



# **WHO'S ON FIRST? – CLARIFYING AND NAVIGATING ROLES AND RESPONSIBILITIES ON THE FTC TEAM**

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**CENTER FOR CHILDREN AND FAMILY FUTURES**  
Strengthening Partnerships, Improving Family Outcomes

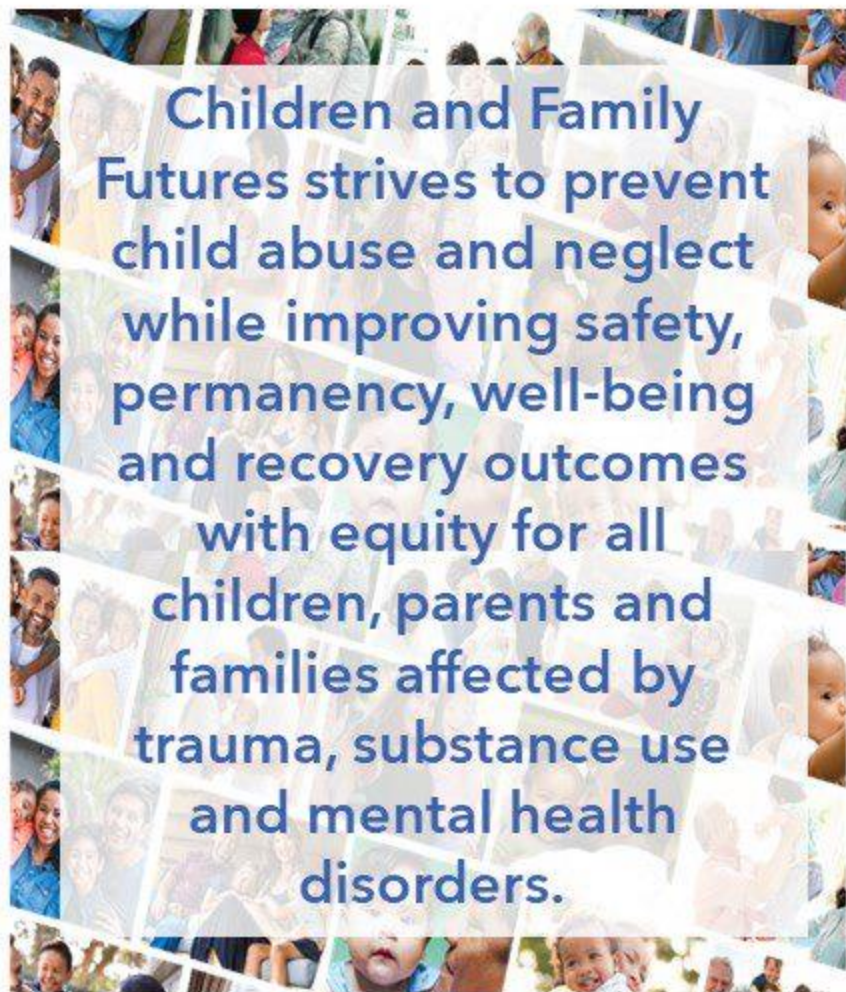
# ACKNOWLEDGMENT

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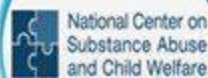


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**Children and Family Futures** strives to prevent child abuse and neglect while improving safety, permanency, well-being and recovery outcomes with equity for all children, parents and families affected by trauma, substance use and mental health disorders.



#### NATIONAL CENTER ON SUBSTANCE ABUSE & CHILD WELFARE (NCSACW)

- Collaborative Training and Technical Assistance
- Regional Partnership Grants Technical Assistance
- In-Depth Technical Assistance

*Funded by the Children's Bureau (CB), Administration for Children and Families (ACF), co-funded by the Substance Abuse and Mental Health Services Administration (SAMHSA)*



#### NATIONAL FAMILY DRUG COURT TRAINING & TECHNICAL ASSISTANCE PROGRAM (FDC-TTA)

- Office of Juvenile Justice and Delinquency Prevention FDC Grantee TTA
- FDC TTA (Non-grantee)

*Funded by Office of Juvenile Justice and Delinquency Prevention (OJJDP)*



#### NATIONAL SOBRIETY TREATMENT & RECOVERY TEAMS TRAINING AND TECHNICAL ASSISTANCE PROGRAM (START)

*Funded by Individual States and/or Local Jurisdictions*



#### CHILDREN & FAMILY FUTURES TECHNICAL ASSISTANCE & EVALUATION PROJECTS (CFF)

- Casey Family Programs
- Duval County, FL Fourth Judicial Circuit FTC TA
- National Quality Improvement Center on Family-Centered Reunification
- Recovery Opportunities Open for Men (ROOM) for Dads
- Sacramento County Dependency Family Treatment Court
- Sacramento County Early Intervention Family Treatment Court
- Strong Families, Strong Children
  - Behavioral Health Services of Veteran Families
  - Continuum of Care for Veteran Families
  - Orange County Veterans Initiative







# LEARNING OBJECTIVES


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Participants will be able to

- Differentiate roles and responsibilities of individual team members
- Describe the overarching responsibilities of all FTC team members to support the overall goals of the FTC and meet the complex needs of families to support best outcomes for all FTC families
- Identify at least one change to their own practice that allows them to operate more effectively within the FTC team



Who is here?



Introduce  
yourself –  
Name, Role, FTC

# Family Treatment Courts



*A meta-analysis of 16 evaluations examining FTC outcomes found that **families that participated in an FTC were two times more likely to reunify** than families receiving conventional services.*

*(Zhang, Huang, Wu, Li, & Liu, 2019)*



## *What Makes Family Treatment Courts Effective?*

1. Get parents into treatment more quickly.
2. Support parents to remain in treatment longer.
3. Provide skills-based training and other supports to ensure parents are competent and confident to care for their children.
4. Problem-solve barriers to stable recovery and reunification.



