

Changes to North Carolina's Training Plan

June 30, 2017

Since July 1, 2016, North Carolina has updated its training plan in two important ways. First, training plays an important role in many of the strategies and activities outlined in our state's approved federal Program Improvement Plan contains a number of strategies. Second, as the figure below illustrates, the NC DSS Staff Development Team now has a five-year plan that is separate from but complementary to the PIP.

STAFF DEVELOPMENT PLAN FOR 2015-2019	
1.	Workforce development related to supporting and enhancing supervisors' skills
2.	Improving service planning training with families to improve overall outcomes and help reduce the number of children entering foster care
3.	Implementing TIPS MAPP statewide allowing for better preparation of foster parents and addressing issues of fidelity to the training model which will improve the assessment and selection of foster parents and
4.	Developing a foster parent section on ncswLearn where foster parents can register for selected courses, attend online trainings, and enter annual required training hours. The goal in the next 5 years is to develop a robust area of ncswLearn for foster parent information, training, and development.
5.	Incorporating trauma knowledge and best practices into our current training courses where appropriate increasing worker understanding of the effects of trauma on children and families and how to refer for appropriate treatment services.
6.	Incorporating protective factors into our training courses as a way to strengthen families in prevention, protection, and intervention
7.	Increasing youth and family voice in training curricula through video and contracts with family training partners as possible
8.	Increasing the number of webinar training events and online training events to make training increasingly more accessible as appropriate for the topic
9.	Increasing training opportunities for TIPS-MAPP training for Spanish speaking foster parents applicants across the state
10.	Increasing the number of counties that send workers to required and ongoing training events to increase worker knowledge and skills to affect all child welfare outcomes.

In the following Training Plan update is organized around the ten goals of the Staff Development Plan. PIP goals, strategies, and activities will also be referenced as appropriate.

1. Workforce development related to supporting and enhancing supervisors' skills.

Supervisor Academy. North Carolina has made significant strides in this area. The foundation for a Supervisor Academy has been established. The Academy will equip supervisors with the competencies needed to effectively direct and assist their workers in providing effective child welfare practice. The Academy will consist of existing and new courses. See Appendix 1 for a figure depicting the Academy. Three new courses being developed for the Academy are directly related to the CFSR Program

Improvement Plan (see PIP Goal 1, Strategy 3). These courses will focus on supervisors' ability to understand and assist workers in moving policy to practice. The courses will be piloted in ten counties, data will be collected, adjustments made, and then offered statewide in 2019. The courses are as outlined in the figure below. Note that the sequences indicated below are based on the pilot trainings as part of the PIP; after piloting a long-term decision will be made about pre-requisites.

SEQUENCE OF COURSES FOR PILOT OF NC'S SUPERVISOR ACADEMY	
<u>Tier 1 Courses</u>	
<ul style="list-style-type: none"> • Welcome to Supervision** (optional online module) • Introduction to Supervision for Child Welfare Services • Nuts and Bolts of Supervision* 	
<u>Tier 2 Courses</u>	
<ul style="list-style-type: none"> • Using Data to Improve Agency Practice and Performance and Community Partners* • Using Data to Improve Practice and Performance with Community Partners* • The 3rd Dimension of Supervision: The Role of Supervisors in CFT meetings • Reasonable Efforts: What Supervisors Need to Know (online) 	
<u>Tier 3 Courses</u>	
<ul style="list-style-type: none"> • Staying Power! A Supervisor's Guide to Coaching and Developing Child Welfare Staff • Becoming Achievement Focused: Coaching Skills for Child Welfare Leaders • Supporting Effective Documentation: A Course for Supervisors ** (online) • Preventing Premature Case Closure in CPS In-Home Services: A Course for Supervisors** (online) • Secondary Trauma: A Course for Supervisors and Managers 	

*New courses currently in development as part of the PIP

**Course currently in development

DIY Kits. North Carolina is developing a very innovative intervention for supervisors to provide ongoing professional development to staff. NC DSS, in partnership with the UNC School of Social Work, is developing the *Spotlight on Practice Series*. Each part in this series of DIY (do-it-yourself) training kits will give supervisors all they need to lead a 30-minute training in their agency on an important child welfare topic. Each kit will include facilitation instructions, handouts, and resources to support further learning. The figure below depicts the kits developed since submission of the last APSR. These kits will be disseminated in July 2017.

