

# **Navajo Nation Child Welfare Implementation Project Plan Western and Pacific Child Welfare Implementation Center**

(Revised 1/29/10)

## **INTRODUCTION**

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The Navajo Nation (NN) Child Welfare Implementation Project is designed to implement culturally competent permanency planning consistently into NN child welfare practice. This 4-year project will facilitate consistent application of the revised NN Children’s Code, its resulting policies, and best practices across all NN child welfare divisions and regions, by promoting interagency collaboration within the NN child welfare system.

This implementation project will significantly increase timely permanency by implementing concurrent planning and related strategies for Navajo children specifically adapted to the cultural framework of NN child-rearing traditions. The project also will focus on enhancing quality assurance efforts in the Navajo Nation by supporting their efforts to collect child welfare data to track concurrent planning and permanency efforts that will inform supervisory and administrative efforts to improve NN child welfare permanency outcomes.

### **Context**

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The Navajo Nation is the largest Tribe in the United States, both geographically and in population. The NN reservation extends into the States of Arizona, New Mexico, and Utah with an estimated population of 250,000 Diné (“The people.”). The traditional Diné society is a matrilineal society. Extended family members, such as parents, siblings, grandparents, aunts and uncles, married offspring and their children, and other clan relatives who all reside in close-knit rural communities are part of the traditional NN family. Tribal members use the Ké concept to address issues and concerns that arise among families and use the concept’s key values of “reverence, responsibility, relationships, and respect” to guide interactions.

The Navajo Nation has more than 1,200 child welfare cases in all 50 States throughout the United States that are under State/county jurisdiction. The NN Indian Child Welfare Unit monitors case activity on these cases located nationwide. They actively intervene and participate in court and agency decision making opportunities. However, the NN Indian Child Welfare Unit within the Navajo Division of Social Services (NDSS) sometimes has difficulty developing collaborative case-planning efforts for Navajo children who come under the jurisdiction of these other States and county child welfare systems. The Navajo Nation has limited ability to transfer cases to NN jurisdiction due to logistical barriers, geography, and inadequate resources.

NN child welfare case planning is most effective when there is genuine involvement from the extended family members using the Ké concept. The Ké approach, when combined with concurrent planning, has been successfully used with NN families as an effective child welfare intervention. The Navajo Nation has successfully piloted concurrent planning in some locations and would like to formally incorporate the use of concurrent planning consistently as a social work practice for Navajo children. Involving birth and kinship family in identifying early alternative permanent placement options, should the family not be able to be reunified, should be expanded in practice. However, this is a new concept to some within the NN child welfare delivery system.

The NN Child Welfare Implementation Project has been developed with the collaboration of a number of NN leaders from key NN departments that support the delivery of NN child welfare services:

- Navajo Division of Social Services (NDSS)—Project Lead
- Navajo Public Safety Division

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- Navajo Department of Justice
- Navajo Office of Public Defenders
- Navajo Office of the Prosecutor

NDSS's organizational structure includes a central executive administration located in Window Rock, AZ. The following are the five NDSS regional offices:

- Eastern (NM)
- Chinle (AZ)
- Western (AZ and UT)
- Fort Defiance (AZ and NM)
- Shiprock (NM and UT)

NDSS has diligently collaborated with the divisions within the five regions in recent years to develop guidelines to govern the NN child welfare system. The following policies, protocols, and resources are used as guidance:

- The **Continuum of Service Model (COSM)** was adopted in 2001. COSM uses a wraparound method of service. It places the clients at the center of "all services to address their physical, emotional, intellectual, cultural, and social needs." The purpose is to guide the client to attain "harmony and balance" to preserve their family unit, which is consistent with traditional Navajo culture and teachings.
- **Professional Standards and Ethics and Case Management Protocol** was adopted in 2008. This quality assurance project strives to optimize client self-sufficiency by building on the family strengths and including them in the decisionmaking process. The protocol contains staff qualifications, process, program qualifications, and forms for the NDSS programs that serve children, adults, and families.
- **The Child Abuse Protocol** defines the requirements for investigation of suspected child abuse and neglect and the investigating process. Based on this, a subsequent **Memorandum of Understanding (MOU)** was approved by the Division of Public Safety, Office of the Prosecutor, Department of Justice, and NDSS.
- **Intergovernmental Agreements (IGAs) with Arizona and New Mexico** guide the delivery of child welfare services to families and clarify roles. NDSS is working on an IGA with Utah.
- **Collaborative Agreements with Indian Health Services and the Bureau of Indian Affairs** have been effectively developed to outline their working relationships.

In spite of these remarkable developments, NDSS realizes that limited coordination and consistency with other NN participants in the NN child welfare system still exist. The courts, for example, continue to focus on parental reunification opportunities and have not fully embraced the timely permanency planning principles. Consequently, NDSS facilitated a discussion with other departments that led to the formation of the NN Children's Code Workgroup in 2008 to rewrite their governing child welfare laws, the NN Children's Code. This revision process includes the incorporation of timely permanency planning, coordination, and consistency of NN child welfare practices.

The NN Children's Code Workgroup includes representation from NN courts, Prosecutor's Office, Public Safety, Public Defender, Administration, and NDSS staff. The group has held quarterly meetings and anticipates completion of the NN Children's Code by winter 2009. They hope to obtain legislative approval by summer 2010.

The NN Child Welfare Implementation Project supports continuation of systemwide child welfare system improvement projects that were started 7 years ago (listed above). The Navajo Nation is requesting the Western and Pacific Child Welfare Implementation Center (WPIC) to help NDSS with consistent

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implementation of the revised NN Children's Code related to utilizing concurrent planning to achieve timely permanency throughout the entire NN child welfare system. This will include reviewing current NN child welfare administrative protocols, MOUs, and policies; and developing "train the trainer" training to reflect the revised Children's Code principles that can be used to ensure consistent application of the policies and procedures the Children's Code describes.

Sustaining the implementation of the NN Children's Code and enhanced child welfare practice requires the use of data that are critical to enhance NN quality assurance efforts related to progress in implementing concurrent planning with fidelity. NN child welfare data collection needs to be updated to be useful to analyze the effectiveness of implementing NN practice changes and ensure they are meeting Tribal, Federal, and State child welfare system requirements.

### Vision

The vision of this project is to promote healthy NN families through strengthening traditional NN child welfare practice while incorporating best practices that expedite permanency.

### Values

Most NN families today continue to practice centuries-old customs and traditions by participating in traditional healing and child-rearing rituals that require the involvement of extended family. Through this type of Navajo family support system, the knowledge that one is both independent from and still dependent upon others makes cooperation, understanding, and consideration an essential part of Navajo life. This system reinforces social norms where every member remains socially, economically, and spiritually dependent on one another to promote the "Beauty Way" of life that Navajo people have enjoyed for centuries.