# Long Term Outcomes - What is Success?

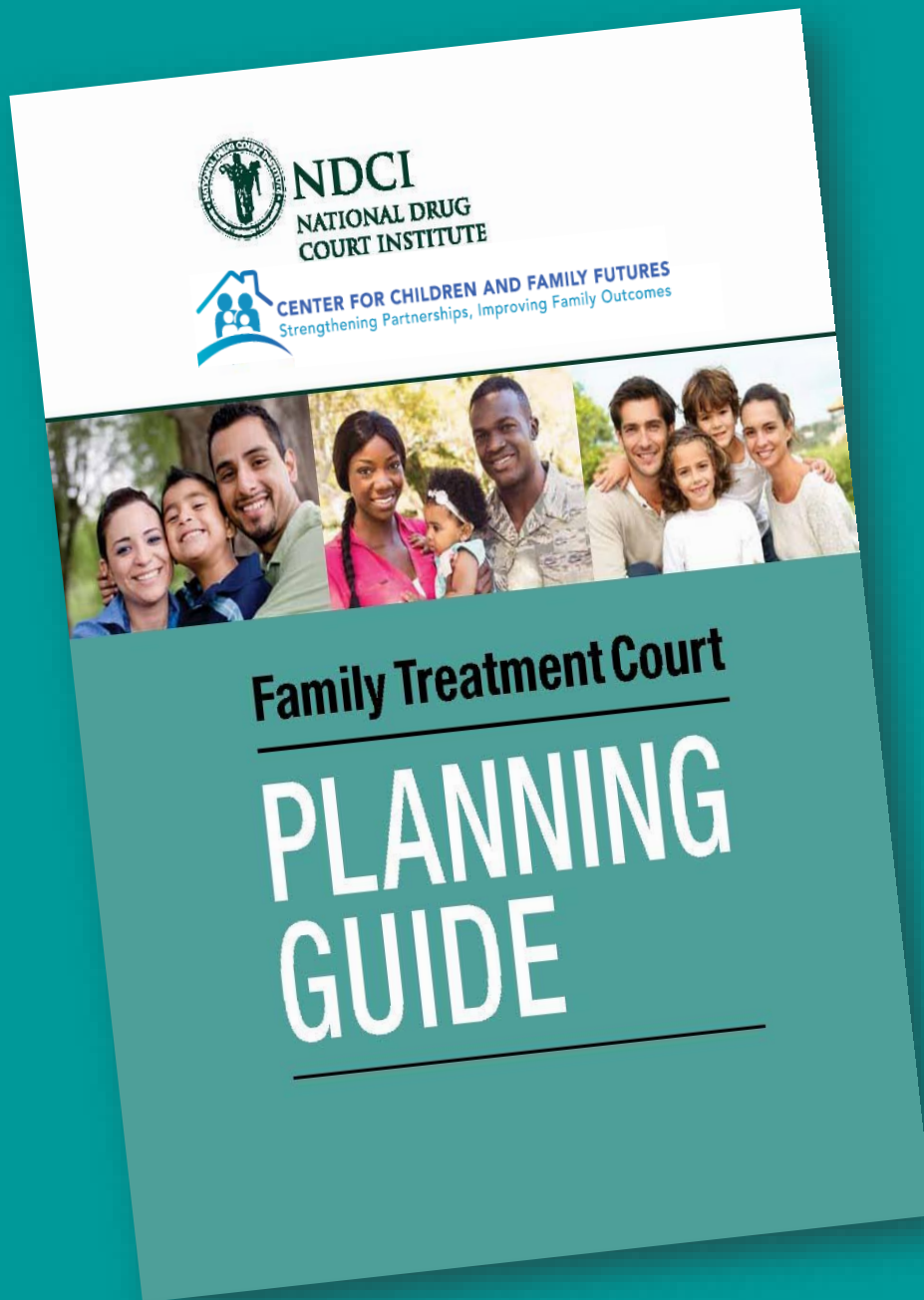
## 5 Rs and an E

Equitable Outcomes in:	All outcomes should be disaggregated by race, ethnicity, gender, and other key demographic information
Recovery	<ul style="list-style-type: none"><li>•Parents access treatment more quickly</li><li>•stay in treatment longer</li><li>•decrease substance use</li></ul>
Remain at Home	More children remain at home throughout program participation
Reunification	Children stay fewer days in foster care and reunify within 12 months at a higher rate
Repeat Maltreatment	Fewer children experience subsequent maltreatment
Re-entry	Fewer children re-enter foster case after reunification



*Vulnerable children, parents, and family members require the intensive, collaborative efforts of child welfare, the dependency court, treatment providers, and other community members to meet their complex treatment and service needs.*

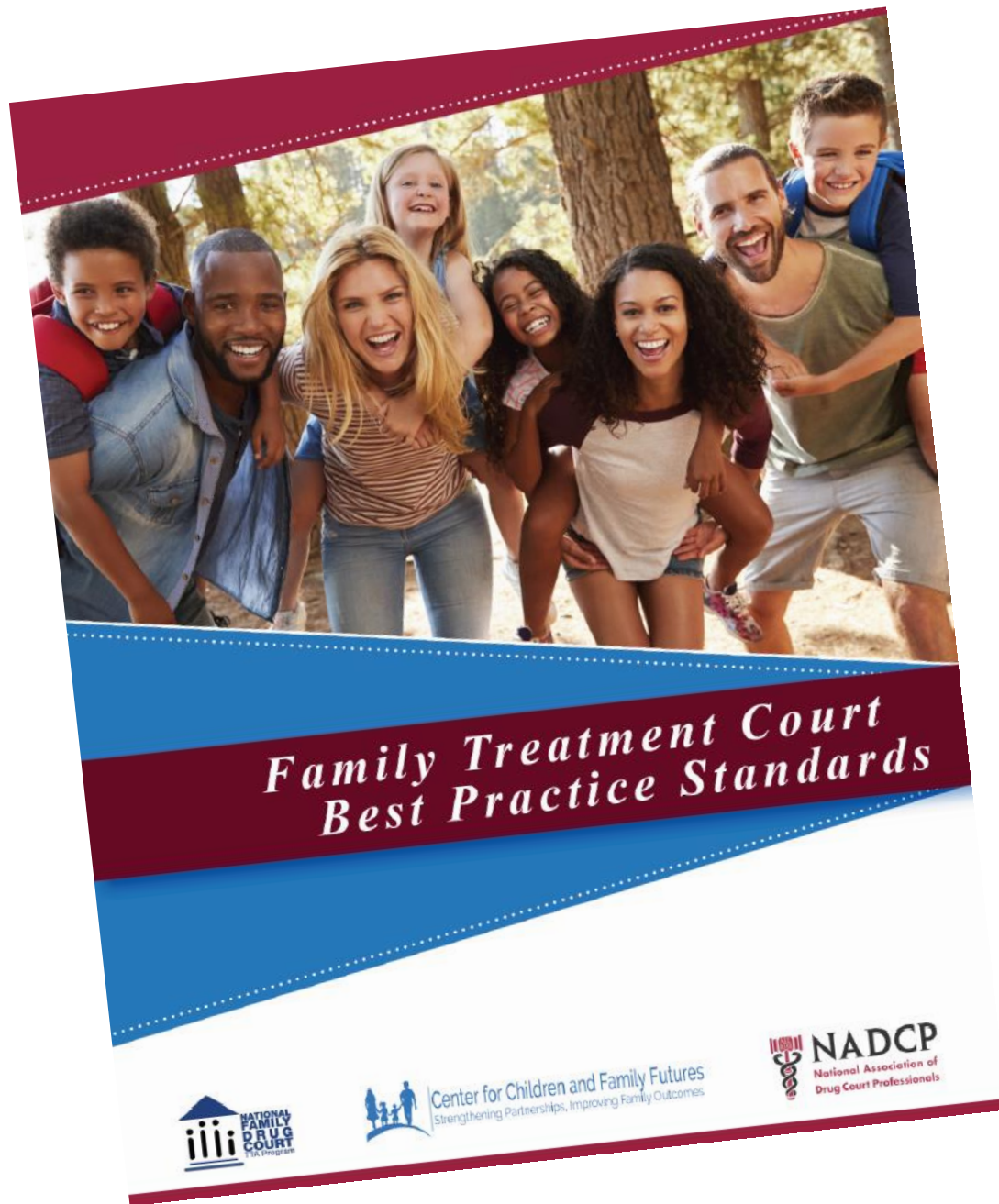
*No single agency has the skill or capacity to meet all of their needs.*