TOPICS OF DIY KITS DEVELOPED IN 2016-17		
<ul style="list-style-type: none"> • When a parent is incarcerated • Heroin and opioids • Safety thresholds • Collateral contacts 	<ul style="list-style-type: none"> • Considerations when removing a child from home • Making medical decisions for children in foster care • Face-to-face contacts 	<ul style="list-style-type: none"> • Diligent efforts to locate and engage • Appropriate case decisions for family assessments • Conflict of interest

2. Improving service planning training with families to improve overall outcomes and help reduce the number of children entering foster care.

Pre-Service Redesign. The Pre-service Redesign was rolled out statewide in July 2016 and includes increased emphasis on documentation and case planning with families. Online module 13 from Week 1 focuses entirely on Documentation skills and presents suggestions on how to document to make decisions about services that will match family needs. A total of 442 child welfare staff completed pre-service between 7/1/16 and 3/30/17.

Webinar: “Developing and Implementing Family Service Agreements.” This webinar was presented on 11/14/16. This webinar provided tools for engaging families, particularly through use of coaching questions and Child and Family Team meetings. It demonstrated the use of Family Service Agreements as a tool for developing a plan driven by the family/youth. A total of 338 county child welfare staff completed the webinar.

3. Implementing TIPS-MAPP statewide allowing for better preparation of foster parents and addressing issues of fidelity to the training model which will improve the assessment and selection of foster parents.

TIPS-MAPP. North Carolina offered the TIPS-MAPP 8-day Leader certification training 9 times in 2016-17. Additionally, a 3-day event providing TIPS-MAPP Leader Updates was offered. Fidelity to the TIPS-MAPP model is highly emphasized in the certification classes and through consultation with program managers and directors.

Webinar: “Efficiently Licensing High-Quality Foster Parents.” This event was offered May 16, 2017, emphasizing the Division’s recommendations and rationale regarding fidelity to the TIPS-MAPP training model. A discussion regarding fidelity to the model is incorporated in the Foster Home Licensing training. Resources to monitor the delivery of the 8-day training is currently not available.

4. Developing a foster parent section on ncswLearn where foster parents can register for selected courses, attend online trainings, and enter annual required training hours. The goal in the next 5 years is to develop a robust area of ncswLearn for foster parent information, training, and development.

fosteringNC.org. In March 2017, NC DSS launched fosteringNC.org, a new learning site for our state’s foster and adoptive parents and kinship caregivers. This site features on-demand courses, webinars, videos, resources, and answers to foster, adoptive, and kinship caregivers’ frequently asked questions.

5. Incorporating trauma knowledge and best practices into our current training courses where appropriate, increasing worker understanding of the effects of trauma on children and families and how to refer for appropriate treatment services.

ARC Training. Six counties are piloting another trauma-informed resource parent curriculum, *ARC Reflections (Attachment, Regulation, and Competency): A Framework for Intervention with Traumatized Youth* through the Annie E. Casey Foundation and the Trauma Center at Justice Resource Institute. Buncombe, Catawba, Cleveland, Haywood, Lincoln, and Mitchell counties are implementing this curriculum. To learn more about ARC visit: <http://www.traumacenter.org/research/ascot.php>.