Challenges, such as family violence, child abuse and neglect, poverty, and other issues jeopardize the harmonious Beauty Way of living. These problems are most effectively addressed by the extended family members using the Ké concept, which is about establishing positive *family* working relationships using four components: "reverence, responsibility, relationships, and respect."

Traditional Navajo child-rearing principles are critical for understanding child welfare practice perspectives. Below are some examples:

- NN families historically ensure their dependent children "belong" and are raised by kin or clan members;
- Dependent children stay "connected" with their culture and are afforded traditional ceremonial opportunities; and
- Extended family or clan members assume some parenting duties for children.

The Navajo Nation is alarmed at the negative influences of "outside" values on their traditional child-rearing practices. The decrease in the use of the Navajo language is an example. Until recently, most Navajos were fluent in their language, but now the noticeable decline in the use of the Navajo language is a matter of concern that reflects also a decline in traditional teachings and practice. A mandate of this implementation project is retention of traditional values of NN child-rearing practice in the NN child welfare system.

The Navajo Nation also is concerned about the inconsistency of NN child welfare principles within the NN child welfare system. NDSS has incorporated permanency planning principles into their guiding NDSS Protocols and Professional Standards and into their everyday child welfare practice. NDSS has received training and developed individual service plans and court reports that reflect child welfare permanency outcomes. This value of ensuring the permanent placement of children, however, has not

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been fully embedded into the NN child welfare social and judicial process. The judicial system sometimes focuses more on parental reunification at the expense of timely permanency for the children. Some regions have not received concentrated training to embrace these standards due to training capacity and resources.

The incorporation of principles ensuring child welfare permanent placements for children will be incorporated into the NN Children's Code to provide a legal foundation that will help improve consistency in child welfare practice. The work of the NN Child Welfare Implementation Project is to bring together stakeholders to identify and address barriers to consistent NN implementation, develop child welfare training resources, provide coaching and mentoring, develop tools for guiding ongoing practice, update policies, and obtain usable child welfare data will ensure consistent implementation of concurrent planning in NN child welfare practice and address timely permanency concerns.

### ***Considerations for Implementing Concurrent Planning as an Evidence-Based Practice***

Concurrent planning involves considering all reasonable options for permanency at the earliest possible point following a child's entry into the child welfare system—concurrently identifying and assessing permanency options that will best serve the child's needs. While the primary permanency plan is usually reunification with the child's family of origin, alternative permanency goals are pursued at that same time, such as guardianship, adoption/customary adoption, and long term kinship care. Evaluations of concurrent planning efforts suggested that this approach led to earlier permanence for children and seeks to eliminate delays in attaining permanent family placements for children in the foster care system.<sup>1</sup>

Putting concurrent planning into practice has challenges that will be addressed in this Project. Some historic challenges relevant to NN that may arise are as follows:

- Resistance from parents' courts and attorneys who see the early development of an alternative permanency plan as being in conflict with family reunification;
- Some community NDSS providers with an unclear and confused understanding of concurrent planning; and
- Child welfare staff who sometimes have challenges with working toward two goals simultaneously (e.g., supporting birth parents in moving toward reunification while supporting foster or kinship families in moving toward guardianship can be difficult to manage and coordinate).

Successful efforts in implementing concurrent planning may include the following, which will be considered in this implementation project:<sup>2</sup>

- Individualized assessment and intensive, time-limited work with birth families targeting the problems that necessitated foster care placement;
- Full, documented disclosure with birth parents on the problems identified, concrete changes required, and possible consequences of not meeting required permanency time frames;

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<sup>1</sup> Katz, L (1999). Concurrent planning: Benefits and pitfalls. *Child Welfare*, 78(1), 71–87. Munroe, F. (1997). Pathways to permanent placements for young children in high-risk situations. In E. Wattenberg (Ed.), *Redrawing the family circle: Concurrent planning – Pathway to permanence for young children in high risk situations*. St. Paul, MN: University of Minnesota School of Social Work, Center for Advanced Studies in Child Welfare.

<sup>2</sup> Child Welfare Information Gateway. (2005). *Concurrent planning: What the evidence shows*. Washington, DC: U.S. Department of Health and Human Services.

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- Early aggressive search for viable birth family resources and an orientation for families members toward achieving permanency;
- Early identification and consideration of all permanency options;
- Frequent review of process, in court and in team meetings to ensure compliance;
- Frequent and constructive use of parent–child visitation as part of reunification efforts;
- Early use of foster/adoptive or kinship placements;
- Involvement of foster/adoptive/guardianship and kinship caregivers in teaching and skill-building with birth parents and potential relative providers; and
- Development of support systems for child, parent, and potential permanency caregiver(s) early in this process.

These above examples are some of the potential considerations that could become part of a comprehensive work plan for implementing concurrent planning consistently within the Navajo Nation.

The NN Workgroup will assess, review, and update this plan quarterly this year to ensure they have identified and addressed barriers to implementation.

### **Project Stakeholders**

The Navajo Nation collaborated to develop an action plan for implementing the NN Children’s Code throughout the NN child welfare system, including the planning for implementation of concurrent planning in all aspects of practice. The success of this project is highly dependent upon collaboration and coordination of multiple stakeholders primarily from within the Tribe. An essential element of this project will be to effectively facilitate cohesion across the various child welfare improvement efforts and allow each stakeholder to contribute to the desired outcomes.

### ***Navajo National Child Welfare Implementation Workgroup***

The scope of the project is large and the culmination of years of intensive NN child welfare reform efforts led by a number of NN child welfare workgroups and NDSS leadership. The Western and Pacific Child Welfare Implementation Center (WPIC) structured planning process has aligned the stakeholders into an oversight NN Child Welfare Implementation Workgroup (NNCWIW). The workgroup members are as follows:

- Cora Maxx-Phillips, NDSS
- Thomas Cody, Navajo Legislative Analyst
- Judge Geraldine Benally, Navajo Department of Justice
- Kandace Martine, NDSS Staff Attorney
- Officer Casey Tommie, Navajo Public Safety Division
- Wilson Peterson, Navajo Office of the Prosecutor
- Wilford Yazzie, Title IV-E Workgroup
- Marilyn Morris, Bureau of Indian Affairs
- Travis Platero, NDSS Information Systems
- Regina Yazzie, NN Children and Family Services Program (NN ICWA UNIT)

### ***Additional Project Collaborators***

The following are collaborators who will work in conjunction with the project stakeholders:

