Washington State Court Improvement Program 2015 Annual Self-Assessment Report

The purpose of this report is to create an opportunity to reflect on what you are doing, why you are doing it and if efforts are having the intended results. Questions are designed to solicit candid responses that help you identify what is working well, areas that need improvement and the type of support that would be most helpful. This is intended to be a helpful tool for you and a helpful tool for us to identify how best to use our resources.

The report is made of 7 sections with corresponding questions. Section I allows you to identify two high resource and or high priority projects and discuss them in-depth from a CQI perspective. Section II focuses on current priority areas and driving forces within your state that may be affecting your work. Section III requests a concise accounting of projects/activities in specific topical areas. Section IV focuses on collaborative efforts. Section V centers on CQI needs. Section VI asks you to do a self-assessment of your CIP's current capacity. Section VII provides a space for you to report on your timeliness and other performance measures.

I. CQI Analyses of Projects

Project # 1 - PARENTS FOR PARENTS (P4P) PROGRAM

Parents for Parents is an early engagement, peer mentoring and education program that promotes the safe and timely reunification of children with their parents, or an alternative permanency outcome when reunification is not a viable goal. Parent Allies, who have successfully navigated the child welfare system, provide outreach and mentoring for the program. Beginning with a Pierce County pilot project in 2005, CIP funds have supported the implementation of P4P programs, which has expanded to 10 out of 39 counties in Washington State.

1. ***Identify and assess needs***. There is a need to engage both mothers and fathers earlier in the dependency process so that permanency for children is not delayed. The goal was to provide accurate information and encouragement to the parents about the dependency process from sources which are credible to them (parents who have successfully navigated the dependency system and reunited with their children.) Initially, statistics for the Pierce County region indicated that there was a much higher reunification rate for children who are returned to their parents within 12 months of their original date of placement. Immediate engagement in services and the court process is critical. Of the 179 dependency petitions filed November 2004 through February 2005, 63% were not in compliance with court ordered services at the first review hearing.

2. ***Develop theory of change***. Early outreach and education helps shift the attitudes of parents involved in the dependency court system from anger and resentment to acknowledgment and acceptance, enhances parents' engagement in court-ordered plans in the dependency system, and increases the likelihood of family reunification.
3. ***Develop/select solution.*** Initially, the Pierce County pilot project included a coordinator and parent ally, who attend the shelter care hearings. Dependency 101 classes were offered and a Dependency 101 video was created.
4. ***Describe the implementation of the project.*** After seeing the success of the Pierce County pilot project, other counties gradually came on board via a CIP funded contract with Children's Home Society (CHS). CHS not only expanded the program into nine other counties, but also developed a start-up guide and ensures consistency in program design and implementation by working with each county to develop structure which includes the following:
   - P4P leadership team comprised of key stakeholders and a veteran parent leader.
   - Organization to sponsor the P4P program
   - Written guidelines on starting P4P
   - Training and technical assistance for startup and implementation.
   - Program incorporates essential program standards and builds on local interests and resources.
   - Provide payment for part-time parent ally leadership as well as program and administrative costs.

   Once this structure is in place, the following services can be provided:
   - Outreach and support to parents at dependency-related hearings, beginning with the shelter care hearing
   - A class that educates parents about the dependency system they must navigate in order to have their children returned, empowers them with tools and resources they need to be successful with their case plan, and provides information that helps them understand and support the needs of their children
   - Ongoing individual peer support to help parents involved with the child welfare system
   - Curriculum-based peer support groups.

   While CIP funds were used for implementation, each program was responsible to find a sustainable funding source. Most were able to contract with Children's Administration (CA), however, due to impending budget cuts, in 2014 CA announced they would no longer be able to fund the P4P programs. The various P4P stakeholders and proponents (including many judicial officers) were influential in legislation that was passed to fund the existing P4P programs. The 2015 legislation also included a component for further evaluation.

5. *Describe any monitoring/evaluations/assessments of your project and how you intend to apply the findings*.

- March 2009 – Partners for our Children conducted an evaluation of the Pierce County Parent to Parent Program, which concluded that participation in the program created a more positive working relationship between parents and social workers, as well as greater empathy of the stakeholders in their work with parents. There was a preponderance of evidence suggesting that the program has promise and should be tested with a more rigorous design.

- September 2011 – The National Council of Juvenile and Family Court Judges (NCJFCJ) conducted an evaluation of the Parent to Parent program in King County, which concluded that the program appears to be a useful tool in changing attitudes of participants involved in the child welfare system and may also be helpful in improving case outcome.

- October 2011 – NCJFCJ conducted an evaluation of the Parent to Parent program outcomes in King County, which concluded that the program encourages parental engagement in areas that have previously been shown to improve outcomes, such as increased parental participation in the hearings and compliance with visitation and case plans. It was recommended that future research explore the program further to specifically examine any differences that may occur in case outcomes as a result of participation in Dependency 101.

- September 2013 - NCJFCJ conducted an evaluation which included an additional examination of case outcomes and racial differences in the King County Parents for Parents program. The evaluation concluded that parents who participated in Dependency 101 were more likely to be reunified compared to all other outcomes compared to families who did not participate. Caucasian families who participated in Dependency 101 were more likely to be reunified than to have their parental rights terminated. No association was found for African American families or Native American families. However, it was recommended that due to the small sample size, further evaluation is needed.

- As required by 2015 legislation mentioned above, the Children's Home Society recently contracted with Chapin Hall, University of Chicago, to conduct a more thorough evaluation. The initial evaluation will look at whether or not parents who receive support at dependency court through the program have increased rates of attendance at court hearings, compliance with court-ordered services and visitation, and it will identify what the participants' overall understanding is of the dependency court process. This evaluation will be conducted on P4P programs in at least three different

counties. A subsequent evaluation will be completed by December 2019 which will include statistics demonstrating the effect of the program on reunification rates and lengths of time families were engaged in the dependency court system before achieving permanency. The results of these evaluations will be provided to the legislature and other stakeholders, to determine if the P4P program should be implemented statewide and what portions of the program are key components for success.

6. Is this project a priority for you in 2016?   ☒Yes   ☐ No
7. Would you like a CQI consult around this project? ☒Yes   ☐ No

Project # 2 - ESTABLISHING BIOLOGICAL PATERNITY EARLY PILOT PROJECT

The purpose of the Establishing Biological Paternity Early Pilot Project is to significantly reduce the time to determine paternity in dependency and termination cases. The five pilot courts provide no-cost, easily accessible and rapid DNA testing to alleged fathers in dependency and termination cases.

1. *Identify and assess needs*. In Washington State there is no statutory authority to appoint counsel for alleged fathers in dependency cases. Pro se litigants trying to negotiate the process of establishing paternity find that it tends to be very time consuming and prohibits the alleged fathers from being parties in the case, which extends the time before an alleged father can be ordered into services and ultimately prolongs the establishment of permanency for children.

2. *Develop theory of change*. If the courts could provide reliable, fast, and inexpensive paternity test results, which will greatly reduce the number of days to determine paternity, this will allow fathers to engage earlier in the dependency process. Early identification enables:
   - Courts to place children with fathers and paternal relatives at the beginning of a case in appropriate situations.
   - Courts to order early and frequent visitation with fathers.
   - Fathers to participate in the case plan and services without delay.
   - Courts to better meet the ASFA timelines.