Other Trauma-Informed Training. North Carolina has increased the number of times it offers the following courses about trauma-informed care:

- Child Development and the Effects of Trauma (offered 14 times in FY 2016-17)
- Secondary Trauma: A Course for Child Welfare Workers (offered 10 times in FY 2016-17)
- Secondary Trauma: A Course for Supervisors and Managers (offered 10 times in FY 2016-17)
- Secondary Trauma: Creating Change in Your Agency (offered twice in FY 2016-17)
- Trauma Informed Partnering for Safety and Permanence: Model Approach to Partnerships in Parenting (TIPS MAPP) (offered once in FY 2016-17)
- Trauma-Informed Behavior Management for Child Welfare (offered 3 times in FY 2016-17)

6. Increasing youth and family voice in training curricula through video and contracts with family training partners as possible.

Through its partnership with Independent Living Resources (ILR), NC DSS continues to provide training to foster parents serving older youth (i.e., training to support the Chafee Foster Care Independence Program). Courses offered in FY 2016-17 included the following:

- Helping Youths Reach Self-Sufficiency (HYRSS). This training is for caregivers to assist them in helping foster youth reach self-sufficiency, and to train foster. Offered once in FY 2016-17.
- LINKS 101 courses were offered 2 times in FY 2016-17.
- Real World Simulation (TOT and Mentoring). This blended course prepares individuals working in the fields of child welfare, mental health, residential, juvenile justice, GAL, education, WIOA, Disability, teen pregnancy, etc., to coordinate a Real World Youth Simulation event in their community. Real World Youth Simulations are day-long events attended by youth. During the simulation youth receive a job, salary, and life situation. After a series of workshops in Budgeting, Banking, Social Skills, and Insurance, youths visit approximately 20 exhibits to create a monthly budget with their salary. The business community provides the workshops and exhibits to help young adults learn directly from those they will interface with as they transition to adulthood. Holding a Real World Simulation event requires 4-6 months of planning by a diverse workgroup. NC DSS contracts with ILR to train communities to coordinate the Real World Simulation events and mentors in one community each year. Outcomes for youth are dramatic, especially in areas of budgeting, banking, housing, health, and benefits of increased education. Attendance at Real World Youth Simulations ranges between 80-400, depending on the community. The Mentor community averages 125 each year. Mentored communities continue to hold Real World Youth Simulations even after the mentoring from ILR ends.

In SFY 2016-17, NC DSS anticipates reaching the same number of people by providing similar CFCIP training programming in partnership with ILR. We are currently seeing and anticipate an increase next year in participation both at the adult training and youth programming levels given the statewide focus on the needs of older young adults in care. The adoption of the law allowing Foster Care 18 to 21 also has generated increased attention to how to engage older young adults in care.

FY 2016-17, the following events were offered:

- July 13, 2016 It's MY Transition (Raleigh/Eaton Corporation) - 21 Adults / 33 Youth
- November 13, 2016 It's MY Transition (Cumberland Co.) -20 Adults / 36 Youth
- August 19, 2016 LINK-Up (Mecklenburg Co.) - 66 Adults / 144 Youth
- May 6, 2017 LINK-Up (Raleigh – Sponsored by Wake/Durham Co.) 55 youth/23 adults

Additionally, SAYSO coordinated:

- A one-day annual leadership conference for members called SAYSO Saturday. This event brings in over 300 youth and adult supporters to attend workshops on advocacy, learn about opportunities for older young adults in care, and a range of other topics along with holding regional elections for the Young Adults SAYSO Board of Directors. Attendance March 5: 380.
- A weekend leadership retreat called SAYSO Survivor focused on helping young adults identify and share the resiliencies that build protective factors and help them thrive. Attendance April: 51.
- A week-long SAYSO Page program for 8 young adults to serve as House and Senate pages in the North Carolina General Assembly. The SAYSO page enter a rigorous application process and reside with selected Host Families while working at the Legislative Building in Raleigh.
- Leadership opportunities for up to 75 young adults each year through participating in statewide committees involving youth practices, speaking engagements, teaching social work/policy classes at colleges/universities, attending leadership conferences, and engaging alumni to facilitate workshops for younger youth.
- Six Board of Directors meetings for the 20-member Board and their adult supporters to coordinate the programming indicated above and to learn/practice leadership skills.
- Develop and mail four quarterly newsletters to all youth members and adult supporters. The member mailing list increased by 100 to almost 600 this year. The adult supporter email list increased to almost 1200.
- A website with frequent changes and updates. The website is full of information related to LINKS and contacts for services. Each local chapter has a dedicated page and alumni also have a page with information relative to their needs as they transition.

