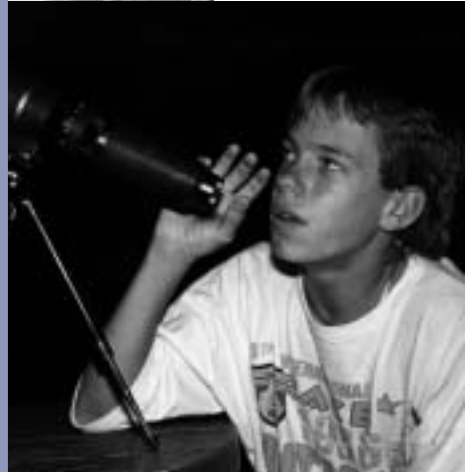


2003 ANNUAL REPORT



Building a Strong
Foundation to
Protect Ohio's
Children and
Preserve Ohio's
Families



**OHIO
CHILD
WELFARE
TRAINING
PROGRAM**

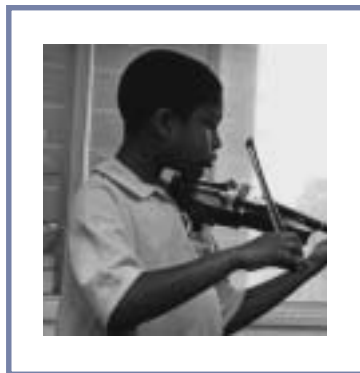
OHIO CHILD WELFARE TRAINING PROGRAM

promotes the delivery of high quality, culturally responsive, family-centered services to children who have experienced or are at risk of abuse, neglect, or dependency, and their families.

OCWTP provides competency-based training primarily to the public agency professionals, caregivers, and adoptive parents who serve them.

OCWTP collaborates with other service providers to promote the delivery of competency-based training.

OCWTP advocates for public policy and practice standards that reflect best child welfare practice.





ONE OF SOCIETY'S MOST IMPORTANT AND COMPELLING RESPONSIBILITIES IS ASSURING THE SAFETY AND WELL BEING OF ITS MOST VULNERABLE MEMBERS.

Among these are children at risk of abuse, neglect, sexual abuse, or exploitation. Our collective mission is to protect them from maltreatment, and to enable them to grow and flourish in safe, nurturing, permanent homes.

Achieving this mission requires the active involvement of organizations and individuals at all levels of our state and local communities. The members of the child protection team—child welfare professionals, legislators, government officials, community leaders, social service providers, law enforcement and court personnel, trainers, foster and adoptive parents, the children's immediate and extended families, and the community at large—each play a unique role in contributing to this complex undertaking. When we work together, we dramatically increase our ability to achieve our common mission.

In this Annual Report, we hope to communicate the contribution made by one member of this team—the Ohio Child Welfare Training Program (OCWTP). Currently in its 18th year of operation, the OCWTP is the statewide inservice training system that enables child welfare professionals in Ohio's 88 county public children services agencies to achieve high levels of competency, thereby promoting “best practice” for the children and families they serve.

This report describes both the innovative training interventions produced during 2003, and the training activities that have formed the foundation of the system since its inception. You can also read about our ongoing developmental initiatives to conduct broad-based evaluation of training outcomes, to update our competencies and curricula, and, in partnership with county public children services agencies, to develop a full array of agency-based training interventions that will help transform classroom learning into on-the-job mastery of complex skills.

The OCWTP is grateful for your contributions and hard work toward improving the lives of Ohio's abused and neglected children and their families. We look forward to further collaborations to help prepare child welfare professionals to conduct this difficult, but critical work.

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Ohio Department of Job and Family Services,
Office for Children and Families

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Institute for Human Services (State Coordinator)

What Is the OCWTP?



Founded in 1986, the Ohio Child Welfare Training Program is a competency-based inservice training system for staff, managers, and resource families in Ohio's 88 county Public Children Services Agencies (PCSAs).

