

# Navigating the Future of Child Welfare and Substance Use: Accreditation Has a Critical Role

August 3<sup>rd</sup>, 2016

CWLA National Conference

Hyatt Regency, Orange County, California



# Presenters

## ✓ CWLA

- Julie Collins, MSW, LCSW, Director of Standards for Practice Excellence, Washington, DC

## ✓ CARF

- Leslie Ellis-Lang, CARF International, Tucson, AZ;
- Carol M. Smith, Catholic Human Services, Inc., Traverse City, MI;

## ✓ COA

- Richard Klarberg, COA, New York, NY; Joel Johnson, Human Resources Development Institute, Chicago, IL;

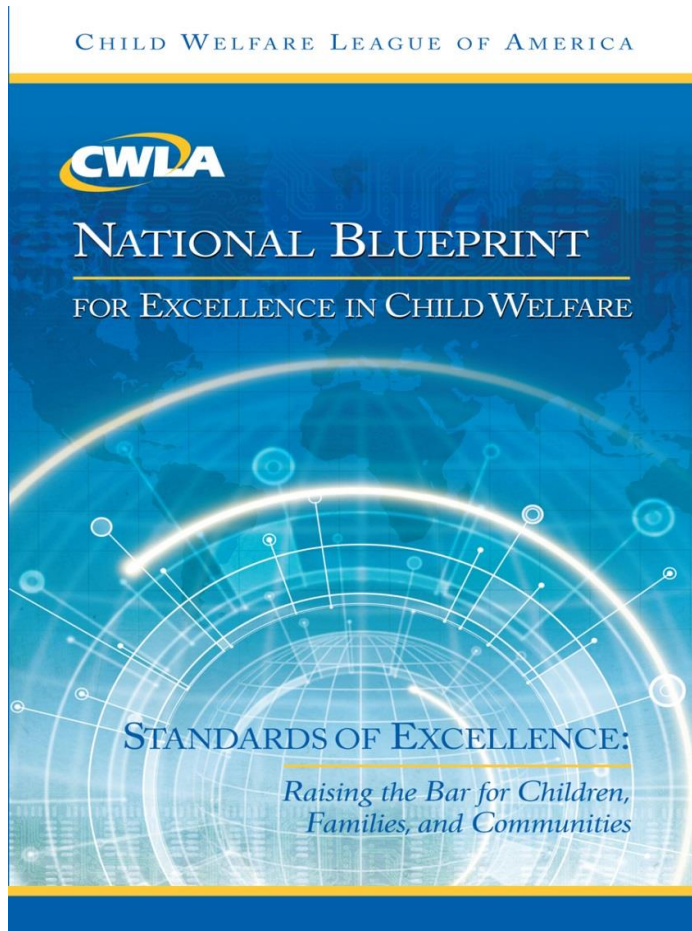
## ✓ Joint Commission

- Tracy Collander, The Joint Commission; Oakbrook Terrace, IL

# CWLA Standards of Excellence

- ✓ *CWLA National Blueprint for Excellence in Child Welfare*
  - The foundation for CWLA Standards of Excellence and a framework for all children, youth, and families to flourish.
- ✓ *CWLA Standards of Excellence for Management and Governance of Child Welfare Services*
  - Core volume - provides the organizational foundation for the program-specific volumes.
- ✓ *Program-Specific volumes*
  - Describe key components of the specific service.
  - Describe best practices with specific populations/type of service - for example, pregnant and parenting adolescents, family foster care - they do so in a family, agency, and community context.

# THE CWLA NATIONAL BLUEPRINT



The foundation for CWLA Standards of Excellence and a framework for all children, youth, and families to flourish.