3. *Develop/select solution*. The Office of Public Defense (OPD), Attorney General's Office (AGO), judicial officers and others from the pilot counties worked together to develop a proposal which was submitted to the CIP Director. The proposal included information listed above, as well as estimated numbers of tests per pilot site.

4. *Describe the implementation of the project.*
   - The CIP Director vetted the project through the CIP Steering Committee.
   - A contracted testing rate of $30/test was negotiated with a national testing facility.
   - Each court worked with the Attorney General/Prosecutor's office to estimate the number of cases filed with alleged fathers to estimate the funds needed to provide testing to all alleged fathers over one year.
   - The CIP Director met with court research staff to develop a process for evaluating the project, which included the use of special docket codes.
   - Each of the four pilot counties developed an implementation plan that met the needs for their dependency system, and also met the evaluation criteria, which included the use of special docketing codes for tracking timeliness.

5. *Describe any monitoring/evaluations/assessments of your project and how you intend to apply the findings*.
   - Progress reports were due every six months that included the number of tests completed, average time between the request for a DNA test and the results, and any barriers that had arisen during the project.
   - It took a while to get the program started and there weren't as many tests as expected, so it was decided to continue the program for another year. Also one of our larger counties requested to join the pilot project, which will provide a larger sample size for evaluation purposes..
   - A new spreadsheet was created for collecting the data which will assist in the evaluation.
   - At the end of the first year, a web-conference call with the CIP Director, research analyst, OPD project lead, and pilot project stakeholders to review the importance of using the docketing codes and discuss barriers each county had experienced, along with solutions.
   - OPD is working with ATG regarding case files to review for a comparison study to length of time for cases prior to the pilot project.
   - In the final report, which is due September 2016, pilot courts will also be providing information on any cost savings or other results, i.e., increased placement with paternal relatives, increased participation by fathers in court hearings, and earlier visitation with fathers.

6. Is this project a priority for you in 2016?   ☒Yes   ☐ No
7. Would you like a CQI consult around this project? ☒Yes   ☐ No

II.   Trainings, Projects, and Activities

1. Trainings

Topical Area	Did you hold or develop a training on this topic?	Who was the target audience?	What were the intended training outcomes?	How did you evaluate this training?
Data	☐Yes ☒No			
Hearing quality	☒Yes ☐No	Multi-disciplinary stakeholders	Greater civility among court system stakeholders	Subjective assessments of occurrence of civility after training
Improving timeliness/ permanency	☒Yes ☐No	Multi-disciplinary stakeholders	Better practice around early, frequent, and child-development-informed visitation plans for families with very young children (0-3)	The training was determined to be successful as it launched a multi-disciplinary workgroup that created an innovation designed to achieve the outcomes identified in the training.
Quality legal representation	☒Yes ☐No	Attorneys for children and youth in foster care	Greater connection to purpose, identify concrete practice improvements, creation of community of practice	Several local communities of practice created, further training and discussion among community members.
Engagement & participation of parties	☒Yes ☐No	State and Tribal Court Judges, Commissioners, and Family and Juvenile Court Improvement Program Coordinators	Deeper understanding of experience and engagement practices for working with youth and parents in dependency system	Subjective opinion of training participants.

Well-being	☒Yes ☐No	See "improving timeliness and permanency" above		
ICWA	☒Yes ☐No	State and Tribal Court Judges, Commissioners, and Family and Juvenile Court Improvement Program Coordinators	Increasing relationship and understanding between State and Tribal Court	Subjective evaluation by participants, observed increase in participation in regular judicial training, especially among Tribal Judges who previously did not engage in CIP/CITA training regularly.
Sex Trafficking	☒Yes ☐No	Commercial Sexual Exploitation of Children (CSEC) Regional Task Forces	Increase establishment of and connection between regional CSEC Task Forces around the State	Subjective assessment of participants, follow-up requests for resources and support to local agency, and increase in efforts to address CSEC in regions.
Other: Children's Justice Conference	☒Yes ☐No	Multi-disciplinary stakeholders in statewide dependency system	Several, including regular annual updates on legislation and case law, reporting on system innovation around foster youth transition planning, parent engagement, to trauma informed courts.	Subjective evaluation of training.

Other: Physiology of Decision Making	☒Yes ☐No	State and Tribal Court Judges, Commissioners, Juvenile Court Administrators, and Family and Juvenile Court Improvement Program Coordinators	To bring awareness of the physiology of decision-making and professional performance, not only for judicial officers but for the parents and other individuals involved in the dependency court system.	Subjective evaluation of training.

2. **Data Projects**. Data projects include any work with administrative data sets (e.g, AFCARS, SACWIS), data dashboards, data reports, fostering court improvement data, case management systems, and data sharing efforts.

Do you have a data project/activity?   ☒Yes   ☐ No

Project Description	How would you categorize this project?	Work Stage (if applicable)
WA Dependency Data Share Efforts - Child data is extracted from the WA Children's Administration's FAMLINK data system. This data is then used to match back to WA Administrative Office of the Courts (AOC) SCOMIS case file data.	Agency Data Sharing Efforts	Evaluation/Assessment
WA Annual Dependency Timeliness Report to the Legislature – Provides annual analyses of dependency court operations with respect to statutorily mandated timelines. Click here to find the 2014 Annual Report.	Case management systems	Evaluation/Assessment
WA Dependency Data Dashboards/Reports - Interactive reports use Microsoft Excel pivot tables that allow the user to view state and individual county data for broad comparisons or person/case-specific information.	Data dashboards	Evaluation/Assessment

WA FJCIP Evaluation - The Family and Juvenile Court Improvement Program (FJCIP) coordinates efforts on family and juvenile cases, to strategically implement principles of Unified Family Court, as well as state and federal timelines related to processing dependency cases. Washington State Center for Court Research in conjunction with WA Department of Social and Health Services Research and Data Analysis, have begun the process of evaluating the programs, which were implemented in 13 counties in 2009.	Other	Identifying/Assessing Needs
Multi-system Youth Collaboration and Coordination – Continuing research to address court-level results and involvement of status offenders who are currently or previously involved in child welfare. Click here to access Multi-system Youth in Washington 2014 and 2015 reports.	Other	Evaluation/Assessment

Do you have **data reports** that you consistently view? ☒ Yes ☐ No

If *Yes*, around which topics?
☐Hearing quality ☒ Timeliness ☒Permanency ☐Well-being ☐Education ☐ Engagement of youth ☐Engagement of Parents ☐Other Engagement ☐ Quality Legal Representation ☐ICWA ☐DCST ☐Runaway Youth ☐Other:_____
☐Other: _____

3. **Hearing Quality.** Hearing quality projects include any efforts you have made to improve the quality of dependency hearings, including court observation/assessment projects, process improvements, specialty/pilot court projects, projects related to court orders or title IV-E determinations, mediation, or appeals.