Representatives from SAYSO and ILR are on the *Fostering Perspectives* Advisory Board and often contribute articles on youth in transition needs. In FFY 2016-17, two issues were published focusing on promoting health issues for youth in foster care.

7. Incorporating protective factors into our training courses as a way to strengthen families in prevention, protection, and intervention.

The Pre-service Redesign, Day 2, continues to include information on Family Strengths and Protective Factors. A total of 442 child welfare staff completed pre-service between 7/1/16 and 3/30/17.

8. Increasing the number of webinar training events and online training events to make training increasingly more accessible as appropriate for the topic.

NC DSS continues to offer webinar and online training events to DSS social workers. Below are offerings in 2016-17.

Webinars

1. Safety Plans are Changing: What You Need to Know
2. Human Trafficking: What Child Welfare Agencies Should Know
3. Developing and Implementing Family Service Agreements
4. Distinguishing Safety and Risk in the Real World: A Key Skill at Every Stage in Child Welfare Work
5. NC's Foster Care to 21 and Guardianship Assistance Programs: What You Need to Know
6. Well Begun is Half Done: How CPS Intake and Timely Initiation Can Improve CPS Assessments
7. Strengthening Family Service Agreements in CPS In-Home Services
8. Efficiently Licensing High-Quality Foster Parents
9. NC's New Plan for Recruiting (and Retaining!) Families for Children in Foster Care
10. Regular Supervision as a Key to Consistency

Online on-demand courses

- Adoption Assistance Eligibility
- Advocating for Child and Adolescent Mental Health Services: The Basics of Behavioral Health Managed Care
- Foster Home Licensing: The Keys to Success
- Fostering Connections I: Partnering to Improve the Health and Well-being of Children in Foster Care
- Fostering Connections II: Building Local Systems to Improve the Health and Well-being of Children in Foster Care
- Money Matters: Foster Care Funding Basics
- Reasonable Efforts: What Supervisors Need to Know
- TOT for Becoming a Therapeutic Foster Parent

Online courses (Live)

- Adult Mental Health Issues Which Impact Families Served by Child Welfare
- Child Development and the Effects of Trauma
- Secondary Trauma: Creating Change in Your Agency
- The 3rd Dimension of Supervision: The Role of Supervisors in CFT Meetings
- Understanding and Intervening in Child Neglect
- Understanding Child Mental Health Issues

9. Increasing training opportunities for TIPS-MAPP training for Spanish speaking foster parents applicants across the state.

North Carolina has an established a Latino MAPP Workgroup who meet throughout the year to develop strategies to recruit and train bi-lingual foster parents, bi-lingual foster home licensing staff, and bi-lingual TIPS-MAPP Leaders to conduct the TIPS-MAPP group sessions and/or *Deciding Together* sessions with prospective foster/adoptive parents. Currently, the MAPP Listserv, comprised of public and private staff who have been certified to deliver TIPS-MAPP, is utilized to link bi-lingual MAPP Leaders with agencies requesting TIPS-MAPP in Spanish. These needs were also discussed at the December 2016 and January 2017 stakeholder meetings to inform the statewide diligent recruitment plan for foster and adoptive parents.

10. Increasing the number of counties that send workers to required and ongoing training events to increase worker knowledge and skills to affect all child welfare outcomes.