# VISION

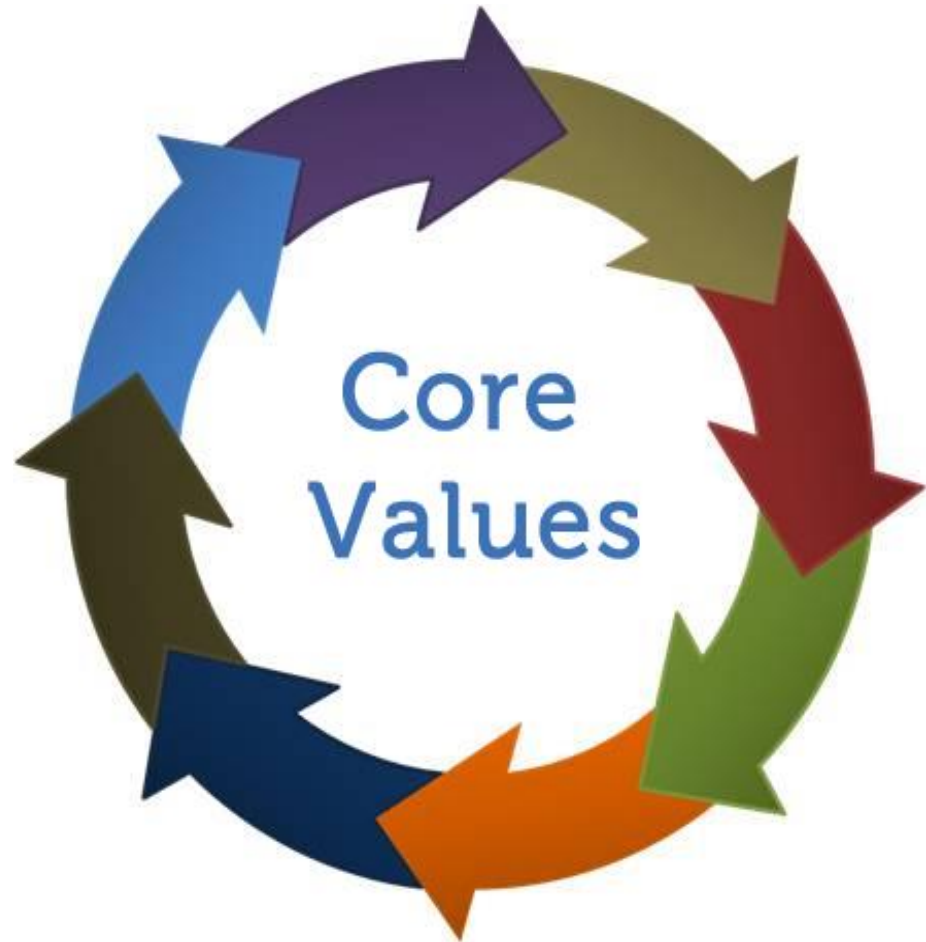


All children will grow up safely, in loving families and supportive communities, with everything they need to flourish—and with connections to their culture, ethnicity, race, and language.

# VALUES

We value children, youth, families, and communities. We believe in integrity, fairness, social justice, dignity, and honesty. We value these actions, qualities, and characteristics:

respect, innovation, service, inclusiveness, collaboration, trust, flexibility, competence, and humility.



# CWLA National Blueprint Principles

- ✓ Rights of Children
- ✓ Shared Responsibility and Leadership
- ✓ Engagement/Participation
- ✓ Supports and Services
- ✓ Quality Improvement
- ✓ Workforce
- ✓ Race, Ethnicity, and Culture
- ✓ Funding and Resources

# What are the Standards of Excellence?

- ✓ They provide basic assumptions that underlie each service - the values, principles, and knowledge on which it is based.
- ✓ Each describes the following:
  - the core elements or components of the service,
  - how the service should be connected with other services,
  - key worker tasks and activities, and the resources, staffing,
  - and organizational supports that must be in place to ensure service quality.



**LICENSING,  
ACCREDITATION,  
AND  
CWLA STANDARDS OF  
EXCELLENCE**

# Levels of Standards

- ✓ Regulation/Licensure:
  - Minimum standards of health and safety.
  
- ✓ Accreditation:
  - Standards go beyond minimal licensure to assist in quality of services.
  - Recognition of when they are exceeded.
  
- ✓ CWLA Standards of Excellence:
  - Define best practice and provide a guide for improving services to the highest level of professionalism and quality.



# Who Uses the CWLA Standards of Excellence and for What?

- ✓ Agency administrators, planners, and managers
- ✓ County, state, and local public officials, legislators, budget officers, and service-planning entities in allocating funds for services.
- ✓ Child welfare agencies when making recommendations for systemic improvement.
- ✓ Advocates in their efforts to improve caseloads and services.
- ✓ Attorneys, court monitors, judges, and agency administrators in litigation.
- ✓ Training staff in developing and revising training curricula for worker, supervisor, and managerial training.
- ✓ Social work educators in developing course curriculum and content.