Do you have a hearing quality project/activity?   ☒ Yes   ☐   No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Yakima Table of Ten – Civility improvements	Process Improvements	Implementation
Grays Harbor Table of Ten – Creation of dependency drug court	Specialty/Pilot Courts	Selecting Solution
King County Mediation – Dependency mediation program was briefly expanded to Kent for a pilot project. 94% of cases reached some level of resolution.	Mediation	Evaluation/Assessment

4. **Improving Timeliness of Hearings or Permanency Outcomes.** Timeliness and permanency projects include any activities or projects meant to improve the timeliness of case processing or achievement of timely permanency. This could include general timeliness, focus on continuances or appeals, working on permanency goals other than APPLA, or focus on APPLA and older youth.

Do you have a Timeliness or permanency project/activity?   ☒ Yes   ☐ No

Project Description	How would you categorize this project?	Work Stage (if applicable)
WA Permanency CQI – Stakeholder workgroup looking at data to determine regional areas of focus to improve permanency and develop action plans. Co-chaired by Children's Administration and CIP Director.	General ASFA	Implementation
Yakima Table of Ten – Timely adjudication	Continuances	Implementation
Snohomish Table of Ten – Bringing all dependency review hearings into court	General/ASFA	Implementation

Pierce County Oversight of Legally Free Cases - FJCIP Coordinator facilitates monthly adoption workgroup meetings to address/eliminate barriers.	General/ASFA	Implementation
Grays Harbor Table of Ten– Solution-based case conferences	General/ASFA	Implementation
CIP Oversight of the Family and Juvenile Court Improvement Program (FJCIP) – CIP Director now provides oversight of the state-funded FJCIP program, which encompasses innovative practices of the 13 participating counties.	General/ASFA	Identifying/Assessing Needs

5. **Quality of Legal Representation.** Quality of legal representation projects may include any activities/efforts related to improvement of representation for parents, youth, or the agency. This might include assessments or analyzing current practice, implementing new practice models, working with law school clinics, or other activities in this area.

Do you have a quality legal representation project/activity? ☒ Yes   ☐No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Creating Communities of Practice among attorneys representing children and youth - The University of Michigan, as the National Quality Improvement Center on the Representation of Children in the Child Welfare System (QIC-ChildRep), in partnership with Chapin Hall, conducted a 3-year study of the impact of specific training on attorneys representing children in dependency cases. Washington was one of two sites. A Community of Practice is being created to continue efforts after the study was completed.	New Practice Models	Implementation

6. **Engagement & Participation of Parties.** Engagement and participation of parties includes any efforts centered around youth, parent, foster family, or caregiver engagement, as well as projects related to notice to relatives, limited English proficiency, or other efforts to increase presence and engagement at the hearing.

Do you have an engagement or participation of parties project/activity? ☒ Yes   ☐No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Snohomish Table of Ten – Increase children and youth participation in court	Youth Engagement	Identifying/Assessing Needs

7. **Well-Being.** Well-being projects include any efforts related to improving the well-being of youth. Projects could focus on education, early childhood development, psychotropic medication, LGBTQ youth, trauma, racial disproportionality/disparity, immigration, or other well-being related topics.

Do you have any projects/activities focused on well-being? ☒ Yes   ☐No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Annual Foster Youth and Alumni Leadership Summit – youth are able to articulate their thoughts and ideas to improving the foster care system and create an action plan for creating awareness and policy/legislative change.	Other	Implementation
Washington State Court Special Immigrant Juvenile Status (SIJS) Bench Book and Resource Guide – Developed guide in conjunction with Washington Law Institute and Columbia Legal Services. Planning judicial webinar training in 2016.	Immigration/Unaccompanied Minors	Implementation
Grays Harbor Table of Ten – Baby Team	Early Childhood Development	Selecting Solution

Pierce County Best for Babies Pilot Project – FJCIP Coordinator and CASA Coordinator provide ongoing training to court staff and social workers to share best practice principles in addressing the special needs of birth to three population.	Early Childhood Development	Implementation
Pierce County ACHIEVE (Adults Committed to Helping Improve Educational and Vocational Excellence) – Program provides dependent teens with a specially trained CASA mentor to support successful transition to adulthood.	Education	Implementation

8. **ICWA.** ICWA projects could include any efforts to enhance state and tribal collaboration, state and tribal court agreements, data collection and analysis of ICWA compliance, or ICWA notice projects.

Do you have any projects/activities focused on ICWA? ☒ Yes   ☐No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Judicial Training – Tribal Court Judges invited to all state court judicial trainings. First ICWA-focused dependency training held December 2014.	Tribal Collaboration	Implementation
Children's Administration Indian Policy Advisory Committee – CIP Director participates in monthly meetings which includes representation from tribes throughout Washington State regarding child welfare.	Tribal Collaboration	Implementation

9. **Preventing Sex Trafficking and Strengthening Families Act (PSTFSA).** PSTFSA projects could include any work around domestic child sex trafficking, the reasonable and prudent parent standard, a focus on runaway youth, focus on normalcy, collaboration with other agencies around this topic, data collection and analysis, data sharing, or other efforts to fully implement the act into practice.

Do you have any projects/activities focused on PSTSFA? ☒ Yes ☐ No

Project Description	How would you categorize this project?	Work Stage (if applicable)
CSEC Statewide conference of Regional CSEC Task Forces – Facilitated by the University of Washington Court Improvement Training Academy	Sex Trafficking	Selecting Solution

III. Priority Areas & CIP Resources

a. What would you consider your top **two** priority areas for FY 2016?

☐ Data projects   ☐ Hearing quality

☒ Timeliness/permanency   ☐ Quality of legal representation

☒ Engagement of Parties   ☐ Well-being

☐ Preventing Sex Trafficking & Strengthening Families

☐ ICWA   ☐ Other:_____

b. Are there any outside driving forces that determine your priorities or consume a lot of your time? (For example, legislative involvement or directives, budget concerns, consent decrees and class action litigation, highly publicized child fatalities, unaccompanied minors, etc.)

There are no outside driving forces determining priorities. The data around timeliness and permanency are what drives the priorities.

IV. CIP Collaboration and Participation in Child Welfare Program Planning and Improvement Efforts

10. For FY2014, you described how the CIP planned to assist with and participate in round three of the CFSR and program improvement process. We are interested in your progress or any changes to this plan.

a. Has your plan changed? If so, how?

The plan has not changed from 2014.

b. How have you moved this plan forward in FY2015?

The Permanency CQI Workgroup that is co-chaired by the CIP Director and Children's Administration, is working towards making improvements in CFSR measures in preparation for the review.

c. What barriers have you encountered (if any) in increasing your participation with round three of CFSR?

Finding the time, with ever-increasing responsibilities, to devote to the efforts.

d. Have you received any technical assistance on this issue? If so, what was it and how was it helpful to you?

No, we have not received technical assistance.

11. For FY2014 you described how the CIP will assist with and participate in the CFSP/APSR processes with the child welfare agency in an ongoing fashion. We are interested in your progress or any changes to this plan.

a. Has your plan changed? If so, how?

The plan has not changed from 2014.

b. How have you moved this plan forward in FY2015?

