



Resources for Inclusion in Tribal Child and Family Services Plan Program Instruction

The following table includes publications and tools produced by or on behalf of the Children’s Bureau which are intended to support the Tribal Child and Family Services Plan (CFSP) Program Instruction. Resources are organized in order of the Tribal CFSP requirements and correspond to requirement sections and subsections. Following the resources proposed for specific sections in table 1, table 2 includes a list of Children’s Bureau or other federally supported resources recommended for inclusion in the Program Instruction’s appendix.

Table 1

CFSP Requirement	Resource Title/Link	Resource Description
Tribal agency administering the program		
Identify the tribal agency that will administer the title IV-B (and, if applicable, CFCIP and ETV) programs under the plan. The same agency is required to administer or supervise the administration of all programs under titles IV-B and IV-E of the Act.	Administering & Managing Child Welfare Agencies & Programs	A child welfare agency’s administrative structure, combined with effective leadership and management, provides a framework for ensuring the delivery of quality services to children and families. This resource focuses on components of strong administration and management: leadership, governance, program development, and community partnerships.

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Vision Statement		
Tribal philosophy of providing child and family services and developing or improving a coordinated service delivery system.	<p>Pathway to Change: Your Road Map https://www.tribalinformationexchange.org/files/products/ptcfacilitatorguide.pdf</p>	<p>Developed by the Center for Tribes, the Pathway to Change includes the entire scope of the change process, from early preparations through evaluation and sustainability efforts. The Pathway is both a process <i>and</i> a planning tool to help a tribe develop solutions to complex problems. Whether the issue is big or small, tribes can create a plan to bring about their ideas for positive change that impacts the children and families in their communities.</p> <p>Planning a Pathway to Change provides a tribal agency the opportunity to work together with agency staff, partners and community to plan, build, and sustain their vision for the future. The Pathway helps tribes avoid wasting time and resources without a plan and commitment to a specific long-term goal. The planning process results in a comprehensive roadmap for the Pathway, illustrated through an Impact Model.</p>
	<p>Agency Philosophy, Mission, and Policy</p>	<p>The resources in this section describe family-centered child welfare agency philosophies and how to develop agency mission and vision statements, and they explore policy formation for government agencies.</p>
Using Data to Measure Progress		
	<p>Journey Through the River of Data Series</p>	<p>This link from the Center for Tribes Tribal Information Exchange provides data-focused guidance for tribal child welfare systems. The series and additional resources include:</p>

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		<ul style="list-style-type: none"> • Data Overview: Using Data to Help Communities Thrive • Improving the Welfare of Native Children by Using & Managing Data • Planning for Your Program’s Child Welfare Data System • Navigating Rough Waters: Lessons Learned & Challenges to Avoid When Planning a Tribal Child Welfare Data System • Using Geographic Data & GIS for Decision-Making in Tribal Child Welfare • Capturing IV-B Data with Excel
	Using Data to Improve Outcomes for Children, Youth, and Families	<p>Analyzing data to verify and measure the effectiveness of services helps organizations make informed policy and practice decisions, with the ultimate goal of improving outcomes for the families they serve. The following resources address how the use of data improves outcomes for children, youth, and families.</p>
	How Data Protects At-Risk Children: Analytics for Child Well-Being (SAS Institute)	<p>Describes the value and characteristics of a data-driven culture and decision-making processes and provides eight tips for advancing a data-driven culture in a child welfare agency.</p>
Consultation and Coordination between Tribes and States		
	Building an Effective Tribal-State Child Welfare Partnership http://collaboration.tribalinformationexchange.org	<p>This link from the Center for Tribes Tribal Information Exchange explores the topic of Tribal-State Child Welfare Partnerships.</p>

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	ICWA Guide for Tribal Governments and Leaders https://www.tribalinformationexchange.org/files/products/ICWAGuideFinal06.26.2017.pdf	This link from the Center for Tribes Tribal Information Exchange focuses on the role of tribal sovereignty and leadership in ICWA compliance.
	A Roadmap for Collaborative and Effective Evaluation in Tribal Communities	This tool provides guidance on how to create a roadmap for effective and collaborative evaluation in tribal communities.
	Building a Better Collaboration: Facilitating Change in the Court and Child Welfare System (NCJFCJ)	Step-by-step guide on how courts and child welfare agencies can come together to lead systems change efforts, including examples from states who have collaborated successfully.
	Building and Sustaining Child Welfare Partnerships (National Technical Assistance and Evaluation Center for Systems of Care resources)	Brief that describes steps and strategies for child welfare agencies to build partnerships with child- and family-serving organizations to enhance continuum of services.
	Facilitating Cross-System Collaboration: A Primer on CW, AOD and the Courts (SAMHSA)	Describes how to facilitate collaboration between child welfare/court/community in states/tribes for families impacted by substance abuse.
	Supporting Client Involvement in Implementation Teams (California Evidence-Based Clearinghouse for Child Welfare)	This document is intended to aid child welfare and community-based agencies with planning and supporting the involvement of children, youth, or parents in policy and implementation decision-making.
	Interagency Collaboration	This issue of <i>A Closer Look</i> considers the challenges and strategies associated with building and sustaining interagency collaboration in a child welfare driven system of care. The report draws on current research in the field as well as the knowledge and experiences of nine grant communities currently in the fifth year of a 5-year demonstration grant.