# QUALITY IMPROVEMENT



9/30/2016

# PRINCIPLE

Services and supports are designed and implemented based on evidence and knowledge, data collection is meaningful and focused on measuring outcomes and achieving success, continuous quality improvement is emphasized and supported, and innovative practices and programs are encouraged.

# Examples of Standards

## National Blueprint

- ✓ Positive culture and climate
- ✓ Transparency
- ✓ Meaningful data
- ✓ Evidence-informed and evidence-based programs and practices
- ✓ Research – collaboration between the researchers and those doing the work

## Accrediting Entities

- ✓ CARF
- ✓ COA
- ✓ Joint Commission

# Examples of Standards

## Positive Culture & Climate

## Accrediting Entities

- ✓ Within each entity, everyone is responsible for creating and sustaining a culture and climate in which accountability, communication, responsiveness, and commitment to improvement are valued and rewarded.



# Race, Ethnicity, and Culture



9/30/2016



# PRINCIPLE

Individuals, families, communities, organizations, and systems work together to understand and promote equality, cultural humility, and strong racial, cultural, and ethnic identity, while showing consideration for individual differences and respecting the sovereign rights of tribes.

# Examples of Standards

## National Blueprint

- ✓ Institutional and systemic bias
- ✓ Indigenous nations
- ✓ Identity
- ✓ Youth and families identifying as LGBTQ
- ✓ Immigrant children and families
- ✓ Developmentally informed

## Accrediting Entities

- ✓ CARF
- ✓ COA
- ✓ Joint Commission

# Examples of Standards

## Institutional & systemic bias

- ✓ Organizations and individuals commit to be aware of and overcoming individual and systemic bias.

## Accrediting Entities





**LESLIE ELLIS-LANG, CARF  
INTERNATIONAL  
CAROL M. SMITH, CATHOLIC  
HUMAN SERVICES, INC.**

# Shared Responsibility and Leadership



# Shared Responsibility and Leadership

## National Blueprint – Principle

Families, individuals, organizations and communities share responsibility for assuring the safety and well-being of children and youth. To help children and youth flourish, leaders at every level and in all realms ensure that individuals, families, organizations, and systems collaborate, communicate, create, and nurture, meaningful partnerships.

# Shared Responsibility and Leadership

## CARF

CARF accredited organizations identify ***leadership*** that embrace the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.



# Shared Responsibility and Leadership

## National Blueprint

- ✓ Communities
- ✓ **Leadership**
- ✓ Collaboration
- ✓ Governance and Capacity

## Standards

- II.3 Leaders are responsible for building the capacity of their entities and communities to respond to the needs of children youth and families.
- II.4 Leaders are responsible for creating environments that build and support the hardiness and resilience among employees, volunteers, and communities.



# Shared Responsibility and Leadership

## CARF

### ✓ *Leadership*

## Standard

- 1.A.2. A person-centered philosophy:
  - a. Is demonstrated by:
    - (1) Leadership.
    - (2) Personnel.
  - b. Guides the service delivery.
  - c. Is communicated to stakeholders in an understandable manner.



# Shared Responsibility and Leadership

## CARF Leadership Standard

- 1.A.3. The identified leadership guides the following:**
- a. Establishment of the:**
    - (1) Mission of the organization.**
    - (2) Direction of the organization.**
  - b. Promotion of value in the programs and services offered.**
  - c. Achievement of outcomes in the programs and services offered.**
  - d. Balancing the expectations of the persons served and other stakeholders.**
  - e. Financial solvency.**
  - f. Risk management.**
  - g. Ongoing performance improvement.**
  - h. Development of corporate responsibilities.**
  - i. Implementation of corporate responsibilities.**
  - j. Compliance with:**
    - (1) All legal requirements.**
    - (2) All regulatory requirements.**
  - k. Annual review of the organization's policies.**
  - l. Health and safety.**
  - m. Succession planning.**



# Engagement/Participation

Connecting  
youth and  
strengthening  
communities

engage



# Engagement/Participation

## National Blueprint – Principle

Children, youth and families are engaged and empowered to promote family success and build community capacity. Service providers and organizations acknowledge, appreciate, and validate the voices and experiences of those whose lives they touch, so that responsive community-based resources and services are developed, nurtured, and sustained.