North Carolina established a Program Monitoring Team in April 2015 to monitor county’s compliance and performance in pre-determined program areas. One area monitored is staff training attendance. Because of their monitoring efforts, training requests increased significantly. Between 2015 and 2016, applications to register for our DSS Child Welfare courses rose 47%, from 3,460 to 7,243 applications. Our Staff Development team responded to this surge by adding training events. Without additional staff, this extra effort on our part enabled 53% of all those (7,243) applicants to attend and complete training in 2016. Also, in April 2017, Staff Development increase its number of trainers by 5 and added a curriculum developer. We are confident we will significantly increase course offering needed to meet this increased training demand.

	January 1, 2015 - December 30, 2015			January 1, 2016 - December 30, 2016			
	Total Training Applications	Total Completed Training	Total not admitted		Total Training Applications	Total Completed Training	Total not admitted
Staff Development Team	3,460	1947 (56%)	1393 (40%)		7243 (48%)	3782 (52%)	2589 (36%)
All Partners	7,969	4640 (58%)	2784 (35%)		12058 (66%)	5973 (50%)	4929 (41%)

TOTAL TRAINING COMPLETIONS

Year	2013-2014	2014-2015	2015 -2016	2016-17
Total numbers of completions for all curricula:	4032	4020	5973	6573*

**as of May 11, 2017*

TOTAL NUMBER OF TRAINING EVENTS

Year	2013-2014	2014-2015	2015-2016	2016-17
Total numbers of training events held	294	252	302	342*

**as of May 11, 2017*

North Carolina is continuing to expand its training capacity by partnering with County DSS trainers to co-facilitate the state's Child Welfare training curricula. The partners will allow counties to offer state child welfare training in their locations with attendance from county child welfare in neighboring counties. A process has been developed to prepare county trainers to partner with state trainers. DSS has received 7 applications from 4 counties to begin the process to co-facilitate state training curricula. Co-facilitation will begin in August 2017.

APPENDIX 1

NC's Supervisor Academy

The Supervisor Academy encompasses all supervisor trainings offered through NCSW Learn and will be divided into 3 tiers of training which will include the current trainings for supervisors along with newly developed courses. The courses will build on the competencies of other courses.

The consecutive orders indicated below include the pilot trainings as part of the PIP, with a determination to be made after piloting the trainings for the long term pre-requisite planning.

Tier 1 Trainings: These should be taken in consecutive order and are the baseline competencies for Child Welfare Supervision in NC.

- Welcome to Supervision** (optional on-line module)
- Introduction to Supervision for Child Welfare Services
- Nuts and Bolts of Supervision*

Tier 2 Trainings: These should be taken after the Tier 1 trainings. Aside from a clear order the piloting of the PIP courses, these can be taken in any order and build on the competencies of the Tier 1 trainings