- NN Training Center—Oversee training components
- State of Arizona
- State of New Mexico
- State of Utah

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- NN Title IV-E Workgroup—Coordinate IV-E planning project activities
- Casey Family Programs—Coordinate foster care reduction project
- Region IX Children’s Bureau
  - Child and Family Service Review (CFSR)/Program Improvement Plan (PIP) monitoring
  - Child and Family Service Plan (CFSP) monitoring
  - State IV-E compliance review
  - Tribal IV-E access support

## PROJECT DESCRIPTION

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The Navajo Nation is requesting WPIC to assist in implementing the NN Children's Code revisions related to the achievement of timely permanency throughout the entire NN child welfare system through concurrent planning and related culturally specific strategies. This implementation project will include system, program/policy, and practice-level strategies that are described in this project description. This implementation project includes the following key interventions:

- Enhance the use of data to promote quality assurance efforts to track consistent implementation of concurrent planning and progress toward permanency outcomes;
- Ensure NN Professional Standards, Ethics, and Case Management Protocol to include quality assurance efforts for consistent application of the concurrent planning within the NN Children's Code across NN child welfare divisions and courts, across all regions;
- Develop a train-the-trainer curriculum for consistent application of concurrent planning; and
- Develop a curriculum on traditional, culturally relevant practices that can be incorporated into child welfare practice and efforts to promote permanency.

WPIC has developed a work plan in partnership with NN that outlines the implementation steps needed to incorporate NN Children's Code revisions related to concurrent planning/timely permanency into NN governing policies and protocols. More assessment, stakeholder discussions, and design work will further refine the work plan. WPIC will consult on the final design and then train, coach, facilitate, document, and evaluate progress toward consistent implementation of concurrent planning/timely permanency across the Navajo Nation.

Additionally, WPIC will ensure that feedback loops are established between those who are directly implementing the practice changes and those involved in policy- and system-level change strategies. WPIC's evaluation activities will help inform the feedback and identify challenges that might hinder implementation progress.

A major systems change effort of this scope will require the development of a comprehensive work plan that includes the critical core workgroup. A GANTT chart with discrete deliverables and timelines will be developed as the first activity following approval of this project. The key steps that will be outlined as part of these initial planning meetings will include the following:

1. Core work group will identify and agree on core values and shared accountability in achieving permanency outcomes;
2. Core workgroup will identify the populations that will be the focus of concurrent planning efforts—what is the assessment process and guidelines for determining who will be engaged in concurrent planning efforts
3. Stakeholders will consider implications for implementing concurrent planning into practice and identify and address anticipated challenges—for example:
  - a. recruitment of foster/adoptive parents/relative placements;
  - b. processes and tools needed to guide staff, judges, court staff, birthparents, and relative caregivers as they develop a concurrent planning process;
  - c. community services and support systems that are needed to support families toward reunification and prepare extended kin and other caregivers for guardianship as part of implementing the concurrent planning process;
  - d. existing policies for supporting continued contact with birth families after guardianship is granted to kin or other caregivers; and
  - e. plan for training staff and conducting performance reviews of supervisors to ensure consistent implementation.
  - f. Plan for bringing together stakeholders from each of the regions. The planning workgroup has stressed that it does not want to implement this project in pilot regions, as this approach

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has historically led to lack of consistency in practice changes. Instead it would like to bring together the leadership to ensure successful implementation of this system-wide effort.

The following child welfare staff will be involved in training and project efforts. These include 6 regional managers and 12 supervisors. The managers include one regional manager from each of the five NN regions and the Indian Child Welfare Act (ICWA) manager (out-of-area ICWA cases). There are also two supervisors in each of the five NN regions. One supervisor oversees child protective services and one supervisor oversees case management. There are two ICWA unit supervisors. There are 30 NN front line social workers and 12 ICWA unit social workers at this time due to limited funding.

In addition to child welfare staff, there will be 7 judges in NN (one from each of the 7 judicial regions), 9 prosecutors, and 10 peacemakers who specialize in child welfare work who will be involved in training and project goals. These stakeholders will learn about the Navajo Nation vision for permanency and role in concurrent planning as part of successful efforts to improve timely permanency. Participants will learn what concurrent planning is and what it is not, what the research shows in how it can improve permanency outcomes required by Adoption and Safe Families Act (ASFA), and how it has been implemented in Navajo Nation and other tribes. An important goal of this meeting will be to identify a common vision for implementation and successful sustainability of this project.

### **Assessment and Readiness**

Implementing the necessary practice, policy, and system changes requires training, technical assistance (TA), and readiness activities at a variety of levels within NN infrastructures. Assessment activities are built into implementation of proposed system, policy, and practices changes. Beginning with a thorough environmental scan, including a needs assessment, capacity mapping, resource strengths and challenges, and peer learning from others who have implemented concurrent planning practices and developed successful policies will be important.

The NN Child Welfare Implementation Project will be integrated with the recently awarded IV-E project. The 2-year IV-E planning grant will support the Navajo Nation in developing the capacity to receive direct IV-E funding from the Federal Government. Previously, Title IV-E has been available to Tribes through IV-E contracts with State governments. NDSS has an IV-E contract with Arizona and New Mexico.

The NN Title IV-E Planning Project will soon develop a work plan with the Administration for Children and Families (ACF) Region IX and appropriate Federal representatives. They have invited WPIC participation at this planning meeting. NNCWIW has also invited Wilford Yazzie, NN Title IV-E Project, to participate in their future meetings and ACF Region IX Children's Bureau (CB) representatives to avoid duplication of effort.

This implementation project will complement plans to build a data system and other requirements for meeting the Federal requirements of Title IV-E. For example, the project will support their efforts to identify key data elements for measuring consistent implementation of concurrent planning practices and tracking progress toward improving permanency outcomes.

The Navajo Nation will use resources separate and apart from the WPIC to convene, broker and make decisions about how TA efforts are integrated, which entities will assume responsibility for different tasks, and what decisions will drive positions in any necessary tribal negotiations that may emerge as a result of this implementation project. WPIC will not participate, advise, or consult on government-to-government level negotiations, advocacy, or funding arrangements in alignment with stated Children's Bureau policy for TA providers.

## **System-Level Implementation**

WPIC will support sustainable systems change by providing NN stakeholders with a framework for promoting effective collaboration and promoting stakeholder engagement.

WPIC TA will be focused on building capacity for cross-system collaboration by supporting the development of interorganizational communication and opportunities for feedback, as well as enhancing quality assurance using accurate and critical data on permanency planning efforts and outcomes for children in child welfare. WPIC will analyze work flow and identify potential changes, identify the needed key policy- and management-level changes, and develop the communications links needed for successful implementation.