Designed as a state/county, public/private collaboration, the OCWTP develops and provides an array of training activities to promote mastery of the complex knowledge and skills needed to assure protection and permanence for Ohio's abused and neglected children.

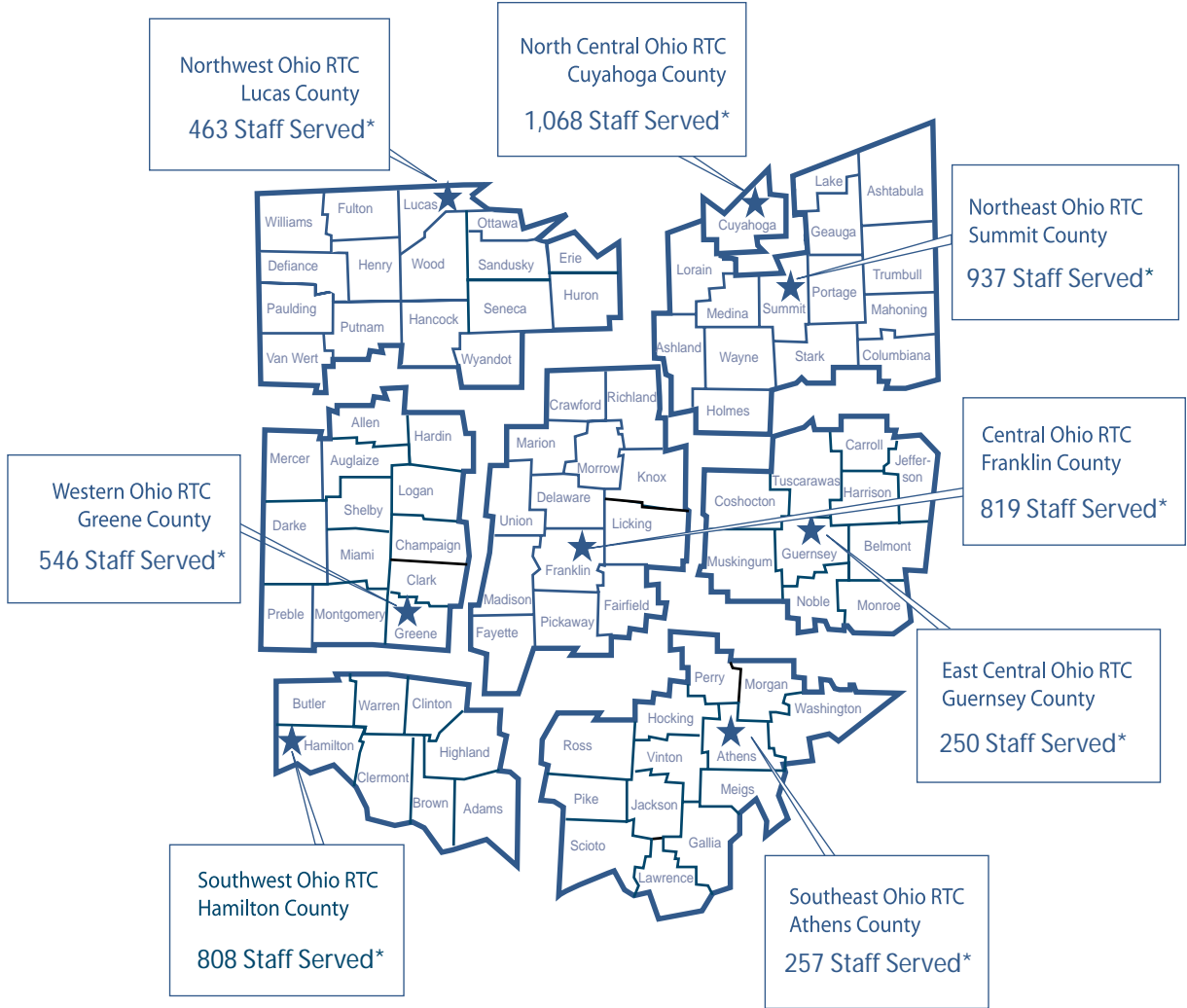
Program Management and Training Delivery

The OCWTP *Central Steering Committee*, comprised of representatives from the organizations listed below, conducts strategic and operational planning, program management, and oversight for all OCWTP initiatives and activities. Training is provided by highly skilled and certified trainers through a regionally organized training delivery system.