The Permanency CQI Workgroup mentioned above is moving the plan forward.

c. What barriers have you encountered (if any) to working with the child welfare agency in the CFSP/APSR process in an ongoing fashion?

Finding the time, with ever-increasing responsibilities, to devote to the efforts.

d. Have you received any technical assistance on this issue? If so, what was it and how was it helpful to you?

No, we have not received technical assistance.

12. How are you involved, if at all, with the child welfare agency's CQI efforts?

☐ Contributing data ☐ Receiving data ☒ Jointly using data

☒ Collaborative meetings ☐ Collaborative systems change project(s)

☐ Other:_____

V.   CQI Current Capacity Assessment

a. How is the CIP progressing with CQI overall? Please provide a brief description of how you integrate CQI into your work.
    Use of data to examine systems, use of facilitation to coordinate and manage innovation, development of research-based logic models to develop theory of change, use of data to inform oversight function to determine need for adjustment to innovation as well as inform plans to increase or decrease resources devoted to innovation based on demonstrated success.

b. Do you have any of the following resources to help you integrate CQI into practice?
    ☒CIP staff with CQI (e.g., data, evaluation) expertise
    ☐Consultants with CQI expertise   ☒a University partnership
    ☐Contracts with external agencies to assist with CQI efforts
    ☐Other resources:_____

c. Describe the largest challenges your CIP faces with implementing CQI into your work.
    Capacity (time and resources) to perform facilitation and coordination across multiple implementation sites, where our absence usually corresponds with decrease in energy and follow-through with projects. We notice that in this overworked and very stretched system, where participants are regular litigation practitioners, the role of a neutral facilitator who can keep eye on complexity-based management plans, facilitate and document discussion and planning of teams, and engage in-between coordination/support is extremely valuable. Teams often tend to lose energy and follow-through when we are not able to perform these roles due to capacity.

d. Please review the list of capacities below. Select the *__three__* capacity areas that you would like to increase your knowledge of or enhance your ability to do in the next fiscal year.

☐CQI generally   ☐Data collection methodologies
☐ Data analysis   ☐Understanding/applying data
☒ Evaluation design   ☐Tool development
☐Policy change implementation   ☐CQI commitment (buy-in)
☐Collaboration w/agencies   ☐Data-driven decision-making
☐Participation in CFSR process   ☐Performance measurement
☐Participation in CFSP/APSR process   ☐Community partnerships
☒Awareness of evidence-based practices ☐Research partnerships
☒Leadership   ☐Data systems
☐Currently available data (e.g., AFCARS) ☐Tracking implementation/changes
☐Training evaluation

Evaluation/CQI efforts specific to:
      ☐Preventing Trafficking and Strengthening Families Act
      ☐Quality legal representation   ☐Hearing quality
      ☒Timeliness/Permanency   ☐Well-being
      ☐Engagement/Presence of Parties   ☐ ICWA

☐Other:_____
☐Other:_____

VI.   Self-Assessment – Capacity

We would like you to assess your current capacities related to knowledge, skills, resources, and collaboration by responding to the following 3 sets of questions.

1. Please indicate your level of agreement to the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I have a good understanding of CQI.	☐	☐	☐	☐	☐	☒	☐
I understand how to integrate CQI into all our work.	☐	☐	☐	☐	☒	☐	☐
I am familiar with the available data relevant to our work.	☐	☐	☐	☐	☒	☐	☐
I understand how to interpret and apply the available data.	☐	☐	☐	☐	☒	☐	☐
The CIP and the state child welfare agency have shared goals.	☐	☐	☐	☐	☒	☐	☐
The CIP and the state child welfare agency collaborate around program planning and improvement efforts.	☐	☐	☐	☐	☐	☒	☐
We have the resources we need to fully integrate CQI into practice.	☐	☒	☐	☐	☐	☐	☐
I have staff, consultants, or partners who can answer my CQI questions.	☐	☐	☐	☐	☒	☐	☐

2. How frequently do you engage in the following activities?

	Never	Rarely	Sometimes	Often	Always
We use data to make decisions about where to focus our efforts.	☐	☐	☐	☒	☐
We meet with representatives of the child welfare agency to engage in collaborative systems change efforts	☐	☐	☐	☒	☐
We evaluate newly developed or modified programs/practices.	☐	☐	☒	☐	☐
We use evaluation/assessment findings to make changes to programs/practices.	☐	☐	☒	☐	☐
CQI is integrated into all our projects.	☐	☐	☒	☐	☐

3. Please review the descriptions of the different levels of collaboration. Using the scale provided, please indicate the extent to which you currently interact with each other partner identified below.

Relationship Characteristics	Networking 1	Cooperation 2	Coordination 3	Coalition 4	Collaboration 5
	--Aware of organization --Loosely defined roles --Little communication --All decisions made independently	---Provide info to each other --Somewhat defined roles --Formal communication --All decisions made independently	--Share information and resources --Defined roles --Frequent communication --Some shared decision making	--Share ideas --Share resources --Frequent and prioritized communication --All member have a vote in decision-making	--Members belong to one system --Frequent communication is characterized by mutual trust --Consensus is reached on all decisions

	No Interaction at all 0	Networking 1	Cooperation 2	Coordination 3	Coalition 4	Collaboration 5
State Child Welfare Agency	☐	☐	☐	☒	☐	☐
Tribal Child Welfare Agencies	☐	☒	☐	☐	☐	☐
Tribal Courts	☐	☐	☒	☐	☐	☐
Department of Education/ School	☐	☐	☐	☒	☐	☐
Law enforcement	☐	☒	☐	☐	☐	☐
Juvenile justice agency (e.g., DOJ)	☐	☐	☐	☒	☐	☐
Behavioral/mental health	☐	☒	☐	☐	☐	☐
Substance abuse/addictions management agency	☐	☒	☐	☐	☐	☐
Other:_Region X CIP	☐	☐	☐	☐	☐	☒
Other:_____	☐	☐	☐	☐	☐	☐

VII. Timeliness Data & Performance Measurement

The purpose of asking all the CIPs to report on timeliness measures has been to prompt you to identify available data, examine how you are currently doing, and make comparisons to how you have done in the past on specific measures. The goal is to help you identify where you are and encourage you to use data in a meaningful way in your systems change efforts. As such, we have restructured the timeliness requirements so that you can still report on the timeliness measures but have the option to report on other measures that you have found particularly meaningful in your work.[1]

1. **Timeliness.** Provide a narrative below describing where you are getting data and how you are calculating the timeliness measures you report. What is your universe of cases (e.g., what is your sample, exit or entry cohort, etc.)? Is the data from the agency (e.g., SACWIS), from a court case management system (e.g., Odyssey) or from another source? Do you have any concerns with the accuracy of the data?

