés, agency approvals, notifications of admission from one of the approved schools, and signed agreements. The CWEL program has funded students from 66 counties and 12 Pennsylvania Schools of Social Work on both a full- and part-time basis. The CWEL program reimburses salary and benefits for full-time CWEL students and covers tuition, fees, and other expenses for both full- and part-time students in return for a legal work commitment to the employing county child welfare agency upon graduation.

Requirements:

- Complete child welfare course work
- Complete an internship at a public or private child and family agency serving IV-E eligible clientele
- Maintain, for two years, employment at a Pennsylvania public child welfare agency

Develop, Support and Maintain Websites and Databases

The Resource Center hosts a variety of websites and software applications designed to provide the most up-to-date information and resources on all Resource Center activities, as well as, resources for Independent Living youth and all child welfare professionals and their affiliates. In collaboration with our internal and external systems, comprehensive evaluation strategies are developed and supported to increase accountability and provide evidence of the effectiveness of specific approaches. The design and content for each website and application is decided upon by the respective advisory boards and committees assigned to the sites, as well as, input from other avenues. During FY 2013/2014, the Resource Center either deployed or made major enhancements to the following websites and applications.

Demonstration Project

- Developed a ShareFile site for Demonstration Project counties to upload their monthly data submissions.
- Created databases to import and house the county data submissions.
- Developed and deployed multiple Teleforms and SQL tables to capture Family Group Decision Making data as it related to the Demonstration Project.
- Created a reporting architecture SharePoint site for Family Group Decision Making data as it related to the Demonstration Project.

Resource Center Website

- Developed a CPSL page to include resources and information.
- Imported our PACWRC Facebook feed into the home page to alert trainees of workshop cancellations and other important news and resources.

Meeting Planner

- Purchased and deployed the Meeting Planner software which now allows users to request and reserve rooms, equipment, and function arrangements over the web.

The Resource Center HUB (SharePoint site)

- Created the following sites within our SharePoint portal to help facilitate workgroups and initiatives:
 - Child and Family Services Review (CFSR)
 - Continuous Quality Improvement (CQI)
 - Supervisor Advisory Workgroup (SAW)
 - Demonstration Project