Collaborating Organizations

- The *Ohio Department of Job and Family Services (ODJFS)* co-chairs the Central Steering Committee and manages and monitors the contracts and funding for the program;
- The *Public Children Services Association of Ohio (PCSAO)* co-chairs the Central Steering Committee and advocates for the needs of county child welfare agencies and their staff;
- Eight *Regional Training Centers (RTCs)*, operated by county public children services agencies, identify and address the training needs of staff in their catchment areas and assist in developing, piloting, and evaluating training activities;
- The *Institute for Human Services (IHS)*, State Coordinator, facilitates and coordinates all program activities, develops training curricula and other resources, and provides fiscal administration for the program;
- Five *Private Child Placing Agencies* collaborate with the Regional Training Centers to provide training to adoption staff and adoptive families in public and private agencies.

EIGHT OCWTP TRAINING REGIONS and STAFF SERVED



* This represents child welfare caseworkers, supervisors, and administrators



OHIO SETS THE STANDARD for Child Welfare Training in North America

For eighteen years, the OCWTP has proven itself to be a leader and innovator in developing state-of-the-art inservice training for child welfare professionals. That is why the OCWTP's resources and models have been adopted by a majority of state and provincial public child welfare organizations throughout North America.

The OCWTP's unique system for innovative training involves:

Emphasizing System Change

The OCWTP uses training as a stimulus and a catalyst to promote large-scale change in order to achieve best practice throughout the child welfare system.

The OCWTP bases training on its standardized *Universe of Competencies* - a comprehensive listing of the prerequisite knowledge and skills needed to achieve best practice in child welfare. By training to these competencies, the OCWTP not only defines best practice, but provides the workforce with the knowledge and skills to achieve it.

Assuring Standardization While Responding to Individual Needs

All OCWTP programming balances two competing but equally compelling priorities: the standardization of training to assure common values, standards of practice, and methods throughout the work force; and the capacity to respond to unique individual, local, and regional training needs.

Assuring the “Right People” Get the “Right Training” at the “Right Time”

The OCWTP’s Individual Training Needs Assessment (ITNA) process identifies the highest priority training needs in the system. All staff complete an ITNA every two years. The compiled data determines what training will be offered and which staff will attend it. A quarterly planning cycle enables the OCWTP to address needs in a timely manner. The training program expends its resources on high priority needs; staff attend only needed training; and the organization realizes the greatest possible return on its training investment.

Developing Highly Skilled Trainers

The OCWTP maintains a trainer pool of approximately 350 of the most highly skilled trainers in North America. OCWTP trainers must demonstrate expert content knowledge, well-developed



training skills, and practice experience in the competency areas they teach. Prospective trainers are rigorously screened, evaluated, and fully trained before approved. Continuous monitoring and technical assistance assure trainers consistently maintain the OCWTP’s high quality standards. Trainers are recognized annually at the OCWTP Trainer Event, where individual awards are given for training excellence.

Committing to Collaboration

The OCWTP is guided by its *Central Steering Committee (CSC)*, a leadership and decision-making team whose members represent state and local, public and private, rural and urban, and management and staff perspectives. The CSC’s diversity of membership, collaborative interdependence, and commitment to negotiation and consensus building, promote solutions that best address the diverse needs and perspectives of OCWTP constituents. This collaborative body has sustained the OCWTP and assured its continuing quality.

2003 INITIATIVES



Skill Building and Transfer of Learning

An ongoing initiative of the OCWTP is to promote the development and mastery of skills in Ohio's child welfare workforce. In 2003, the OCWTP began implementing its Model Continuum of Skill Building and Transfer of Learning, a product of extensive literature reviews, interviews with national key informants, and input from statewide child welfare administrators, supervisors, caseworkers, human resource personnel, and trainers.