	Baseline Measure (2013)	**2014**	**2015**	**CIP Projects Targeting Measures (if applicable)** *[If this measure was targeted by an intervention (e.g., efforts made to improve timeliness), please list the project or activity here]*
Required Timeliness Measures (*Based on calendar year, not fiscal year*)				
4G. Time to First Permanency Hearing	9.9 months	9.9 months	9.6 months	
4H. Time to Termination of Parental Rights Petition	12.9 months	12.4 months	11.4 months	
4I. Time to Termination of Parental Rights	21.86 months	21.86 months	22.26 months	
4A. Time to Permanent Placement	22 months	21 months	22 months	
Optional Measures				
Time to Reunification	15 months	14 months	16 months	
Time to Adoption	29 months	29 months	29 months	
Time to Guardianship	22 months	23 months	23 months	
Time to Emancipation	39 months	44.5 months	41.5 months	

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[1] The OJJDP Toolkit that includes these performance measures is available online at: http://www.ojjdp.gov/publications/courttoolkit.html

Time to Subsequent Permanency Hearings	294 days	295 days	294 days	
1B. Percentage of Cases that Re-enter within 1 year	2.4%	3.3%	3.6%	

2. **Other Measures**. What other measures do you collect that you find particularly useful?

Other measures (updated monthly statewide and for all jurisdictions)
- Number and rate of dependency filings per month per filing year. Includes dismissal counts and case counts showing activity
- Total number of continuance counts per year of continuance activity on dependency cases.
- Pending dependency case counts
- Active dependency case counts
- Pending termination case counts
- Legally free termination case counts
- Termination filing counts per month per filing year.
- Number of cases by extended foster care status
- Reason for dismissal counts and median time to dismissal on dependency cases
- Summary outcomes measure dashboards with race breakouts and jurisdiction rankings

Do you currently or have you recently collected any data on quality legal representation or quality court hearings that you would be willing to discuss and share?

- The University of Michigan, as the National Quality Improvement Center on the Representation of Children in the Child Welfare System (QIC-ChildRep), in partnership with Chapin Hall, conducted a 3-year study of the impact of specific training on attorneys representing children in dependency cases. Washington was one of two sites, and the Washington State Center for Court Research provided dependency court records with attorney identifiers to the study to guide selection of cases for further review and assessment in order to measure the impact of attorney training on case-related process, such as engaging with families and caregivers and aligning advocacy with the child's wishes, and outcomes, such as total time in care.

OTHER INTERESTING DATA

Fact-finding hearing within 75 days (updated monthly)

Calculated as an entry cohort for all dependency petitions filed by year to calculated due date for adjudication. Reported by calendar due year for adjudication statewide and all jurisdictions:

Court Name	State					
	FF Year Due					
Values		**2011**	**2012**	**2013**	**2014**	**2015**
Median Time Days		61	61	63	64	62
Percent Compliant		74%	74%	72%	70%	70%

Median Days To Fact Finding - State
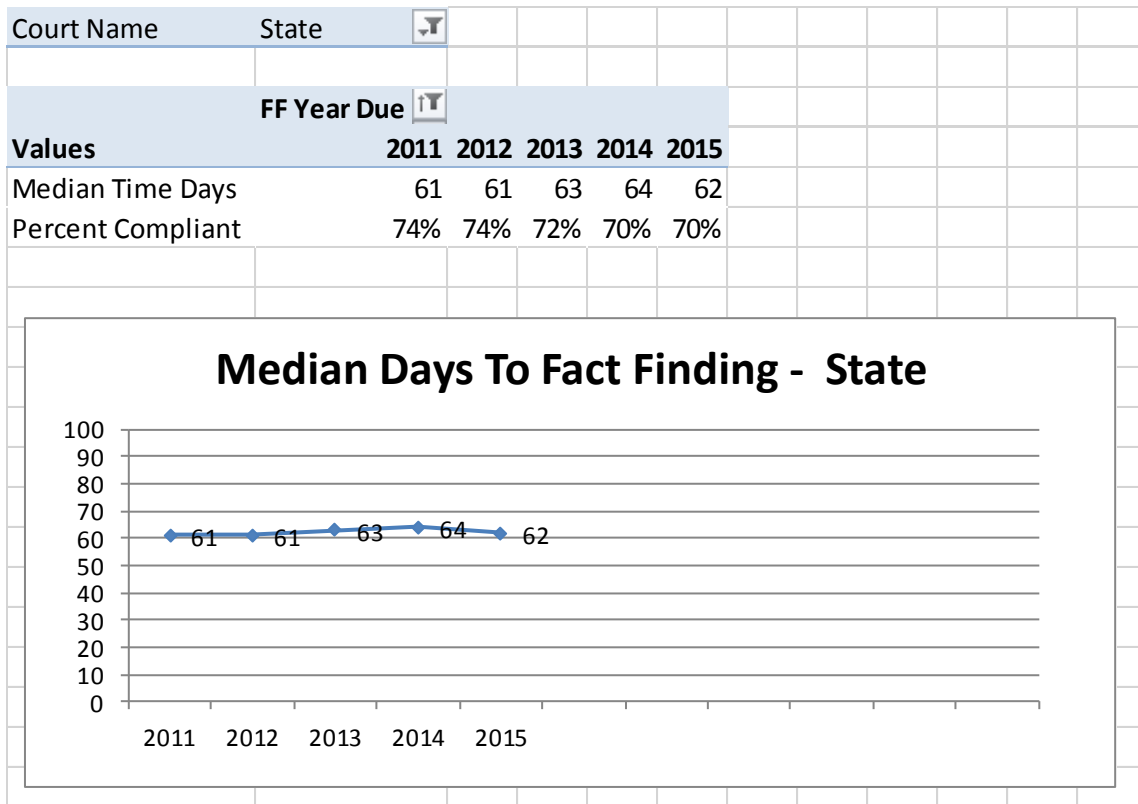
First review hearing within 6 months (updated monthly)

Calculated as an entry cohort for all dependency petitions filed by year to calculated due date for first review hearing. Reported by calendar due year for first review hearing statewide and all jurisdictions:

Court Name	State				
	RH Year Due				
Values	**2011**	**2012**	**2013**	**2014**	**2015**
Median Time Days	145	142	141	140	140
Percent Compliant	85%	84%	86%	85%	86%

Median Days To First Review Hearing - State

Year	Median Days
2011	145
2012	142
2013	141
2014	140
2015	140
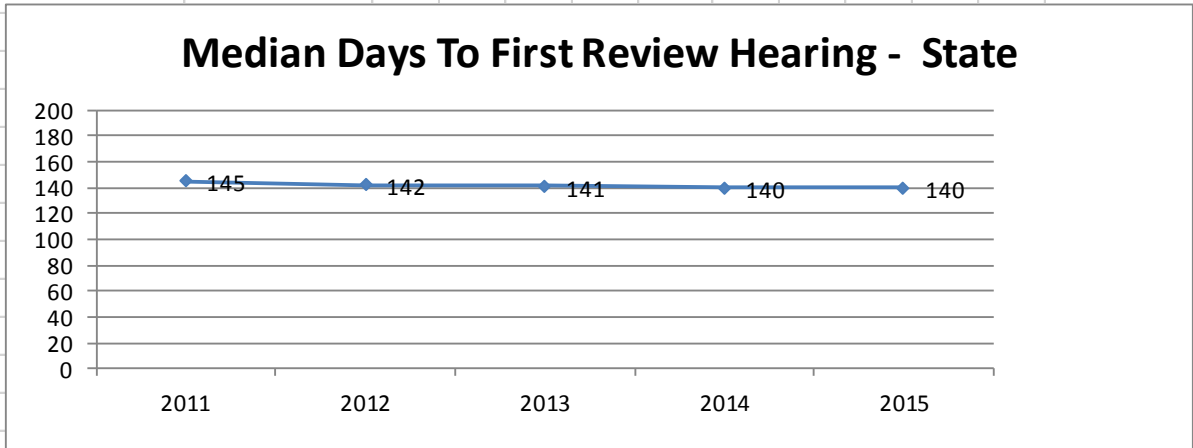
First permanency planning hearing within 12 months (updated quarterly)