- Designed to provide step-by-step instructions
- Use Guide to gather needed information to present FTC concept
- Worksheet Activities

<https://www.cffutures.org/fdc-tta/planning-guide-2018/>





# Family Treatment Court Best Practice Standards

8

Standards & Provisions

[https://www.cffutures.org/home-  
page/ftc-best-practice-standards-2019/](https://www.cffutures.org/home-page/ftc-best-practice-standards-2019/)

# Family Treatment Court Best Practice Standards

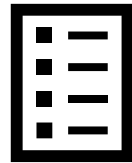


## Equity and Inclusion

## Monitoring and Evaluation



Role of the  
Judge



Early  
Screening  
and  
Assessment



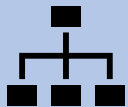
Timely,  
Quality  
Treatment



Case  
Management



Therapeutic  
Behavior  
Response



## Organization and Structure

# Family Treatment Court Practice Alignment Tool

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What question(s) do you have about your role and responsibilities?

What question(s) do you have about the roles and responsibilities of other team members?

# STAGES AND CYCLES OF A TEAM



FORMING



STORMING

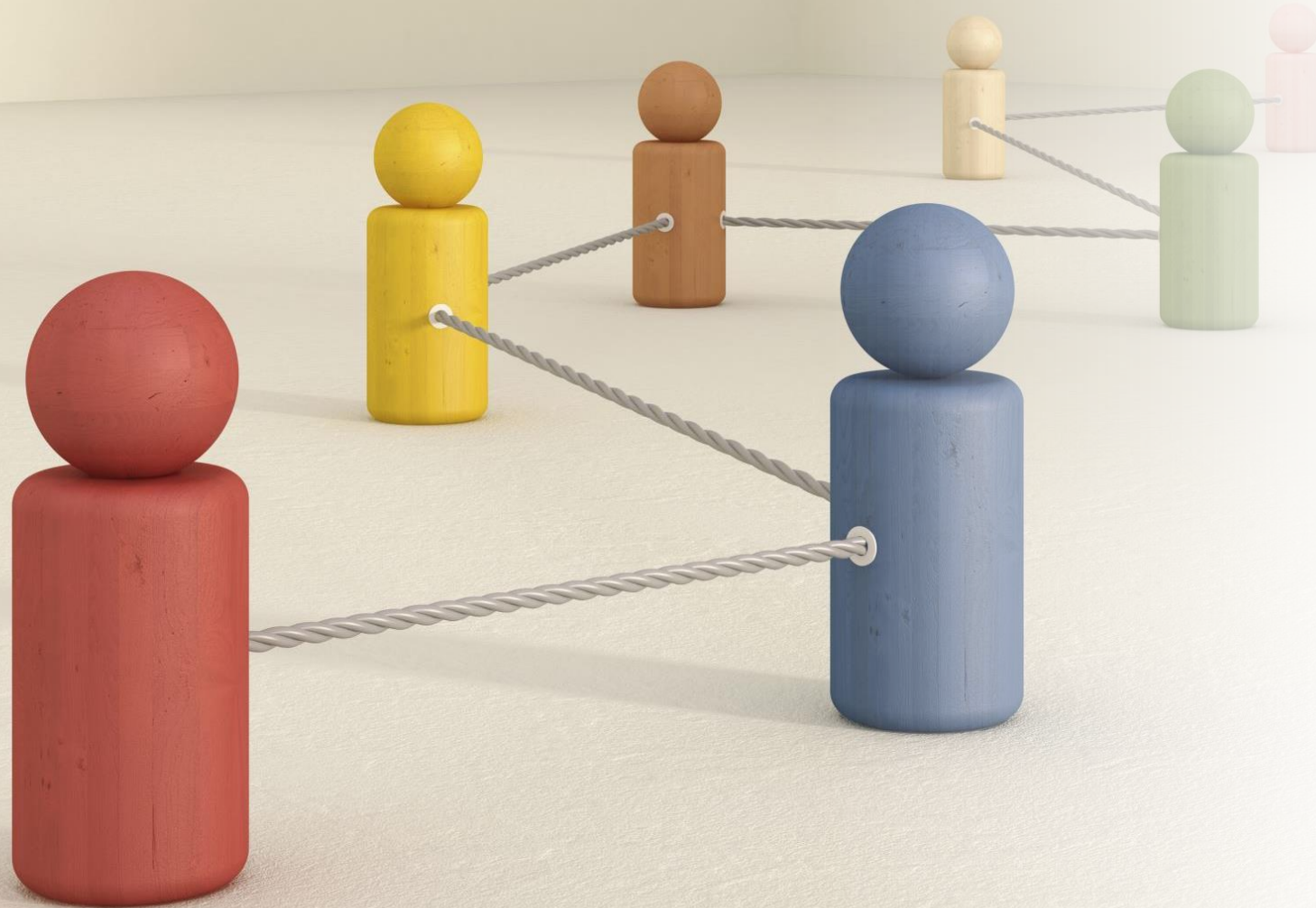


NORMING



PERFORMING

# Elements of Effective Team Operation



- Communication
- Problem Solving
- Decision Making
- Managing Conflicts



# TEAMS ARE COMPOSED OF INDIVIDUALS

With...