The Model promotes the planned, sequential acquisition of knowledge and skills to promote learning and retention. Attempting to train at the skill level, without first gaining awareness, knowledge, and understanding undermines the effectiveness of training. This is particularly true when training complex child welfare skills requiring critical thinking. The Model also provides trainees opportunities to practice newly learned skills on the job. While simple skills can be acquired and perfected after a few trials, complex skills, such as those used in child welfare practice, require significant periods of practice in the supportive environment in which they are to be used – on the job.

The OCWTP is currently working on developing a menu of skill-building learning opportunities to help new workers and supervisors practice skills introduced in Core training. The menu will include:

- Learning labs where workers can apply specific skills
- Self-directed learning opportunities that guide workers as they practice a specific skill
- Onsite coaching of new skills with county staff or trainer consultants
- Tools that help supervisors provide learning and practice opportunities to staff during routine supervisory functions

To view the Model or to learn more about OCWTP's skill-building initiative, visit www.ocwtp.com/skill_building/skill_building_&_tol.htm.

Core Curriculum Redesign

In July 2003, the revision of Caseworker, Supervisor/Manager, and Family Support Worker competencies was completed. These competencies form the basis for the re-write of Caseworker and Supervisor/Manager Core curricula. The competency revisions resulted from information gleaned in the OCWTP's Statewide Training Assessment (visit www.ocwtp.com/about_OCWTP/assessment_report.htm), Ohio's Child and Family Services Review, the Council on Accreditation Standards, the Public Children Services Association Standards for Practice, key informant focus groups of Ohio's child welfare professionals and trainers, and literature reviews. The revised competencies reflect the latest best practice standards and emerging issues in child welfare. The competencies are more discrete, to allow staff members to precisely communicate their specific training needs.

In 2003 the OCWTP began its re-design of Caseworker and Supervisory Core curricula. While the total number of Core training days remains the same, configuration changes will be made to include more, but shorter workshops. This will provide increased opportunity for skill building interventions between workshops. Core curriculum content will be revised to reflect current best practice standards, emerging issues, and

updated information on the fundamentals of child welfare work, along with additional skill development opportunities.

To view the revised Caseworker, Supervisor/Manager, and Family Support Worker competencies, visit www.ocwtp.com/about_CCBIT/competencies.htm. Core revisions will be piloted and evaluated in 2004 and 2005.

System Evaluation Initiative

Another ongoing OCWTP initiative is to establish a continuous, comprehensive, and coordinated system for the evaluation of the impacts and outcomes of OCWTP training activities. In May 2003, the OCWTP released *A Continuum of Evaluation Strategies for the Ohio Child Welfare Training Program*. This document describes a variety of potential evaluation research design methodologies and reviews their strengths, limitations, and barriers to implementation, to aid the OCWTP in developing a comprehensive plan to evaluate its training.

In June 2003, the OCWTP also completed its *Comprehensive Review of OCWTP Core Curricula*. The goal of this review was to determine the strengths and limitations of existing Core curricula modules to both inform the re-development of Core curricula and to develop a continuum of skill-building and transfer-of-learning activities.

The OCWTP is currently working on the development of a comprehensive evaluation system that will include an ongoing evaluation of the revised Core curricula, as well as specialized and related training. The evaluation system will be based on the American Humane Association's Levels of Training Evaluation.

To view *A Continuum of Evaluation Strategies for the Ohio Child Welfare Training Program*, visit www.ocwtp.com/about_OCWTP/eval_strategies.htm.

University Partnership Program

The University Partnership Program is the result of over 10 years work by the University Partnership Committee, composed of representatives from the Ohio Child Welfare Training Program, public and private Ohio universities, PCSAO, and public children services agencies (PCSAs). Junior and senior university social work students who successfully complete all University Partnership requirements are eligible to receive partial tuition and mandatory fee reimbursement for up to two years, provided they are hired by an Ohio PCSA. Requirements for participating students include completion of two specialized child welfare courses; completion of an internship at an Ohio PCSA during their senior year; university graduation; and securing employment with an Ohio PCSA within 180 days of graduation.