# Engagement/Participation

## CARF

For an organization to achieve quality services, the philosophical foundation of child- and family-centered care practices must be demonstrated. Children/youths and families are involved in the design, implementation, delivery, and ongoing evaluation of applicable services offered by the organization. A commitment to quality and the involvement of the persons served span the entire time that they are involved with the organization.



# Engagement/Participation

## CARF Guiding Principles General Program Standards

- Child/Youth and Family driven services
- Promotion of Resiliency
- Cultural and linguistic competence
- Strengths-based approach
- Focus on whole person in context of family and community.
- Trauma informed



# Engagement/Participation

## National Blueprint

- ✓ Positive Engagement Strategies
- ✓ Trauma Informed Engagement
- ✓ Youth and Family Involvement
- ✓ Experience as a Service Recipient
- ✓ Developing Trust, Building Relationships
- ✓ Youth Engagement
- ✓ Parental and Extended Family Engagement
- ✓ Fathers
- ✓ Mothers
- ✓ Culturally Appropriate Engagement and Response
- ✓ Commitment of Workforce and Leadership

# Engagement/Participation

## National Blueprint

### Trauma Informed Engagement - Standard

Entities should use trauma informed approaches, asking what has happened to individuals and families instead of asking what is wrong with them.



# Engagement/Participation

## CARF

- General Principle: ***Trauma Informed***
- 8 standards in Section 2 – General Program Standards that reference Trauma Informed approaches.

### Standard Examples include:

- Service delivery incorporates evidenced based practices, current research, clinical guidelines and expert field consensus
- Competency based training for personnel providing direct services on trauma informed principles and practices
- Supervision includes issues of secondary trauma
- Assessment and Planning



# Engagement/Participation

## National Blueprint - Standards

### Youth and Family Involvement

Each entity should fully engage youth and families in all aspect of the work, including program design and development, policy and procedure development, hiring, staff orientation and training, practice guidelines, evaluation, and quality improvement processes.

### Experience as a Service Recipient

People with experience as a service or family members of service recipients should serve as mentors; help educate those working with children, youth, and families; and serve on governing or advisory boards.

# Engagement/Participation

## CARF

### Youth and Family Involvement & Experience as a Service Recipient

- Standards Development and Review – ISAC
- Description of Child and Youth Standards includes:
  - “Children/youths and families are involved in the design, implementation, delivery, and ongoing evaluation of applicable services”*
- A discreet set of Peer, Youth and Family Support Standards that are applied when an organization employs support specialists. Persons with lived experience who utilize their experience in the services delivered to others in programs.