### ***System-Level Outcomes***

- Demonstration of a collaborative process between Tribal child welfare programs and courts to ensure consistent implementation of policies and practice related to permanency planning; and
- Increased utility of child welfare data for informing management decisions related to permanency.

### ***System-Level Goals***

The NN Child Welfare Implementation Project will focus on the following system-level goals:

- Promote collaboration among Tribal child welfare and court systems related to permanency; and
- Build the capacity to use data to inform management decisionmaking and ensure quality control to improve permanency outcomes and consistent implementation of concurrent planning.

### ***System-Level Activities***

WPIC will coordinate assessment and provide consultation, training, and support on the identified system-level goals. WPIC will work closely with Region IX staff in the system-level design issues to ensure that the model is in alignment with Federal requirements and supportive, but not duplicative, of efforts in planning the IV-E project.

*Conduct assessment and provide consultation and training on communication and coordination internally between NN child welfare and judicial departments related to concurrent planning and permanency goals:*

- Review current practice and policies between NN divisions and courts related to concurrent planning and identify potential protocols to improve collaboration and decisionmaking among divisions and courts to foster consistent implementation of concurrent planning (WPIC);
- Conduct values mapping exercise to identify different values of NN child welfare and judicial departments— including caseworkers, supervisors, lawyers, judges, and child advocates, as well as other stakeholders such as birth families and foster/adoptive parents—to help engage in open dialogue and discussion about perspectives in working with child welfare families, efforts to promote permanent connections, and considerations in implementing concurrent planning (WPIC);
- Develop and assist the Navajo Nation in implementing a communications and education strategy for educating NN judges in understanding current policies related to implementing concurrent planning and promote collaboration and consistency related to permanency planning through written communication, joint meetings, legal briefs, written reports, and program visits (WPIC, NDSS, courts, and National Resource Center for Legal and Judicial Issues [NRCLJI]) (Note: approximately 10 TA days per year);

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- Provide opportunities for peer learning in which NN judges can learn from other Tribal judges in coordinating with child welfare divisions regarding consistent application of permanency (WPIC); and
- Create tools for ensuring consistency among divisions in implementing policies related to permanency (WPIC).

*Train NN child welfare partners regarding data indicators for tracking permanency outcomes; coach supervisors and management in using data to inform policy and practice efforts in implementing concurrent planning:*

- Consult with and provide coaching to NNCWIW to identify what data are needed, including relevant baseline data using current data tracking systems related to concurrent planning practices and tracking permanency outcomes. (WPIC, National Resource Center on Data and Technology [NRCDT]) (Note: approximately 10 TA days per year);
- Set up procedures for regular communication and feedback such as data sharing regarding where children are placed, types of homes, relative placements, and permanency outcomes (NDSS);
- Analyze existing data collection and define simple useful collection information (WPIC, NRCCWDT, and Casey Family Programs [CFP] Project);
- Develop staff training for NDSS and court staff on revised reporting forms for collecting data that will track implementation of concurrent planning practices. (WPIC and NRCDT); and
- Prepare useful reporting from revamped data forms that will improve child welfare accountability to NN executive and legislative branches and funding agencies (WPIC and NRCDT).

### **Policy- and Program-Level Implementation**

Changes to NN child welfare protocols, and policies, as well as the development of interagency protocols and agreements, will be important steps toward operationalizing and institutionalizing the NN Children's Code revisions and child welfare practice changes. Management changes will be required to redirect work flow, define and support decisionmaking processes, maintain communication links, provide feedback loops, and conduct ongoing evaluation of progress toward intended outcomes. As stated previously, WPIC will not participate, advise, or consult on government-to-government level negotiations, advocacy, or funding arrangements in alignment with stated Children's Bureau policy for TA providers. WPIC's role will be to support NN efforts in consistent application of policies across the NN.

### ***Policy- and Program-Level Outcomes***

- Consistent application of the NN Children's Code and child welfare policy related to concurrent planning across NN regions; and
- Consistent application of the NN Children's Code and child welfare policies with State/county NN Indian Child Welfare Act (ICWA) cases related to concurrent planning.

### ***Policy- and Program-Level Goals***

- Document child welfare policies, procedures, and protocols in the Children's Code related to promoting timely permanency;
- Implement the NN Children's Code provisions related to permanency using culturally adapted concurrent planning approaches uniformly within the NN child welfare system; and
- Build the capacity of NDSS to consistently implement policies, practices, and services related to timely permanency using concurrent planning.

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### *Policy- and Program-Level Activities*

WPIC will help the NN child welfare program consider child welfare policies and procedures to operate collaborative, culturally relevant NN child welfare services based on the modification to the NN Children's Code. WPIC will support NN in improving quality assurance efforts to ensure consistent implementation of the Children's Code.

*Develop a plan and provide guidance for ensuring a collaborative process in the NN Children's Code revision related to policies addressing permanency and concurrent planning:*

- Develop the communications links with the courts and other NN divisions to ensure effective child welfare collaboration (NDSS);
- Consult with the NN Project Workgroup on issues such as
  - Integrating NN Children's Code revisions into NN child welfare policies, protocols, etc., of several NN divisions that work with NN child welfare related to permanency;
  - Developing and implementing concurrent planning training to reflect NN Children's Code changes; and
  - Integrating child welfare data systems to obtain useful child welfare data related to permanency.

*Provide education to legislators about the Children's Code revisions:*

- Conduct an assessment of current NN child welfare policies and procedures with NNCWIW (WPIC);
- Work with NN to consider revisions to protocols, MOUs, and other interagency agreements to ensure consistency with the NN Children's Code revision mandates related to concurrent planning and other permanency planning efforts (WPIC and NN Project Workgroup); and
- Support the Navajo Nation in preparing educational documents by helping legislators understand context for changes to the NN Children's Code (WPIC and NNCWIW).

*Build training capacity of the Navajo Nation on revised policies and codes related to concurrent planning:*

- Conduct an assessment of existing child welfare training related to concurrent planning with NN Project Workgroup (WPIC, NNCWIW);
- Produce a training plan based on current NN child welfare–judicial relationship, staff capacity, and training resources and opportunities (WPIC, NNCWIW);
- Work with the NN Training Center to redesign basic child welfare training for all NN divisions that work with child welfare cases (WPIC, NN Training Center, NNCWIW);
- Develop a train-the-trainers manual for consistent application of policies and procedures in the NN Children's Code for implementing concurrent planning and other permanency planning efforts across the regions (WPIC); and
- Provide consultation to NDSS for updating MOUs, agreements, and protocols in accordance with the NN Children's Code revisions related to concurrent planning and other permanency planning efforts (WPIC).