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Service Description		
	<p><u>Tribal Child Welfare Practice Mapping:</u> https://products.tribalinformationexchange.org/mapping/story_flash.html</p>	<p>A tool from the Capacity Building Center for Tribes.</p> <p>Mapping child welfare practice can help programs identify needs, resources, and partners; recognize gaps in service; and inform policy and procedure improvements.</p>
	<p><u>Developing a Trauma Informed Child Welfare System</u> https://www.childwelfare.gov/pubPDFs/trauma_informed.pdf</p>	<p>This issue brief discusses the steps that may be necessary to create a child welfare system that is more sensitive and responsive to trauma.</p>
	<p><u>Coordination of Services and Service Array</u></p>	<p>Coordination of Services and Service Array is part of the System of Care Infrastructure Toolkit—a compilation of practical information designed to help communities plan, build, and sustain systems to improve outcomes for children and families.</p>
	<p><u>Family-Centered Practice Across the Service Continuum</u></p>	<p>The family-centered principles of family empowerment and participation, focusing on strengths, and community-based support can be used in a variety of settings across child welfare and in other service systems. Family-centered practices can prevent child abuse and neglect as well as provide children with safety, stability, and continued well-being.</p>
	<p><u>In-Home Services in Child Welfare</u></p>	<p>This issue brief provides an overview of child welfare in-home services and examines issues related to service delivery, funding, and program evaluation. The brief provides child welfare administrators, policymakers, and related professionals with information about the types of child welfare in-home services that are being used in the field and what the evidence shows about them.</p>

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	Family Support Services	The resources in this section address broad family support approaches and services for certain groups. It also includes links to other areas of the Information Gateway website that address a range of supportive services for families.
	Supporting and Preserving Families	This section describes and provides examples of family support and preservation services, including in-home services, and offers resources for managers on family engagement, cultural competence, evaluation, evidence-based practice, funding, and training.
	Creating and Maintaining Meaningful Connections	This page provides resources to support children and youth in out-of-home care who wish to maintain contact with relatives, friends, or other supports that were part of their lives when residing with their birth families.
	Supporting Successful Reunifications	Safe and stable reunification does not begin or end with the return of children to the care of their parents. Child welfare agencies may find it challenging to help families achieve timely reunification while at the same time preventing children from reentering foster care. This bulletin offers information to help child welfare agency managers by providing strategies for achieving reunification and preventing reentry and includes examples of promising practices being implemented by states and localities.
	Working With Families: Mental Health	This section provides information and tools for working with children, youth, parents, and caregivers affected by mental health concerns.
	Working With Families: Substance Use Disorders	This section provides resources to help you screen for and identify substance use disorders in the families with whom you work, to make the

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		appropriate referrals to treatment services, and to effectively engage with these families.
	Caseworker Visits With Children and Youth in Out-of-Home Care (includes Center for States' Quality Matters resources listed below)	Resources on this page highlight the importance of establishing a trusting relationship with families and youth in out of home care to support quality interactions during casework visits. Quality engagement during visits is a key element of effective practice, as it supports an accurate assessment of safety, permanency, and well-being.
	"Collaborating to Collect and Use Data to Inform Quality Contacts" (Center resource; included in section 2c1 above "Families have enhanced capacity to provide for their child's needs")	Discusses how to strengthen the collection, analysis, and use of data related to caseworker visits. This tip sheet highlights the importance of collaboration among data and information technology staff, child welfare program staff, and other key stakeholders in developing information systems that support quality contacts.
	"Defining Quality Contacts" (Center resource; included in section 2c1 above "Families have enhanced capacity to provide for their child's needs")	Provides a foundation for understanding what quality contacts look like, why they are important, and how a child welfare agency can set the stage for their successful implementation. Quality contacts, also referred to as caseworker visits, are defined as purposeful interactions between caseworkers and children, youth, parents, and resource parents that contribute to assessment and case planning processes.
	"Quality Contact Caseworker Visit Activities Worksheet" (Center resource; included in section 2c1 above "Families have enhanced capacity to provide for their child's needs")	Lists suggested casework activities to undertake before, during, and after a caseworker visit with children, youth, and families. Caseworkers and their supervisors can use this simple two-page worksheet as general guidance to help plan and assess quality contacts.