**RICHARD KLARBERG, COA  
JOEL JOHNSON, HUMAN  
RESOURCES DEVELOPMENT  
INSTITUTE**

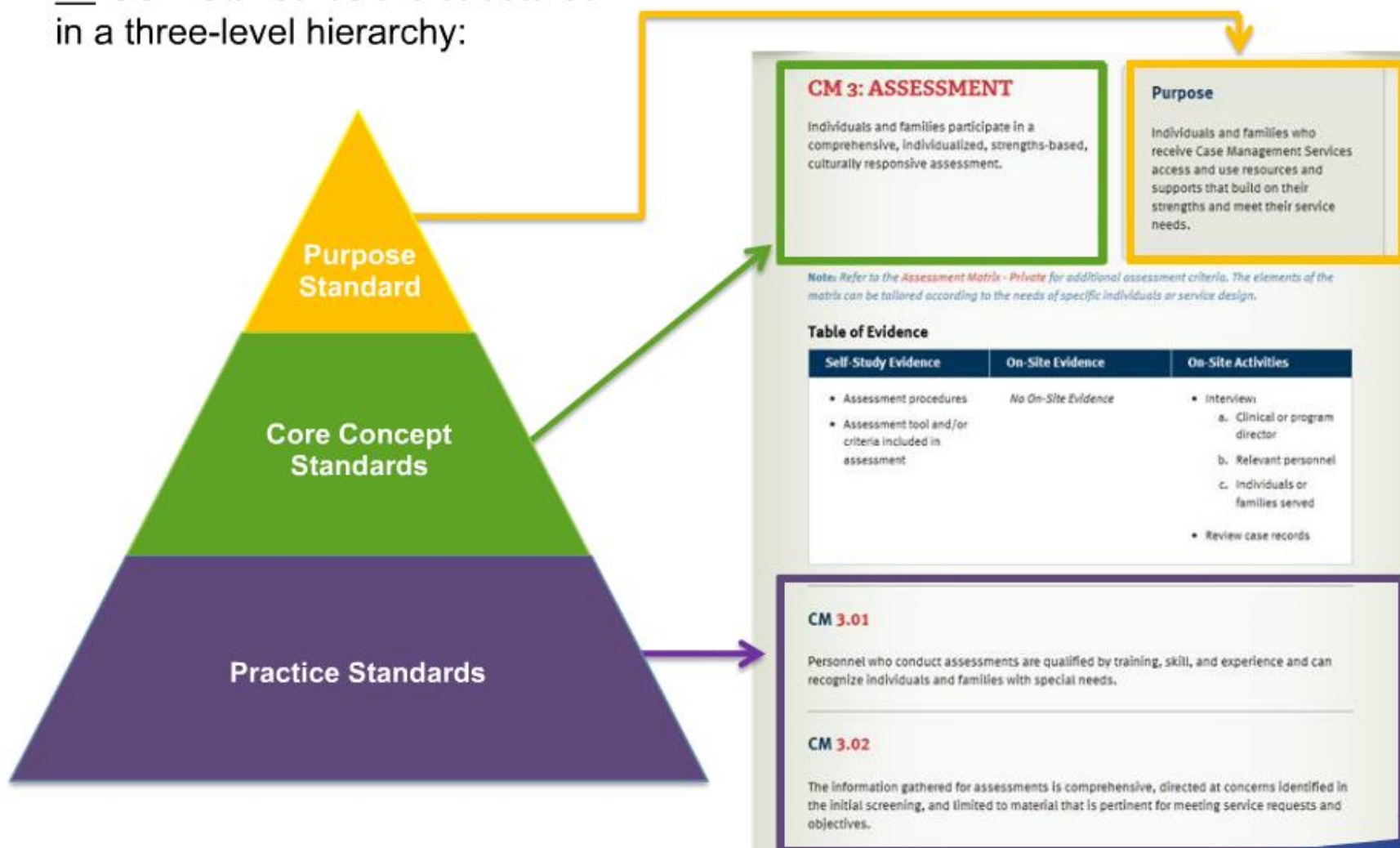
# COA's Standards

*“COA's standards reflect our philosophy that accreditation is not an end, but a means to an end. The real endpoint is an organization's enhanced growth and stability, measurable results, and an unwavering commitment to the health, safety, and rights of clients.”*



# COA Standards Structure

All COA Standards are structured in a three-level hierarchy:



# Types of Standards

## Administration and Management

- Ethical Practice
- Financial Management
- Governance
- Human Resources
- Network Administration
- Performance and Quality Improvement
- Risk Prevention and Management

## Service Delivery Administration

- Administrative and Service Environment
- Behavior Support and Management
- Client Rights
- Training and Supervision

## Service Standards

- 50+ service sections
- 125+ distinct program types



# Workforce

## National Blueprint

- ✓ Organizational leaders should facilitate good governance, help the organization focus on its mission; strive towards excellence; develop plans; and create and adhere to appropriate systems to help children, youth & families.

## COA

- ✓ The executive director effectively collaborates with the governing body, as appropriate, to enunciate and achieve the organization's mission and vision; promote a healthy organizational culture, and oversee and manage the organization's operations



# Workforce

## National Blueprint

- ✓ Organizational leaders should facilitate good governance, help the organization focus on its mission; strive towards excellence; develop plans; and create and adhere to appropriate systems to help children, youth & families.

## COA

- ✓ The executive director inspires, directs, and works effectively with senior management to provide the structure, values, leadership, and adaptive, technical, and managerial processes and activities that maintain a positive, productive, ethical culture.

# Workforce

## National Blueprint

- ✓ Organizational leaders should facilitate good governance, help the organization focus on its mission; strive towards excellence; develop plans; and create and adhere to appropriate systems to help children, youth & families.

## COA

- ✓ The executive director is qualified by:
- ✓ an advanced degree from an accredited college or university in a field related to the organization's mission and services;
- ✓ at least five years of related leadership experience;
- ✓ .

# Workforce

## National Blueprint

- ✓ Organizational leaders should facilitate good governance, help the organization focus on its mission; strive towards excellence; develop plans; and create and adhere to appropriate systems to help children, youth & families.