*Facilitate quality assurance practices for consistent application of the NN Children's Code across all child welfare divisions:*

- Work with NRC Organizational Improvement (NRCOI) to develop a plan for implementing quality assurance efforts related to consistent implementation of concurrent planning and other permanency planning efforts (WPIC, NRCOI) (Note: approximately 10 TA days per year).

## **Practice-Level Implementation**

This project proposes to focus on implementing concurrent planning to ensure timely permanency for Navajo children and ensure that a concurrent planning approach, consistent with Navajo culture, is implemented consistently across all child welfare divisions. This project will expand the use of traditional, culturally relevant practices in child welfare to strengthen strong family, community, and cultural connections. Through this project, NN staff and supervisors will be committed, knowledgeable, and skilled in implementing concurrent planning consistently with courts, providers, birth family, extended family, and foster and adoptive families.

There is recognition that quality assurance, training, and ongoing data tracking alone will not ensure consistent implementation of concurrent planning. Ongoing coaching and support will be necessary for implementing concurrent planning into practice. For example, this will include providing guidance to workers in communicating effectively with foster/adoptive parents about their role in supporting permanency in concurrent planning, and clearly sharing expectations with birth parents if they cannot meet case goals. A successful implementation strategy will need to prepare not only staff but also middle managers and supervisors so that they can continue to mentor staff in implementation of concurrent planning to ensure that this practice can be sustained for the long run.

Individuals in every aspect of the system must clearly understand their role in supporting concurrent planning efforts. Each individual responsible for a child/youth in child welfare will need to be held accountable through ongoing performance assessments and regular feedback informed by data about progress in implementing concurrently with fidelity to the model, consistently across all NN regions.

The following data will need to be collected at the practice level to inform permanency decisions across different systems: number of cases in the child welfare system, number and description of placements of children and youth, length of care, status of permanency plans, and frequency of review of permanency goals described above.

There are approximately 20 child welfare regional managers, supervisors, and ICWA coordinators; 42 social work staff; and nearly 30 judicial staff who will need to be involved in ongoing training and coaching to ensure consistent implementation of the approach. Whenever possible this training will be conducted with groups together, but a detailed work plan for ongoing training will need to be developed with key stakeholders after approval of the project.

### ***Practice-Level Outcomes***

- Increase NN child welfare court orders that incorporate concurrent planning by 25 percent per year;
- Enhance the use of culturally specific/traditional NN child welfare service options, including Peacemakers; and
- Increase NN understanding of concurrent planning process and protocols among child welfare staff.

### ***Practice-Level Goals***

- Implement concurrent planning consistently across NN child welfare systems and courts; and
- Expand the use of culturally relevant practices based on NN tradition in child welfare to achieve timely permanency.

### ***Practice-Level Activities***

*Build the training capacity of the Navajo Nation for implementing concurrent planning for NDSS staff and other child welfare/judicial departments:*

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- Develop Tribal staff skills and knowledge related to concurrent planning by assessing current capacity, providing training and coaching, facilitating peer-to-peer mentorship, and creating resources for supporting ongoing implementation of consistent processes (WPIC, NNCWIW, NRCPFC); and
- Provide training and coaching to Tribal child welfare staff on culturally specific concurrent planning, using existing culturally specific training curricula, Heritage and Helping, WPIC, and/or the National Resource Center for Family Centered Permanency and Family Connections (NRCPFC) (Note: Approximately 10 TA days per year).

*Provide consultation to develop a standardized process for court reports to include concurrent planning in judicial review:*

- Provide consultation, training, and coaching to Tribal NDSS and judicial staff, including Peacemaker court, on moving child welfare cases toward timely permanency (WPIC, NRCLJI) (Note: Approximately 10 TA days per year);
- Develop boilerplate templates for court use and checklists for ensuring consistency (WPIC, NNCWIW); and
- Conduct peer-to-peer learning for judicial providers with Tribal judicial systems that are providing timely permanency on a culturally acceptable basis (WPIC, Tribal site yet to be determined).

*Identify culturally relevant traditional practices that can be incorporated into child welfare and develop curriculum for implementation:*

- Conduct peer-to-peer training activities on cultural best practices and community standards that are led by Tribes currently using timely permanency strategies successfully and that are culturally acceptable (WPIC);
- Conduct review of current traditional practices and how they are used in child welfare (WPIC, NNCWIW); and
- Develop curriculum for implementing traditional practices in all aspects of child welfare practice, including those relevant to assessing and supporting permanency connections for families (WPIC, NDSS, NNCWIW).

## TECHNICAL ASSISTANCE PLAN

This project requires several fundamental TA methods applied to each task. The TA plan below includes key activities associated with implementing project goals, objectives, and strategies. The methods are as follows:

- **Convening, facilitating, and networking**—create opportunities for dialog, relationship development, brainstorming, coordination, and cooperation;
- **Assessment, planning, policy analysis, and documentation**—are used in preparing for meetings between key parties and ensure that physical meetings are conducted with maximum efficiency;
- **Consultation**—expands the project awareness of alternatives for collaborative problem solving, and helps stakeholders weigh alternatives—includes providing supporting documents, examples, or templates that support plan activities;
- **Facilitation**—enhances face-to-face interactions, maximizes cooperation, and minimizes conflict;
- **Training and peer learning**—transfer knowledge and builds skills in specific topic areas, and include the development of learning objectives, training curricula, instructional materials, and delivery of the instruction; and
- **Coaching**—used on a one-to-one basis, reinforces training and peer learning content and helps the learner integrate the knowledge into practice.

The following chart summarizes the roles and functions that have been committed to this project.