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	Quality Matters: Improving Caseworker Contacts With Children, Youth, and Families (registration required, Center resource; included in section 2c1 above “Families have enhanced capacity to provide for their child’s needs”)	Offers videos, discussion guides, and assessment tools that agencies can use to improve the quality of caseworker contacts. The series demonstrates how a caseworker effectively plans for visits and models quality caseworker contacts with biological parents, children, youth, and resource parents.
	“Quality Worker-Parent Visits: A Tip Sheet for Supervisors and Managers” (Center resource; included in section 2c1 above “Families have enhanced capacity to provide for their child’s needs”)	Describes how supervisors and program managers can assist child welfare caseworkers in conducting quality visits with parents. The tip sheet suggests supports for workers before, during, and after a visit, along with questions to ask and potential “red flags” to address.
	“Supporting Quality Contacts through Supervisor-Worker Coaching” (Center resource)	Suggests supports for workers before, during, and after visit, along with questions to ask and potential “red flags” to address.
	Collaborating to Collect and Use Data to Inform Quality Contacts” (Center resource; included in section 2c1 above “Families have enhanced capacity to provide for their child’s needs”)	Landing page with resources and several relevant subpages
	“Defining Quality Contacts” (Center resource; included in section 2c1 above “Families have enhanced capacity to provide for their child’s needs”)	Resources on this page highlight the importance of establishing a trusting relationship with families and youth in out of home care to support quality interactions during casework visits. Quality engagement during visits is a key element of effective practice, as it supports an accurate assessment of safety, permanency, and well-being.
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	“Supporting Quality Contacts through Supervisor-Worker Coaching” (Center resource)	Suggests supports for workers before, during, and after visit, along with questions to ask and potential “red flags” to address.
	Family-Centered Practice Across the Service Continuum	The family-centered principles of family empowerment and participation, focusing on strengths, and community-based support can be used in a variety of settings across child welfare and in other service systems. Family-centered practices can prevent child abuse and neglect as well as provide children with safety, stability, and continued well-being.
Tribal Foster Care		
	Recruiting Families for Native American Children https://www.adoptuskids.org/_assets/files/NR-CDR-org/recruiting-families-for-native-american-children.pdf	Resource from the National Resource Center for Diligent Recruitment at AdoptUSKids; This publication provides a brief overview of relevant laws, best practices, tips, and considerations for partnering effectively with tribes and recruiting families for Native American children in foster care.
	Addressing the Needs of Young Children in Child Welfare: Part C—Early Intervention Services	This bulletin provides an overview of the Part C referral provisions in the 2003 reauthorization of the Child Abuse Prevention and Treatment Act (CAPTA) and in the Individuals with Disabilities Education Improvement Act of 2004 (IDEA) and describes the intersection of child welfare services and early intervention with young children. It highlights the benefits of Part C for child welfare and outlines how child welfare professionals can support Part C efforts. It also describes implementation challenges and provides promising strategies for implementing Part C provisions, including examples from the field.
	Service Array: Children & Youth with Disabilities in the Child Welfare System	To increase the effectiveness of early childhood services, states and communities should strive to build a

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		comprehensive system with an array of services that links young children and their families to the support they need. Use the following resources to learn more about developing an effective and comprehensive early childhood system, including <u>state and local examples</u> .
	Building Comprehensive Early Childhood Systems	To increase the effectiveness of early childhood services, states and communities should strive to build a comprehensive system with an array of services that links young children and their families to the support they need. Use the following resources to learn more about developing an effective and comprehensive early childhood system.
	Early Childhood and Child Care Services	Provides resources for professionals and caregivers on IDEA Part C, early childhood programs, choosing a child care provider, and child supervision guidelines.
	The Risk and Prevention of Maltreatment of Children With Disabilities	This bulletin provides an overview of the Part C referral provisions in the 2003 reauthorization of the Child Abuse Prevention and Treatment Act (CAPTA) and in the Individuals with Disabilities Education Improvement Act of 2004 (IDEA) and describes the intersection of child welfare services and early intervention with young children. It highlights the benefits of Part C for child welfare and outlines how child welfare professionals can support Part C efforts. It also describes implementation challenges and provides promising strategies for implementing Part C provisions, including examples from the field.
	Service Array: Children & Youth with Disabilities in the Child Welfare System	Resources for caregivers and professionals about the unique challenges and service needs of children and youth with disabilities