Calculated as an entry cohort for all dependency petitions filed by year using the WA Children's Admin FAMLINK case management system placement episode begin date to calculated due date for first permanency planning hearing. Reported by calendar due year for first permanency planning hearing statewide and all jurisdictions:

Court Name	State					
	PP Year Due					
Values		**2011**	**2012**	**2013**	**2014**	**2015**
Median Time Months		10.0	10.0	9.9	9.9	9.6
Percent Compliant		85%	84%	87%	84%	89%

Median Months To Perm Plan Hearing - State

	2011	2012	2013	2014	2015
	10.0	10.0	9.9	9.9	9.6
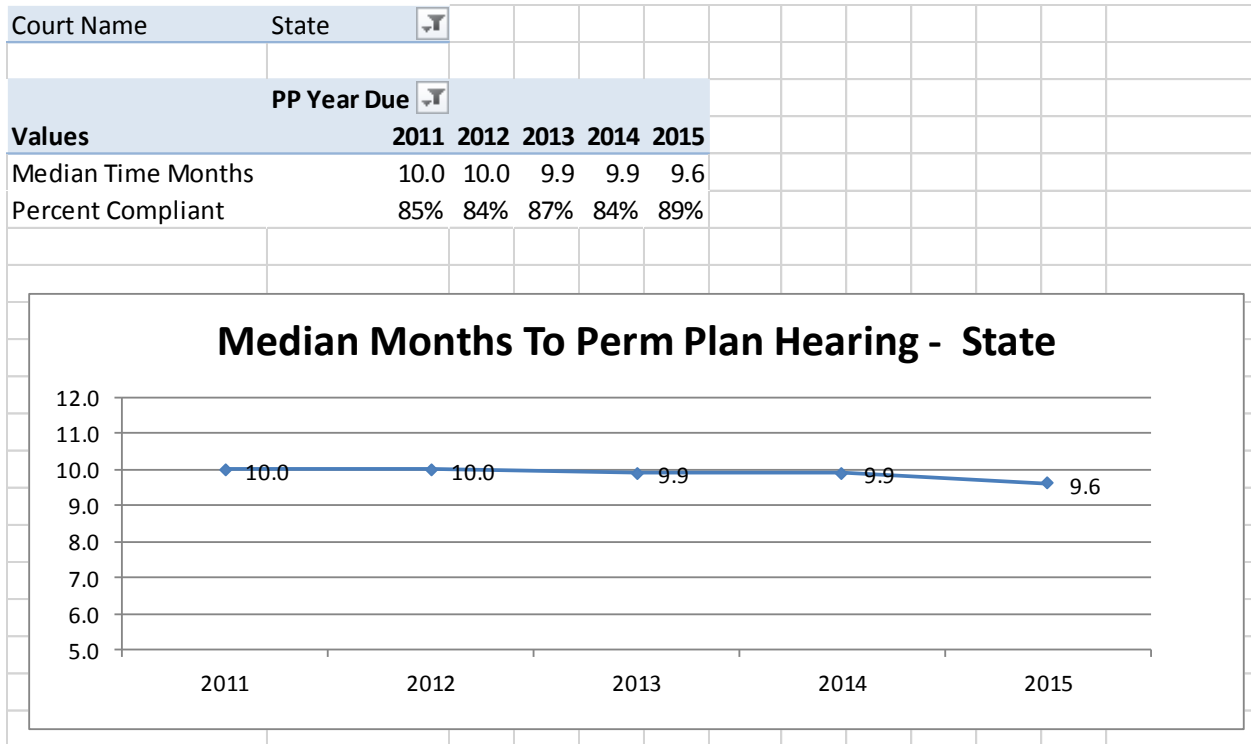
Subsequent permanency planning hearings every 12 months (updated monthly)

Calculates percent of all permanency planning hearings held within 12 months by year of perm planning hearing held statewide and all jurisdictions:

Court Name	State					
	Perm Plan Year					
	2011	**2012**	**2013**	**2014**	**2015**	
Percent Within 12mnths	94%	91%	93%	93%	93%	

Timely Perm Planning Hearings - State

	2011	2012	2013	2014	2015
	94%	91%	93%	93%	93%

Median Days All Plan Hearings - State

	2011	2012	2013	2014	2015
	291	296	294	295	294
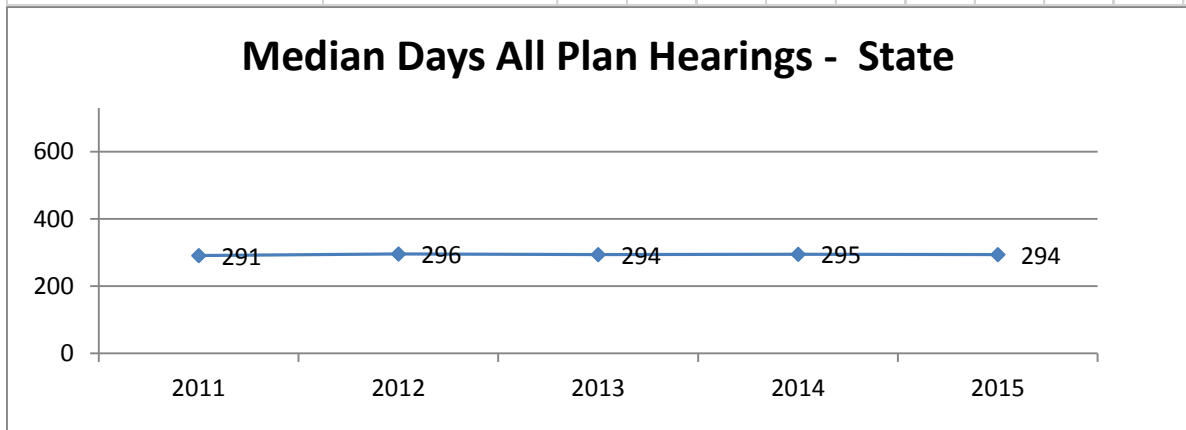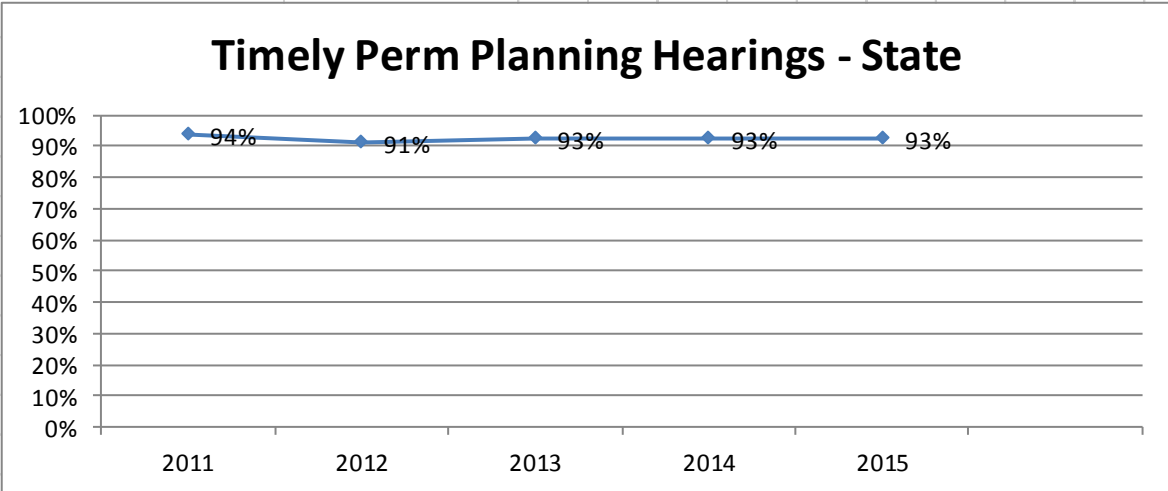
Termination of parental rights petition filed within 15 months of out-of-home care (updated quarterly)

