



Domestic Violence and Child Welfare Reform

A Three-Part Teleconference Series

Presented by:

Child Welfare League of America

Family Violence Prevention Fund

National Council of Juvenile and Family Court Judges

In partnership with:

The Office on Violence Against Women



Leadership Development and Effective Strategies to Create Systems Change through Collaboration

Teleconference Series: Part Two

Presenters:

**Isa Woldeguiorguis
The Hon. Judge Katherine Lucero
Alisa Del Tufo**

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Managing Change: Leadership in Child Welfare

Presented by:
Isa Woldeguiorguis

- The only constant is change
- Not another new initiative?!
- How do I get the “core work” done?
- Who are my allies?



Leadership in Child Welfare

- Why should we be concerned about domestic violence?
 - Child safety
 - Worker safety
 - Co-occurrence with SA, MH, poverty
 - Racial and ethnic disparities
 - High rates of removal, residential placement
 - Low rates of reunification



Leadership in Child Welfare

- How do I start the work?
 - Build allies and accountability
 - Assess your own systemic strengths and needs
 - Find your champions and practice leaders
 - Learn from others who have done it



Leadership in Child Welfare

- Safety and Accountability Audit

For more information on the Audit process, visit:
http://www.bwjp.org/services_safety_audit.htm



Leadership in Child Welfare

- Examine policies
 - Reporting statute
 - Support/substantiation policies
 - Level of racial and ethnic disproportionality
 - Inclusion/exclusion of fathers
 - Service planning
 - ASFA timelines-permanency



Leadership in Child Welfare

- Examine your practice model
 - Family centered mission?
 - Differential Responses?
 - Standard risk and safety tool?
 - Family/community involvement
 - Services-system of care
 - Innovations?
 - F2F (TDM), FGDM, Circles, Patch, prevention



Leadership in Child Welfare

- What about specialists?
 - Value/role of specialized expertise
 - Supervision/support is key
 - Place in the organization will make or break it
 - Community collaboration vital
 - Integration with mental health, substance abuse



Leadership in Child Welfare: Lasting Change

- Relationship Relationship Relationship
- Trust takes time to build
- Parallel Process with staff
- Power sharing is risky
- Build a shield for the political winds



Leadership in Child Welfare: Resources

- Manuals, Tools and Guides

Integrating Child Welfare and Domestic violence Systems and Programs, Child Welfare Information Gateway,
http://www.childwelfare.gov/systemwide/service_array/domviolence/integrating.cfm

Child Welfare Watch (NYC based)
www.citylimits.org/images_pdfs/pdfs/cww/Fall/2003.pdf

- Articles

Managing Child Welfare Agencies: What do we know about what works? Rebecca Wells, Children and Youth Services Review, Vol28, Issue 10, October 2006



Contact Information

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Santa Clara County Greenbook Project: Transforming a Community

**Presented By:
The Hon. Judge Lucero**

Developing new partnerships....

- Getting everyone to see all 3 partners as equal

Laying the Groundwork-

- Homework
- Trust Building
- Hashing it Out with a Facilitator
- Seeing the similarities rather than the differences



Creeping Forward

- Homework- dispelling bias/beliefs about other systems
- Facilitators- allowed us to talk to other systems about “hot button” issues
 - *Failure to Protect
 - *Children who witness
- Anonymous Stakeholder Interviews: acknowledge our own biases, etc. Get an idea of how much work we need to do.
 - *Self Assessments
- Create a Common Language



Judicial Leadership

- **Key to any systemic change where Courts are involved**
 - Directing Traffic**
 - Shifting Gears**



Judicial Leadership

- When the Judge calls a meeting, people attend.
- Court can begin making orders that reflect systems change even without stakeholder agreement, therefore, the investment for the stakeholder is self evident.
- Collaboration is a higher road that requires the vision and direction of the Judge



Engaging Judicial Leadership?

- Family Court and Juvenile Court Judges have different rules about community engagement. If they do not, they should.
- Judges who want to be in Juvenile and Family Court should be nurtured and supported by their PJ



Engaging Judges

- Training for the Judges at the National Council is critical
- Attending the annual conference of the NCJFCJ also important



Strategies to overcome obstacles in collaborating

- Put yourself in their shoes
- Use a “neutral” facilitator to set goals
- Consider anonymous feedback
- Cross sector training
- Cross sector dialogues to discuss difficult topics
- Double back when necessary
- Consider financing those with unequal economic power
- Giving Permission to change



Sustainability

- Celebrate Success
- Be realistic about goals and products
- Recruit new leadership, rotate leadership
- Work on sustainability from the beginning
- Create infrastructure change that is not personality dependent



Involving Community

- Change cannot be successful unless community assists and community is educated about the collaboration and becomes part of the collaboration
- Paradigm shift must reach the community
- Community must hold the Leadership accountable
- Community is a valuable resource for the education of the Leadership



Moving On: Post Greenbook

- Infrastructure change that is Greenbook
 - Specialized DV Unit -CW
 - DV Advocates in Court -DVIC
 - Dependency Court -Restraining Orders
 - Judicial Training
 - DV Coordinating Committee
 - Joint Response -Law Enforcement and CW
 - Family Violence vs. Domestic Violence
 - DV Council
 - Family Violence Center



New Collaborations

- 0-3 Meth Court
- Overrepresentation Issue for Latino Children
- Using EPROS for Child Abuse cases
- The Children's Agenda KIC
- Juvenile Education Task Force
- Dual Status cases
- Pre-filing Team Decision Making



Bottom Line...