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		who are involved with the child welfare system, and how to address them.
Diligent Recruitment		
<p>Foster and adoptive parent diligent recruitment plan</p> <p>For tribes that operate foster care programs:</p> <ul style="list-style-type: none"> Describe the tribe’s plan for the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the tribe for whom foster and adoptive homes are needed 	<p>Developing Recruitment Plans: A Toolkit for States and Tribes (National Resource Center for Diligent Recruitment resource)</p> <p>Diligent Recruitment Planning Tool for Tribes: A Tribal Supplement to the Diligent Recruitment Navigator</p> <p><a +native%28%27recno%3d104841%27%29&m='1"' href="https://library.childwelfare.gov/cwig/ws/library/docs/gateway/Blob/104841.pdf?r=1&rpp=10&upp=0&w=">https://library.childwelfare.gov/cwig/ws/library/docs/gateway/Blob/104841.pdf?r=1&rpp=10&upp=0&w="+NATIVE%28%27recno%3D104841%27%29&m=1</p> <p>Families for Native American Children</p> <p>https://www.adoptuskids.org/adoption-and-foster-care/overview/who-can-adopt-foster/families-for-native-children</p>	<p>This toolkit offers ideas and strategies to consider, examples of ways to develop recruitment plans, provides tools for use in planning processes adaptable to meet state and territory needs, discusses key considerations, and includes other information that may be helpful.</p> <p>The Diligent Recruitment Planning Tool for Tribes provides, developed by the National Resource Center for Diligent Recruitment, condensed information that is tailored for tribes in order to provide a tool that is easier to use and more tribally relevant.</p> <p>Resource developed by AdoptUSKids to consider implications related to the Indian Child Welfare Act when adopting Native American children</p>
<p>For Tribes applying for title IV-B, subpart 1, who have Tribal children in foster care:</p> <p>Describe the tribe’s plan for the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the tribe for whom foster and adoptive homes are needed (section 422(b)(7) of the Act).</p>	<p>Qualitative Case Review</p> <p>CQI Self-Assessment Tools</p>	<p>In qualitative child welfare case reviews, trained reviewers conduct detailed interviews of each person involved with a small sample of cases; this may include the caseworker, child and family, foster parent, attorneys, and service providers. Using a structured protocol to guide their inquiry, reviewers determine the status or outcome for the child as well as assess the quality of practice that contributed to that outcome. This section contains resources describing the general process of qualitative case review.</p> <p>An instrument and supporting materials that can assist states in</p>

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		assessing their CQI system and developing an action plan for improve
<p>For Tribes that do not directly operate a foster care program and whose children are served by the State agency:</p> <p>Describe any activities the Tribe is undertaking in coordination with the State agency to support diligent recruitment of foster and adoptive families.</p>		
Disaster Plan		
<ul style="list-style-type: none"> Identify, locate, and continue availability of services for children under tribal care or supervision who are displaced or adversely affected by a disaster; Respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services to those cases; 	Disaster Planning for Child Welfare Agencies	<p>This factsheet outlines the reasons child welfare agencies should develop disaster plans, provides an overview of plan development, points to resources for creating preparedness plans, and highlights State and local examples.</p>
	Disaster Preparedness and Response	<p>The resources on these pages are intended to help States and jurisdictions in developing comprehensive disaster preparedness plans and responding to emergencies quickly and effectively to protect children and families.</p>

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<ul style="list-style-type: none"> • Remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster; • Preserve essential program records; and • Coordinate services and share information with states and other tribes. • Tribes are required to review their previously submitted disaster plan, make any needed changes, and submit the disaster plan with the CFSP, regardless of whether changes were made to the plan. 		
Training Plan		
<p>For all tribes submitting a CFSP, discuss the tribe’s child welfare services staff development and training plan in support of the goals and objectives of the CFSP which addresses the title IV-B programs covered by the plan.</p>	<p><u>Understanding and Overcoming Bias</u></p> <p><u>Understanding Bias (learning module): https://products.tribalinformationexchange.org/familyassessment/bias/story_html5.html?lms=1</u></p> <p><u>How to Overcome Bias (companion handout): https://products.tribalinformationexchange.org/familyassessment/bias/story_content/external_files/OvercomingBias.pdf</u></p>	<p>A staff development tool for tribal child welfare professionals from the Capacity Building Center for Tribes.</p> <p>Understanding and working to overcome biases helps ensure that they don’t get in the way of assessing a family’s strengths and needs. Though designed with frontline staff and caseworkers in mind, these learning tools have helpful information and strategies for any worker.</p>