Calculated as an entry cohort for all dependency cases filed by year to calculated Fed Term Due Date = WA Children's Admin FAMLINK case management system placement episode begin date plus 60 days or Order of Dep - whichever is earliest. Reported by calendar due year for termination petitions within 15 months statewide and all jurisdictions:

Court Name	State				
	Termp year due				
Values	**2011**	**2012**	**2013**	**2014**	**2015**
Median Time Month	11.3	12.1	12.9	12.4	11.4
Percent Compliant	64%	66%	66%	64%	69%

Median Months To TPR Petition - State
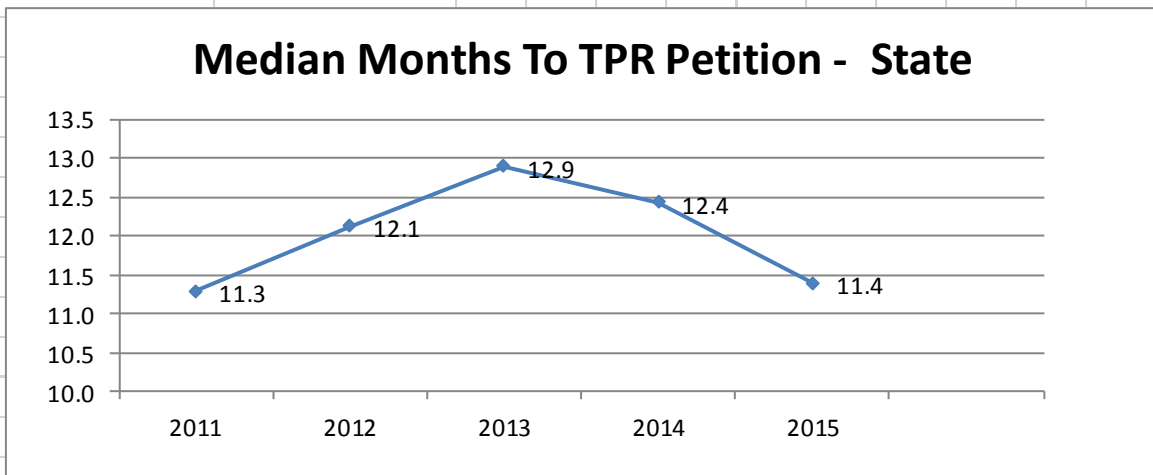
Case tracking from dependency filing to legally free status (updated monthly)

Calculated as an exit cohort for all dependency cases filed by year to calculated legally free date. Median months from dependency filing to legally free termination date - cases resolved by approved petition statewide and all jurisdictions:

Court Name	State ▼					
	Leg Free Year ▼					
Values	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**
Median Time Months	21.44	19.59	20.09	21.86	21.86	22.26
Count of TER Cases	1299	1191	1301	1317	1429	1284

Permanency achieved before 15 months of out-of-home care (updated quarterly)

Calculated as an exit cohort for all dependency cases using the WA Children's Admin FAMLINK case management system original placement date and placement episode outcome date. Median days/months statewide and all jurisdictions:

Court Name	State					
		CY Exit				
FAMLINK Episode Outcome	**Values**	**2011**	**2012**	**2013**	**2014**	**2015**
Adoptions	Median Days	911	834	886	903	891
	Median Months	29	27	29	29	29
	% < 15 Months to Outcome	7%	6%	5%	4%	4%
Age of Majority/Emancipation	Median Days	1253	1176.5	1194	1380.5	1278.5
	Median Months	41	38	39	44.5	41.5
	% < 15 Months to Outcome	17%	11%	11%	10%	18%
Guardianships	Median Days	636	686	677	707	727
	Median Months	20	22	22	23	23
	% < 15 Months to Outcome	27%	29%	29%	28%	23%
Reunifications	Median Days	413	466	483	441	497
	Median Months	13	15	15	14	16
	% < 15 Months to Outcome	54%	49%	48%	52%	45%

Adoption completed within six months of the termination order (updated quarterly)

Calculated as an exit cohort for all dependency cases using the WA Children's Admin FAMLINK case management system placement episode adoption outcome date. Median days/months statewide and all jurisdictions:

Court Name	State 🔽				
	Adopt Year 🔽				
Values	**2011**	**2012**	**2013**	**2014**	**2015**
Median Time Months	7.3	6.6	7.6	6.8	6.7
Percent Compliant	42%	44%	38%	44%	43%