Participating institutions in 2003 included the University of Akron, The Ohio State University, Cleveland State University, Ohio University, the University of Toledo, and Wright State University. Reactions to the program from students and their agency field instructors have been extremely positive.

Foster Caregiver Training Program

In 2003, the OCWTP began development work toward becoming the sole and exclusive provider of training to foster caregivers licensed by public Ohio child welfare agencies. In January 2004, the OCWTP would begin providing 2,000 days of Preservice or in-service training to foster caregivers per year. This decision to shift foster caregiver training from individual agencies to the OCWTP was made to increase federal foster caregiver training dollars; to increase the efficient delivery of training; and to enhance standardization and quality assurance.



Identifying and Meeting Needs Region by Region

In addition to providing in-classroom training, each of OCWTP's eight Regional Training Centers organizes other types of training interventions to meet the unique needs of its counties' workers.

East Central Ohio RTC – Guernsey County – www.ocwtp.com/ecortc.htm

In an effort to support multi-disciplinary teams across eastern Ohio, ECORTC offered specialized training in areas such as Recognition and Identification of Methamphetamine Labs, Child Pornography, and Suspect Interview and Interrogation. In March, over 50 supervisors and administrators from over 20 counties attended ECORTC's 9th Annual Supervisor Conference, focusing on safety and stress management. Growing every year, the conference requires collaboration between ECORTC, ODJFS, the Canton Field Office, and SEORTC. In addition, ECORTC continues to develop its state-of-the-art training facilities, combining the latest audio, video, computer, and projection equipment to enhance the training experience.

Central Ohio RTC – Franklin County – www.ocwtp.com/cortc.htm

In an effort to provide multi-disciplinary community training, CORTC partnered with the Columbus Police Department to offer workshops on Shaken Baby Syndrome, and with STARR Communications to offer The Black Male Development Symposium. In addition, CORTC continues to strengthen inter-agency collaboration by conducting training with network agencies throughout the region. In August 2003, CORTC relocated to state-of-the-art facilities in the West Edge Business Park at 855 W. Mound Street, Columbus, Ohio 43223--also the new home of the agency administrative offices.

Southeast Ohio RTC – Athens County – www.ocwtp.com/seortc.htm

To increase collaboration between 13 southeast Ohio agencies and juvenile courts, SEORTC facilitated the development of a workshop entitled, "Dealing With Delinquent and Unruly Youth: Agency and Court Cooperation." Response was large enough to warrant adding a second training date. Also during 2003, SEORTC initiated a New Worker Networking Session for new caseworkers. The overwhelming success of the training led to SEORTC's decision to offer the session annually. Also in 2003, SEORTC continued to host quarterly networking sessions for caseworkers and supervisors on topics selected by the counties, including Intake Protocol and Screening; After-hours Protocol: Recruiting Foster Homes and Residential Versus Therapeutic Foster Homes; and Unruly Kids and Delinquency. Finally, SEORTC continued to host quarterly meetings for southeast Ohio's executive directors.

Northwest Ohio RTC – Lucas County – www.ocwtp.com/nwortc.htm

As part of its ongoing commitment to develop cultural knowledge, skill, and sensitivity in northwest Ohio's child welfare workforce, NWORTC offered 19 workshops in 2003 (144 hours of instruction) in this topic area. Workshops focused specific content to address the unique needs of serving northwest Ohio's families. Staff from all county agency levels attended these cultural training workshops.