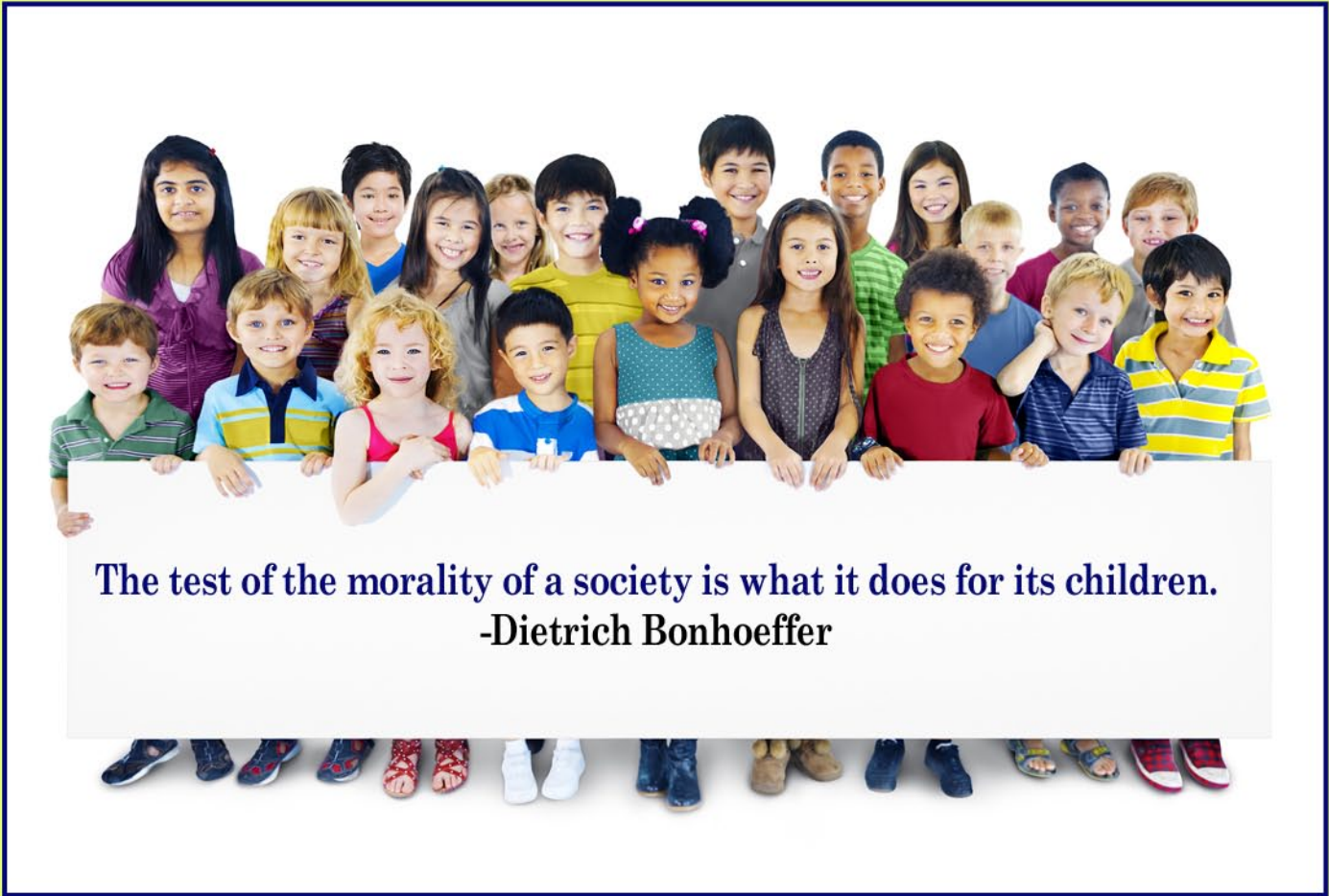
Information Technology Support

During FY 2013/2014, the Technology Development Department continued its efforts to offer technology support to Resource Center staff, University of Pittsburgh, School of Social Work staff/faculty as well as external state and county stakeholders by:

- Maintaining computer applications used to support the initiatives of the Resource Center and its affiliates;
- Developing and maintaining reports from multiple applications and databases for the Resource Center, county children and youth agencies, DHS-OCYF, and private providers;
- Providing technical assistance and support to the Resource Center and affiliates through the operation of multiple help desks, technology training resources, media development and duplication, function arrangements, network support, and hardware/software installation and maintenance;
- Producing videos and technology-based tools used to enhance the delivery of curriculum, transfer of learning, and other initiatives;
- Developing and maintaining multiple websites, updated regularly to ensure accuracy and;
- Developing and maintaining web-based courses and workshops.

Specific examples of these efforts include:

- Collaborating with the Curriculum/Trainer Development Department in the creation and deployment of eight (8) new online courses, as well as, developing multiple videos to pair with existing classroom curriculum and events;
- Collaborating with the Organizational Effectiveness, Statewide Quality Improvement, Administrative and Fiscal and Human Resources Departments to ensure connectivity to business-critical databases (for example SharePoint, SQL, Encompass and Meeting Planner);
- Providing computers and related hardware peripherals/remote meeting setup and support for approximately 512 onsite and offsite events and trainings;
- Working with the University of Pittsburgh Computing Services and Systems Development staff to ensure staff and faculty connectivity to network resources whether onsite or offsite;
- Creating new applications and enhancing existing software and applications to meet the needs of the Resource Center and affiliates;
- Working with external entities to upgrade and maintain PACWRC audio/visual systems;
- Developing brochures and media for publications and events;
- Resolving technology-related issues through helpdesk tickets (for internal staff and external stakeholders) (via phone and through helpcwtpt);
- Deploying new hardware and software for staff and,
- Streamlining existing inventory processes, procedures and related reports access.



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