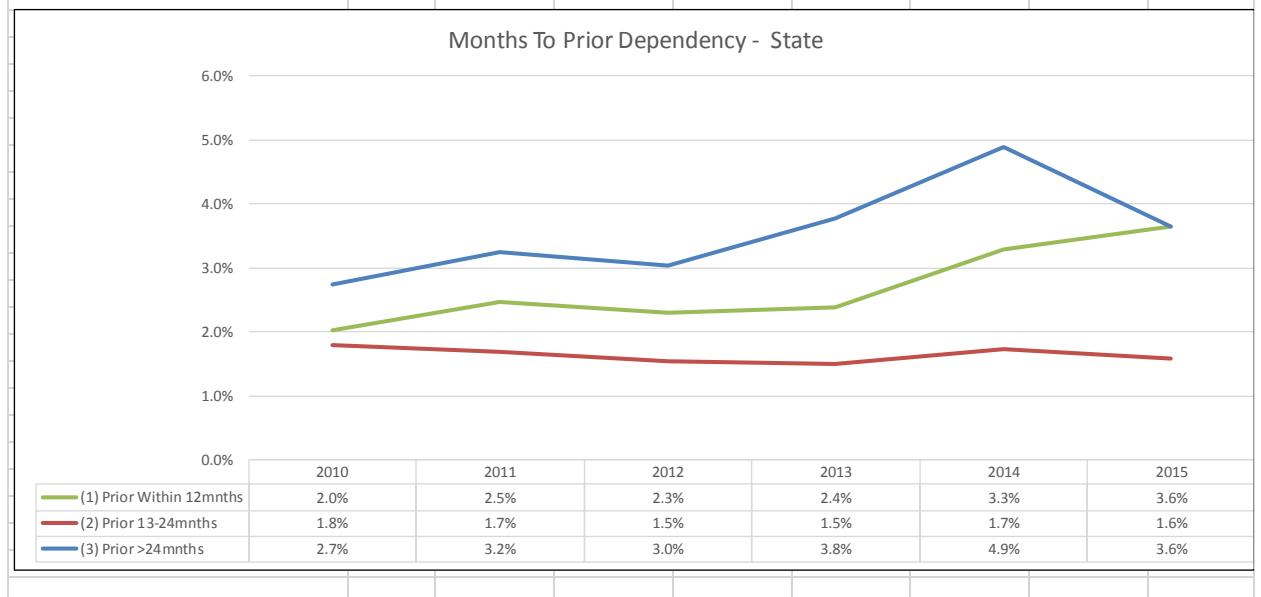**Median Months To Adoption Completion - State**
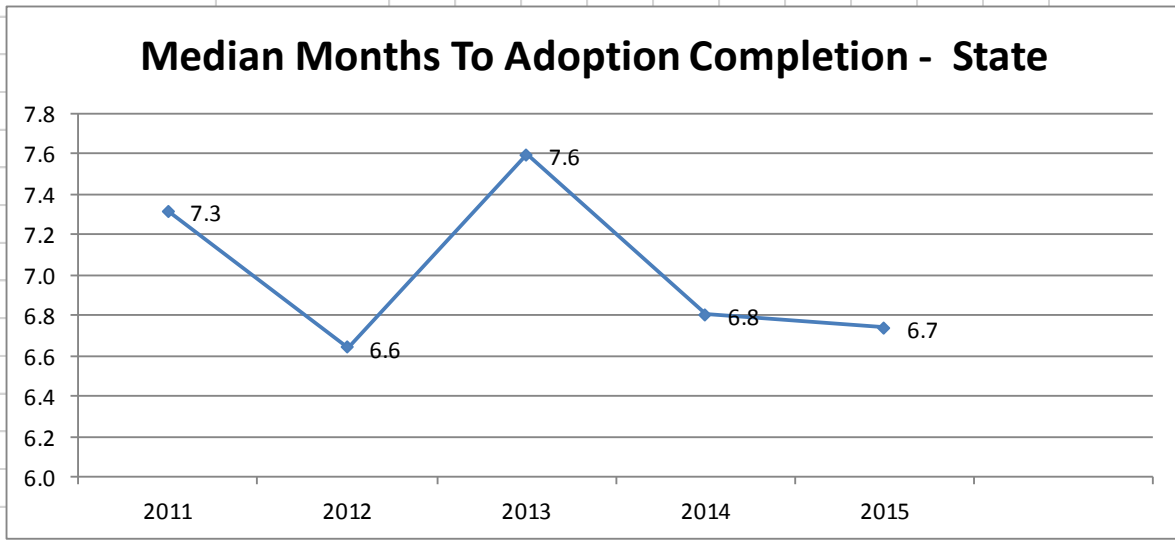
Re-Dependency case tracking (updated monthly)

Dependency cases filed that had a prior dependency case for the child that ended with a documented dismissal statewide and by all jurisdictions:

Court Name	(All) ▼							
Gender	(All) ▼							
Race	(All) ▼							
Age At Filing	(All) ▼							
Prior DEP Dismissal Reason	(All) ▼							
Prior DEP County Same	(All) ▼							

Time To Prior DEP Case ▼	Values	Filing Year ▼ 2010	2011	2012	2013	2014	2015	Grand Total
(1) Prior Within 12mnths	Cnt	102	116	109	121	167	162	777
	%	2.0%	2.5%	2.3%	2.4%	3.3%	3.6%	2.7%
(2) Prior 13-24mnths	Cnt	91	79	73	76	87	70	476
	%	1.8%	1.7%	1.5%	1.5%	1.7%	1.6%	1.6%
(3) Prior >24mnths	Cnt	139	152	144	192	248	162	1037
	%	2.7%	3.2%	3.0%	3.8%	4.9%	3.6%	3.6%
No Prior DEP	Cnt	4722	4336	4405	4682	4558	4052	26755
	%	93.3%	92.5%	92.9%	92.2%	90.0%	91.1%	92.0%
Negative Time (documentation error?)	Cnt	9	4	12	5	4	3	37
	%	0.2%	0.1%	0.3%	0.1%	0.1%	0.1%	0.1%
Total Cnt		5063	4687	4743	5076	5064	4449	29082
Total %		100%	100%	100%	100%	100%	100%	100%

Months To Prior Dependency - State

	2010	2011	2012	2013	2014	2015
(1) Prior Within 12mnths	2.0%	2.5%	2.3%	2.4%	3.3%	3.6%
(2) Prior 13-24mnths	1.8%	1.7%	1.5%	1.5%	1.7%	1.6%
(3) Prior >24mnths	2.7%	3.2%	3.0%	3.8%	4.9%	3.6%

Definitions of Evidence

Evidence-based practice – evidence-based practices are practice that have been empirically tested in a rigorous way (involving random assignment to groups), have demonstrated effectiveness related to specific outcomes, have been replicated in practice at least one, and have findings published in peer reviewed journal articles.

Empirically-supported- less rigorous than evidence-based practices are empirically-supported practices. To be empirically supported, a program must have been evaluated in some way and have demonstrated some relationship to a positive outcome. This may not meet the rigor of evidence-base, but still has some support for effectiveness.

Best-practices – best practices are often those widely accepted in the field as good practice. They may or may not have empirical support as to effectiveness, but are often derived from teams of experts in the field.

Definitions for Work Stages

Identifying and Assessing Needs – This phase is the earliest phase in the process, where you are identifying a need to be addressed. The assessing needs phase includes identifying the need, determining if there is available data demonstrating that this a problem, forming teams to address the issue.

Develop theory of change—This phase focuses on the theorizing the causes of a problem. In this phase you would identify what you think might be causing the problem and develop a "theory of change". The theory of change is essentially how you think your activities (or intervention) will improve outcomes.

Develop/select solution—This phase includes developing or selecting a solution. In this phase, you might be exploring potential best-practices or evidence-based practices that you may want to implement as a solution to the identified need. You might also be developing a specific training, program, or practice that you want to implement.

Implementation – the implementation phase of work is when an intervention is being piloted or tested. This includes adapting programs or practices to meet your needs, and developing implementation supports.

Evaluation/assessment – the evaluation and assessment phase includes any efforts to collect data about the fidelity (process measures: was it implemented as planned?) or effectiveness (outcome measures: is the intervention making a difference?) of the project. The evaluation assessment phase also includes post-evaluation efforts to apply findings, such as making changes to the program/practice and using the data to inform next steps.