## COA

- ✓ competence in administering services to families, adults, youth and/or children;
- ✓ the skills to oversee human resource and financial management matters; and
- ✓ effectively and proactively work with other providers and government agencies

# Workforce

## National Blueprint

- ✓ Workforce consists of competent skilled people with a variety of experiences & varied disciplines.

## COA

- ✓ A stable, qualified workforce contributes effectively and efficiently to consumer satisfaction and positive service delivery outcomes
- ✓ An interdisciplinary team provide an intensive and all encompassing therapeutic program

# Workforce

## National Blueprint

- ✓ Orientation and training programs and continuing education should be evidence informed and competency based.

## COA

- ✓ The organization supports staff and promotes staff competencies providing regular supervision and training on relevant service delivery topics.
- ✓ Personnel receive training on the following, as appropriate to their position and job responsibilities:

# Workforce

## National Blueprint

- ✓ Orientation and training programs and continuing education should be evidence informed and competency based.

## COA

- ✓ proper documentation techniques;
- ✓ the maintenance and security of records; and
- ✓ the use of technology and information systems

# Workforce

## National Blueprint

- ✓ Each entity should be committed to including people with experience as a service recipient among its employees, volunteers, board members and advisory groups.

## COA

- ✓ Direct service providers have: educational and experiential backgrounds that enable them to participate in the overall treatment program and to meet the emotional and developmental needs of service recipients.

# Workforce

## National Blueprint

- ✓ The performance of each employee should be evaluated at least annually

## COA

- ✓ The organization has a standardized process for providing every full-time and part-time employee and volunteer with a written performance review annually that involves the employee or volunteer and the supervisor.



# Workforce

## National Blueprint

- ✓ The performance of each employee should be evaluated at least annually

## COA

- ✓ Staff performance reviews emphasize self-development and professional growth and include:
  - ✓ specific expectations defined in the job description;
  - ✓ organization-wide expectations for personnel;

# Workforce

## National Blueprint

- ✓ The performance of each employee should be evaluated at least annually

## COA

- ✓ objectives established in the most recent review, accomplishments and challenges since the last review period, and objectives for future performance, including developmental & professional objectives & recommendations for training.

# Funding and Resources

## National Blueprint

- ✓ Funding decisions should be based upon the cost of effective services, the benefits such services are expected to bring.

## COA

- ✓ The organization annually conducts a cost analysis of its services and uses the information to: analyze the effectiveness and efficiency of operations and service delivery; and monitor trends .

# Funding and Resources

## National Blueprint

- ✓ Funding decisions should be based upon the cost of effective services, the benefits such services are expected to bring.

## COA

The organization pursues stable, predictable sources of revenue through diversification and balance in funding streams consistent with the organization's mission or purpose and programs.

# Funding and Resources

## National Blueprint

- ✓ Organizations should seek diverse funding streams to produce income from grants, contracts, etc.

## COA

- ✓ The annual planning and budget cycle includes participation of management, the governing body, and other relevant organization participants and is based on:

# Funding and Resources

## National Blueprint

- ✓ Organizations should seek diverse funding streams to produce income from grants, contracts, etc.

## COA

- ✓ direct and indirect operating expenditures;
- ✓ contractual requirements;
- ✓ changing costs and conditions; and
- ✓ anticipated revenue for the program year.

# Funding and Resources

## National Blueprint

- ✓ Organizations should seek diverse funding streams to produce income from grants, contracts, etc.

## COA

- ✓ Comprehensive, systematic, and effective risk prevention and management practices reduce the organization's risk, loss, and liability exposure and evaluate financial capacities, risks, and resources needed to provide services.

# The Joint Commission



**TRACY COLLANDER, LCSW**

**BEHAVIORAL HEALTH CARE  
ACCREDITATION AND CERTIFICATION**



# The Joint Commission

## Accreditation Requirements

- ✓ Based on Trauma Informed, Recovery, and Resiliency Concepts.
- ✓ Applicability of standards determined by settings, services, programs, and specific populations.
- ✓ Requirements maintained in the *Comprehensive Accreditation Manual for Behavioral Health Care (CAMBHC)* via online manual (E-dition).