NDSS	Project management; point of contact for WPIC; coordination; planning project leadership team member
NNCWIW	Project steering group; oversight of project plan; Continuous Quality Improvement (CQI), evaluation feedback
NN Children’s Code Workgroup	Code revision responsibility
NN Information Systems Workgroup	Initial efforts to identify data collection problems
NN Title IV-E Workgroup	Assessing capacity to meet Federal requirements for Title IV-E recipients
NN Indian Child Welfare Act (ICWA) Unit	Lead on all out-of-state NN ICWA cases
Casey Family Programs	Lead on reduction of foster care; increase of relative placement; providing travel and training match
WPIC	Convener, coach, trainer, communications link, consultant, facilitator; feedback and evaluation

**Navajo Nation Child Welfare Implementation Project Plan**

<b>System-Level Implementation</b>					
<b>Outcomes/Goals</b>	<b>Objectives/Deliverables</b>	<b>Date</b>	<b>Partners</b>	<b>Practice Change</b>	<b>Audience</b>
<p><i>System-Level Outcome</i></p> <ul style="list-style-type: none"> <li>Demonstration of collaborative processes between Tribal child welfare programs and courts to ensure consistent implementation of policies and practice related to permanency planning</li> </ul> <p><i>System-Level Goal</i></p> <p>1. Promote collaboration among Tribal child welfare and court systems related to permanency</p>	<p><i>Objective 1.1. Conduct assessment and provide consultation and training on communication and coordination internally between NN child welfare and judicial departments related to concurrent planning and permanency goals</i></p>				
	<p>1.1.1. Review current practice and policies between NN divisions and courts related to concurrent planning and identify opportunities to improve collaboration and decisionmaking among divisions and courts to foster consistent implementation of concurrent planning</p>	Yr 1	WPIC	Enhanced collaboration between child welfare and courts	NN child welfare managers, leaders, and judges
	<p>1.1.2. Conduct values mapping exercise to identify different values of NN child welfare and judicial departments—including caseworkers, supervisors, lawyers, judges, and child advocates, as well other stakeholders such as birth families and foster/adoptive parents—to help engage in open dialogue and discussion about perspectives in working with child welfare families’ efforts to promote permanent connections, and considerations for implementing concurrent planning</p>	Yr 1	WPIC NDSS NN Court systems	Enhanced collaboration between child welfare and courts	NN child welfare managers, leaders, and judges
	<p>1.1.3. Develop and assist the Navajo Nation in implementing a communications and education strategy for educating NN judges in understanding current policies related to implementing concurrent planning and promote collaboration and consistency related to permanency planning through written communication, joint meetings, legal briefs, written reports, and program visits</p>	Yr 1	WPIC NDSS Court systems NRCLJI	Enhanced collaboration between child welfare and courts	NN judicial staff
	<p>1.1.4. Provide opportunities for peer learning in which NN judges can learn from other Tribal judges in coordinating with child welfare divisions regarding consistent application of permanency</p>	Yr 1 and 2	WPIC	More timely permanency	NN judicial staff
	<p>1.1.5. Create tools for ensuring consistency among divisions in implementing policies related to permanency</p>	Yr 1–3	WPIC	More timely permanency	NN child welfare managers, leaders, and judges

**Navajo Nation Child Welfare Implementation Project Plan**

<b>System-Level Implementation (Continued)</b>					
<b>Outcomes/Goals</b>	<b>Objectives/Deliverables</b>	<b>Date</b>	<b>Partners</b>	<b>Practice Change</b>	<b>Audience</b>
<p><i>System-Level Outcome</i></p> <ul style="list-style-type: none"> <li>Increased utility of child welfare data for informing management decisions related to permanency</li> </ul>	<p><i>Objective 2.1. Train NN child welfare partners regarding data indicators for tracking permanency outcomes; coach supervisors and management in using data to inform policy and practice efforts in implementing concurrent</i></p>				
<p><i>System-Level Goal</i></p> <p>2. Build the capacity to use data to inform management decisionmaking and ensure quality control to improve permanency outcomes and consistent implementation of concurrent planning</p>	<p>2.1.1. Consult with and provide coaching to NNCWIW to identify what data are needed, including relevant baseline data using current data tracking systems related to concurrent planning practices and tracking permanency outcomes</p>	Yr 1	WPIC NDSS NNCWIW	Useful data collection information obtained	NDSS
	<p>2.1.2. Set up procedures for regular communication and feedback such as data sharing regarding where children are placed, types of homes, relative placements, permanency outcomes, etc.</p>	Yr 1 and 2	WPIC NDSS NRCDT		NDSS
	<p>2.1.3. Analyze existing data collection and define simple useful collection information</p>	Yr 2	WPIC and NRCDT CFP Project	Improved decisionmaking	
	<p>2.1.4. Develop staff training for NDSS and court staff on revised reporting forms for collecting data that will track implementation of concurrent planning practices</p>	Yr 2-4	WPIC and NRCDT	Improved data collection	
	<p>2.1.5. Prepare useful reporting from revamped data forms that will improve child welfare accountability to NN executive and legislative branches and funding agencies</p>	Yr 3 and 4	WPIC and NRCDT	Improved accountability of child welfare data	

**Navajo Nation Child Welfare Implementation Project Plan**

<b>Policy- and Program-Level Implementation</b>					
<b>Outcomes/Goals</b>	<b>Objectives/Deliverables</b>	<b>Date</b>	<b>Partners</b>	<b>Practice Change</b>	<b>Audience</b>
<p><i>Policy- and Program-Level Outcomes</i></p> <ul style="list-style-type: none"> <li>• Consistent application of NN Children’s Code and child welfare policy related to concurrent planning across NN regions</li> <li>• Consistent application of NN Children’s Code and child welfare policies with State/county NN ICWA cases related to concurrent planning</li> </ul>	<p><i>Objective 3.1. Develop a plan and provide guidance for ensuring a collaborative process in the NN Children's Code revision related to policies addressing permanency and concurrent planning</i></p>				
<p><i>Policy- and Program-Level Goals</i></p> <p>3. Document child welfare policies, procedures, and protocols in the Children’s Code related to promoting timely permanency</p> <p>4. Implement the NN Children’s Code provisions related to permanency using culturally adapted concurrent planning approaches uniformly within the NN child welfare system</p> <p>5. Build the capacity of NDSS to consistently implement policies, practices, and services related to timely permanency using concurrent planning</p>	<p>3.1.1. Recommend strategies for improving communications links with the courts and other NN divisions to ensure effective child welfare collaboration related to permanency</p>	Yr 1	NDSS		NDSS NN judicial systems
	<p>3.1.2. Support workgroup planning for integrating NN Children’s Code revisions into NN child welfare policies, protocols, etc., of several NN divisions that work with NN child welfare related to permanency</p>	Yr 2 and 3	WPIC NNCWIW assigned staff/ subgroups	Improved permanency outcomes	NDSS NN judicial systems
	<p>3.1.3. Develop and implement concurrent planning training to reflect NN Children’s Code changes</p>	Yr 3 and 4	WPIC NNCWIW	Improved permanency outcomes	NDSS judicial systems
	<p>3.1.4. Integrate child welfare data systems to obtain useful child welfare data related to permanency</p>	Yr 3 and 4	WPIC NNCWIW NNSW	Improved decisions based on data	NDSS NN judicial systems
	<p><i>Objective 3.2. Provide education to legislators about the Children’s Code revisions</i></p>				
	<p>3.2.1. Conduct an assessment of current NN child welfare policies and procedures with NNCWIW</p>	Yr 1 and 2	WPIC NNCWIW	Improved permanency outcomes	NDSS NN judicial systems
	<p>3.2.2. Consult to NN on consistency with the NN Children’s Code revision mandates related to concurrent planning and other permanency planning efforts</p>	Yr 1–3	WPIC and NNCWIW assigned staff and subgroups	Improved timely permanency outcomes	NDSS NN judicial systems