- Specific job responsibilities
- Specific skills and experience
- Specific personal preferences



# Engagement is Everyone's Job

Engagement begins  
during the first  
interaction and  
continues throughout  
the entire case



# MULTIDISCIPLINARY TEAM

*A multidisciplinary team of professionals includes any agency that provides essential services for the children, parents, and families the FTC serves.*

- Judge
- FTC coordinator
- Child welfare agency/State's attorney
- Parent's attorney
- Child's attorney, Guardian *ad litem* and/or Court Appointed Special Advocate
- Child welfare caseworker
- SUD treatment provider
- Mental health treatment provider
- Child and adolescent services providers
- Related agencies such as health, educational, vocational, recovery and reunifications support, law enforcement, and probation



# ORGANIZATION AND STRUCTURE

## *PROVISION C: MULTIDISCIPLINARY TEAM*

Drug court teams have better outcomes when their members have **strong working relationships**. The **attendance** of key multidisciplinary operational team members at pre-court staffings and court review hearing helps produce positive outcomes and is part of the core approach of drug courts.

Each agency is responsible for determining which staff member **possesses the expertise** to meet the complex needs of families affected by substance use disorder (SUD), mental health, and other co-occurring disorders; is **willing to attend training** to enhance skills and understand fidelity to the model; and **maintain the interest and ability** to participate.

It is important that each member **embody a commitment to the values and principles** of the FTC model.

# Requirements of Effective Team Building

- Establish a common purpose
- Assess team strengths and weaknesses
- Develop specific individual goals
- Obtain agreement on common approach
- Encourage acceptance of accountability for both individual and team performance
- Build mutual trust among members



# **Orient Team Members**

- Develop a check-list of required reading and other materials
- Provide a formal orientation process
- Ask team members to sign a “participation agreement” detailing expectations
- Provide an “opt out” to new team members who find they are not a good fit





# Train Team Members

- Identify “mentors” in operational courts who are willing to serve as resources to new team members and those who want to talk with another serving in their role (judge, DA, defense, LEO, etc.)
- Provide opportunities for intentional team building such as monthly operational team meetings, team-based continuing education, or an annual “Strengths, Challenges, Opportunities, Threats” (SCOT) analysis
- Review and discuss your court’s data as a team to identify trends, areas of strength, and areas for growth

# NCSACW Online Tutorials *Cross-Systems Learning*

## **Tutorial 1**

Understanding Substance Abuse and Facilitating Recovery: **A Guide for Child Welfare Workers**

## **Tutorial 2**

Understanding Child Welfare and the Dependency Court: **A Guide for Substance Abuse Treatment Professionals**

## **Tutorial 3**

Understanding Substance Use Disorders, Treatment and Family Recovery: **A Guide for Legal Professionals**

<https://ncsacw.acf.hhs.gov/training/default.aspx>



## BUILDING COLLABORATIVE CAPACITY SERIES

This seven-part series is organized into two clusters. The first cluster provides a *framework for establishing a collaborative team*. The second cluster highlights strategies to achieve *timely access* to treatment and support services for families.

<https://ncsacw.acf.hhs.gov/collaborative/building-capacity.aspx>



# ORGANIZATION AND STRUCTURE

## *PROVISION F: COMMUNICATION AND INFORMATION SHARING*

The operational team has **access to timely, appropriate, accurate, and complete information** about participant progress and family needs. Timely communication includes **pre-court staffing reports** as well as regular **electronic communication** in between FTC review hearings.

The FTC develops **clear information-sharing protocols**.

Team members have information that is **critical to the success** of each family and the **integrity of the FTC**. One team member, typically the FTC coordinator, has primary responsibility for facilitating the sharing of consistent and relevant information.

Before entering the FTC, participants sign a **participation agreement** that meets the requirements of HIPAA, 42 CFR Part 2, confidentiality laws applicable to FTC partners, and any applicable state law. Participants sign a **consent for the exchange of confidential information** to permit treatment information disclosure during staffing.

# Memorandum of Agreement/ Understanding

- Identifies partners
- Identifies shared mission and values
- Clarifies each party's responsibilities
- Formalizes data sharing
- Supports sustainability





## *What Makes Family Treatment Courts Effective?*

1. Get parents into treatment more quickly.
2. Support parents to remain in treatment longer.
3. Provide skills-based training and other supports to ensure parents are competent and confident to care for their children.
4. Problem-solve barriers to stable recovery and reunification.

**How does your role contribute to these critical outcomes?**



A scenic landscape featuring rolling green hills in the foreground, a dense forest of evergreen trees in the middle ground, and misty, layered mountains in the background. The sky is filled with dramatic, colorful clouds in shades of orange, yellow, and blue, with a bright sun low on the horizon creating a lens flare effect.

# **Q&A AND DISCUSSION**



## **CONTACT US:**

**Kirstin Frescoln, Senior Program Associate:**

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**Family Drug Court Training and Technical Assistance Program:**