# The Joint Commission

## Accreditation Requirements:

- ✓ Are general performance expectations
- ✓ Provide a general structure or process
- ✓ Focus on specific goals
- ✓ Contain elements of performance that are scored during accreditation surveys

# The Joint Commission

## Accreditation Requirements

- ✓ **Care, Treatment, Services**
- ✓ **Leadership**
- ✓ Human Resource Management
- ✓ **Environment of Care**
- ✓ Life Safety
- ✓ Emergency Management
- ✓ Infection Control
- ✓ Medication Management
- ✓ National Safety Goals
- ✓ Performance Improvement
- ✓ Record of Care, Treatment, & Services
- ✓ **Rights of the Individual**
- ✓ Information Management
- ✓ Waived Testing
- ✓ Sentinel Event Policy

# Rights of Children

## National Blueprint

- ✓ Survival and Development
  - A safe environment
  - Access to food, clean/safe water, shelter, clothing
  - Access to formal education
  - Access to quality healthcare
  - Access to leisure, cultural, and recreational activities

## Joint Commission

- ✓ Individuals are placed in physically safe environments
- ✓ The agency respects the rights of individuals in foster care
  - Access to educational services.
  - Access to routine, preventative, and emergency health care.
  - Participation in recreational skill building and social opportunities

# Rights of Children

## National Blueprint

- ✓ Protection:
  - From abuse, neglect, maltreatment, exploitation, and abduction
  - Under the law
  - From corporal punishment

## Joint Commission

- ✓ The individual served has the right to be free from neglect; exploitation; and verbal, mental, physical, and sexual abuse.
- ✓ The individual served has the right to access protective and advocacy services.
- ✓ The organization prohibits corporal punishment

# Rights of Children

## National Blueprint

- ✓ Participation
  - Involvement in decision making

## Joint Commission

- ✓ The organization respects the right of the individual to collaborate in decisions about care, treatment, or services. And-
  - is involved in decisions;
  - has the right to refuse care, treatment, and services;
  - has the right to involve family in decisions

# Supports and Services

## National Blueprint

- ✓ Community Voice in Policy and Program Development
- ✓ Collaboration
- ✓ Access to Healthcare

## Joint Commission

- ✓ The organization provides services that meet needs of the individual served.
  - Leaders work with policymakers and the community in foster care through education and awareness.
  - The agency works with community vendors (MH/SA, medical, dental, educational) to ensure access

# Supports and Services

## National Blueprint

- ✓ Access to Healthcare

## Joint Commission

- ✓ Behavioral Health Home Certification
  - Whole Person Care
  - Supports Individual Decision
  - Care Coordination
  - Access- social support, navigation
  - Flexibility around how services are delivered



# Supports and Services

## National Blueprint

- ✓ Assessment and Service Planning

## Joint Commission

- ✓ A complete and accurate assessment (including history of addictive behaviors) drives the identification and delivery of the care, treatment, or services needed by the individual.

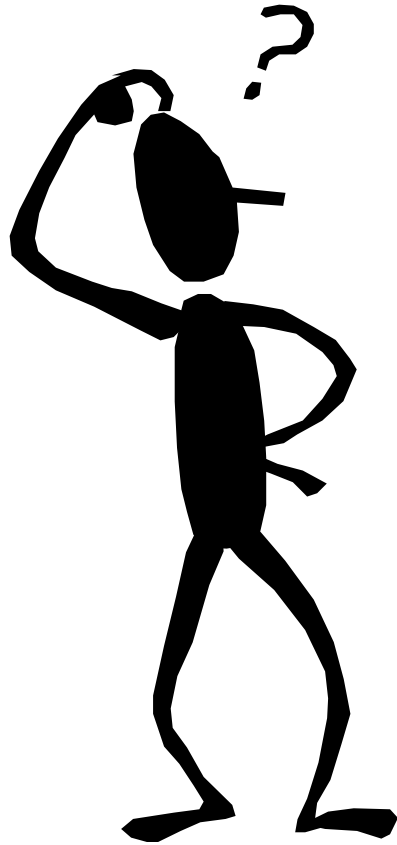
# Supports and Services

## National Blueprint

- ✓ Trauma Informed Approaches

## Joint Commission

- ✓ The organization identifies individuals served who may have experienced trauma, abuse, neglect, or exploitation during assessment and on an ongoing basis.
  - Staff are educated about trauma and how to refer, as needed
  - The organization maintains a list of public and private providers for referral, as needed



# Child Welfare League of America



Julie Collins LCSW

Director of Standards for Practice Excellence

[jcollins@cwla.org](mailto:jcollins@cwla.org)

[www.cwla.org](http://www.cwla.org)