Northeast Ohio RTC - Summit County - www.ocwtp.com/neortc.htm

In 2003, NEORTC developed an Internet discussion board, accessible to Core trainees and their trainers, to provide support, answer questions, and exchange information during and after Core training. Also in 2003, NEORTC developed a popular series of three-hour supervisory trainings that traveled to three northeast counties, and NEORTC continued its support of the Trainer Development Program, walking select regional personnel through the process of developing trainer skills. In October 2003, NEORTC collaborated with Northeast Ohio Adoption Services to offer an adoption symposium. In December 2003, NEORTC collaborated with ODJFS to offer a five-day multi-disciplinary Forensic Interviewing training to regional social workers and law enforcement. In 2003, more than ever, NEORTC made special efforts to meet county-specific needs, including providing hands-on case plan training in one county, providing a collaborative community workshop on neglect in another county, and providing agency-wide safety training in two other counties.

North Central Ohio RTC – Cuyahoga County – www.ocwtp.com/ncortc.htm

In 2003, NCORTC targeted three training areas to improve outcomes for children and families: Structured Decision Making (an empirically-based safety and risk assessment tool), Family Team Meetings (group decision-making model), and the Adoption and Safe Families Act (ASFA). These training initiatives were linked to the agency's strategic planning themes of Prevention, Service Delivery, Reunification and Permanency. To reinforce its commitment to family-centered, community-based social work practice, NCORTC enlisted the support of natural helpers within Cuyahoga County's communities. Many of NCORTC's 2003 training initiatives were held in community-based locations, in an effort to foster working partnerships with community stakeholders. Finally, NCORTC provided organizational skill-building interventions to promote transfer of learning from the classroom to the agency.

Western Ohio RTC – Greene County – www.ocwtp.com/wortc.htm

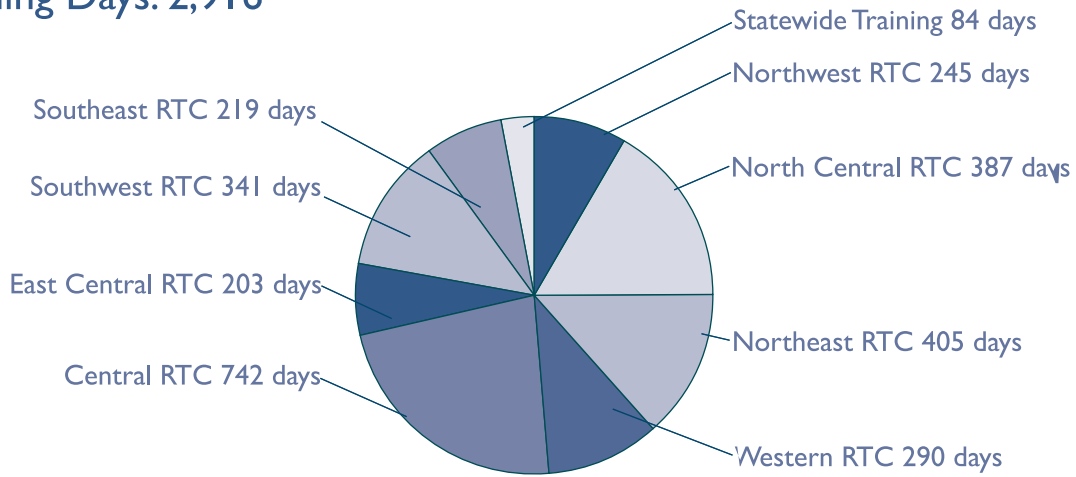
To meet unique community needs in 2003, WORTC arranged for several agency-specific trainings, including a training co-sponsored with the Family and Children First Council for area human and social service workers entitled, "Taking Care of Yourself," and a training co-sponsored with SWORTC for teams of county professionals from eight different southwest and western Ohio counties entitled, "Investigative Techniques in Child Abuse and Exploitation." In February 2003, WORTC relocated back to the remodeled upper level of Greene County Children Services following a year housed temporarily at a former agency group home in Xenia.