Navajo Nation Child Welfare Implementation Project Plan

Policy- and Program-Level Implementation (Continued)					
Outcomes/Goals	Objectives/Deliverables	Date	Partners	Practice Change	Audience
	3.2.3. Support the Navajo Nation by creating educational documents for helping legislators understand context for changes in the NN Children’s Code	Yr 1	WPIC NNCWIW	Improved permanency outcomes	NDSS NN judicial systems
	<i>Objective 4.1. Build training capacity of the Navajo Nation on revised policies and codes related to concurrent planning</i>				
	4.1.1. Conduct an assessment of existing child welfare training related to concurrent planning with the NN Project Workgroup	Yr 2	WPIC	Improved permanency outcomes	NDSS NN judicial systems
	4.1.2. Produce a training plan based on current NN child welfare/judicial relationship, staff capacity, and training resources and opportunities	Yr 2	WPIC	Improved permanency outcomes	NDSS NN judicial systems NN training center
	4.2.3. Work with the NN Training Center to redesign basic child welfare training for all NN divisions that work with child welfare cases	Yr 2	WPIC, NNCWIW, NN Training Center	Improved permanency outcomes	NDSS and NN judicial systems
	4.2.4. Develop a train-the-trainers manual for consistent application of policies and procedures in the NN Children’s Code for implementing concurrent planning and other permanency planning efforts across the regions	Yr2	WPIC	Improved permanency outcomes	NDSS NN judicial systems NN training center
	4.2.5. Provide consultation to NDSS for updating MOUs, agreements, and protocols in accordance with NN Children's Code revisions related to concurrent planning and other permanency planning efforts	Yr 2	WPIC	Improved permanency outcomes	NDSS
	<i>Objective 5.1: Facilitate quality assurance practices for consistent application of the NN Children’s Code across all child welfare divisions</i>				
	5.1.1. Work with NRC Organizational Improvement to develop a plan for implementing quality assurance efforts related to consistent implementation of concurrent planning and other permanency planning efforts	Yr 2 and 3	WPIC NRCOI	Improved permanency outcomes and data collection	NDSS NN judicial systems

**Navajo Nation Child Welfare Implementation Project Plan**

<b>Practice-Level Implementation</b>					
<b>Outcomes/Goals</b>	<b>Objectives/Deliverables</b>	<b>Date</b>	<b>Partners</b>	<b>Practice Change</b>	<b>Audience</b>
<p><i>Practice-Level Outcomes</i></p> <ul style="list-style-type: none"> <li>• Increase NN child welfare court orders that incorporate concurrent planning by 25% per year</li> <li>• Enhance the use of culturally specific/traditional NN child welfare service options, including Peacemakers</li> <li>• Increase NN understanding of concurrent planning policies and protocols among child welfare staff</li> </ul> <p><i>Practice-Level Goals</i></p> <p>6. Implement concurrent planning consistently across NN child welfare systems and courts</p> <p>7. Expand the use of culturally relevant practices based on NN tradition in child welfare to achieve timely permanency.</p>	<p>6.1. <i>Build the training capacity of the Navajo Nation for implementing concurrent planning for NDSS staff and other child welfare/judicial departments</i></p>				
	<p>6.1.1. Develop Tribal staff skills and knowledge related to concurrent planning through assessing current capacity, providing training and coaching, facilitating peer-to-peer mentorship, and creating resources for supporting ongoing implementation of consistent practices and processes</p>	Yr 1 and 2	WPIC and NNCWIW NRCPFC	Improved permanency outcomes	NDSS NN judicial systems
	<p>6.1.2. Provide training and coaching to Tribal child welfare staff on culturally specific concurrent planning, using existing culturally specific training curricula, Heritage and Helping, WPIC, and/or the National Resource Center on Permanency and Family Connections (NRCPFC)</p>	Yr 1–3	WPIC and NRCPFC	Improved permanency outcomes	NDSS NN judicial systems
	<p>6.2. <i>Provide consultation to develop a standardized process for court reports to include concurrent planning in judicial review</i></p>				
	<p>6.2.1. Provide consultation, training, and coaching to Tribal NDSS and judicial staff, including Peacemaker court on moving child welfare cases toward timely permanency</p>	Yr 1–3	WPIC NRCLJI	Improved timely permanency	NDSS NN judicial systems
	<p>6.2.2. Develop boilerplate templates for court use and checklists for ensuring consistency</p>	Yr 2	WPIC NNCWIW	Improved timely permanency	NDSS NN judicial systems
	<p>6.2.3. Conduct peer-to-peer learning for judicial providers with Tribal judicial systems that are providing timely permanency on a culturally acceptable basis</p>	Yr 1 and 2	WPIC Peer Learning Tribe; Tribal site to be determined	Improved permanency outcomes	NDSS NN judicial systems

Navajo Nation Child Welfare Implementation Project Plan

Practice-Level Implementation (Continued)					
Outcomes/Goals	Objectives/Deliverables	Date	Partners	Practice Change	Audience
	<i>Objective 7.1. Identify culturally relevant traditional practices that can be incorporated into child welfare and develop curriculum for implementation</i>				
	7.1.1. Conduct peer-to-peer training activities on cultural best practices and community standards that are led by Tribes currently using timely permanency strategies successfully and that are culturally acceptable	Yr 1 and 2	WPIC Peer Learning Tribe to be determined	Improved permanency outcomes	NDSS NN judicial systems
	7.1.2. Conduct review of current traditional practices and how they are used in child welfare	Yr 1 and 2	WPIC NNCWIW	Improved cultural child welfare practice	NDSS
	7.1.3. Develop curriculum for implementing traditional practices in all aspects of child welfare practice, including those relevant to assessing and supporting permanency connections for families	Yr 2 and 3	WPIC NDSS NNCWIW	Improved child welfare permanency with cultural consideration	NDSS NN judicial systems NN training center

## EVALUATION

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The WPIC partner, University of South Florida (USF), will work closely with the National Indian Child Welfare Association (NICWA) to partner on the evaluation of the NN Child Welfare Implementation Project. USF and NICWA will share responsibility for data collection, with USF assuming primary responsibility for data analyses and reporting.