- **Without Greenbook the trust among the systems that is needed to truly serve the children and families in our community would not have been possible....**



Greenbook Made a Way...

- **Permission to change and to be creative!!**
- **It is no one's fault, it is everyone's problem!**
- **We are forever changed.**



Contact Information

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“From Concept to Reality: Change in Real Time.”

Presented By:
Alisa Del Tufo



1986-1991: Beginning of a Movement

- **Death of Lisa Steinberg**
- **Child Welfare Committee** of the NYC Inter Agency Task Force: inside/outside pressure, agency and advocates
- **Oral History:** 42 Abused Mothers interviewed, women's voices
- **NYC Task Force on Family Violence,** advocate's voices. Outline of FVPP



Goals of The Family Violence Prevention Project: 1993 - present

- To support the development of awareness and expertise regarding the overlap of maternal and child abuse in the child welfare system
- To develop internal (cps) leadership and expertise on do and child welfare
- To enhance the capacity of the child welfare system to identify and provide effective services to abused mothers and their children
- To enhance the safety for abused mothers and their children within the child welfare system
- To support changes in policy and practice that will enhance the safety of abused women and children within the child welfare system and hold perpetrators accountable
- To develop interventions and sanctions for abusive men/fathers in the child welfare system



Program Components of the FVPP

- Education and capacity building of PPRS, **Collaboration with staff**
- Pilots in CPS: Zone C, Zone A. **Collaboration with ACS administrators**
- Identification and Assessment: development and dissemination of instruments. **Collaboration with advocates**
- Resource Development: New supports and services for families and staff. **Collaboration with staff and families**
- Policy change: Macro and micro. **Collaboration with Administrators, upper and mid level**
- Research and Evaluation: develop a body of knowledge and provide quality assurance. **Collaboration with the academy**



Working with Men

- In mid 1990's only criminal court mandated batterer's intervention
- Most men in the child welfare system were not involved in criminal proceedings for dv
- NYC Family Court/ACS had virtually no services, intervention, sanctions for abusive men
- Failure to Protect was often used in dv/child welfare situations
- Child Welfare Services are mandated for the whole family



GOALS: Abusive Partners Intervention Program

- FVPP determined need for child welfare based batterer's program
- Developed APIP with dual goals
 - 1) enhancing safety of abused women and children
 - 2) helping fathers desist from violent and abusive behavior
- Caused tension within the dv community



APIP: Program Requirements

- Only programs in good standing with FVPP could participate
- Must offer women's support group to partners of men in APIP
- Must designate 2 workers for families with dv identification
- Men must be in a group run by a different agency



APIP: Program Components

- 12 week training
- Observation of a full cycle, 26 weeks
- Co-lead, man and woman
- On-going training/supervision



Elisa Izquierdo and Nicholson

- Crisis response after the death of Elisa Izquierdo led to massive increase in placement and reliance on Failure to Protect in cases of dv. *Marrisol v Scoppetta*
- ACS failure to fully support and implement FVPP and other recommendations left them open to liability. *Nicholson v Williams*
- Despite intensive and on-going advocacy ACS did not shift these policies



Reforms After Nicholson

- City funded and implemented recommendations of FVPP and Child Welfare Committee: Universal Screening, dv specialists, additional training for new cps staff, clinical consultation teams, Office of DV Policy and Planning



Resources

For Technical Assistance or Copies of the Greenbook:

- **The National Council of Juvenile & Family Court Judges (NCJFCJ) Resource Center on Domestic Violence: Child Protection and Custody:
1-800-527-3223**
- **The Family Violence Prevention Fund:
www.endabuse.org
(617) 262-5900**



Resources

Check out:

The Greenbook Initiative: www.thegreenbook.info

Family Violence Prevention Fund: www.endabuse.org

MINCAVA Electronic Clearinghouse: www.mincava.umn.edu

Special site on Child Witnessing: www.mincava.umn.edu/link

USDOJ VAWO site: www.usdoj.gov/ovw

VAWnet Online Library: www.vawnet.org

Susan Schechter Fellowship: www.schechterfellowship.org

Sharwline Nicholson's website: www.balancingtheharms.com



Resources Continued

CONNECT is happy to announce a new publication:

"Collaborative Engagement; helping child welfare service providers support families struggling with domestic violence, mental illness, substance abuse and poverty"

**To purchase copies of the Guidebook
Visit:**

www.connectnyc.org