Southwest Ohio RTC – Hamilton County – www.ocwtp.com/swortc.htm

In 2003, SWORTC made a significant effort to work individually with counties on their unique training needs. For example, SWORTC offered select Hamilton County supervisors a building block series of workshops, to provide additional knowledge beyond Supervisory Core training, including one-on-one coaching in the supervisor's work environment after classroom-style training. Further, SWORTC assisted Butler County staff by offering training in Safety Planning, and, in Hamilton County, began developing a project to better integrate the concept of Concurrent Case Planning. The entire staff of Clinton County Children Services attended a "Working Safe, Working Smart" safety training. In an effort to ensure best practice when dealing with child sexual abuse cases, all of Hamilton County's intake staff attended "Overview of Sexual Abuse" and "Investigative Interviewing" workshops. Finally, SWORTC continued its commitment to providing a well-rounded learning experience for child welfare staff, by offering several caseworkers the opportunity to experience one-on-one, on-the-job training, to help them transfer knowledge gained in the classroom out in the field.

TRAINING STATISTICS

Training Days: 2,916



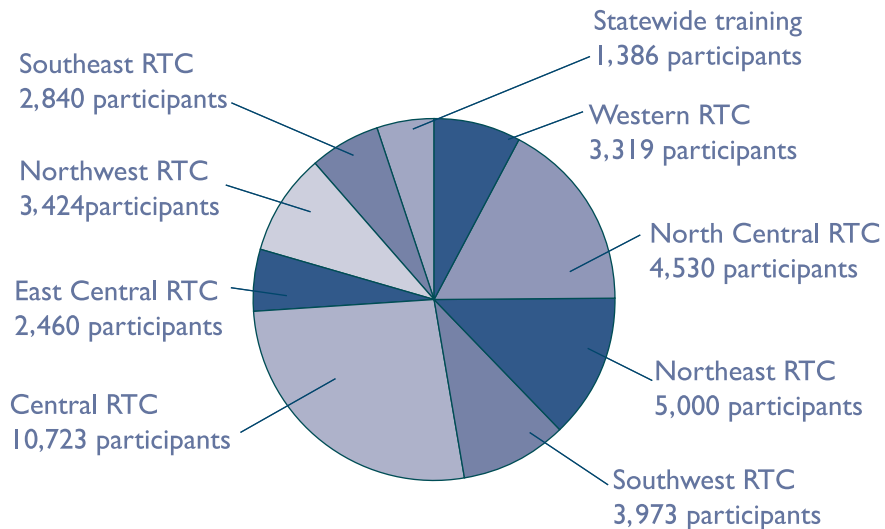
Training Topic Areas: 156

Workshops Presented: 2,519

Average Length of Workshop: 7 hours

Average Evaluation Score: 4.63 (out of a 5 point scale)

Participants Trained: 37,655



ANNUAL PROGRAM COST: \$4,882,223

COST PER TRAINEE CONTACT HOUR: \$17.99

DIRECT DELIVERY OF TRAINING: \$1,356,511

OCWTP Training: \$1,005,428
Adoption Training: \$ 351,083

STATE COORDINATION: \$1,286,299

TOTAL ADMINISTRATION: \$ 357,130

OCWTP Administration: 207,677
Adoption Administration: 149,453

TOTAL DEVELOPMENT: \$ 929,167

OCWTP Development: 778,262
Adoption Development: 150,905

REGIONAL COORDINATION: \$2,098,154

Regional coordination for OCWTP training is provided by eight Regional Training Centers. Funding distribution is as follows:

Southeast RTC:	\$204,706
North Central RTC:	\$379,537
Central RTC:	\$345,558
Western RTC:	\$227,324
East Central RTC:	\$193,173
Southwest RTC:	\$279,987
Northwest RTC:	\$224,729
Northeast RTC:	\$243,140

*47% of
OCWTP
funding is from
Title IV-E,
Title IV-B,
TANF, and
Medicaid.
53% is
provided
through
non-federal
matching
requirements.*

University Partnership Program Administration and Development: \$141,259

These costs are not factored into the "Cost Per Trainee Contact Hour" listed above. The University Partnership is a separate initiative from other OCWTP programming.

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OUR CHILDREN