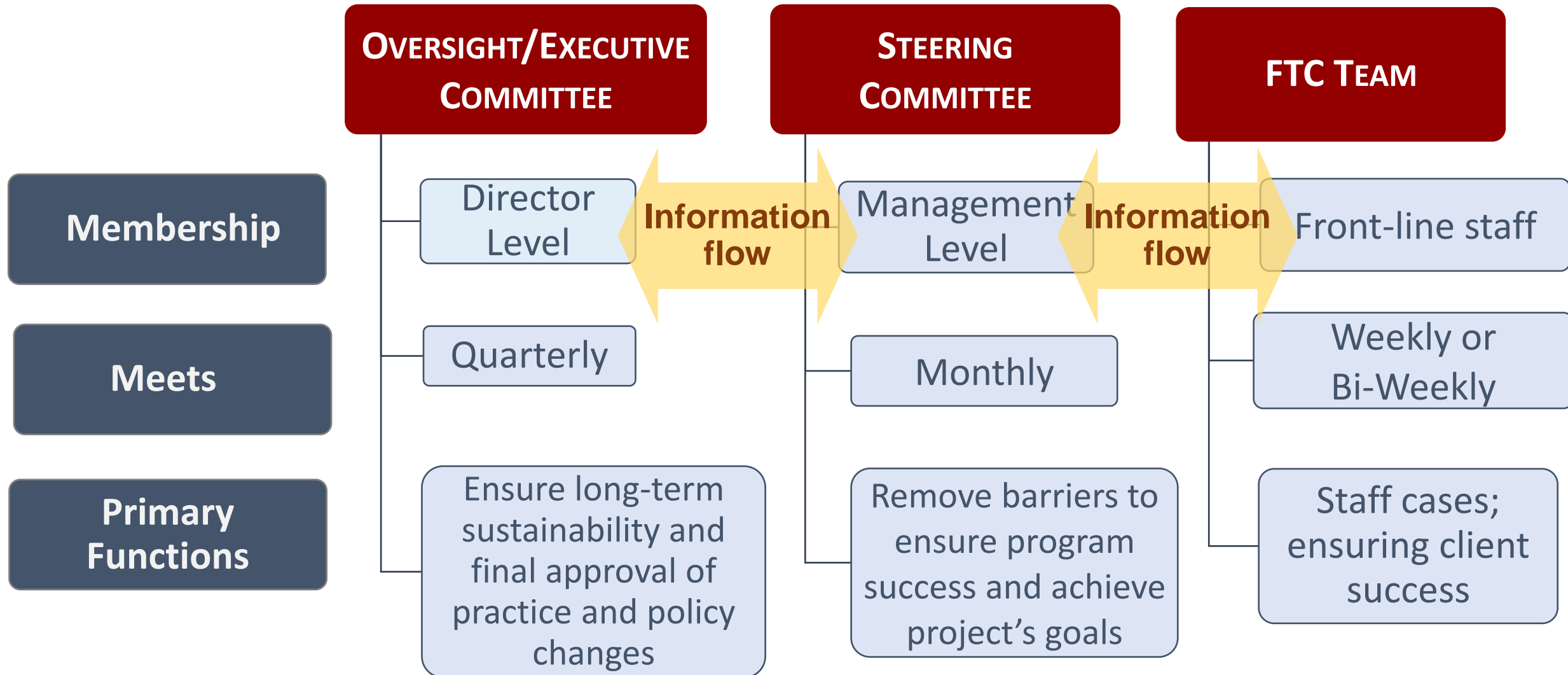
[fdc@cffutures.org](mailto:fdc@cffutures.org)



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# ORGANIZATION AND STRUCTURE

## *Provision D: Governance Structure*



# King County Family Treatment Court, WA



# Organization and Structure

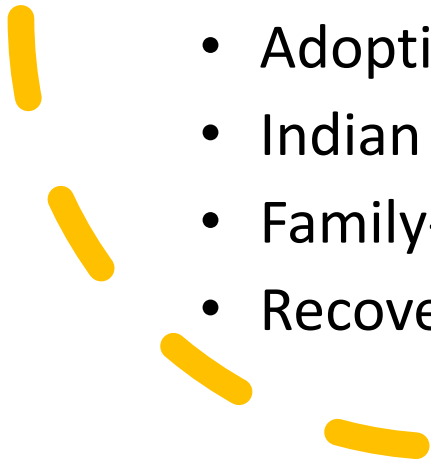


## *PROVISION G: CROSS-TRAINING AND INTERDISCIPLINARY EDUCATION*

Effective treatment courts ensure team members and partner organizations receive **ongoing training and technical assistance to build and maintain their skill sets**. **Orientation** for new team members increases positive outcomes and minimizes disruptions in the FTC process.

The operational team needs training on **roles and responsibilities, best practice standards, and the FTC's operational structure** to ensure that implementation maintains fidelity to the model and is based on research.

- SUD and mental health disorders
- SUD and mental health treatment
- Adoption and Safe Family Act
- Indian Child Welfare Act
- Family-centered treatment
- Recovery supports
- Serving all families
- Supporting behavior change
- Needs of children
- Valid screening and assessment
- Evaluation and CQI
- Comprehensive case management



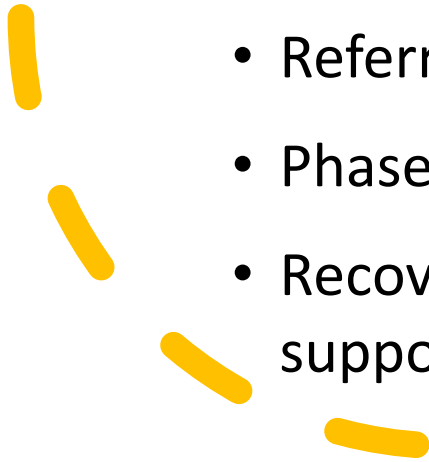


# Organization and Structure



## *PROVISION I: FTC POLICY AND PROCEDURE MANUAL*

The policy and procedure manual describes the **FTC's policies, procedures, day-to-day operations, and team member roles and responsibilities**. Documentation of FTC operations within a policy and procedure manual is **crucial to future institutionalization** of the FTC. The manual is a **living, working document**, but it is not changed without consideration and discussion. The manual contains the FTC's:

- Mission, vision, and goals
  - Eligibility criteria
  - Referral and entry process
  - Phase structure
  - Recovery and reunification support services
  - Drug and alcohol testing procedures
  - Coordinated responses to behaviors
  - Protocols to determine necessary treatment and complementary services for families
- 

# Organization and Structure

## *PROVISION J: FTC PRE-COURT STAFFING AND REVIEW HEARING*

The pre-court staffing **prepares the operational team** for the FTC review hearing. In preparation for the staffing, a **progress report is developed and disseminated** to all team members, who are expected to have **reviewed the report before meeting**. The report provides **objective information** rather than opinion.

The team members report information **critical to recovery and reunification** of children, parents, and families; identify **participant behaviors** that warrant a response; and **recommend a coordinated response** to participant behavior.

The FTC court review hearing **occurs on the same day, immediately after the staffing**.

It is possible to share too much information and to overwhelm fellow team members with extraneous, duplicative, or otherwise irrelevant details.

An FTC's capacity to serve participants can be restricted by the time allotted for pre-court staffings and review hearings. The team needs **enough time to thoroughly discuss the progress and challenges** of each participant and their children and families during the staffing.

Problem Solving – not Problem Reporting!

## BEST PRACTICE STANDARD 2 - ROLE OF THE JUDGE

Judicial leadership is critical to the effective planning and operation of the FTC. The FTC judge works collectively with leaders of partner agencies and other stakeholders to establish clear roles and a shared mission and vision. He or she has the **unique ability to engage the leaders and stakeholders** in the development, implementation, and ongoing operations of the FTC. The judge is a vital part of the operational team, **convening** meetings that encourage team members to identify shared values, voice concerns, and find common groups. Additionally, the judge's development of **rapport with participants** is among the most important components of the FTC.