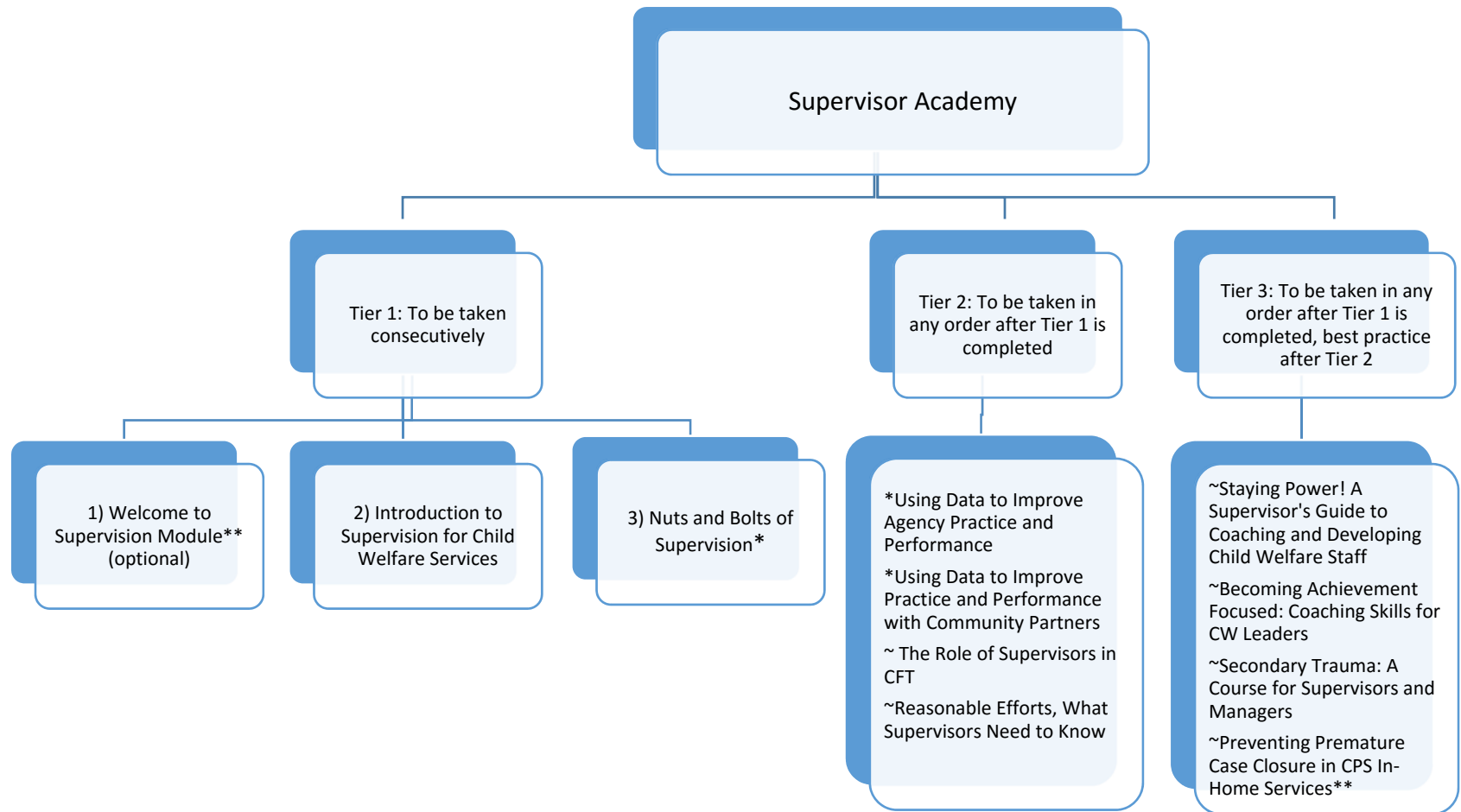
- Using Data to Improve Agency Practice and Performance (For purposes of the PIP, taken following Nuts and Bolts)*
- Using Data to Improve Practice and Performance with Community Partners (For purposes of the PIP taken after Using Data to Improve Agency Practice and Performance)*
- The 3rd Dimension of Supervision: The Role of Supervisors in CFT meetings
- Reasonable Efforts: What Supervisors Need to Know (online)

Tier 3 Trainings: These should be taken after Tier 1 trainings and it is recommended they are taken after Tier 2 Trainings. These builds on the competencies of the Tier 2 trainings.

- Staying Power! A Supervisor's Guide to Coaching and Developing Child Welfare Staff
- Becoming Achievement Focused: Coaching Skills for Child Welfare Leaders
- Secondary Trauma: A Course for Supervisors and Managers
- Preventing Premature Case Closure in CPS In-Home Services: A Course for Supervisors** (online)

**New courses currently in development as part of the PIP*

***Module currently in development*



**New courses currently in development as part of the PIP*

***Module currently in development*

For the purposes of piloting the three new courses as part of the PIP, *Nuts and Bolts of Supervision* will be taken first, then *Using Data to Improve Agency Practice and Performance*, and then *Using Data to Improve Practice and Performance with Community Partners* will be taken last. A determination will be made after piloting the trainings for the long term pre-requisite planning.