The approach for assessing the training and TA provided by WPIC and the impact of the NN Child Welfare Implementation Project includes evaluation activities conducted at four levels:

- Level 1: Reactions—the assessment of implementation project stakeholders’ perceived effectiveness of the Center in supporting implementation efforts;
- Level 2: Learning—changes in stakeholder knowledge, skills, and attitudes about value-based implementation strategies;
- Level 3: Behavior—changes in child welfare organizations’ and systems’ infrastructure, and the strategies used to achieve the desired results; and
- Level 4: Results—the impact of these changes as demonstrated by improved performance on indicators related to organizational capacity, collaboration, changes in practice (e.g., increased use and understanding of concurrent planning) and increases in timely permanency as identified on the logic model.

Progress toward the goals will be monitored during the quarterly NNCWIW meetings, where WPIC staff will present a status report on each of the agreed-upon tasks and activities. USF, WPIC’s evaluation partner, will collect data on T/TA events and meetings to provide feedback for continuous project improvement. Specifically, at the beginning of the implementation project and at the end of year 1, WPIC evaluation staff will conduct an organization/system assessment of the key elements for implementing sustainable system change, which include leadership/commitment, vision and values, environment, stakeholder involvement, capacity/infrastructure (learning and behavior), and the effectiveness of the planning and implementation process (reactions). This framework is currently being revised to incorporate National Research Implementation Network (NIRN) implementation drivers as well. Based on these findings, evaluation reports will be completed to help identify strengths and challenges identified by the key stakeholders and implementation staff and provide feedback for implementation project improvement.

The NN Child Welfare Implementation Project’s logic model will serve as a framework for evaluating fidelity to the identified implementation strategies and activities (learning and behavior) and progress toward the desired outcomes (results). In collaboration, USF, NICWA, and project staff will define the most appropriate indicators for each desired outcome and identify the availability of existing administrative data and the most appropriate methods for collecting additional data, including but not limited to document review, the administration of standardized measures, case record review, and stakeholder surveys and interviews. NICWA’s internal evaluation staff will administer the Tribal Child Welfare Assessment Tool, a pre-post instrument, based on the relational worldview model that includes the areas of context, infrastructure, resources, and mission.

In summary, the evaluation will provide feedback to the implementation process and will assess whether

- Implementation of practices, policies, and systems changes were successful;
- Capacity of NN child welfare was built;
- Practices changed (e.g., increased use and understanding of concurrent planning); and
- Timely permanency of NN child welfare cases increased over time.

## Navajo Nation Child Welfare Implementation Project Plan

WPIC staff will meet annually with NNCWIW to update the work plan and set priorities for the next year. The revised work plan will then be presented to stakeholders for review and input.

Evaluation staff will also complete a comprehensive final report that presents an assessment of the degree to which the desired outcomes for the implementation project were met and an examination of the implementation strategies used to achieve the desired outcomes.

In addition, data collected for the NN Child Welfare Implementation Project will be aggregated and used in the cross-site evaluation being conducted by James Bell Associates.

<b>Preliminary Evaluation Plan</b>						
<b>Desired Outcome</b>	<b>Method/s</b>	<b>Time Frame</b>	<b>Data Source</b>	<b>Sampling</b>	<b>Collection</b>	<b>Analysis</b>
<i><b>System-Level Outcomes</b></i>						
Demonstration of a collaborative process between NN child welfare and courts to ensure consistent implementation of policies and practice related to permanency	Qualitative/quantitative	Baseline and annually thereafter	Stakeholder interview/survey	Implementation project partners and stakeholders	USF/NICWA	WPIC (USF)
Increased utility of child welfare data for informing management related to permanency	Qualitative/quantitative	Baseline and annually thereafter	Stakeholder interview/survey	Implementation project partners and stakeholders	USF/NICWA	WPIC (USF)
<i><b>Policy- and Program-Level Outcomes</b></i>						
Consistent application of NN Children’s Code and child welfare policy related to concurrent planning across NN regions	Qualitative/quantitative	Baseline and annually thereafter	Stakeholder interview/survey	Implementation project partners and stakeholders	USF/NICWA	WPIC (USF)
Consistent application of the NN Children’s Code and child welfare policies with State/county NN ICWA cases related to concurrent planning	Qualitative/quantitative	Baseline and annually thereafter	Stakeholder interview/survey	Implementation project partners and stakeholders	USF/NICWA	WPIC (USF)

Navajo Nation Child Welfare Implementation Project Plan

<b>Preliminary Evaluation Plan (Continued)</b>						
<b>Desired Outcome</b>	<b>Method/s</b>	<b>Time Frame</b>	<b>Data Source</b>	<b>Sampling</b>	<b>Collection</b>	<b>Analysis</b>
<i><b>Practice-Level Outcomes</b></i>						
Increased NN child welfare court orders that incorporate concurrent planning by 25 percent	Case file review	Pre-post	NN case files	Open cases	NICWA/USF	WPIC (USF)
Enhanced use of culturally specific/traditional NN child welfare service options including Peacemakers	Qualitative/quantitative	Baseline and annually thereafter	Stakeholder interview/survey	Implementation project partners and stakeholders	USF/NICWA	WPIC (USF)
Increased understanding and use of concurrent planning policies and protocols among child welfare staff	Quantitative	Baseline and annually thereafter	Administrative data	Open cases	Administrative data	WPIC (USF)
<i><b>Long-term Outcomes</b></i>						
Data-informed decisionmaking is occurring related to improving concurrent planning policies and practices	Qualitative/quantitative	Baseline and annually thereafter	Stakeholder interview/survey	Implementation project partners and stakeholders	USF/NICWA	WPIC (USF)
Increased timely permanency of NN child welfare cases	Quantitative	Baseline and annually thereafter	Administrative data	Open cases	Administrative data	WPIC (USF)

## Glossary

ACF	Administration for Children and Families
ASFA	Adoption and Safe Families Act
CB	Children’s Bureau
CFSP	Child and Family Service Plan
CFSR	Child and Family Service Review
CQI	Continuous Quality Improvement
ICWA	Indian Child Welfare Act
NDSS	Navajo Division of Social Services
NICWA	National Indian Child Welfare Association
NNCWIW	Navajo Nation Child Welfare Implementation Workgroup
NRC	National Resource Center
NRCDT	National Resource Center on Data and Technology
NRCPFC	National Resource Center on Permanency and Family Connections
NRCLJI	National Resource Center for Legal and Judicial Issues
NRCOI	National Resource Center Organizational Improvement
T/TA Network	Training and Technical Assistance Network
TA	Technical Assistance
USF	University of South Florida
WPIC	Western and Pacific Child Welfare Implementation Center