# ROLE OF THE JUDGE

Convening Partners

Judicial Decision Making

Participation in FTC Pre-Court Staffing

Interaction with Participants

Professional Training

Length of Judicial Assignment to the FTC

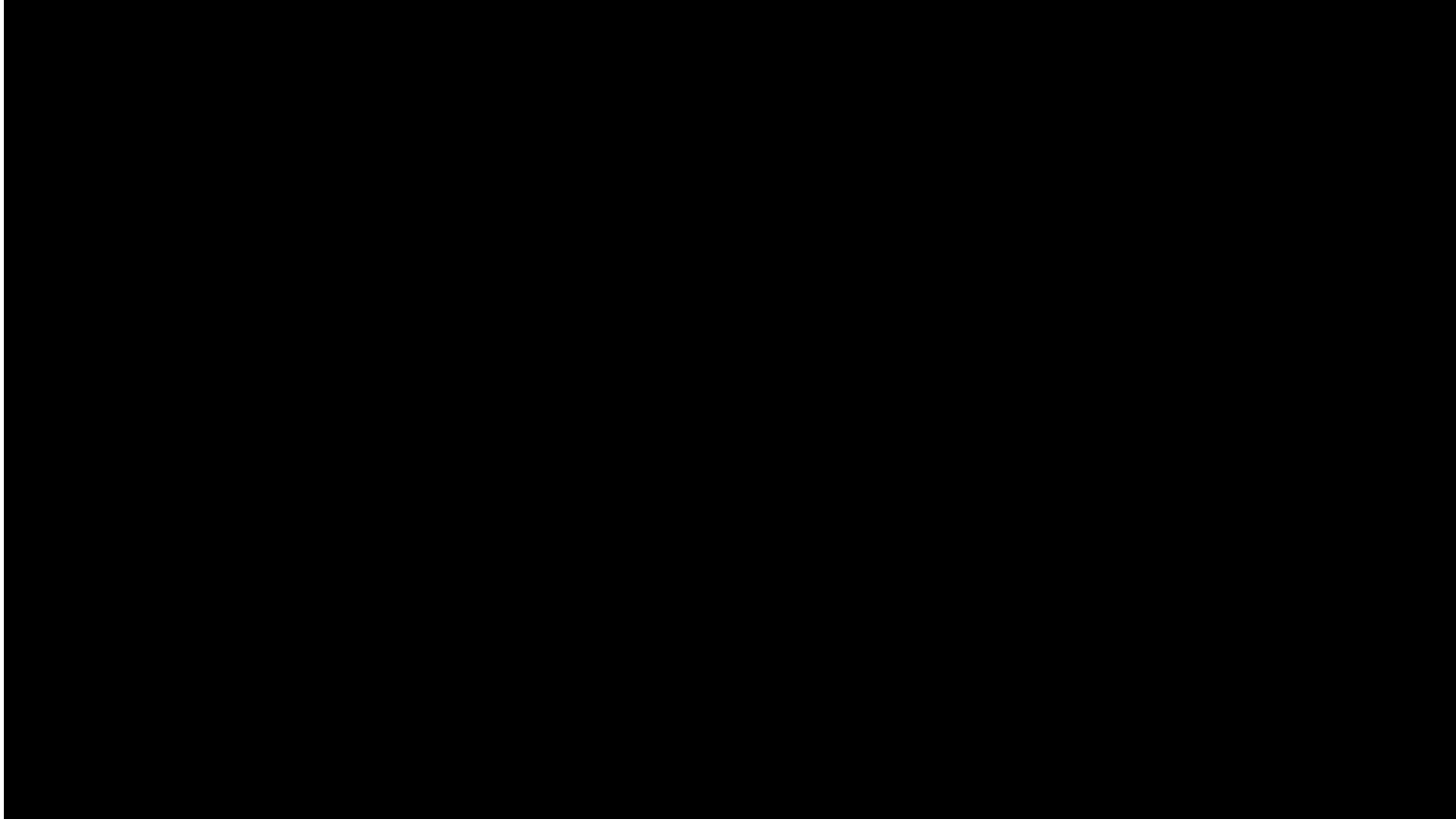


# Judicial Participation in FTC Pre-court Staffing

The judge encourages participants to honestly discuss their successes and challenges with parenting as well as their relationships with their children in their efforts to achieve long-term recovery, reunification, and permanency for children.

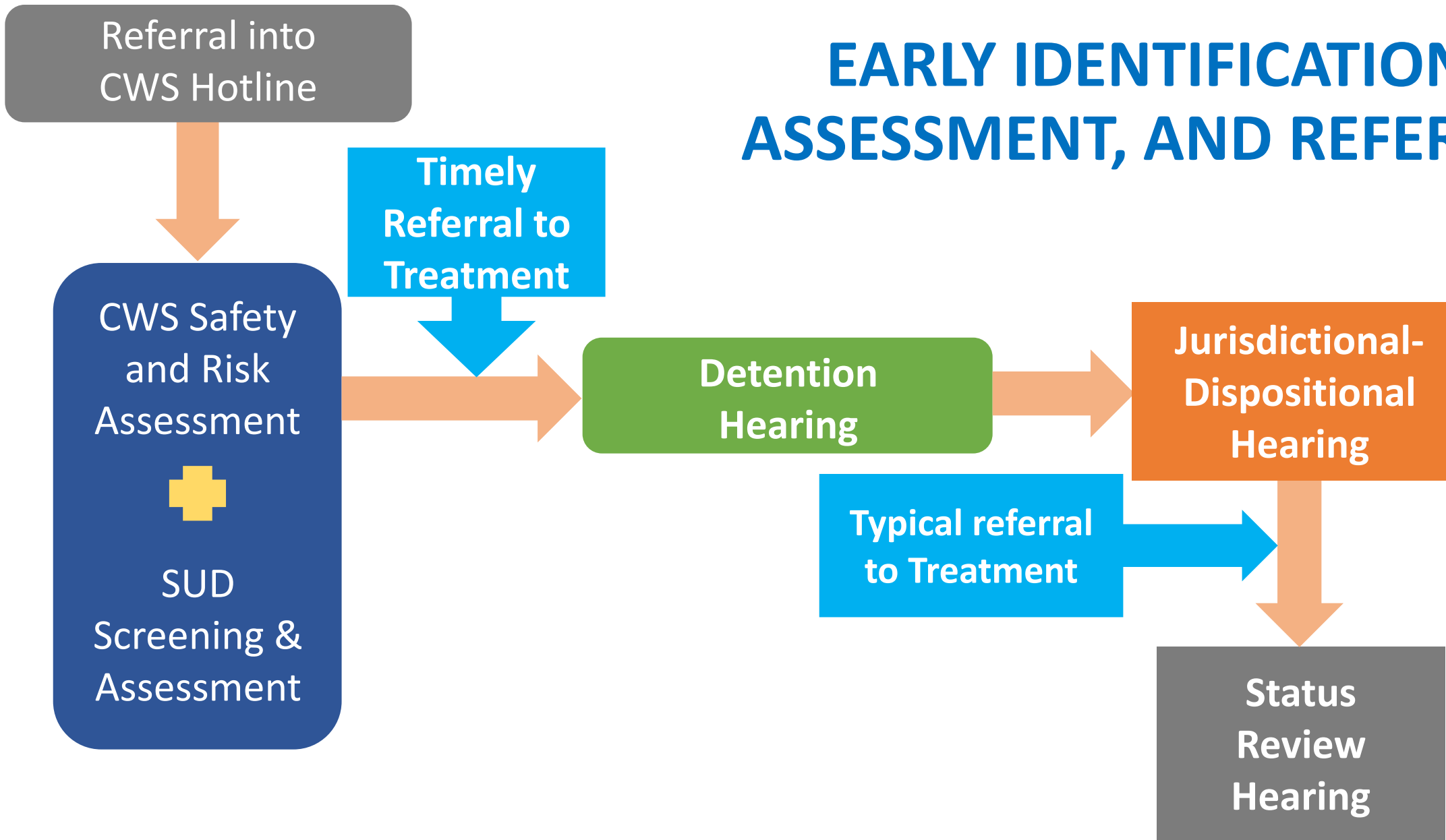
*Observational studies suggest that when judges do not attend pre-court staff meetings, they are less likely to be adequately informed about or prepared for interacting with participants during review hearings.*