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<p>Tribes with an approved title IV-E plan to operate directly a foster care, adoption assistance and, at the tribe's option, guardianship assistance program, are required to submit a combined title IV-B/ IV-E training plan, as required by 45 CFR 1356.60(b)(2). Information is included in Section E and Attachment G that describes the more detailed information that will need to be included in a combined title IV-B/IV-E training plan. This information is provided to assist tribes operating or preparing to operate a title IV-E program only.</p>	<p>Applied Tribal Child Welfare Training Through Guided Simulation: https://youtu.be/AcSC-ioN4Ag</p>	<p>A webinar hosted by the Capacity Building Center for Tribes.</p> <p>The Tribal Worker Core Competency Training is a curriculum developed by tribes as part of a multi-partner collaborative including Oklahoma tribal child welfare leaders, the University of Oklahoma, and the Bureau of Indian Affairs Eastern Oklahoma. Using a simulation center, a tribal curriculum is delivered in a staged but real-life setting. Multiple tribes in Oklahoma joined together as a workgroup with support from the other partners to develop the training, core competencies, and evaluation.</p>
<p>Tribes who intend to submit a title IV-E plan to operate directly a foster care, adoption assistance and, at the tribe's option, guardianship assistance program in the future are not required to submit the title IV-E training plan with the CFSP due on June 30, 2014, but if approved to operate a title IV-E program must submit such information prior to submitting claims under title IV-E for reimbursement of allowable training costs.</p>	<p>Child Welfare Training Models and Partnerships</p>	<p>States use a variety of models to train the child welfare workforce and improve workers' effectiveness in meeting the needs of children, youth, and families. Find links to state training websites and resources for developing and improving training systems.</p>
	<p>Assessment and Evaluation of Child Welfare Training</p>	<p>Best practice requires assessment and evaluation of training to ensure that a training program, curriculum, or individual session achieves the intended transfer of knowledge. Find resources for assessing child welfare training systems and workforce training needs, as well as tools for evaluating training and reports on evaluations of curricula.</p>
	<p>Workforce Development Planning and Assessment Tool Kit (National Child Welfare Workforce Institute)</p>	<p>Applies the principles of the National Child Welfare Workforce Institute Workforce Development Framework to an agency setting and offers a comprehensive and integrated approach for creating a workforce development roadmap. The online toolkit introduces tools to gather information about the agency's current workforce strengths and gaps, explores workforce development components, presents strategies to</p>

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		close gaps, and guides action plan development.

Table 2: Additional Resources Recommended for Program Instruction Appendix

Resource Topic/Title	Description
CQI	
<u><i>A Guide to Build Capacity for Child Welfare Using the CQI Process</i></u> (National Child Welfare Workforce Institute)	This guide helps states learn how to build capacity for continuous quality improvement.
<u>Child and Family Services Review Information Portal Defining CQI and Building a CQI Framework</u>	Webpage defines “CQI” and outlines the basics of building a CQI framework.
<u>Continuous Quality Improvement and Implementation</u> (Center resource)	Webpage presents Center for States resources on continuous quality improvement.
<u>CQI Academy: Foundations of Continuous Quality Improvement</u> (registration required)	Learning experience offers modules to educate users about the principles and activities of continuous quality improvement.
<u>System Reform</u>	Webpage presents resources on child welfare system reform.
<u>Using Data to Inform Program Improvement</u>	Webpage presents resources on using data to inform program improvement in child welfare.
Strategic Planning	
<u>Strategic Planning</u> (National Resource Center for Organizational Improvement)	Website provides resources on strategic planning in child welfare.
<u>Strategic Planning for Child Welfare Agencies</u> (National Resource Center for Organizational Improvement)	Guide provides information, steps, and resources for strategic planning in child welfare.
<u>Strategic Planning Process</u>	The following resources describe the steps involved in the strategic planning process and explore ways States can build child welfare agency capacity for effective strategic planning. Resources include <u>State and local examples</u> of child welfare agencies’ strategic plans.
<u>Strategic Planning Toolkit</u> (U.S. Department of Justice, Office for Victims of Crime Training and Technical Assistance Center)	The Strategic Planning Toolkit offers guidelines child welfare agencies can follow and tools and resources they can draw on at every step of the strategic planning process.