



A Proposal to Continue Facilitation of King County Multi-System Integration with Focus on Juvenile Justice and Child Welfare

Submitted to:

King County Systems Integration Steering Committee
Casey Family Programs as Fiscal Agent

Submitted by:

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INTRODUCTION

Child protection and well-being are no longer viewed as the responsibility of one or two public entities, but rather as a shared responsibility of many agencies, individuals, and institutions (formal and informal) in a community. Similarly, responsibility for guidance and accountability for delinquent youth requires the engagement of many supportive entities. Achievement of desired outcomes for children and youth being served by child welfare and juvenile justice agencies requires concerted effort and communication among many organizations and individuals, and the active engagement and support of their families. Success is more likely when all invest in the common goal and fully carry out their part in meeting it. Expectations should be high, accompanied by the appropriate supports and teamwork to bring about success.

In recent years we have come to understand the undeniable link between child maltreatment and juvenile delinquency. Many youth are served by both the child welfare and juvenile justice systems simultaneously, and many graduate from one to the other. Many also receive or are in need of mental health services. However, in most jurisdictions we are short on the services and supports children/youth and their families need to change the course. To make matters worse, many times services are provided by each of these systems in isolation from the other, without sharing of information and concerted effort in support of their success.

Child welfare and juvenile justice agencies and their community partners are increasingly measuring their achievement in meeting clearly identified outcomes (such as child safety, well-being, community safety, successful transition to adulthood), tracking progress over time, and sharing information with the community as to successes and concerns. These measures are an important part of accountability to the communities the agencies serve, and form the basis for continuous quality improvement efforts.

In King County, Washington, a broad group of community entities concerned about success for children and youth have come together in support of a more integrated system of services and responses for dependent children and youthful offenders. Initially invited by Casey Family Programs to begin a dialogue on systems integration, they have now formed into an enthusiastic coalition intent on examining their client populations, communication and teamwork, and outcomes. This does not mean that the county is devoid of successful collaboration; in fact, there are many fine examples already in existence in the county, upon which to build.

The King County Systems Integration Steering Committee requested the assistance of the Child Welfare League of America (CWLA) in examining common service populations, services, teamwork, and outcomes for children and youth. During 2004 CWLA facilitated this work through the Executive Steering Committee, the larger Steering Committee, and three subcommittees staffed by highly competent and devoted people representing the sponsoring agencies. The subcommittees are:

- Resource Inventory and Analysis

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- Data Collection and Information Management
- Legal Analysis

These groups, together with the Executive Steering and Steering Committees, completed the first three phases of the study process detailed under Methodology, below, between the period of March and September, 2004. These phases were:

1. Mobilization and Planning
2. Data Collection and Analysis
3. Assessment and Inventory

Preliminary conclusions and recommendations were presented to the Steering Committee in a day-long retreat in September, 2004. Those recommendations were ratified by the Steering Committee with directions to further develop and refine action strategies for each, moving into phase four of the project:

4. Action Strategy Development

That work continued then and culminated in March, 2005 with the completion and final adoption of a Strategic Plan for King County System Integration.

The Executive Steering Committee has asked CWLA to submit a proposal to assist with implementation of the Strategic Plan and to continue supporting the overall effort through 2005. This will involve primarily activities in phase five, although a few activities involving assessment, resources, cross system training, education integration, and action strategy development will continue into this time frame:

5. Implementation

This proposal outlines the methodology for these activities.

GOALS AND OBJECTIVES

The primary goals continuing through this initiative are:

- ◆ To examine services and improve outcomes for dependent and delinquent King County children/youth, and their families, including the responsibility to advance disproportionately positive impact on children/youth of color
- ◆ To strengthen King County partnerships at the administrative and service delivery levels in support of children and youth served by the child welfare and juvenile justice systems
- ◆ Include and be specific about how the juvenile justice and child welfare systems relate to mental health, schools and all other relevant systems signatory to the agreement
- ◆ Document what we learn in this process for the potential use of other counties in the state
- ◆ Pool and coordinate our resources to get the most out of all systems, addressing duplications and gaps, and

- ◆ Save funding in the long run by investing up-front in services we can expect will produce results.

METHODOLOGY

CWLA employs an interactive consultation process designed to engage community leaders in the tasks of analysis, design, planning and implementation. Our job as facilitators will be to assist and support, not to supplant the authority, talents, work or actions of leaders within King County. This project will be accomplished with the guidance, active involvement and support of two core groups:

- The **King County Systems Integration Executive Committee** includes Justice Bridge, Judge Clark, Jackie Buchanan, Bruce Knutson, Lois Nicholas, Sheryl Whitney, Kathleen Harvey, Terry Mark, Mick Moore, Representative Kagi, and Lyman Legters. Others may be added to the Executive group at its discretion.

The Executive Committee will continue to meet at regular intervals with the CWLA Consultants to develop and oversee the collaborative work plan, to determine the composition of the Steering Committee, to discuss relevant expectations and parameters, and to set any other necessary directions for the joint work. The Executive Committee reviews progress and project deliverables, and plans and organizes the activities of the Steering Committee. The Executive group has final decision-making authority regarding the work of the collaboration and the CWLA project in support of it.

- A much larger group, the **King County Systems Integration Oversight Committee**, (including the Executive Committee members) is a leadership group inclusive of the major agencies, governmental units and community entities who work in support of King County children and youth who are served by the child welfare and juvenile justice systems. Members are individuals with decision-making responsibility for their organizations, with authority to enter into agreements and commit resources. The Committee provides a forum for learning, consensus-building, conflict resolution, and mutual accountability. The CWLA Consultants assist in setting the agenda for the Steering Committee, and will continue to facilitate its work sessions.

It is expected that the Steering Committee, with its Executive leadership, will form a permanent Systems Integration collaboration on into the future. CWLA Consultants will continue to facilitate monthly work sessions during the period of this proposal. Subcommittee work will be carried out by members between the monthly meetings. It is expected that participating agencies will provide staff support to the work of the Steering Committee.

The CWLA Consultants will continue to assist the Executive and Steering Committees in moving through activities necessary to form a permanent collaboration and to meet the goals of the group. Activities during the period of this proposal will be primarily in Phase 5, Implementation.

Implementation, which may include:

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- Assignments of leadership responsibility
- Agreement on timelines, phasing and milestones
- Outcome evaluation with incremental measurement
- Process evaluation toward further improving the collaboration

PROJECT TIMELINE

April, 2005 through completion of tasks

Child Welfare League of America (CWLA) will provide two senior consultants to work together with King County partners in examining and making improvements in services for children and youth who may find themselves receiving services of both Child Welfare and Juvenile Justice Systems.

CWLA will also make available analytical services by subcontract as agreed with the King County partners, which may include legal, structural, budgetary or other analysis.

CWLA assumes in this costing proposal two consultants whose work will be primarily facilitative and consultative, that on-site work will be limited to six trips during this period, that there will be preparation and follow-up required, and that some of the consultative work can be done off-site.