# Grant County Family Recovery Court, IN



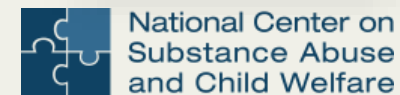
IDENTIFICATION OF FAMILY IN NEED

EARLY IDENTIFICATION,  
ASSESSMENT, AND REFERRAL



# DISRUPTING STIGMA

How Understanding, Empathy and Connection Can Improve Outcomes for Families Affected by Substance Use and Mental Disorders



<https://ncsacw.acf.hhs.gov/files/disrupting-stigma-brief.pdf>



## STANDARD 5, PROVISION A: TIMELY ACCESS TO APPROPRIATE TREATMENT

The FTC has protocols and practices to ensure that participants have **timely access to the appropriate level of care** in a treatment program (e.g., residential, intensive outpatient, outpatient) to address their assessed SUD and affected areas of life functioning (e.g., social and family relationships, legal consequences). Participants receive an **SUD assessment** and begin treatment **as soon as possible** after becoming involved with the child welfare agency. The FTC tracks the time between the case opening and treatment entry to **monitor timely access** as a routine process measure.

# TIME TO & TIME IN TREATMENT MATTERS

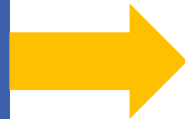
In a longitudinal study of mothers (N=1,911)

Entered substance use disorder treatment faster after their children were placed in substitute care



Stayed in treatment longer

Completed at least one course of treatment



Significantly more likely to be reunified with their children

# FUNCTIONS OF RECOVERY SUPPORT SPECIALISTS



## Liaison

- Links participants to ancillary supports; identifies service gaps
- Facilitates access to treatment by addressing barriers and identifies local resources

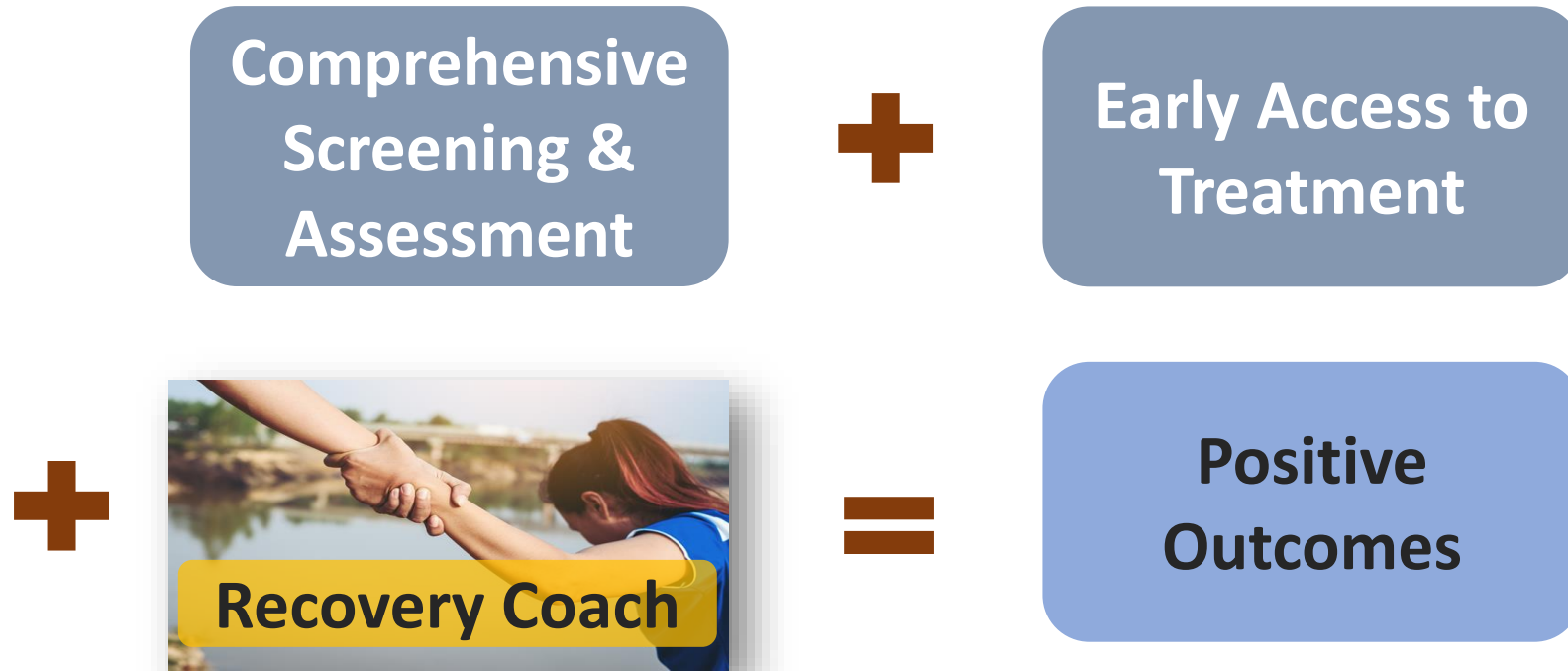


## Advisor

- Educates community; garners local support
- Communicates with FTC team, staff and service providers

# RECOVERY SUPPORT MATTERS

A Randomized Control Trial – Cook County, IL (n=3440)



*(Ryan, Perron, Moore, Victor, and Park 2017)*



# TREATMENT MAKES TREATMENT DECISIONS



The **treatment provider** and the **FTC participant** jointly determine the appropriate level of SUD treatment.



Other members of the FTC team share pertinent information about the family's strengths and needs with the treatment provider to help the provider make the most informed decision.



Standardized assessment results drive the treatment provider's recommendations. The ASAM criteria for addictive, substance-related, and co-occurring conditions are the most widely used and comprehensive guidelines for treatment level of care placement.

# ***WHO NEEDS TO KNOW WHAT AND WHEN?***



## **DO TREATMENT PROVIDERS KNOW:**

- Reason for referral, including current/history of mental health, trauma, and substance use?
- Child welfare history as parent and as child?
- Current custody and placement status of children?
- Any screening and assessment results already conducted?
- Parenting time schedule and plan?
- Mandated services through treatment plan?
- Court dates, multidisciplinary team staffing dates?
- Permanency goal and return home plan?

# ***WHO NEEDS TO KNOW WHAT AND WHEN?***



**Do child welfare and court partners know:**

- Assessment summary including Level of Care recommendations, current diagnosis, and recommended services?
- Treatment plan and services that will be provided?
- Goals and progress including attendance, participation, attitude, motivation, engagement, interest, behavioral changes, improved functioning?
- Discharge and aftercare plans/needs?



# CONTINUUM OF FAMILY-BASED SERVICES

## PARENT'S TREATMENT WITH FAMILY INVOLVEMENT

Services for parent(s) with substance use disorders. Treatment plan includes family issues, family involvement.

Goal:  
Improved outcomes for parent(s)

## PARENT'S TREATMENT WITH CHILDREN PRESENT

Children accompany parent(s) to treatment. Children participate in child-care but receive no therapeutic services. Only parent(s) have treatment plans.

Goal: Improved outcomes for parent(s)

## PARENT'S AND CHILDREN'S SERVICES

Children accompany parent(s) to treatment. Parent(s) and attending children have treatment plans and receive appropriate services.

Goals:  
Improved outcomes for parent(s) and children, better parenting

## FAMILY SERVICES

Children accompany parent(s) to treatment; parent(s) and children have treatment plans. Some services provided to other family members.

Goals:  
Improved outcomes for parent(s) and children, better parenting

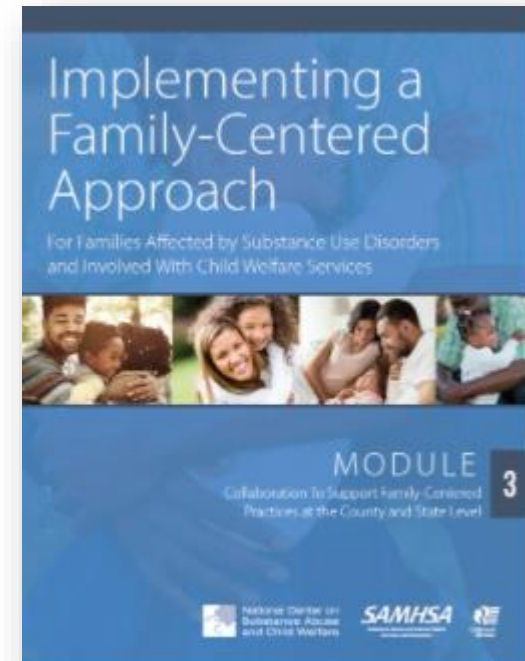
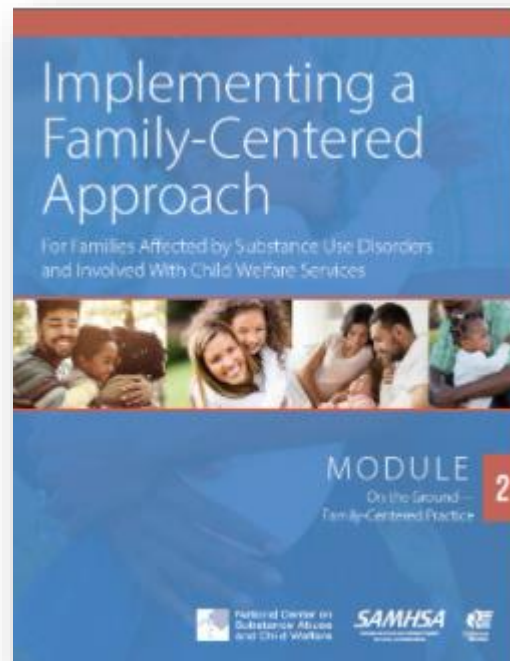
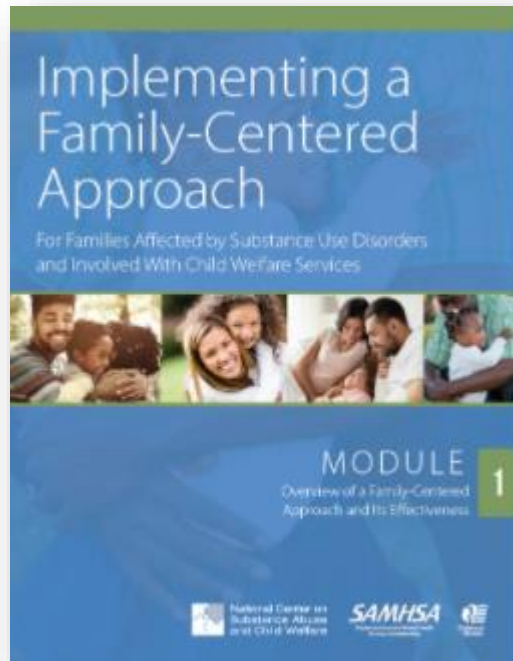
## FAMILY-CENTERED TREATMENT

Each family member has a treatment plan and receives individual and family services.

Goals:  
Improved outcomes for parent(s), children, and other family members; better parenting and family functioning



# FAMILY CENTERED APPROACH MODULES



<https://ncsacw.acf.hhs.gov/topics/family-centered-approach.aspx>

A scenic landscape featuring rolling green hills in the foreground, a dense forest of evergreen trees in the middle ground, and misty, layered mountain ranges in the background. The sky is filled with dramatic, colorful clouds in shades of orange, yellow, and blue, with a bright sun low on the horizon creating a lens flare effect.

# **Q&A AND DISCUSSION**

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